

Greenwich & Lewisham Young People's Theatre

Report of the Directors / Trustees for the year ended 31 March 2014

Reference and administrative details

Company name:	Greenwich & Lewisham Young People's Theatre
Abbreviation of name:	GLYPT
Charity number	1026883
Company number	1029063
Principle Office	The Tramshed 51-53 Woolwich New Road London SE18 6ES

Directors and Trustees

The Trustees who are also Directors of the charitable company ("the charity") for the purposes of charity law and the Companies Act 2006, present their annual report together with the financial statements of the charity for the year ended 31 March 2012, which are also prepared to meet the requirements for a Director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 1993, the Companies Act 2006, the Memorandum and Articles of Association, and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005).

Trustees and Officers serving during the year and since the year end were as follows:

Elected Trustees

K. A. McGarrigle (Elected Chair)
H. Binysh (Elected Treasurer)
H. K. De Kretser (Vice-Chair)
V. Harrison
M. Dash (resigned 28/09/13)
R. Cowley
P. Guard
K. Newns
M. Iqbal (Representative for the LB Greenwich)
R. Hand (Observer, pending appointment in 2014-15)

N. Stridgen (Non-Trustee board observer / Representative for the LB Lewisham)

Chief Executive (non Trustee)

J. M. James

Company Secretary & General Manager

Z. Lally (née Price)

Auditors

Bourner Bullock Chartered Accountants of Sovereign House, 212-224 Shaftesbury Avenue, London, WC2H 8HQ

Bankers

National Westminster Bank Plc, 2 Greenwich Church Street, London SE10 9BQ
Charities Aid Foundation, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ

Structure, Governance and Management

Governing document and constitution

- Greenwich & Lewisham Young People's Theatre is a company limited by guarantee and a registered charity
- It is registered as a charity with the Charity Commission.
- The company is governed by its Memorandum and Articles of Association.

Organisation

- A board of Trustees, which convenes quarterly, administers the charity, and takes overall responsibility for matters of governance, charitable purpose and risk management.
- A Chief Executive Officer (the Artistic Director) is appointed by the trustees to manage the day-to-day operations of the charity and to deliver the artistic vision.
- To facilitate effective operations the senior management team, comprising the CEO and the General Manager, has delegated authority within terms of delegation approved by the trustees for matters including finance, employment, operations and premises.
- The senior management team is supported by heads of department who take responsibility for managing discreet areas of the company, and reporting to the senior management team at weekly staff meetings.

Appointment of trustees

- As set out in the Articles of Association the Chair of the trustees is elected by the board of trustees.
- Greenwich Council and Lewisham Council may each nominate a representative to serve as a trustee to the Board of Trustees or as an observer to the Board of Trustees.
- The remaining trustees (maximum of twenty) are elected by the members of the charitable company and serve for a period of three years. These trustees have the power to co-opt up to two further members to fill specialist roles.

Trustee induction

- Upon declaration of their interest to be a trustee, a new trustee receives the company's governing documents, most recent Annual and Financial Reports, and guides to good practice and good governance.
- They meet with the Chair, Chief Executive and Company Secretary for briefing on the organisation and the responsibilities of trustees, prior to being invited to attend a meeting of trustees as an observer.

Related Parties

- The charity has a close relationship with Greenwich Council and Lewisham Council, which provide funding to enable the charity to carry out its core charitable objectives. Greenwich Council is the freeholder of the company's premises, The Tramshed.
- The charity has a close working relationship with partner organisations with which it collaborates in delivering its charitable aims. This includes schools, other arts organisations, and a collaboration with CO19 (the Met Police) and Families United for the Choices project.
- A summary of transactions with these and other funding bodies is set out in note 3 to the financial statements.

Volunteers

- GLYPT has recently updated its Volunteers Strategy. This encompasses school work-experience; student placements (from relevant BA & MA courses); Peer Motivators; and company interns.
- Each placement is considered carefully to ensure that the young person genuinely benefits from the opportunity, and that the placement can support the needs of the organisation.
- Volunteers and interns develop skills in, and assist with administration, marketing, and delivery of activities such as the Youth theatre classes, and production design.
- GLYPT supports the individual development goals of all volunteers.

Risk Management

The Trustees and senior management reviewed the company's risk management plan in November 2014, identifying the following key areas:

Funding

GLYPT is currently in the middle of a commissioning application process with both local authorities, the board understands there is considerable risk of further cuts to its core funds from April 2015. In order to deal with cuts and the knowledge of these likely cuts, the company is constantly working to maximize and diversify income streams; with some considerable success over the period of 2013-2014. Our premises continue to be a key income-generation tool and mechanism for leverage with new funders.

Achieving the fundraising target has been identified as a high risk due to the competitive climate and the significant levels of company reserves but the company has a detailed strategy in place to achieve this.

Long term premises

Greenwich Council has now authorised GLYPT a 30 year lease of the Tramshed. A new contractual document is being prepared by Property Services, based on GLYPT's plans to carry out the capital fundraising campaign in order to make the building fit-for-purpose. The trustees recognise the risk involved in undertaking a capital programme at a time of economic challenge, however the level of leverage the organisation has from its own capital fund would put GLYPT in a strong position.

Financial stability

The board regularly reviews the level of risk to the financial position of the company through quarterly management accounts, financial reports and forecasts. Due to the previous financial year resulting in a deficit, the board exercised a high level of caution in setting the annual budget. The board has reviewed this in detail, considering levels of risk attached to specific fundraising targets, and exploring options for reducing overheads and expenditure. The board carefully considered the balance between cutting overheads and implementing staff cuts, and maintaining the staffing capacity to generate income and deliver the charity's objectives. The board acknowledged that in these difficult times may need to draw upon company's operational reserves.

Security of premises

Due to the riots that took place in August 2011, the board reconsidered the level of risk relating to the security of its premises, recognising that with its central location of the premises security is an ongoing risk.

Objectives and activities

The object of the charity as set out in the Memorandum & Articles of Association is to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Aims

Greenwich & Lewisham Young People's Theatre makes relevant, inclusive and challenging theatre for, with and by young people. We use the power of the arts to enrich the lives of young people and audiences and seek to enable, empower and challenge participants through delivering work of artistic excellence. More specifically:

- To create challenging theatre that explores the world in which young people live.
- To enable all young people to experience the power and expression of enjoyment through theatre and other art forms, offering those who may have limited access to the arts a chance to make them integral to their lives.
- To increase young people's creative skills and understanding, but also their wellbeing, resilience, confidence, self-esteem and social skills.
- To empower young people who are marginalised, hard-to-reach or at risk of exclusion.
- To give young people opportunities to produce quality theatre and achieve their artistic potential through performance; to nurture the talent and skills of emerging young artists.
- To engage parents / carers of these young people in the life of the company, and to engage the wider local community in public performances and workshops.
- To promote community cohesion

- To actively encourage and reflect equality and diversity in all the work we do.

Objectives

Our mission is to excite, enthral, and embed learning in children and young people aged 4-25 through high quality creative experiences. We deliver these objectives by:

Professional Theatre programme

- Producing at least one professional theatre production per year that either tours to schools and venues, or is based at The Tramshed, Woolwich
- Commissioning and producing new, ground-breaking theatre productions for young people
- Developing new audiences for professional and youth theatre productions, focusing particularly on local communities

Participatory Programme

- Running participatory drama workshops across Greenwich and Lewisham facilitated by artists, for young people aged 5-19 throughout the year (after-school and weekends) and in school holidays
- Providing development opportunities, arts training and progression routes for young artists to move from education (and those not in education or training) into the creative industries
- Running artistic projects that specifically provide opportunities for young people from marginalised backgrounds, and those at risk of exclusion, especially: Young refugees and migrants; Looked After young people and young people leaving care; Young people with mental health needs; Young people from economically deprived backgrounds; Young people with Learning Difficulties and Disabilities.

Projects and residencies

- Delivering drama and arts projects in schools that enrich curriculum topics, and give children and young people opportunities for creative development
- Delivering artistic projects for young people who are at risk of exclusion.
- Providing professional development opportunities for education and arts professionals

Community Engagement

- To use the Tramshed and our wider activities in the Woolwich and Greenwich area and beyond to engage with marginalised community groups and empower a wider community cohesion
- Developing the resources that the Tramshed can offer as a community 'hub'
- Developing the Tramshed as a resources for both the wider professional arts community but also creating a hub for the local Greenwich communities and their activities

Throughout our programme of work, we consult with young people about the programme we produce, empowering them to be part of decision-making process.

Partnership work is crucial to the delivery of many of our services. We form strong and mutually beneficial partnerships with local, regional and national organisations. We regularly consult our key stakeholders and partners

We focus the majority of our work in the London boroughs of Greenwich & Lewisham, but provide some projects and services across London and surrounding regions in line with our vision. Touring theatre work is delivered London-wide. Additionally, since being based at the Tramshed in Woolwich we will continue to develop this as an arts hub for young people.

We aim to deliver the highest quality management practice in all areas of the company's work, delivering effective, efficient and economic services using Best Practice principles.

Public benefit

The purposes of the charity are to promote, maintain, improve and advance education, particularly by the production of educational plays, drama and arts-based workshops and youth theatre productions. The theatre contributes to the quality of life of young people in South East London, in particular the boroughs of Greenwich and Lewisham, through its provision of exciting, challenging and accessible professional and community arts events. The principal activities continued to relate to the promotion and provision of the education and entertainment of young people in the fields of theatre, art, music, film and radio.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on the advancement of education for the public benefit and the guidance on public benefit and fee charging.

The charity relies on grants and income from fees for external courses, drama workshops and performances to cover its operating costs. In setting the level of fees the trustees give careful consideration to the accessibility of the theatre's activities to low income and socially deprived beneficiaries. In 2012-13:

- **59% of participants were from areas of significant deprivation** (within the top 20% of most deprived areas of the country as defined by the Office of National Statistics, based on Census 2010); 23% of our users reside within the top 10% of most deprived areas.
- **42% of regular term-time groups were free of charge to participants**
- **100% holiday workshops were free of charge**
- **66% of participants in groups that charge a registration fee received a discount**

Pricing and course fees

- The charity's programme is delivered, where at all possible, free to its beneficiaries or for as small a fee as possible.
- The charity has always to be mindful of the low income demographics of the areas of South East London that it operates in and always tries to remove barriers from our beneficiaries from participating. We have never knowingly turned away a young person due to their inability to pay.
- Some of our participatory programmes and regular groups have nominal charges, but rates are kept affordable, with the concession rate being frozen for several years. For termly participatory groups, if there is a charge, it is a rate of £40 for the term or £3-5 per session, with a concessionary fee of £15, although we have waived the fee for all groups based in the borough of Lewisham. Weekly groups for vulnerable young people have no charge.
- The charity also offers a reduction (concession rate currently 62% discount) for families of low income or on benefits. Where even this is a barrier to participation for a young person fees are waived in their entirety (for instance for Looked After children).
- Theatre process we keep all ticket prices affordable, and offer discounted tickets to community groups, youth theatre members, family discounts (not disadvantaging single-parent families) and concessionary rates for children, senior citizens and disabled people (who are entitled to free tickets for carers).
- Schools are offered work free of charge if funding levels permit this, otherwise reasonable fees are charged (school theatre tickets are £4.50– 5 per pupil).
- Project fees for schools and other institutions are negotiated on the basis of the specific project needs and requirements. A percentage management fee may be charged (usually 10-15%) which directly covers the cost of staff time managing the programme.

Achievements and Performance: 2013-14

Total beneficiaries: 14,000
Total events: 1,483

GLYPT has had another busy year, creating an exciting and diverse range of opportunities for local people despite the ongoing difficulties with the economic climate. It has further increased its participatory programme and was awarded funding from Arts Council England that is supporting the development of exciting new progression routes. It produced an exciting programme of highly-acclaimed theatrical experiences for school and family audiences, including the sell-out *Treasure Island*.

GLYPT continues to work with a very broad range of young people, from as young as 2 years old through to 25 with the development of work for older young people and emerging young artists. It continues to support and champion the most marginalised and vulnerable young people through its schools and projects programmes, including targeted workshops for young people with mental health issues.

GLYPT's Theatre:

- 101 performances of theatre for young people, schools and community audiences
- Audiences of 6,128

GLYPT's participatory programme:

- 688 high-quality participatory sessions
- Reaching 1973 young people
- 932 individual young people with 376 (40% engaging with more than one course or term)

GLYPT's targeted programme:

- 138 targeted workshop sessions for young people with disabilities or mental health issues.
- 252 participants

Other educational projects

- 67 education sessions including Choices, Ancient Civilisations, Wild Girl, Treasure Island in-school workshops, Start project and other one off events.
- 3334 participants (students)

Other programmes and hires at the Tramshed:

- 490 workshop / rehearsal / conference sessions
- 2313 beneficiaries

THEATRE Programme 2013-14

Aims

- To create theatre that explores the world in which young people live, challenging, questioning and raising possibilities for change
- To engage the local community in theatre performances and participatory projects
- To give those with limited access to the arts a chance to make them integral to their lives
- To give young people the opportunity to produce quality theatre and to achieve their artistic potential through showcasing and performance

In 2013-14 we delivered another successful and diverse programme of theatre:

- We produced 4 plays
- We hosted 9 performances by other companies at the Tramshed
- We co-produced the Greenwich Children's Theatre Festival 2013
- 10 young people had the opportunity to perform alongside professional actors
- 5 other companies performed as part of the Youth Theatre Festival
- 74% of family audiences do not regularly attend cultural events (only 1-5 per year)
- 25% of family audiences were from the "urban adversity" demographic (as defined by CACI's 'acorn' segmentation), from struggling estates, difficult circumstances and young hardship
- 18% of family audiences were from "financially-stretched" demographic

Greenwich Children's Theatre Festival

GLYPT co-produced the festival with Greenwich Theatre, programming 9 days of children's theatre performances during the Easter holidays, in venues across the borough including at the Tramshed. GLYPT also managed the participatory elements of the festival including the 'Big Workshop Day' and a Youth Theatre Festival.

- 13 theatre companies performed across Greenwich, to 4,289 audiences.
- 34 workshop sessions for 662 people
- The Big Workshop Day was delivered with 15 workshops for 115 people.

Treasure Island

We commissioned a new family musical for December 2013. This was performed by a cast of professional actor / musicians, with an additional 'young people's chorus' performing in community shows. Over three weeks in December 2013 we delivered:

- 8 sell out public shows with 830 tickets sold.
- 28 school shows: achieving 130% of our schools sales target with 3,045 pupils attending (reception – year 7).
- School groups came from 20 different schools based in Greenwich, Lewisham, Bexley and Bromley.
- A Charity Gala Performance raising over £1,500 for the continuation of GLYPT's work with disadvantaged children.
- Audiences reported very high levels of satisfaction with the performance; 100% enjoyed the production; 99% enjoyed the 'shared experience'; 83% found aspects very moving

- 96% of audiences reported that Tramshed staff were friendly and welcoming.

Audiences commented:

'Brilliant, exceptional! I enjoyed it thoroughly'

'Thoroughly enjoyed how interactive it was'

'Very interactive and enjoyable. I feel like my childhood's back, Amazing!'

'We loved the interactive element, songs, choir, the humour, costume, set – EVERYTHING!'

'Very well acted by all 3 actors, they were multi-talented; the chorus of course were fabulous.'

'I wish I was in it because it was so good.'

Choices:

In Jan/Feb 2014 GLYPT re-toured its highly-acclaimed Choices Programme which includes Tunde Euba's *Brothers*, delivered in partnership with SCO19 (Metropolitan Police) and Families United to secondary schools across London most at risk of youth violence.

- 9 days booked in target schools specified by the Met Police
- 1165 students experienced the project ranging from 26 in the special unit to 240 in Acton High School
- The project toured to 7 different education institutes
- 19% of students were directly affected by this programme, who at the outset of the project stated that had considered joining a gang, then agreed that following the project they would no longer consider joining a gang.
- 78% of students were highly engaged with the performance and workshop discussions
- There were some issues with touring this project as teaching staff were keen to book, but were sometimes blocked my management staff not wanted their school to be perceived as 'troubled'; in other schools they deemed violent crime to be less of an issue than in previous 18 months.

Pupils commented:

"it related to me more"

"when I get angry I'll think twice of my actions"

"[the characters] spoke in the youth way and transferred it into a great message and performance"

Teachers commented:

"These are real life stories which are relevant to their young lives"

"Issues such as gang culture, image & identity and making choices are worries all our pupils are face with on a day to day basis. The pressure to feel accepted and a part of the "in" crowd is immense."

"The pupils thoroughly enjoyed the drama and the chance to talk about the issues and help change the outcome"

"Many of our boys are drawn into gang culture and their opinions and attitudes have an effect on many of the girls"

"Performers were at a fairly young age, able to relate to the students"

Children and the Arts 'Start' Project:

2013-14 was the second year of the START programme, working with 300 pupils from Year 3 & 4 in three local primary schools and 240 Year 7 students from a local secondary school. The programme is designed to increase engagement in the arts by these young people, through visits to the Tramshed to see performances, and opportunities to create their own work.

- All participants saw the productions: *Treasure Island*
- All primary students attended the performance of *I, Peaseblossom* a touring theatre production presented by Company of Angels. The secondary school saw *I, Caliban* (a more appropriate play for this age group).
- All students participated in post-show discussions with actors and Directors, and workshops in schools and at the venue which gave them a greater understanding of the theatrical processes, style of theatre and characters, including a greater understanding of Shakespeare.
- Primary school participants experienced a day -long arts residency in the Tramshed exploring through different art forms aspects of the curriculum they were studying at that time. Arts forms included Drama, Dance, Physical theatre, screen printing and puppetry. The secondary school we offered a range of more contemporary art forms and each pupil experienced a 2 hour workshop, including Street Dance, Spoken Word, Beat Boxing and Parkour.
- This project has enabled us to establish a 'Teacher Advisory group', providing feedback, insight and developing a positive and close working relationship.

All teachers stated that they were astonished at the quality of theatre experience they received at the Tramshed for both productions:

"I felt the play contributed immensely to children reading for pleasure. They asked if we have 'the book' in school"

"Brilliantly performed production, pitched at the right level"

"Engaging imaginative, and accessible Shakespeare for KS2 Children"

"The children were engaged and inspired to write and were entranced by the performance"

"The children had a real desire to find out more about Shakespeare. They wanted to read more of his plays." St Peters

Feedback from children:

"It's a bit like learning but watching"

"It's funny and weird and I laugh lots"

"I like acting, and the talent is amazing"

"I liked the after show talk"

"You get to be a part of the story"

"It was my first time going and it was fun"

"The plays are interesting and you get to join in"

Theatre in Development:

"Dust and Stuff" by Emily Hunka

In partnership with East 15 we piloted a curriculum-enriching theatre project for KS2, exploring Ancient Civilisations, with a focus on Ancient Egyptians.

- 7 shows of 'Dust and Stuff' were toured to Lewisham primary schools
- 401 year 3-6 pupils watched 'Dust & Stuff' from 4 local schools.
- 95% of the pupils enjoyed and were highly engaged in 'Dust & Stuff' show
- 90% were actively engaged in the workshop element
- 80%: Teachers would rate 'Dust & Stuff' as a 4/5 in terms of having useful themes for their teaching

"Mother Courage And Her Children" by Bertolt Brecht

We commenced a development period for a new co-production with local theatre company, Teatro Vivo, who specialise in site-specific classic performances. We delivered a series of development days to explore the text, and ways of presenting this in the Royal Arsenal site in Woolwich. The production was delivered in full in 2014-15.

- 2 days of R&D workshops
- 4 young people and 11 arts professionals
- 2 weeks of development with Director Sophie Austin

Visiting companies developing new work for young audiences

With the start of the 'Progression' project, funded by the Arts council, we started to engage with other companies creating work for young audiences. We provided development space and support to Box Clever who were developing a new production of Romeo & Juliet for production in 2014-15.

Participatory programme 2013-14

Aims

- To create a range of participatory opportunities for young people to experience the power and expression of enjoyment through theatre
- To give young people the opportunity to produce quality theatre and to achieve their artistic potential through showcasing and performance
- To build confidence and self-esteem in young people, and to give them the ability to work cooperatively

2013-14 has seen GLYPT's participatory programme become even more established, with a wide and accessible programme on offer, giving more young people access to these opportunities.

Drama: ages 2-25

- 281 regular weekly sessions; 594 participants
- Addition of second 8-11 drama group at the Tramshed due to high-level of demand

- The development of a new programme, Progression, funded by the Arts Council which aims to bring 16-25 year olds and industry professionals together. In 2013-14 this was delivered through a range of participatory and theatre projects including a performance-based workshop programme, leading towards young people performing in Tangled Feet's One Million outdoor performance, a summer holiday programme, a performance-project for black history month, and workshop programmes with professional artists Chorographer Temijin Gill and Director Andre Pink, and with Company of Angels. 35 sessions; 127 participants

Dance: ages 5-19

- 158 dance workshops; 228 participants

Holiday programmes and other art forms: Radio, Writing, Throwdown

- Holiday programme in both Greenwich and Lewisham: 128 workshops over Easter and summer with 464 participants
- Weekly radio workshops: 31 sessions; 35 participants
- Writing course: 10 sessions with 5 people
- 1 day-long Throwdown workshop, leading to 1 show
- Big Workshop Day: 50 workshop sessions with 117 participants
- Comedy Academy: 3 workshops in partnership with Greenwich Comedy Festival
- Lewisham Live project was commissioned by LEAN and was a part of the Lewisham Live Festival. GLYPT recruited and trained 7 young presenters aged 15-19 to take on the challenge hosting a live gig at the festival to an audience of 1,800 people; 5 workshops and 12 shows

Achievements

For many of our young people taking part in 'drama' is a social event, a chance to make friends and play. This is an important part of their well-being and something we encourage, creating a fun and supportive environment in all of our groups without extra pressure of having to sit exam. However, many of our young people achieve a lot, whether they realise this or not. For those who are keen and committed. We also provide opportunities to develop leadership skills, and opportunities to gain accreditation.

- 82% of participants increased confidence (12% increase from 12-13)
- 94% of participants increased creative skills (16% increase from last year)
- 73% of participants increased life skills (no change from 12-13)
- 71% of participants increased communication skills (23% increase from last year)
- 77% of young people said they made friends in their group
- 68% of young people said they feel more confident
- 66% of young people said they have better acting skills
- 50% of young people said they are better at having ideas
- 41% of young people said they are better at working in a group
- 32% of young people said they are better at listening

Young people specifically enjoyed:

“Meeting new people”; “Performing”, “Learning about Stanislavski and about the topic of sleep and dreaming”; “Socializing and creative the play” and “Meeting new people and enjoying learning new things”

Targeted / Inclusion Programmes 2013-14

Aims

- To empower young people through drama and the arts
- To empower those who are marginalized in society, hard-to-reach or at risk of exclusion.
- To give those with limited access to the arts a chance to make this integral to their lives

Whatever Youth Theatre

Funding from BBC Children in Need has enabled us to continue our programme for vulnerable young people, who either have diagnosed mental health needs, or who are otherwise vulnerable and at a greater risk of developing them. Participants are referred by Children & Adolescent Mental Health Services or schools. Needs of participants are varied, but include: anxiety disorders, trauma, emotional and behavioural difficulties, social difficulties and bullying, leading difficulties and disabilities. Each

group includes a 'safe space' drop-in where young people can socialise and be creative in a relaxed atmosphere.

This is then followed by a drama session, led by both an arts tutor and a trained therapist.

- 30 sessions of 'Whatever Youth Arts' for ages 11-14
- 30 sessions of 'Whatever Youth Arts' for ages 14-19
- 30 sessions of 'Shout Whatever' for young people aged 13-25 with moderate learning difficulties and disabilities.
- 114 participants

Young people commented:

It's taught me that you can be creative, and that people aren't going to laugh at you and they'll be supportive. I've learnt a lot more acting skills and be more confident and learnt to trust others.

It's been good. You can be creative, if you do something wrong no one laughs at you and you're given the chance to do what you'd like to do. It's made me feel quite welcome, because some people had already started and they made me feel like I'd been here for a while and they all wanted to help me.

Because people with all their different abilities, they need to learn, they need to get more education in them. Say like someone really liked art and they didn't like drama they've got to try to get into it as well because that's part of life and they always have to do that. Because like, for me I always do drama in the house – everything I do I act, it's like weird. It's nice to show other people, and show other people I'm scared.

Whatever Youth Arts – Lewisham

In 2013-14 we delivered 2 Whatever Makes You Happy projects in the borough of Lewisham. Funding from Deptford & New Cross 'Choose Health' fund enabled us to pilot the project over a 10 week period in Deptford. We then raised additional funding from Trusthouse to deliver a further project, with a new partnership at the Horniman Museum. The museum provided a suitable cultural venue that is accessible from across the borough, and staff further support the project by giving participants access to the museum's resources.

- 17 workshops sessions
- 23 participants

Holiday / one-off programmes

We delivered a range of bespoke inclusion projects to support the needs of young people in Greenwich and Lewisham. In 2013-14 we delivered:

- Holiday programmes at Drumbeat School for autistic children, using a range of art forms; Half Term workshops 12 workshops over the week working with 23 young autistic children; Summer workshops 16 workshops working with 88 children
- Radio project for young people referred from Child & Adolescent Mental Health Services in Greenwich; 3 days of workshops 4 vulnerable young people

Educational projects & Lectures

GLYPT also delivers a range of bespoke educational projects in schools and universities. This includes drama projects for both primary and secondary schools that enhance the curriculum and support teaching. For universities this focuses around disseminating specialist knowledge of arts, education and working with vulnerable young people.

East 15 Acting School

GLYPT worked with 2nd year students (half of the year group) from the community theatre course, to teach their practical module in January – March 2014. The group researched and developed the 'Dust & Stuff' play, exploring ancient civilisations, culminating in a week's tour in Lewisham schools. Additionally, Jeremy James delivered a lecture for the whole of 2nd year students, on the background to community theatre.

- 31 students
- 20 teaching sessions

Greenwich University

Jeremy James delivered 1 lecture for 2nd year students on the drama BA course, looking at theatre-in-education. He also delivered an applied theatre module.

- 21 sessions
- 27 students

Jeremy also delivered a lecture to the Goldsmiths MA course in Applied Theatre; 16 students.

Youth Leadership and Professional Development

We engage young people in all aspects of our work, and aim to provide progression routes at all stages. This also includes supporting young people who are looking to develop leadership or facilitation skills, or to gain experience of working within an arts organisation. We aim to be flexible in the ways we can offer support, but we have also developed a structured internship programme that has proven to be a success. Volunteers and interns are unpaid, but reimbursed for expenses (except when this forms part of a formal university course).

Youth Council / Advocate Steering Group

The first way in which we encourage youth engagement is through our Youth Council, and steering groups. We invite representatives from all groups, or select participants from previous programmes to inform our planning and development of future projects. This informs every aspect of our work, from choosing courses for our holiday programmes, to consultation on the design of our new website.

- 90 young people attended youth council / focus / steering group meetings.
- 6 meetings

Peer Motivators

We offer opportunities for young people to support their peers on our holiday programmes and 'Whatever Youth Arts' groups., which is a chance for them to develop leadership skills whilst also enjoying the activity. We have a dedicated group of young people who have volunteers to support their peers, encouraging and inspiring them to engage in activities, supporting their needs, and supporting the tutors in leading the sessions. We offer full inductions and training to these young people.

- 4 young people as Peer Motivators
- 75% of young people feel supported by the peer motivators.

Specialist Volunteers and University Placements

We work in partnership with East 15 Acting School, Central School of Speech and Drama, Goldsmiths University and Greenwich University to offer a range of placement opportunities for students studying at BA or MA level. These students support the development and delivery of our activity. We also take on volunteers who have approached us with an interest in developing skills in workshop delivery, and arts administration. All volunteers receive a full induction, relevant training, and have an 'individual development plan' to ensure that they get the most of their time with the company.

- 4 university placements
- 21 specialist volunteers

Internship programme

In January 2012 we introduced a new internship programme to provide young people the opportunity to work with the company for a period of 3 months (either 2-days or 3-days per week). Interns are fully supported with a development plan, training, mentoring, and supported in their career development.

- 7 interns

Apprentice

GLYPT supported an apprentice working towards a level 2 qualification in Youth Work, working with GLYPT and Bellingham Gateway Youth & Community Centre in Lewisham with a focus on developing work in the Bellingham area (Lewisham). She successfully completed a full year's apprenticeship, ending in October 2013. This was funded by Well London.

Achievements

We carried out evaluation with interns and volunteers 6 months after they had left the company to see how this experience had impacted on their professional development:

- 100% were working, either in full time employment or freelancing
- 100% of volunteers stated they gained transferable skills, 50% of which gained facilitation skills, 50% gained independence & leadership skills, 25% gained teamwork, professionalism, communication, multi-tasking and leadership skills.
- 100% of our volunteers feel their confidence increased.

- 54% of volunteers, interns and peer motivators were from BME backgrounds
- 40% of our volunteers/peer motivators currently live in the top 30% most deprived areas of the country.

“Working with GLYPT allowed me to develop my skills and experiences which have enriched my CV and made it easier to approach employers.”

Tramshed development 2013-14

We have continued to develop the Tramshed through programming and increasing public profile for use as a community and artistic resource. The programme on offer now includes:

- A term-time programme for young people: 18 weekly workshops (20% increase on 12-13)
- An evening programme of dance / fitness activities for local people: 7 weekly sessions (40% increase on 12-13)
- Partnerships: we work in partnership with local arts and community organisations (for instance a regular hire by Greenwich CAMHS and OXLEAS Trust ALD services): We worked with 42 organisations who delivered over 300 events / workshops with 2113 people. This is planned to be an area of growth with the creation of the community engagement coordinator in forthcoming years
- Development as an Arts Hub with artists and theatre companies carrying out short (2-3 days) and long residencies (2-3 weeks)

Capital Development Programme

The company has been granted an extension to its lease of the Tramshed to 30 years. The company will now proceed with plans to raise the required funds to deliver this vision.

The company has, and will continue to engage appropriate and highly experienced consultants to work alongside the Chief Executive and to lead on the strategy, development and business planning for this project as well as the fund raising strategy. A provisional time-line has been drawn up to deliver the project in 2015/2016.

The year ahead: plans for 2014-15

In 2014-15 GLYPT's key objectives are to continue to deliver a high-quality, diverse and accessible programme. It aims to further develop its theatre programme, including co-producing a major site-specific production in the Royal Arsenal, and developing its programme of visiting theatre at the Tramshed. It will create new opportunities for ages 16-25 to develop high-level skills and support emerging new artists. It will also focus on engaging with local families and marginalised communities in the local area, ensuring it continues to reach the most vulnerable young people.

Theatre programme 2014-15

- Co-produce the Greenwich Children's Theatre Festival
- Deliver the Start programme, for local schools to visit productions at the Tramshed
- Co-produce *Mother Courage* with Teatro Vivo, a site-specific performance on the Royal Arsenal site
- Produce its fourth family winter musical *Robin Hood*
- Develop a programme of high-quality visiting productions, e.g. *Company of Angels*, *Box Clever*
- Tour a theatre production for schools (potentially reviving *Choices* or touring *Going Mental*)
- To develop new theatre productions for young audiences
- To develop and facilitate new partnerships
- To support emerging young companies to develop work
- To deliver in-school workshops to support learning objectives of our theatre programme.

Participatory programme 2014-15

- Continue to provide a regular Youth Theatre programme in Greenwich & Lewisham for ages 5-19
- Continue to develop workshops for under 5's
- Develop the Progression programme for ages 16-25 including performance opportunities, opportunities to work with professional artists, and progression routes.
- To maintain youth theatre provision for young people with moderate learning difficulties and disabilities

- To continue Whatever Makes You Happy, establishing this as a regular groups in Lewisham
- To deliver targeted workshops for other groups of vulnerable young people including young carers, looked-after children and children with disabilities.
- To continue partnership programmes at the Tramshed
- To deliver work in local youth clubs or other community settings
- To provide year-round provision with a programme of art-based holiday courses
- To engage young people through youth council, focus groups and Peer Mentoring opportunities
- To deliver bespoke participatory projects in local schools.
- To provide INSET / training / lectures in specialist areas where required

Community Engagement 2013-14

- To identify and support the engagement of local community groups who do not currently access our programmes
- continue to support a regular partnership programme of dance / fitness classes for the local community at the Tramshed
- To promote the Tramshed as a resource for local arts organisations, schools and other community groups
- To support other arts events at the Tramshed for the local community.
- To pursue the Building Development Project

GLYPT Fundraising Strategy for 2014-15

GLYPT's fundraising objectives centre on the need to have sustainable sources of income in order to deliver the company's aims and objectives. In particular this is to raise funds to:

- Produce professional theatre and arts for touring to schools and other venues
- Deliver a range of inclusive and accessible participatory arts workshops
- Delivering drama and arts projects in schools
- Delivering artistic projects for young people who are at risk of exclusion
- Long term sustainability of company premises; Capital Development Project to make Tramshed fit for purpose.

GLYPT's Senior Management Team (Artistic Director & General Manager) oversees the company's fundraising requirements. They are supported by expert consultants who are engaged on the Capital Development Programme. GLYPT's Participation Manager also supports fundraising for specific projects.

The company will continue to fundraise from trusts and foundations, focussing on those that offer 3-year funding streams to ensure continuity of work. Over the next 2 years GLYPT intends to consolidate its programme of work, ensuring that its core participatory and theatre programmes are well established and future funding is secured to ensure that these can continue, and be less reliant on local authority funding. Trusts / Foundations identified include the Monument Trust, City Bridge, Mercers' Company and Henry Smith. Another key focus will be the 'Whatever Makes You Happy' project which we intend to continue in the borough of Lewisham. The long-term goal is for impact to be evidenced in order for the programme to be sustained through local authorities / NHS commissioning.

GLYPT will also look for opportunities to develop a corporate and individual giving programme, including reclaiming gift-aid on donations. This is a longer-term strategy which will start to benefit the organisation from 2015. GLYPT will look for partnerships and commissioning opportunities to be able to deliver services which are in line with the company's charitable aims.

Throughout this period we intend to develop the Tramshed, and the programme hosted within the venue. A separate fundraising strategy is being developed for the Capital Development Project, but it is also intended that this will also support the delivery of the programme with the Tramshed. With the development of this project it is envisaged that this will provide a secure platform from which the company can continue to deliver its objectives from 2015 onwards. A public campaign targeting old and new users, friends, associates, artists and the local community will also be included in the capital fundraising strategy. This will include hosting events at the Tramshed and other locations in South East London and building a 'friends of GLYPT'.

Financial Review

The year resulted in a deficit on the general fund of £4,169 (2013 deficit of £161). An additional £16,645 was spent in the year from the designated Capital Development Fund on costs relating to this project and the development of the company's premises.

The company brought forward restricted funds relating to three projects (Start and Whatever Makes You Happy in both Greenwich and Lewisham) which were fully spent in the year. The company received further funds of £785 from the Start project, and £53,782 that relates to restricted expenditure in 2014/15 and which is carried forward at the year end.

Income

Income for the year was £389,983, a 9% increase on 2012/13.

- Revenue grants of £157,654 represented 40% of all income.
- Voluntary income was £270,988 which was a 17% increase on 2012/13
- Trading and fundraising income was £20,048 a 32% increase on 2012/13 with the charity maximising revenue from its new premises to support its charitable activities.
- Income from charitable sources was £52,476, a decrease of 25% on 2012/13, with a reduction in schools' projects, a consequence of cuts to the education sector

Expenditure

Total expenditure in 2013/14 was £366,530, a 10% decrease on 2012-13

Charitable expenditure over the four key areas of operation was as follows:

- Participatory (Youth Theatre) was £114,851 which equates to 33% of expenditure.
- Projects were £112,925 which equates to 32% of expenditure.
- Theatre was £122,108 which equates to 35% of expenditure.
- Developing the long-term premises of the company was £16,645 which equates to 5% of expenditure.
- Expenditure on personnel, including permanent, seasonal and freelance staff, as well as on-costs was £264,068 a 7% decrease from 2012/13. This equates to 68% of all expenditure in 2013/14.
- Governance costs totalled £9,815 which equates to 3% of expenditure.

The movement in charity funds was as follows:

Unrestricted General Fund

£73,097 of general funds were brought forward from 2012/13. The trustees report a deficit on the general fund of £4,169. The general fund balance carried forward at the year-end was £68,928.

Restricted Funds

There were £10,299 restricted funds brought forward from 2012/13, relating to the Start and Whatever Makes You Happy projects. £54,566 restricted funds were carried forward at the year-end, specifically relating to the Start theatre project (£785) and Arts Council Progression project (£53,782) which is predominately being delivered in 14/15.

Designated Funds

The total designated funds brought forward from 2012/13 were £257,288. Total expenditure in 2013/14 was £16,645 leaving a balance of £240,643 at the year end. Specifically these funds were expended from the Capital Development Fund on costs related to securing and developing long-term premises for the company.

Investment powers and policy

Under the Memorandum and Articles of Association the charity has the powers to make any investments which the trustees see fit.

The trustees, having regard to the liquidity requirements of operating the charity and to the reserves policy, continually review the level of designated funds in order to ensure that the charity continues to have working capital available. Other cash deposits are held on interest-bearing deposit accounts at a rate favourable with the market.

Reserves Policy

The trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission. Designated funds have been established for the following:

- Building Development Fund cover part of the costs associated with the development of charity's new premises (£240,643 at the year-end).

With regard to the unrestricted General Reserve (£68,928), the Trustees believe that a balance representing approximately six months operating costs is necessary to cover eventualities such as not meeting annual fund raising requirements, the temporary or permanent loss of its premises due to events such as a fire or a flood, or the sudden loss of a primary, statutory funding source, on which the organisation is reliant on to deliver its charitable purposes and activities. This will ensure the charity can continue to run efficiently and maintain its programme of activities. General Reserves are therefore necessary to ensure the organisation can meet its obligations, particularly if intended funding sources fail to meet the required targets. The Policy and the level of reserves held is reviewed annually by the Trustees.

Building Development

A feasibility study has been undertaken to establish the options and exact costs of renovating and adapting the building to meet the charity's future vision and activity plans. The study revealed that the company needs to raise approx. £1.5 million, and therefore the Building Development Fund of £240,643 will need to be increased through a Capital Fundraising campaign. The extension of the company's lease has been agreed (new documents being prepared by Greenwich Council) and therefore the trustees will instigate the Capital Fundraising campaign in 2014-15, using the company's capital as leverage and investment in the project. The vision for the project will be outlined in a separate business plan.

Trustees' Responsibilities in Relation to the Financial Statements

The charity trustees (who are also the directors of Greenwich & Lewisham Young People's Theatre for the purposes of charity law) are responsible for preparing the annual report of the trustees and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law and the law applicable to charities in England and Wales require 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

Provision of Information to Auditors

Each of the persons who are trustees at the time of signing this Trustees' report has confirmed that:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the trustees:

K. A. McGarrigle (Chairperson)

Date: