

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 March 2018
for
Burnley Youth Theatre

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Reference and Administrative Details
for the Year Ended 31 March 2018

TRUSTEES

Ms K Allen
Mrs C Barnett
Mr S Cook
Miss C Cosgrove
Mr P Kenyon
Mrs R Livermore
Ms S Martin
Mrs L O'Sullivan (resigned 1.1.18)
Mr A Preston
Mrs A Mayer

COMPANY SECRETARY

Mr L Philbrook

REGISTERED OFFICE

Queens Park Road
BURNLEY
Lancashire
BB10 3LB

REGISTERED COMPANY NUMBER 03178207 (England and Wales)

REGISTERED CHARITY NUMBER 1054763

INDEPENDENT EXAMINER

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BANKERS

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Chairman's Report
for the Year Ended 31 March 2018

Our priority for 2017- 2018 was to continue to improve our financial resilience, sustainability and prospects for growth. This was about both maximising and diversifying our income for our activities and to manage the challenges of continuing to secure grants. We continued to make headway in controlling our expenditure and generating some efficiencies and to plan for and understand our areas of risk and adapt swiftly. The financial challenges continued throughout the year and we had a number of points in the year when we faced cashflow issues.

At the end of the third financial quarter we had to plan for another deficit position at year end though this was much less than expected. Looking forward this will be further exasperated with the projected loss of key grants in future years. We identified that in 2018 we would need to look seriously at our salary costs as our largest area of expenditure, to tackle the structural deficit and build our reserves, unless we are able to secure new external grants or raise income to meet this gap.

We approved our new Business Plan for the next 4 years for 2018 - 2022 but recognised that we had a number of areas of projected income that remain as yet unsecured. A major achievement was the news of continued NPO funding from Arts Council for the next 4 years, but we were not successful in being granted the modest increase we requested. We re-secured support from Burnley Borough Council and were successful in being granted major support again from Lancashire County Council, but this represented the last year of this support.

At the year end we secured some important major grants from the Henry Smith Foundation and the Andrew Lloyd Webber Foundation for future programmes beginning in 2018, amounting to almost £200,000 over the next 3 years, meaning we are able to secure continuity for externally funded staff. We also built a new relationship with the Eric and Margaret Kinder Trust. We exceeded our expectations for commissioning opportunities and were on target for income secured for other projects and from fees through our Creative Education Programme.

We saw modest growth in ticketed sales for our events and workshop donations through revising our pricing and marketing approaches, but we did not achieve the same growth in ticket sales for our professional programme, where our income from ticket sales was below target. Going forward we will reduce the number of our professional performances by around 50%.

We made modest, but disappointing headway in business development income generation. We launched a number of new schemes for individual and corporate giving, but had to revise our targets down considerably over the year. We secured one major corporate sponsor, AMS Neve, for our Education Programme and secured some BYT 100 Club Members and Individual Benefactors, but overall did not reach our expected target. We refreshed our hiring policy and charging structure and achieved minimal growth in increasing the hiring our facilities. Our refreshments and hospitality sales remained largely stagnate during the year. Our other unrestricted community fundraising through special events, raffles etc was also disappointing in terms of reaching expected targets and we continue to face capacity challenges in realising our ambitions.

We built some new strategic relationships including strengthening our partnership with Burnley Borough Council at a senior level around future working and potential support for shared priorities, especially around health and well being and raising aspirations in young people and strengthened joint working with Burnley Leisure Trust. We have continued to have a strong working relationship with Curious Minds and delivered Arts Award and supported schools with ArtsMark in addition to contributing to initiatives such as the Education Challenge Partnership.

We received excellent reports from the Arts Council, especially in terms of our achievements in relation to diversity and engagement and our monitoring figures showed that we continue to see increases in the diversity and the socio-economic profile of young people attending, but we had some mixed reports about the need to invest more in raising our production and presentation values.

Our Edinburgh Festival production proved to be the most successful yet and we had fantastic 4* reviews and audiences. The Christmas production also received terrific audience feedback with the best audience figures and income from tickets yet. Our programme for early years and programmes for those with disabilities has shown growth over the year, together with further strengthening of our LGBT group. Our work and profile around mental health work was particularly prominent during the year with projects such as 'Pieces of Me.' We finished the year with a long planned project on grooming, in partnership with Lancashire Constabulary which has been a great success and will continue into 2018. We reviewed our Creative Education Programme and set out plans for its future focus and priorities resulting in work with more schools and increasing the depth of these relationships.

Chairman's Report

for the Year Ended 31 March 2018

Two new Trustees joined our Board with arts and fundraising skills, but we were unsuccessful in securing more Trustees we needed and have yet to further diversify our Board membership. We refreshed and strengthened a number of our existing policies and created new ones and set up a number of Trustee and Staff Working Party Groups to strengthen and develop key organisational and activities. In addition we identified 3 Task and Finish Groups to take forward time limited development objectives. These included; Creative Education, Marketing, Communications and PR and Capital and Maintenance Needs.

We undertook a number of major repairs and upgrades to our facilities including replacing all the Theatre house lights with energy efficient ones and had a overhaul of our raked seating. We also completed important outstanding repairs to the Moira Preston Building.

We had some challenges during the first half the year with regard to staffing vacancies. Following a review, the Community Fundraiser position was not renewed. The Site Maintenance Worker position was revisited and divided into separate positions of part time cleaner and part time site maintenance worker. We created a new position of part time Administrator to increase capacity further in the Operations Team and also recruited 2 Casual FOH positions. Our Youth Theatre Worker went on maternity leave and we made arrangements to back fill this with other part time artistic staff, providing some development opportunities for our staff. We increased the salary of our Marketing Officer, recognising the increasing importance of this role. We were successful in securing some funding for volunteering and have continued to build and extend the number and opportunities for volunteers.

We launched some specific new profile raising initiatives including a number of VIP reception events which have proven successful and on which we intend to build in future years. New approaches were undertaken around marketing and ticketing which have shown some success and the website had a mini revamp. We produced new signage to market the hiring of our facilities. We secured 2 Honorary Benefactors for our giving scheme, including Sir Ian McKellen. We featured in an Arts Council national publication around young people and governance good practice.

Looking forward to 2018 - 2019 we will be continuing to focus on resilience with a strong focus on securing new income streams. As part of controlling our costs and meeting the future needs of our business plan and capacity challenges we will be undertaking a Staff Review to better meet our ambitions. Our specific achievements and future plans for achieving Artistic Excellence, Reach and Diversity are set out in more detail in the Artistic Directors Report.

A Preston

Report of the Trustees
for the Year Ended 31 March 2018

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2018. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's objects are specifically restricted to the following:

To act as a resource for young people and children living in Lancashire by providing advice and assistance and organising programmes of activity, training and education as a means of:

A) Advancing in life and helping young people and children, improving their health and overall well-being by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals.

B) Advancing education and training in all aspects of arts and culture.

C) Providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of such persons.

Our Vision

All children and young people will access high quality arts and culture.

Our Mission

Creatively inspiring and challenging young people to take their next steps.

Our Values

We value artistic quality and integrity in all the work that we do.

We value giving opportunities to children, young people and families no matter what their background.

We value the education, training and development of children and young people.

We value the aspirations of children and young people and support them to realise their potential.

We value the views of young people and always strive to give them a voice.

We value, embrace and celebrate equality and diversity.

We value best practice in the treatment and safeguarding of young people, staff and volunteers in a safe environment.

Our Activities

We currently work with over 7000 children and young people per year through our five strands; Inclusive Youth Theatre Workshops and Productions, Professional Productions, Outreach, Education and Training.

Inclusive Youth Theatre Workshops and Productions

We run 30 workshops per week from our Burnley based arts venue. Workshops are for ages 0 - 18 (up to 25 for young people with learning difficulties and disabilities) and include drama, dance, musical theatre, technical theatre and Arts Award.

Productions

We programme up to 10 touring professional theatre productions per year in our 158 seat theatre space with a range of diverse work for early years, family audiences and teen audiences.

Outreach

We deliver youth and family engagement work in outreach settings which aims to tackle local issues and bring about change for communities, using the arts as a tool for exploring, challenging and creating ideas. Our outreach work aims to step people into Burnley Youth Theatre as a participant, audience member or volunteer.

OBJECTIVES AND ACTIVITIES

Objectives and aims

Education

We deliver Creative Education in local primary, secondary and special schools, bringing the curriculum to life through the arts. We work with schools to improve attainment, language and confidence in young people.

Training

We provide voluntary and paid work placements and run schemes such as our Creative Volunteer programme for ages 11 -18.

Public benefit

The Trustees of Burnley Youth Theatre are aware of the guidance provided by the Charity Commission in regards to providing Public Benefit and believe that the organisation continues to provide high quality arts activities for all young people. The programme of activities are diverse, and our do-nation scheme ensures that a person's ability to pay is not a barrier to accessing our activities. In addition the continuing development of our outreach and education programmes also ensures that our activities are not limited geographically, and enable our work to compliment other arts activities on offer in Pennine Lancashire. We believe that our work not only impacts on the young people taking part but also on the families and audiences that engage, view and experience the diversity of the organisation's offer.

OBJECTIVES AND ACTIVITIES

Significant activities

The Impact of our work

We are able to measure the significant impact of our work over the past year on participants, audience members, staff, trainees, volunteers and board members.

Participants

In 2017/18 we engaged with approximately 7500 participants and had over 23,000 participations across all of our workshop programmes. Here are some quotes from our participants and their parents / carers:

"BYT to me is a place of acceptance, enjoyment and gives me the chance to do a range of creative arts" (Participant, various workshops)

"Byt has been the best decision my son made, he's grown in so much confidence and made so many wonderful friends, because at BYT you can be yourself, relax and have fun as well as learning and there everyone is accepted for who they are. There should be more places around like this, I can't thank BYT enough for the help support, guidance and the confidence you have given to my son" (Parent, LGBTQ+ and Mental Health groups)

"I loved being a part of the cast for Snow White - it gave me a real understanding of working on a professional show and I made friends for life. I was nervous coming to rehearsals at first but now I feel at home at BYT" (Participant, Snow White Cast)

"My daughter's confidence has grown so much - all thanks to BYT, she looks forward to attending classes and as found something she loves doing. New experiences, meeting new people and learning all the time - fantastic!" (Parent, Various Workshops)

"I can't praise BYT enough for the positive impact it has had on my daughter's confidence, morals and outlook on life. She feels she belongs here and has another family in the friends she's made. She spends 3 hours there every Thursday and I would not change a thing! I'd have her there more if I could. BYT embraces different cultures, groups and promotes equality; my daughter also embraces these vital qualities now at the age of 8. She has a 'voice' and is comfortable in her own being." (Parent, Various Workshops)

"Life changing venue for children of all ages and backgrounds. We love it!" (Parent, Snow White Cast).

"It has given my daughter confidence in mixing with people of all ages and from different backgrounds. She has made many friends and I know it will be somewhere she wants to come for many years". (Parent, various workshops)

"My children have been attending BYT for a good few years and we have all benefitted enormously from their experiences there. It is incredibly inclusive and welcomes all, traits which my girls have. They have made friends at BYT, developed confidence and have no problem with standing up and speaking in front of anyone. Invaluable skills no matter where life takes them. Thank you for being such a large part of my daughters' childhoods and education" (Parent, various workshops)

Audience members

In 2017/18 we had approximately 9000 audience members across our in-house productions, professional theatre productions and work that toured to schools and community venues. Here are some quotes from audience members:

Tackled issues which aren't widely spoken about in a very thoughtful way" (Audience Member, The Only One in the World)

"Amazing writing, acting and an important message" (Audience Member, The Only One in the World).

"Strong performance from a talented young cast. A storyline that made you think about the lives of the people and what might happen next for them. Production elements worked really well together and a strong vision." (Audience Member, Dead People Don't Have Secrets).

"A beautiful piece of children's theatre - which adults loved too! I felt like I had been transported into a magical garden that got better and better as the show went on. I loved the use of Makaton, not only did it teach me but it was great to see the kids follow it too" (Audience Member, Aleena's Garden).

OBJECTIVES AND ACTIVITIES

Significant activities

Amazing show tonight well produced and all such good little actors. My little boy loved it - was his first time definitely will be coming back (Audience Member, Snow White).

Staff, trainees, volunteers and board members

We offer opportunities for young people and adults to work with us as paid members of staff, freelancers, artists, trainees, board members, youth board members and volunteers. We had over 100 volunteers supporting us during 2017/18. Here are some quotes from our workforce:

"Volunteering has been such a positive activity for me. It gives me something to do and my productivity levels have risen" (Creative Volunteer, aged 14).

"I really understand now how to promote inclusivity after working with a young participant with learning difficulties and a disability. I feel that I can bridge the gap between that participant and the rest of the group and that they understand him more now." (Creative Volunteer, aged 15).

"Working for Burnley Youth Theatre is a very unique experience. I feel extremely lucky to work for such a dynamic, vibrant and innovative organisation. The staff are incredible, particularly the management who push you to be best you can be which not only helps to do the job I am employed to do but also helps my personal development. BYT is a hub of creativity which gives so much to so many people, including participants and staff past and present. I don't think there is any other arts organisation that offers the high quality of work that BYT does, and this makes it a special place to work and I am so proud to say I work for this organisation doing a job that I love" (Staff Member).

Measuring the impact

We measure the success of our work through participant and parent / carer feedback, audience feedback, self assessment, a quality assessment model for performances developed through Big Imaginations and through feedback from partners. We also used the Quality Principles model to plan, deliver and evaluate our creative sessions to ensure our work is high quality, inclusive, youth led and authentic. We recognise our success from comments and evaluation gathered but also through repeat audiences, regular participants, hard to reach families stepping into the organisation, partners wanting to work with us again and schools continuing to value and demand our work.

Equality and Diversity Action Plan **Participants**

BAME Backgrounds - Our target for participants from BAME backgrounds was 30% by end of March 2018. This year we achieved 9.8% in our Core Youth Theatre workshops and 41% in our Outreach and Education programme which is an average of 37% when analysing the unique participants. We exceeded our target through the amount of engagement we are doing in schools and community settings and how we are 'stepping in' community participants into our core workshops.

Social Class - Our target was that 60% of participants across all programmes will be from the lowest 20 percentile of socio-economic backgrounds by end of March 2018. We have achieved an average of 77%. Our core youth theatre programme had 56% of young people from the lowest 20 percentile of deprivation in 2017/18, massively exceeding the target of 30% and 14% of core participants live within the lowest 1 percentile of deprivation. Our open door policy and bursary scheme has increased attendance from this protected group. Within our Outreach and Education work, 81% of participants live within the lowest 20 percentile of deprivation with an average of 31% living in the lowest 1 percentile. We have delivered projects within some of the most deprived areas in the country and will continue to prioritise social class within our Equality and Diversity Action Plan.

Disability - We have delivered a number of projects and initiatives this year which have focused on engaging with more young people who have a disability or learning difficulty. Our target was that by March 2018, 8% of all our participants will be characterised as having a disability. In 2017/18 we achieved an average of 8.5% through 10% of our core youth theatre participants and 8% of Outreach and Education participants.

Audiences

OBJECTIVES AND ACTIVITIES

Significant activities

Our audiences have continued to develop and grow during this year and we had an average attendance of 79% in 2017/18 with a 14% of audience members being from BAME backgrounds. We had 13% BAME audiences for youth theatre productions and 21% for professional productions, both figures being higher than the BAME representation in the town which is 12%. This continuation to attract BAME audiences is a direct result of the outreach work we are doing with diverse communities and our 'Step In' programme which offers support for people to attend Burnley Youth Theatre as participants, audience members and volunteers.

Creative Case for Diversity

We have programmed 10 professional productions in 2017/18 and produced one professional production with our in house company Byteback Theatre. 58% of the productions creative teams were diverse including BAME and disability and 54% of the shows were diverse in theme including cultural heritage and LGBTQ+ themes.

We have produced 10 in house productions with young people and communities in 2017/18. 45% of these shows creative teams were diverse including artists and cast members who identify as LGBTQ+, are from BAME backgrounds, are from low socio economic backgrounds or are disabled. 36% of the shows had diverse themes including mental health, disability and cultural differences.

Opportunities for diverse artists include:

2 Trailblaze diversity placements for including a transgender young person and a young person from a low economic background.

1 workshop leader trainee opportunity targeted at BAME artists.

One Connect - a performance project for young disabled performers age 11 - 18 to work inclusively with non disabled performers.

After The Rain - an opportunity for an LGBTQ+ artist to lead a project with young LGBTQ+ performers.

Creative Families Day - a cross cultural creative day for local families including BAME and Syrian refugee communities - engaging BAME artists including traditional Bhangra dancing, Henna Art and Dohl drumming.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Core Youth Theatre Workshop Programme

We have continued to deliver a high quality youth theatre offer for children, young people and their families with workshops delivered to aged 0 - 18 (up to 25 for learning difficulties and disabilities). We have concentrated on improving the capacity of workshops and have delivered a number of recruitment sessions in schools throughout the year.

As well as our regular creative workshops, we have continued to run our weekly 'After The Rain' session for young people who identify as LGBTQ+ and our weekly 'Connect' sessions for young people with learning difficulties and disabilities as well as introducing a new workshop 'Pieces of Me' for young people who are experiencing mental health issues or who want to raise awareness of mental health.

We have created workshop delivery guidance based on the Arts Council Quality Principles and have used this to plan, deliver and evaluate our work to ensure it is high quality, authentic, exciting, engaging and youth led.

In-house Productions

We have produced 10 high quality productions with children and young people. Some highlights were:

Dead People Don't Have Secrets

This production was a devised piece by our Rep Company which was made up of young people aged 16 - 18. It used physical theatre and spoken word to tell a harrowing story of a childhood prank gone wrong and tackled issue of abuse, mental health and suicide. It played at the Edinburgh Fringe Festival to sold out audiences and received 4* reviews from the Edinburgh Press.

"In Byteback Theatre's hands, suspension of disbelief poses no problem, allowing immersion and consideration of some serious issues we face in society today" **** (Fringe Guru, Edinburgh Fringe 2017)

Pieces of Me

This show explored issues around mental health with a group of young people specially recruited to tackle this subject due to their experiences or interest in the issue of mental health stigma. The piece used dance, drama and poetry to explore mental health issues and was very powerful.

"Very thought-provoking and moving. Fantastic awareness of a taboo subject" (Audience Member)

Snow White

Our Christmas Production did a 13 show run with a cast of young people aged 6 - 18. It was a devised piece which used storytelling and movement to tell this traditional tale but with a twist. The production sold at 99% capacity and was hugely popular for both schools and public audiences.

Professional Theatre Programme

We have continued to programme high quality professional theatre into our 158 seat theatre space. We have welcomed some of the most highly regarded theatre companies to perform including Bhuchar Boulevard, Action Transport and Zest Theatre. Highlights include:

Aleena's Garden by Colour The Clouds

This was a beautiful sensory piece for 0 - 3 and their families. The audience were immersed in a sensory world of touch, smell, sound and taste. The production included integrated Makaton which supported our non verbal audiences including the very young and children with disabilities.

Child of The Divide

We programmed this 8+ show with a view to increase our engagement with BAME audiences as it explored themes of family, identity and belonging; marking the 70th anniversary of the partition of India. This show was a huge success with an audience of 78% capacity of which 58% were from BAME backgrounds.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

"The show was fantastic and so great to see a story about my culture shown here in Burnley" (Audience Member, Child of The Divide)

What Once Was Ours

This production was aimed at young people ages 13+ and tackled issues around racism, nationalism and Brexit. It was a piece of immersive theatre where the audience were at the centre of the action and included a soundscape of real life comments from young people discussing hard hitting issues.

Creative Education

We worked with 28 nurseries, primary schools, secondary schools, special schools and colleges regularly in 2017/18 and an additional 14 schools as part of the Only One in the World schools tour. We have a strong Creative Education offer which includes curriculum based workshops and projects, SEAL and PSHE issue based workshops and projects, Arts Award, Arts Mark support and CPD for teachers. Examples of projects we have delivered this year include:

Roughlee Primary School Creative Education - A project that used drama and creative writing to explore the novel Treasure Island over one term. The project built up pupil's social and emotional skills and gave them better communication and team work in class.

Nelson and Colne College Ambition Project - A tailor made project for the college designed to develop their students employability skills. Students took part in 5 engaging workshops designed to develop their transferable skills to make them more employable. In the workshops students developed their communication, creativity, team work and leadership skills.

World Book Day at Whittlefield Primary School - Willy Wonka visited Whittlefield Primary School, where pupils discovered the book character lost in their P.E store cupboard. Using drama and imaginative approaches pupils worked together in order to re-create the famous Roald Dahl Story - Charlie and The Chocolate Factory, in order to kick start Willy Wonka's memory, so they could send him back inside the book

Outreach Programme

With funding from the Henry Smith Charity and Esmée Fairbairn, we have continued to deliver an extensive outreach programme to hard to engage communities including Youth and Family Engagement. Our Youth Engagement programme has engaged 2820 young people through 41 taster workshops, 7 small project and 5 large projects. Our family programme engaged with 373 children and parents/carers through 19 taster workshops, 3 small projects and 1 large project. We have worked in partnership with a number of local community groups and voluntary sector organisations to deliver this work including the Burnley and Pendle Faith Centre, Stoops Community Centre and the Mums2Mums community group.

Our outreach and education work has had a real impact this year on the range of children, young people and families we are reaching in outreach settings and who are 'stepping in' to the organisation as regular participants, audience members and volunteers. 41% of people reached in outreach and education settings were from BAME communities and 9.8% of our core youth theatre participants were from BAME communities.

Training and Talent Development Programme

Our In House theatre company for 16 - 25 year olds Byteback Theatre has gone from strength to strength this year with 4* reviews at the Edinburgh Fringe for 'Dead People Don't Have Secrets' to being commissioned by Lancashire Constabulary to create and tour a piece which tackles Child Sexual Exploitation and Grooming 'The Only One in the World'. This has given opportunities for emerging writers, performers and theatre makers to experience being part of a professional theatre company.

We have continued to provide paid work placements and have deliver 2 placements through the Trialblaze Programme for underrepresented 16 - 18 year olds and 2 placements through our Trainee Workshop Leader programme for 18 - 25 year olds. We have extended our offer for youth volunteers aged 11 - 18 through receiving funding from the Youth Social Action fund and in 2017/18 had 57 Creative Volunteers who were working across all areas of the organisation including workshop and production assisting, marketing, front of house, technical and fundraising.

After winning two employment awards last year, we have been nominated again for the Creative Careers Champion Award at the North West Cultural Education Awards.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Projects

We have received a number of significant restricted external funding grants and commissioning opportunities from a wide range of supporters. Some project highlights include:

Friends of Burnley Youth Theatre funded by Near Neighbours

This project allowed us to work with a group of parent/carer volunteers to set up a regular group at Burnley Youth Theatre to promote creativity, share skills and work cohesively together. The group is very diverse with parents / carers from BAME backgrounds, with disabilities and from low socio economic backgrounds. The participants have grown in confidence and self esteem and have gained leadership skills.

"I have been coming to BYT with my child for around 2 years now. I love coming here since it gets me to interact and socialise outside my regular community of family. Nowadays I have started volunteering for the Friends of BYT group and it has given me the opportunity to explore my own artistic side too by becoming more involved in the creative workshops. Through them I'm able to learn interesting skills and meet new friends." (Sana - The Chai Centre)

Young Voices commissioned by The Burnley and Pendle Faith Centre

This cohesion project brought two local schools (one predominantly Muslim and one predominantly Catholic) together to create a short film which tackled issues such as terrorism, hate crime and racism. Pupils worked together to create a piece of filmed spoken word about difference and a documentary which tracked the impact the project had on each young person. We created a resource pack for other schools and community groups to use to support them tackling these difficult subject matters with young people.

"I have learnt so much about difference and how we are all the same no matter what our skin colour or religion is. I have learnt to speak up if I see someone being bullied or someone saying something racist and that it's not OK to turn a blind eye." Project Participant.

Activate commissioned by The Rose School

The Rose School commissioned us to deliver a drama and film project which supported the pupils to build confidence and self esteem and develop key skills including creative, teamwork and communication skills. The pupils in this special school are all facing social, emotional or behavioural challenges and so the project was a real success in channeling these barriers to engagement and giving the young people ownership of creating a film.

"This has been the best activate I have been a part of, it is a challenging one and has had ups and downs - but seeing what the young people have got out of it is fantastic". Teacher, The Rose.

The Only One in the World commissioned by Lancashire Constabulary

This commission was to create a piece of theatre which tackles Child Sexual Exploitation and Grooming. We worked with Lancashire Constabulary's Engage Team to create the piece with our in house company Byteback Theatre. The production toured to 14 secondary schools in East Lancashire, targeting Year 9 pupils and will continue to tour in 2018/19.

"The girls and staff found it very powerful and though provoking" (Teacher, Ghausia Girls School).

FINANCIAL REVIEW

Investment policy

The Trustees have chosen to invest free reserves into Charifund Investment Units.

Reserves policy

At the year-end free reserves held, not invested in equipment etc. amounted to £31,883. The Trustees stipulate that the reserves should be at least £30,000 in order that the organisation can continue its activities in the short term, maintaining staff levels and ensuring that overhead costs can be met. The free reserves are primarily held within Charifund Investment Units.

FUTURE PLANS

The Future

Our Business Plan for 2018 - 22 sets out clear aims and objectives for our ambition as an organisation. Below is a summary of our aims for the next four years.

Artistic - To provide a high quality artistic programme that is accessible to ALL children, young people and their families.

Outreach - To deliver a dedicated outreach offer to engage local children, young people and their families in their communities

Diversity - To embrace and celebrate diversity, ensuring that our organisation and everything we do is representative of our local community.

Audience Development - To develop our audiences, both physically and digitally, allowing us to have a greater reach and impact.

Training - To provide a place where young people can access unique opportunities, realise their potential and develop skills for their future.

Finance - To have robust and resilient business practices and financial sustainability

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Burnley Youth Theatre is a Company Limited by Guarantee and a registered Charity. The company is governed by its Memorandum and Articles of Association dated 28th March 2012.

Recruitment and appointment of new trustees

Trustees are recruited to Burnley Youth Theatre based on skills, experience and knowledge. The board annually assess strengths and weaknesses across the Trustees and proactively recruit to fill known gaps within the board.

Trustees are appointed on an annual basis at the Annual General Meeting. Trustees may appoint a person willing to act as an additional trustee before an Annual General Meeting is held; however, their continuation as a Trustee is ratified at the next Annual General Meeting. As detailed in the Memorandum and Articles of Association, one third of the Trustees retire by rotation. No person under the age of 18 may be appointed as a Trustee.

Organisational structure and decision making

The Board of Trustees administers the charity. The Board of Trustees includes a Chair, Vice-Chair, Finance Director and a Company Secretary. The Company Secretary may be a Trustee or a member of staff. The Board appoints people to these roles on an annual basis.

During 2015/16 the structure of the board changed from meeting quarterly collectively and having a range of committees (Finance; People; Operations; and Marketing, Communications and Fundraising) to meeting together on a monthly basis. This change took place in September 2015 following the resignation of the Executive Director in order to support the Senior Leadership Team during the period of change.

The Artistic Director and Executive Director are appointed by the Board of Trustees to manage the day-to-day operations of the Charity. To facilitate effective operations they have delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and artistic activity.

Induction and training of new trustees

New Trustees receive an induction with the Chair of Trustees and the Senior Leadership Team of Burnley Youth Theatre. They are introduced to the organisation and given information on the current organisational priorities. They are also inducted on their legal obligations as a Charity Trustee and Company Director. As part of their induction Trustees are given a range of useful documents, such as: The Charity Commission's Essential Trustee Report, Burnley Youth Theatre's Business Plan, Artistic Development Plan, Audience Development Plan and the organisation's Equality Action Plan.

All Trustees are encouraged to attend training and keep up to date with changes in relation to their role with Burnley Youth Theatre. Opportunities include engaging with Young Lancashire Trustee training courses, attending Trustee conferences, and attending in-house training sessions.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

Burnley Youth Theatre receives essential funding from Arts Council England, Burnley Borough Council and Lancashire County Council. However, the Charity is independent of these funding bodies and they do not play a role in the governance of the organisation. They do however advise and support the Board of Trustees when invited.

Risk management

The Trustees have a duty to identify and review the risks to which Burnley Youth Theatre is exposed and to ensure appropriate controls are in place to mitigate those risks. Burnley Youth Theatre conducts an annual risk review that identifies any potential risks to the continuing operation of the organisation. The relevant board committees ensure that appropriate controls are identified and put in place to provide reasonable assurance against the risks occurring.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 30 October 2018 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'A. Preston', followed by a horizontal line.

Mr A Preston - Trustee

Statement of Trustees Responsibilities
for the Year Ended 31 March 2018

The trustees (who are also the directors of Burnley Youth Theatre for the purposes of company law) are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent examiner's report to the trustees of Burnley Youth Theatre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2018.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Association of Charity Independent Examiners which is one of the listed bodies

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached



M R Heaton FCCA FCIE DChA
Association of Charity Independent Examiners
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Burnley
Lancashire
BB11 1JG

30 October 2018

Burnley Youth Theatre

Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Year Ended 31 March 2018

		Unrestricted fund £	Restricted funds £	Leasehold buildings (restricted) £	31.3.18 Total funds £	31.3.17 Total funds £
	Notes					
INCOME AND						
ENDOWMENTS FROM						
Donations and legacies	2	87,496	-	-	87,496	64,671
Charitable activities	5					
Operation of theatre		86,365	70,387	-	156,752	200,387
Other trading activities	3	32,982	-	-	32,982	35,132
Investment income	4	1,916	-	-	1,916	1,829
Other income		6,700	-	-	6,700	3,000
Total		215,459	70,387	-	285,846	305,019
EXPENDITURE ON						
Charitable activities						
Operation of theatre		198,440	70,387	33,455	302,282	277,869
Performance costs		21,264	-	-	21,264	53,608
Total		219,704	70,387	33,455	323,546	331,477
Net gains/(losses) on investments		1,740	-	-	1,740	4,105
NET						
INCOME/(EXPENDITURE)		(2,505)	-	(33,455)	(35,960)	(22,353)
RECONCILIATION OF FUNDS						
Total funds brought forward		34,388	-	1,329,247	1,363,635	1,385,988
TOTAL FUNDS CARRIED FORWARD		31,883	-	1,295,792	1,327,675	1,363,635

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Burnley Youth TheatreBalance SheetAt 31 March 2018

		Unrestricted fund £	Restricted funds £	Leasehold buildings (restricted) £	31.3.18 Total funds £	31.3.17 Total funds £
Notes						
FIXED ASSETS						
Tangible assets	10	-	-	1,295,792	1,295,792	1,329,247
Investments	11	41,392	-	-	41,392	39,652
		<u>41,392</u>	<u>-</u>	<u>1,295,792</u>	<u>1,337,184</u>	<u>1,368,899</u>
CURRENT ASSETS						
Debtors	12	14,093	-	-	14,093	12,107
Prepayments and accrued income		9,241	-	-	9,241	4,708
Cash at bank		3,121	-	-	3,121	19,154
		<u>26,455</u>	<u>-</u>	<u>-</u>	<u>26,455</u>	<u>35,969</u>
CREDITORS						
Amounts falling due within one year	13	(35,964)	-	-	(35,964)	(41,233)
		<u>(35,964)</u>	<u>-</u>	<u>-</u>	<u>(35,964)</u>	<u>(41,233)</u>
NET CURRENT ASSETS/(LIABILITIES)						
		<u>(9,509)</u>	<u>-</u>	<u>-</u>	<u>(9,509)</u>	<u>(5,264)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES						
		<u>31,883</u>	<u>-</u>	<u>1,295,792</u>	<u>1,327,675</u>	<u>1,363,635</u>
NET ASSETS						
		<u>31,883</u>	<u>-</u>	<u>1,295,792</u>	<u>1,327,675</u>	<u>1,363,635</u>
FUNDS						
Unrestricted funds	14				31,883	34,388
Restricted funds					1,295,792	1,329,247
TOTAL FUNDS						
					<u>1,327,675</u>	<u>1,363,635</u>

The notes form part of these financial statements

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2018.

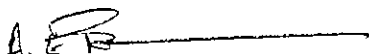
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2018 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 30 October 2018 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'A. Preston', followed by a horizontal line.

Mr A Preston -Trustee

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- 2% on cost
Fixtures and fittings	- 10% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	31.3.18	31.3.17
	£	£
Donations	<u>87,496</u>	<u>64,671</u>

3. OTHER TRADING ACTIVITIES

	31.3.18	31.3.17
	£	£
Fundraising events	<u>32,982</u>	<u>35,132</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2018

4. INVESTMENT INCOME

	31.3.18	31.3.17
	£	£
Interest receivable	2	23
Dividends receivable	1,914	1,806
	<u>1,916</u>	<u>1,829</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.18	31.3.17
		£	£
Grants	Operation of theatre	156,752	200,387

Grants received, included in the above, are as follows:

	31.3.18	31.3.17
	£	£
Arts Council England	63,365	63,365
Lancashire County Council	-	39,500
Partnership working	-	5,198
Canal and Rivers Trust	-	20,246
Burnley Leisure	-	10,750
Esmée Fairbairn	13,066	19,763
Henry Smith	18,200	17,900
Youth Music	1,170	9,870
Arts Council England Artsmark	-	499
Artistic commissions	-	5,450
Burnley Borough Council	3,000	3,000
Granada Foundation	-	2,000
John Lang Funding	-	1,000
LCC Building Resilience	9,500	-
LCC Cultural Grant 15-16	20,000	-
LCC Local Initiative	2,250	-
Trinity College	-	846
Stocks Massey	-	1,000
Kinder Trust	5,000	-
Big Imagination Subsidy	3,859	-
Project Grant Income	4,000	-
Burnley Capital Grant	652	-
Gannow Big Local	2,000	-
Near Neighbours	4,000	-
Police CSE	3,690	-
Trust House Foundation	3,000	-
	<u>156,752</u>	<u>200,387</u>

6. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.18	31.3.17
	£	£
Depreciation - owned assets	<u>33,455</u>	<u>33,559</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2018

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2018 nor for the year ended 31 March 2017.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2018 nor for the year ended 31 March 2017.

8. STAFF COSTS

	31.3.18	31.3.17
	£	£
Wages and salaries	159,566	161,404
Social security costs	10,673	10,334
Other pension costs	912	409
	<u>171,151</u>	<u>172,147</u>

The average monthly number of employees during the year was as follows:

	31.3.18	31.3.17
	10	9
Theatre	<u>10</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Leasehold buildings (restricted) £	Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and legacies	64,671	-	-	64,671
Charitable activities				
Operation of theatre	103,013	97,374	-	200,387
Other trading activities	35,132	-	-	35,132
Investment income	1,829	-	-	1,829
Other income	3,000	-	-	3,000
Total	<u>207,645</u>	<u>97,374</u>	<u>-</u>	<u>305,019</u>
EXPENDITURE ON				
Charitable activities				
Operation of theatre	146,936	97,374	33,559	277,869
Performance costs	53,608	-	-	53,608
Total	<u>200,544</u>	<u>97,374</u>	<u>33,559</u>	<u>331,477</u>
Net gains/(losses) on investments	<u>4,105</u>	<u>-</u>	<u>-</u>	<u>4,105</u>
NET INCOME/(EXPENDITURE)	<u>11,206</u>	<u>-</u>	<u>(33,559)</u>	<u>(22,353)</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2018

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Leasehold buildings (restricted) £	Total funds £
RECONCILIATION OF FUNDS				
Total funds brought forward	23,182	-	1,362,806	1,385,988
TOTAL FUNDS CARRIED FORWARD	<u>34,388</u>	<u>-</u>	<u>1,329,247</u>	<u>1,363,635</u>

10. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Totals £
COST			
At 1 April 2017 and 31 March 2018	<u>1,656,653</u>	<u>119,980</u>	<u>1,776,633</u>
DEPRECIATION			
At 1 April 2017	327,577	119,809	447,386
Charge for year	33,284	171	33,455
At 31 March 2018	<u>360,861</u>	<u>119,980</u>	<u>480,841</u>
NET BOOK VALUE			
At 31 March 2018	<u>1,295,792</u>	<u>-</u>	<u>1,295,792</u>
At 31 March 2017	<u>1,329,076</u>	<u>171</u>	<u>1,329,247</u>

11. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 April 2017	39,652
Revaluations	1,740
At 31 March 2018	<u>41,392</u>
NET BOOK VALUE	
At 31 March 2018	<u>41,392</u>
At 31 March 2017	<u>39,652</u>

There were no investment assets outside the UK.

Notes to the Financial Statements - continued
for the Year Ended 31 March 2018

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.18	31.3.17
	£	£
Trade debtors	14,093	12,107

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.18	31.3.17
	£	£
Trade creditors	59	1,769
Accruals and deferred income	35,905	39,464
	<u>35,964</u>	<u>41,233</u>

14. MOVEMENT IN FUNDS

	At 1.4.17	Net movement in funds	At 31.3.18
	£	£	£
Unrestricted funds			
Operation of theatre	34,388	(2,505)	31,883
Restricted funds			
Leasehold buildings (restricted)	1,329,247	(33,455)	1,295,792
TOTAL FUNDS	<u>1,363,635</u>	<u>(35,960)</u>	<u>1,327,675</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
Operation of theatre	215,459	(219,704)	1,740	(2,505)
Restricted funds				
Esmee Fairbairn	13,066	(13,066)	-	-
Henry Smith	18,200	(18,200)	-	-
Youth Music	1,170	(1,170)	-	-
LCC Building Resilience	9,500	(9,500)	-	-
LCC Local Initiative	2,250	(2,250)	-	-
Kinder Trust	5,000	(5,000)	-	-
Big Imagination Subsidy	3,859	(3,859)	-	-
Project Grant Income	4,000	(4,000)	-	-
Burnley Capital Grant	652	(652)	-	-
Gannow Big Local	2,000	(2,000)	-	-
Near Neighbours	4,000	(4,000)	-	-
Police CSE	3,690	(3,690)	-	-
Trust House Foundation	3,000	(3,000)	-	-
Leasehold buildings (restricted)	-	(33,455)	-	(33,455)
	<u>70,387</u>	<u>(103,842)</u>	<u>-</u>	<u>(33,455)</u>
TOTAL FUNDS	<u>285,846</u>	<u>(323,546)</u>	<u>1,740</u>	<u>(35,960)</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2018

14. MOVEMENT IN FUNDS - continued**Comparatives for movement in funds**

	At 1.4.16 £	Net movement in funds £	At 31.3.17 £
Unrestricted Funds			
Operation of theatre	23,182	11,206	34,388
Restricted Funds			
Leasehold buildings (restricted)	1,362,806	(33,559)	1,329,247
TOTAL FUNDS	<u>1,385,988</u>	<u>(22,353)</u>	<u>1,363,635</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
Operation of theatre	207,645	(200,544)	4,105	11,206
Restricted funds				
Lancashire County Council	13,500	(13,500)	-	-
Canal and Rivers Trust	20,246	(20,246)	-	-
Burnley Leisure	10,750	(10,750)	-	-
Esmee Fairbairn	19,763	(19,763)	-	-
Henry Smith	17,900	(17,900)	-	-
Youth Music	9,870	(9,870)	-	-
Arts Council England Artsmark	499	(499)	-	-
Granada Foundation	2,000	(2,000)	-	-
John Lang Funding	1,000	(1,000)	-	-
Trinity College	846	(846)	-	-
Stocks Massey	1,000	(1,000)	-	-
Leasehold buildings (restricted)	-	(33,559)	-	(33,559)
	<u>97,374</u>	<u>(130,933)</u>	<u>-</u>	<u>(33,559)</u>
TOTAL FUNDS	<u>305,019</u>	<u>(331,477)</u>	<u>4,105</u>	<u>(22,353)</u>

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2018.

16. ULTIMATE CONTROLLING PARTY

The charity is controlled by the trustees who are all directors of the company.

17. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

18. MORTGAGE CHARGE

On 28th June 2005, The Arts Council of England obtained a legal charge over the land, and buildings erected thereon, known as Burnley Youth Theatre, Queens Park Road, Burnley, amounting to £365,000.