

Annual Report

2019 - 2020



Who We Are...

Youth Theatre Arts Scotland (YTAS) is the national support and development organisation for Scotland's youth theatre sector. We provide direct services to young people, youth groups and their leaders through a combination of youth theatre projects, training and professional development, and information and advocacy.

Throughout 2019-2020, YTAS continued to play a broad and influential role on behalf of Scotland's youth theatre sector. The company and its activities both maintain a strong reputation for quality, professionalism and trust within and beyond the sector.

The following pages outline YTAS's activities and achievements during 2019-2020; developing access, delivering national and international youth theatre projects and providing industry training and professional development.



What We Do... Objectives & Activities

Our Mission

To transform lives through youth theatre arts by supporting, connecting and inspiring young people in Scotland and the adults who work with them.

Our Vision

- Scotland is a world leader in the development and delivery of youth theatre activity.
- The impact of youth theatre on artistic, educational and social development is fully recognised and valued.
- Youth theatre participants, group leaders and audiences in Scotland are brimming with inspiration and ambition for the future.

Strategic Aims

- To strengthen Scotland's youth theatre arts infrastructure.
- To provide a variety of youth theatre opportunities which inspire young people in Scotland
- To improve access, progression and ambition in the field of youth theatre arts in Scotland.
- To develop leadership in Scotland's youth theatre sector.

Our Values

- Helping Others** We are dedicated to supporting, enabling and championing the work and impact of Scotland's youth theatre sector; young people, professionals and volunteers alike.
- Community** We are passionate about building a confident, diverse and inspiring sector.
- Collaboration** We work with, and connect, a broad network of partners who share our motivation to develop talent and nurture achievement.
- Excellence** We celebrate and encourage ambition, experimentation and progression, striving for quality in all that we do for and with our sector.

Our Activities

We are a recognised leader in Scotland's youth arts scene, providing support to young people, youth groups and their leaders through a combination of...

- **Youth Theatre Projects**
The National Festival of Youth Theatre, Chrysalis Festival, Young Leaders and Young Critics projects and European Exchanges.
- **Training and Professional Development Opportunities**
National Convention of Youth Drama, Interchange skills weekend, YT Essentials sessions, Managers' Forum, BUZZ Network.
- **Information and Advocacy Services**
Continuous research, support and advocacy which responds to local, regional or national need.

A Climate Aware and Climate Active Organisation

YTAS is a climate aware and climate active organisation. We are proud to be a member of the Green Arts Initiative, an interactive community of arts organisations working to reduce their environmental impact and contribute to a more sustainable Scotland. We are committed to monitoring and reducing our own environmental impact, and to inspiring, encouraging and supporting our sector to act sustainably as we transition towards a climate-resilient and low-carbon economy.



National Youth Events

National Festival of Youth Theatre 2019

The 13th National Festival of Youth Theatre (NFYT) was held in Ayr between 5-7 July in partnership with the Gaiety Theatre and South Ayrshire Council. Performances were held at the Gaiety Theatre, workshops were in venues across the town centre and the festival campsite was at the nearby Rozelle Park. Throughout the weekend, NFYT hosted ten performances, 42 workshops, three post-show discussions and four social events.

17 groups, 158 young people, 38 leaders and 25 YTAS staff, volunteers and facilitators attended NFYT 2019 from:

- Aberdeen Performing Arts
- Airdrie Youth Theatre
- Birds of Paradise 'Young Artists'
- Capall Dorcha Youth Theatre Ensemble
- Corn Exchange Young Performers
- Diocesan School (New Zealand)
- Falkirk Youth Theatre
- Firefly Arts
- Fuse Arts Fife
- Lab Station
- PEEK Youth Theatre
- Regal Youth Company
- Royal Conservatoire of Scotland Young Company
- Saturday Citizens (Citizens Theatre)
- Solar Bear: Deaf Youth Theatre
- Teaterstjärnorna (Sweden)
- The Ayr Gaiety Young Theatre Company

The standard of the performances, workshops, facilities, catering, staff and volunteers were all a credit to this flagship national event for the sector. The range of shows was particularly strong, with a rich mix of styles, including verbatim work as a new theme in several of the youth productions.

NFYT 2019 provided an accessible platform for diverse youth groups across Scotland, with a range of needs and abilities, to meet and work together as part of a national community of practice. Many participants from Scottish Index of Multiple Deprivation (SIMD) priority areas of Easterhouse, North Glasgow and Airdrie, North Lanarkshire worked alongside groups from Aberdeen, the Royal Conservatoire of Scotland, Sweden and New Zealand. The new one-day NFYT Taster option also welcomed the Citizens Theatre's inclusive Saturday club and Birds of Paradise's Young Artists to the festival, alongside the Regal Young Company's new young members.

The Deaf Youth Theatre attended the full weekend of NFYT, with extra support workers assisting a range of additional needs in the group. YTAS and Solar Bear worked together to secure funding for deaf access activity across the festival. Solar Bear thanked YTAS for its work and the attitude of its staff throughout the festival and planning, highlighting the considerable impact it had on their participants. YTAS and Solar Bear have already started discussing plans and funding to build on the project again at future festivals.



"You could see a shift in their confidence as they felt part of something bigger. [Some other events DYT have attended] have felt quite dated. NFYT felt more impactful, more of their generation".

Feedback across the festival was incredibly positive from participants, leaders and staff. 85-95% of respondents consistently said that NFYT's staff, programme, venues and booking process were 'good' or 'very good'. Areas that were highlighted as particularly strong were: the YTAS and festival staff, Gaiety Theatre (venue and staff), the *Amigo* youth volunteers, the catering (quality, efficiency and staff), participant workshops, and the NFYT performances.



"NFYT was a powerful, transformative experience for our young people. It boosted their confidence, opened their eyes to new experiences and made them feel part of something bigger."



"It's now a few weeks after NFYT2019 and our young people are still talking about the experience. They have sleepovers planned with new friends, are learning sign language and already talking about ways they could create new material based on ideas from other performances! NFYT gave our young people a chance to broaden horizons, try new things and meet new like-minded young people."



"I was lucky enough to attend the NFYT as a participant. It's where I learnt some of my biggest lessons, where I made some lifelong friends, and it is certainly one of the major reasons I went to study at the Royal Conservatoire of Scotland after I finished high school. Bringing a group of young people to the festival a decade later really made me optimistic and excited about the future of Scottish theatre. There is so much talent on show at NFYT and I can only hope one of my group will take their youth theatre to the festival in 2031."



Chrysalis 2020

Unfortunately, the planned **Chrysalis** festival in November 2020 is now expected to be impacted by restrictions caused due to the Coronavirus pandemic. Prior to this, planning and developments were well underway during 2019-2020, including; a refreshed Chrysalis Consortium that included three young people, promotion and review of festival applications and shortlisting ten productions for consideration.

The YTAS team will continue to consider options for Chrysalis throughout 2020, as well as the return of the full event in 2022, in liaison with our partners the Traverse Theatre.

Fringe Days Out

YTAS partnered with the **Edinburgh Festival Fringe Society** to help them reach out to community groups in and around Edinburgh and the Lothians, breaking down barriers to participate in the Fringe. Each group was provided with vouchers to use on performances of their choice, free tickets for use on Lothian buses and a Friends of the Fringe membership.

YTAS was able to provide this support to a number of our members, including: **Lyceum Youth Theatre, Strange Town, Edinburgh Youth Theatre, Regal Young Company** and **Firefly Arts**, as well as widening participation partner organisation **LEAPS**.

As well as providing these amazing resources, YTAS issued groups with guidance of how to use the tickets, and tips on ways to go about selecting shows. We then followed up with groups after the festival to see how they used the tickets and how the project benefited their group.



National Training Events

Youth Arts Mentoring Symposium 2019

In May 2019, YTAS and the Scottish Mentoring Network co-hosted a Youth Arts Mentoring Symposium at the Motherwell Concert Hall. The event brought practitioners together from Scotland's youth arts, youth work and community work sectors to learn about different mentoring programmes and best practice, to share their own insights, and to consider new models for mentoring and collaboration for the future.

Participants were inspired by a series of provocations from Amy Dunn (Move On) and Deborah McArthur (CultureNL), which invited us to consider why mentoring is important and how it can impact not only young people, but also on the professionals involved. Participants then took part in practical workshops on topics such as creative goal setting with young people (led by Lynn Shaw from North East Arts Touring), finding your ally (led by Mahri Reilly from Scottish Youth Theatre), and planning for positive endings in the mentoring relationship (led by Amanda Skinner-Welsh from the Scottish Mentoring Network).

The event ended with round table discussions on **what success looks like in a mentoring programme**, **how to challenge and support young people with a disability**, and how to best **support mentors throughout the mentoring process**. Notes were taken throughout the event and made available to all attendees and YTAS and SMN staff. Overall, it was an incredibly rich and dynamic conversation to whet the appetites of all delegates for continued conversations and cross-sectoral networking opportunities.

National Convention of Youth Drama 2020

Unfortunately, YTAS's National Convention of Youth Drama scheduled in Glasgow in March 2020 had to be cancelled due to restrictions brought about by the Coronavirus pandemic. The Convention programme had included a range panel discussions, workshops and performances all inspired by the theme of **Creating the Conditions**; for social change, for leaders to grow, and for young people to thrive.

YTAS was able to cancel the majority of the event expenditure and reimburse all delegate fees. We choose to offer the freelancers that were programmed at the event their fee, due to expected hardship in the months ahead. The overall financial impact of the cancelled event was minimal to YTAS, thanks to sustained support from the Gannochy Trust.



Training & Professional Development

Following a successful application for three-year funding from the Gannochy Trust, YTAS launched an extensive programme of professional development activities throughout 2019-2020 which included new 'YT Essentials' training, a new Members' CPD Bursary and a new Directors' Development Programme. Alongside these activities were YTAS's existing Managers Forum, Online Resources, one-to-one support, and our Interchange and National Convention events.

YT Essentials

YT Essentials was a series of new one-day training sessions held throughout the year to help emerging and mid-career practitioners with the essential building blocks needed to run a youth theatre or work as a freelancer in our sector. In 2019-2020, the sessions included Child Protection, Health and Safety, Fundraising, Recruitment Skills for Freelancers and a Producers Toolbox (with essentials skills on sourcing a venue, building a budget, scheduling and tech). These topics were linked to YTAS's website Resources portal, offering a clear place for additional resources and follow up support.

Feedback from the sessions has been consistently strong, with individual comments that included:



"The group was so open, honest and hungry to hear each other's experience, the good and the challenging. I love this workshop and feel refreshed and supported"



"YT Essentials helps the creative mind to become strategic and focused"



"It was totally excellent. Very relevant to the youth theatre industry"



"This is clearly a considered and extremely practical approach to bettering our industry – thank you!"

YT Directors' Development Programme

In 2019, YTAS was able to evolve the specialist training we could offer youth theatre directors into a more effective and impactful programme. This was an important development for this element of YTAS's work, supporting and developing influential roles within our sector. Previously YTAS could only offer one-off director 'masterclass' sessions, with an attached fee to attend. However, in 2018 we had identified the need for a more challenging, focussed and sustained programme that would benefit mid-career professional directors as well as the broader artform and youth theatre workforce across Scotland.

Thanks to support from the Gannochy Trust, YTAS established a new **Directors' Development Programme** as a four-month, career progression opportunity, from August - November 2019. Participation was free and we recruited eight youth theatre professionals through an open application process.

The new programme included an **Inspire** week in August, where the directors took part in workshops and talks together, as well as viewing a curated selection of shows, with support from the Edinburgh Festival Fringe Society and Edinburgh International Festival. Between September to October the directors then took part in an intensive **Focus** weekend together and honed their ideas with bespoke support from YTAS, from dramaturg Rosie Kellagher, and from individually selected industry mentors.

The directors then completed the final **Share** stage of the new programme in November, by rehearsing and presenting new ideas at a work-in-progress **Emergence** weekend, which we hosted at Traverse Theatre on Friday 15 and Saturday 16 November 2019.

The final weekend was a great success, showcasing eight new scratch works from all of the 2019 selected directors. The work was of a high standard and incredibly diverse and ambitious. Audiences at the event were thoroughly engaged by the work, and their written feedback was passed on to the directors to aid with further development of their ideas and practice.

Since then, YTAS held debrief sessions with the directors to review the pilot programme and define the developments for next two years. Feedback from the directors confirmed the success of the new programme and the impact it had on their practice:



“The programme has really helped me own my skills as a director and an artist, and overall empowered me”



“It pushed me out of my comfort zone, which was scary to begin with, but liberating afterwards. I’m ready to continue developing my practice and excited for what’s next!”



“The freedom and backing to take a chance and make the piece you’ve always wanted to make. The best incentive to push and challenge yourself”

Feedback from industry professionals and the audience who attended the **Emergence** weekend further highlighted how the new Directors’ Development Programme was helping develop a skilled and professional youth theatre workforce across Scotland:



“Another forward-thinking idea from YTAS, giving space for YT practitioners to grow”



“Was surprised and impressed by the quality and professionalism of each performance”



“Excellent, to enable young people to seek out new ideas and perform them. Keep it up!”

Members’ Continued Professional Development Fund

YTAS’s new allowed Scottish-based youth theatre leaders, staff and volunteers to access training that would benefit their practice and the young people they work with. Members accessed small pots of funding, direct from YTAS, for specialist training within the sector or from other sectors such as youth work or mental health.

YTAS deliberately made the parameters and application process simple for the new fund to encourage applications from across all levels of the sector. We had previously identified a lack of confidence, and sometimes the skills, in fundraising across some areas of the sector. We were keen that the CPD Fund could be used as a stepping stone towards making other applications in the future.

We were thrilled with the number of applications received for the first round and, after a competitive assessment process, distributed grants across Scotland, from Inverness to the Borders:

- **Kate Stevens** and the Beacon Arts Centre were awarded funds to upskill four members of their team. Two youth theatre leaders, one assistant, and one young person from the Beacon

accessed a variety of online and in-person training including First Aid, Child Protection, and Accessibility & Autism Awareness.

- **Amy Watt** was awarded support towards travel and accommodation costs so she can shadow Company Three, an award-winning company in London making theatre about what it means to be a teenager today. Amy wanted to improve her devising skills with young people and will share this learning with her colleagues and the participants she works with at Eden Court in Inverness.
- **Jenny Anderson** was awarded support towards her course fees for the Introduction to Dramatherapy course at Queen Margaret University. The course will inform Jenny's professional development as a Child Protection Officer with Borders Youth Theatre.
- **Jeanne Hamilton** was awarded support towards her course fees on a Royal Conservatoire of Scotland short course. She will hone her workshop, performance and rehearsal skills in order to complement her youth theatre work and heighten her confidence to lead workshops.
- Finally, **Roxanna Haines** was awarded support to attend three training courses about relationships and the brain, mindfulness, and understanding trauma, after which she plans to incorporate these therapeutic practices into her work with young people.

Managers' Forum

YTAS held the sixth biannual Managers' Forum in May 2019, with a topic of **Effective Tools of the Accidental Manager**. Managers attending shared some of their favourite tools, documents or processes for team planning, line-management or evaluation. Alongside this, YTAS CEO Kenny McGlashan updated the Forum on developments taken forward by YTAS based on previous topics, including: **National Performance Framework/Logic Model, Collaborative Youth Audience Development** and the updated peer support matrix **Managers' Offers & Desires**. Kenny also gave an update and chaired a discussion on a number of sector developments, including Creative Scotland's **Time To Shine**, concerns over cuts at local authority venues, and upcoming national and international activities.

Towards the end of the March 2020, as the Coronavirus lockdown was implemented and impacted youth theatre groups across the country, YTAS started hosting weekly **Managers' Check-Ins** online. These sessions have proven an essential way for the sector to connect, support and guide each other together.

Resources Portal

Throughout 2019-2020, YTAS continued to provide, update, and promote access to our online Resources portal, with free toolkits and guides which support and develop practice. The portal has over 60 open access specialist resources, including information and guidance on; sourcing and applying for funding, selecting scripts, health and safety for productions, marketing and social media and evaluation methods. It also contains a rich selection of films, case studies and guidance.

YTAS recorded 1157 unique visitors to the Resources portal in 2019, with many visiting multiple pages and content. The sections on **Getting Started** and setting up a new youth theatre were the most popular as well as the more creative focussed content under **Inspire Me, Pathways** and video/media sections. Less popular were the more legal/business-critical information, such as PVG, GDPR, budgets, disability access, etc. Whilst this is as expected, the YTAS team will consider ongoing ways to ensure this type of content remains up-to-date and high on the sector's agenda.

Developing Access

New Territory CashBack for Communities Project

YTAS delivered the final year of its *New Territory* partnership project in 2019-2020, alongside **Toonspeak Young People's Theatre** and **Ignite Theatre**. The project incorporated a wide range of activities, including new and existing weekly drama sessions (Toonspeak), summer projects (Ignite) and Young Arts Leaders bespoke training and mentoring (YTAS) all located in regions which are 'new territory' for the partners.

The project was funded by the Scottish Government's CashBack for Communities programme, via Creative Scotland, with activity targeted in key areas of multiple deprivation across Glasgow, Inverclyde, North Lanarkshire, West Lothian, Stirling, Clackmannanshire and South Ayrshire. All activities were provided for free in areas with a high concentration of SIMD 20% postcodes. As such, 422 participants came from 0-20% SIMD postcodes (55% of the total). Only 17.7% of participants came from above 50% SIMD postcodes.

By the end of year three, *New Territory* had engaged 768 young people in total, 83% of which were 'new to these types of activities'. 160 equality group characteristics were recorded within the participants, including; BME, Disabled, Refugees / Asylum Seekers, Looked After Children, Young Carers, young people with mental health issues, and LGBTI.

As a result of the project:

- 85% of participants reported their 'confidence increasing'
- 84% of participants reported 'increased aspirations'
- 81% of participants reported 'increases in feeling safe, healthy, active, respected, responsible and included'.
- 87% of participants reported their 'skills increasing'
- 61% of participants progressed onto further learning and development opportunities.

Feedback during the year on *New Territory* activities included:



"Toonspeak has boosted my confidence, not only with this certain group of people, but in school as well. It has also made me part of a family who are always there for me no matter what"



"I would describe Ignite as my family - it doesn't matter where you come from or who you are, they care about you. A lot of young people here have never had the opportunity to experience the things we've been able to experience, like going to exhibitions or shows and stuff like that. It costs a lot of money and we don't have that, so to have access to support and these events for free has also broadened our horizons"



"I loved my time with the other YTAS Young Leaders on New Territory. I learned how to be confident in myself and the work I do, I feel like I have grown in confidence and self-esteem and compared to how I started the project I have definitely become a different person... I wholeheartedly believe that I wouldn't be in the position I am in today if it wasn't for the wonderful experience that New Territory provided me with"

As well as the impact on participants and regions targeted during the project, YTAS, Toonspeak and Ignite also gained considerable learning from their work together:

- The funding supported **Toonspeak** to deliver their first sustained projects in their new base community of Barmulloch. The two weekly drama groups have formed a nucleus around which a huge programme of other creative projects have developed. Toonspeak have since expanded their delivery in this community from two sessions, one night a week to ten sessions weekly across six days.
- **Ignite** improved the longer-term sustainability of their organisation, including; multi-year support of some of its activities, progression for its senior participants, and support in developing organisational infrastructure. This enabled Ignite to sign a longer-term lease on their premises, bring in more expert tutors for their workshops and summer camps, as well as look ahead to ambitious and bespoke projects for the future.
- **YTAS** improved its knowledge and support of groups across Scotland who engage young theatre makers in the most deprived areas. This led to improvements to YTAS's activities and resources, as well as making better use of existing events and services. YTAS has seen evidence of the long-term impact of these changes through increased uptake in its national events by theatre makers in the most deprived areas of Scotland. More recently, it has also informed YTAS's renewed approach to advocacy, impact/evaluation planning and engagement with youth work networks.



International Partnerships

BUZZ Network

In 2019, YTAS was awarded Creative Europe funding for the **BUZZ Network** project between 2019-2022, in partnership with Rogaland Teater (Norway), Youth Theatre Ireland (Ireland), BRONKS (Belgium) and Theater Bremen (Germany).

YTAS is the lead partner for the **BUZZ Network**, overseeing all project management and administering all project funds from the European Union, which predominantly covers international travel and accommodation. The restricted funds for the project can only be spent on the approved international travel and collaboration activities.

The focus of the **BUZZ Network** is *'sharing the diverse strengths of the European youth theatre sectors through transnational mobility of youth theatre artists and cultural leaders'*. The project's partnership activities include:

- Mapping research of youth theatre practice across European countries and regions.
- Creative labs for artists which explore the challenges and innovations in contemporary youth theatre practice.
- Leadership labs for organisations and cultural leaders which explore the challenges and innovations in contemporary youth theatre development.
- Developing a new network website which collates European youth theatre contacts, practice, research and funding opportunities for further exchange.

During 2019-2020, YTAS set up all the project management and Funding Agreement processes required, attended Creative Europe briefings in Edinburgh, Birmingham, and Brussels, and held the first BUZZ partners' steering group and network development meeting in Cork on 21-22 November.

Shortly after the trip to Cork, the partners launched applications and selected the professionals that will attend **Artists' Lab One: Co-creation and Empowering Young People**. The Lab was to be held at BRONKS Theatre in Brussels in April 2020, alongside their youth-programmed **XL Festival**. The second partners' steering group and network development meeting was scheduled to be held in March 2020 in Glasgow, alongside YTAS's **National Convention of Youth Drama**, with the Artists' Lab 1 following shortly after, then the **Leaders' Lab 1: Professionalising Your Practice** due to be held in Dublin in June.

Unfortunately, all these events and associated international travel were impacted by the restrictions caused due to the Coronavirus pandemic. The Labs have been postponed until they can be rescheduled. In the meantime, the BUZZ Partners are continuing to meet regularly online to address the various rescheduling tasks, as well as advancing the other key aspects of the network-building project.

Amateo Conference

In June 2019, CEO Kenny McGlashan was invited to speak at the Amateo **Bridges of Creativity** conference in Novi Sad, Serbia, during the city's role as European Capital of Youth 2019 and upcoming Capital of Culture 2021.

Amateo is a European network of national and regional umbrellas and associations which promote people's participation in voluntary and amateur arts. Kenny presented a session during the conference on YTAS's role in Scotland's youth theatre sector and shared examples of some of the diverse youth groups that are YTAS Members.

YTAS's Intermediary Role & Services

During 2019, YTAS worked with Evaluation Support Scotland to develop our understanding of the charity's intermediary role. This relates to YTAS's unique impact as a central hub of information, support and guidance for Scotland's youth theatre sector as well as its spokesperson, advocate and leader. This work led to the development of a clearer Logic Model for the company as well as ongoing attention towards the long-term impact of YTAS's research, communications, evaluation, advocacy and fundraising.

Below is an outline of some of the development areas underway in 2019-2020 which relate to YTAS's intermediary role, but which have not been covered in other areas of this report.

Membership Scheme

YTAS's Membership continues to hold strong at over 100 subscribers. During the last year, the team made improvements to the scheme's administration as well as developing plans for a refresh to the Membership categories and expectations to be launched in the year(s) ahead.

Sector Review

YTAS's next five-year sector review is scheduled to take place in 2020. Planning began towards the end of 2019-2020, to review the previous survey's questions, data and use of the research's conclusions, ready to plan delivery of the next survey in 2020.

Sector Communications

YTAS developed its first Marketing and Communications Plan and dashboard of KPIs in 2019, to start considering how YTAS's outputs could be more focused, streamlined and strategic in the future. Our new Communications and Marketing Manager, Hollie Wegner-Jaszkin, will continue to advance this work, developing a schedule for a website refresh and planning a new CRM system that will improve how YTAS tracks and manages the range of audiences and supporters we connect with.

Sector Advocacy

YTAS continues to be active, known and respected across many key networks, organisations and contacts on behalf of the sector, including; FST, YouthLink, Culture Counts, Creative Scotland, as well as numerous regional venues and international partners.

Throughout the year, YTAS also played a lead role in supporting a renewed focus on Creative Scotland's **Time to Shine** (TTS) youth arts strategy. We have done this in liaison with other national youth arts and young audiences organisations involved in the *Time To Shine* Sector Working Group, as well as the National Youth Arts Advisory Group, and Creative Scotland. *Time To Shine* is a key strategy for the sector, which is why we committed time to support the improved shift towards a triumvirate approach between Creative Scotland, the National Youth Arts Advisory Group and the Sector Working Group for **Time to Shine**'s implementation and review in the future.

Structure, Governance & Management

Youth Theatre Arts Scotland (YTAS) is a company limited by guarantee and a registered charity (SC035765). The company is governed by the board in accordance with its Articles of Association.

Board

The directors for the purpose of company law, and who served during the year were:

- Hazel Wotherspoon (Chair)
- Deborah McArthur (Vice-Chair)
- Sally Borley
- Zoe Cuthbert
- Gillian Donohoe
- Mhairi Gilmour
- Rishaad Ait El Moudden
- John Reader
- Craig Steele

The board maintains a range of lay experience to balance membership within and outwith Scotland's cultural sector to ensure a good range of skills and experience is brought to bear at a strategic level.

Youth Theatre Arts Scotland maintains a register of directors' interests in accordance its **Articles of Association** and **Board Members' Code of Conduct**. Directors take decisions, and exercise their powers and responsibilities, to promote the success of the company in achieving its objects, irrespective of any office, post, engagement or other connection which they may have.

The board has delegated the responsibility for the day-to-day running of the organisation to the **Chief Executive** of Youth Theatre Arts Scotland. This includes fundraising, staff management, book-keeping, marketing and project development. The Chief Executive is responsible for informing the board of all issues pertaining to the running of Youth Theatre Arts Scotland including the on-going financial position of the organisation and all activities being undertaken to achieve the objectives of the organisation. It is the responsibility of the board for directing the affairs of the charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

The directors have assessed the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Young Board Members

In 2019, YTAS's board welcomed two dedicated positions for young people aged 18-25. The **Young Board Members** have taken on lead responsibility as youth advocates for Scotland's youth theatre participants. During their directorship the Young Board Members will hold the same legal powers and responsibilities as the other YTAS directors.

The terms of the Young Board Members are expected to last between one and two years, but the new scheme remains under review, in consultation with the Young Board Members themselves. At the end of this tenure, the Young Board Members will be able to be re-appointed as a standard YTAS director (or hold any other office) for a further three-year term, if they and the other directors so wish. This aligns with the standard articles for director re-appointment.

Staff Team

During 2019-2020, the core staff team included:

- Chief Executive Kenny McGlashan
- General Manager Helen Bain
- Learning & Engagement Manager Vikki Doig
- Communications & Marketing Manager Lisa Williamson (*maternity cover*)
- Projects & BUZZ Coordinator Hollie Wegner-Jaszkin
- Marketing Coordinator James Coutts (*Apr-May*)
- Administrator Catherine Makin
- Administrator Andy Catlin
- Administrator Joshua Holton

As well as the core staff posts above, YTAS provided a number of other freelance contracts throughout the year to support the delivery and development of its events and services. This included some longer-term roles; YTAS's Bookkeeper since 2013, Karen Caillaud (of Keeping Account), and Production and Logistics Manager for *Chrysalis* and NFYT, Paul Rodger.

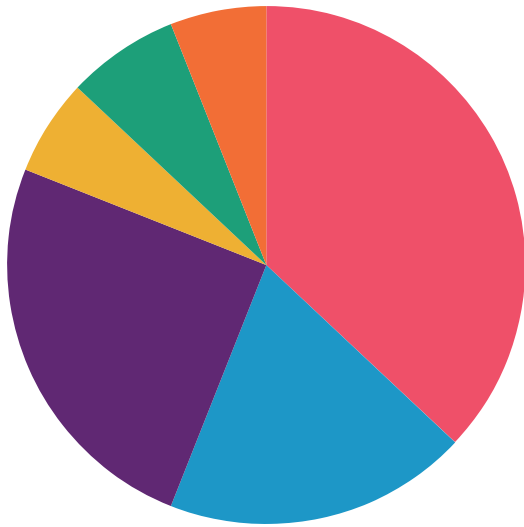
Patron

YTAS's Patron, actor Sam Heughan, continued to be an important advocate for the company's work, galvanising fan groups to support the organisation and the benefits it brings to young theatre makers across Scotland. The board would like to say a special thanks to Sam and his fans for their continued support.



Finance and Fundraising

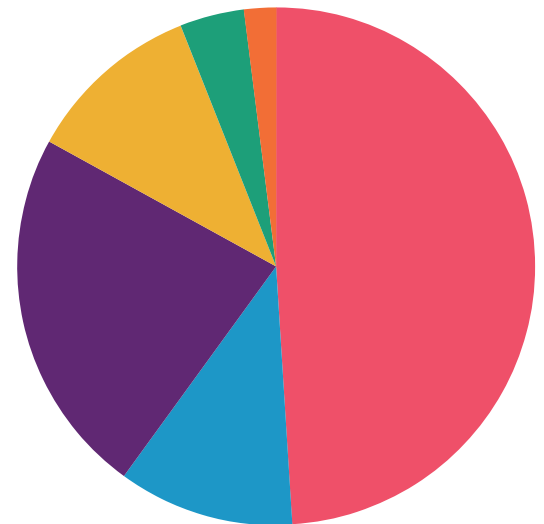
In 2019-2020, Youth Theatre Arts Scotland **generated £363,440** income:



- Creative Scotland RFO Grant** (37%)
- Grants and Trusts Funds** (19%)
- European Funding** (25%)
- Donations and Sponsorship** (6%)
- Earned Income** (7%)
- Partnership & In-Kind Support** (6%)

In 2019-2020, Youth Theatre Arts Scotland **expended £279,113**:

- Core Salaries & Project Management** (49%)
- Admin & Overheads** (11%)
- National Festivals (NFYT)** (23%)
- Developing Access: CashBack & Regional Development** (11%)
- Training & Professional Development** (4%)
- BUZZ Network** (2%)



At 31 March 2020, Youth Theatre Arts Scotland held reserves of £25,604 and restricted funds of £83,629 for the BUZZ Network project (see below).

Restricted Funds

YTAS is the lead partner for five organisations involved in delivery of the Creative Europe **BUZZ Network** project, which runs between 2019-2022. YTAS administers all project funds from the EU with the partners, which predominantly cover international travel and accommodation. The restricted funds can only be spent on the approved project costs for international travel and collaboration activities.

The Emerging Impact of COVID-19

The Impact of COVID-19 on YTAS

In March 2020, as the impact of the Coronavirus pandemic and lockdown emerged, YTAS took the decision to cancel a series of national and international training events which had been scheduled in the months up to the summer. YTAS also shifted its company operations to remote working at this time. The team continued to adapt, communicate, and work effectively in these circumstances by accommodating its staff's emerging needs, new work patterns and caring responsibilities.

During this period, YTAS saw a significant increase in the demand for its sector support role and services. This is because YTAS is the only dedicated support organisation for Scotland's youth theatre sector, which comprises hundreds of youth groups, volunteers and freelance arts professionals who were contacting us on a weekly basis struggling to survive.

The Impact of COVID-19 on the Sector

Prior to the COVID-19 lockdown, tens of thousands of young people took part in youth theatre activity every week across Scotland, supported by over 1,800 adult staff and volunteers in 341 venues. COVID-19 ended all this activity, and its associated benefits, within a week. Tens of thousands of young people were cut off from their weekly peer and professional support. Hundreds of charity youth groups and freelance workers lost their core purpose and income.

The impact of COVID-19 was so significant for the sector because the income of Scotland's youth theatres is predominantly self-generated, through participation fees and fundraising events. Our last sector mapping confirmed that less than a third of groups receive any funding from local authorities, trust funds or sponsorship. Furthermore, as the backbone of our sector has always consisted of a number of larger regional theatre-based youth groups, the picture was additionally challenging.

YTAS and other national bodies recorded a number of issues emerging across the sector which confirmed that young people and their leaders previously involved in youth theatre were experiencing:

- Increased feelings of isolation - from friends, peers and professionals.
- A lack of purpose - due to cancelled creative and social activities.
- Increased concern about their wellbeing - especially mental health.
- Increased concern about their future - due to the loss of work, earnings and diminished future opportunities.
- A lack of confidence, skills and resources which will enable them to adapt to a 'new normal' in their work and community.

How YTAS Responded

YTAS responded quickly, establishing a range of new activities including; weekly online forums, sector guidance, resources and training. This meant we were able to support and keep track of many youth theatres who were able to pivot to delivering activities online with their groups as well as planning the longer-term impact and adjustments needed for the months and years ahead.

Despite all these challenges YTAS is fortunate to remain in a secure financial position for now, thanks to the short-term support we were able to secure from new and existing funders and donors.

Photography: Andy Catlin

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