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**SOUTHWARK THEATRES' EDUCATION PARTNERSHIP (STEP)  
ANNUAL REPORT  
Year ended 31<sup>st</sup> March 2009**



## Reference and Administrative Details:

**Registered Charity Number:** 1121201  
**Date of Registration:** 15<sup>th</sup> October 2007

**Company Number:** 6069864  
**Date of Registration:** 26<sup>th</sup> January 2007

**Principal Office:** c/o Theatre Peckham, Havil Street, London SE5 7SD

**Staff (April 2008/March 2009):**

**Beccy Allen ~ Creative Director (April 2008 – March 2009)**

**Directors (April 2008/March 2009):**

**Andrew Dewdney** (Professor of Arts and Human Sciences, LSBU) ~ **CHAIR**

**Martin Ridley** ~ **VICE-CHAIR**

**Chris Lawrence** (Administrator, London Drama) ~ **TREASURER**

**Sonia Hyams** (Associate Director, Education, RSC) (Resigned 11.08.09)

**Rebekah Cross** (General Manager, Vayu Naidu Company) (Appointed 26.11.08)

**Advisory Group (April 2008/March 2009):**

**Suzy Smith** (Executive Director, Theatre Peckham)

**Nina Birch** (Drama Consultant, Southwark Children's Services Arts Team)

**Coral Flood** (Arts Manager, Southwark Culture Service)

**Catherine Greenwood** (Education and Youth Director, Unicorn Theatre)

**Johanna Elworthy** (Southwark Community Projects Manager, Shakespeare's Globe)

**Fionnuala Lynch** (Counsel, Reed Smith)

**Sarah Nunn** (Director of Programmes, Creative Elements)

**Adam Annand** (Associate Director, Creative Learning, London Bubble) (Appointed 26.11.08)

## Chair's Report:

Life can be challenging for many of the young people of Southwark, particularly at a time of economic hardship in which they can often experience difficulties in family life, housing, employment and sometimes-outright poverty along with all the other challenges that living in a dense and complex urban environment present. The cultural mission of STEP is to support the development of creative communication and personal life skills with young people through its theatre-based programmes and offer them other ways of dealing with the difficulty and conflict that has so often in recent years in London led to tragedy. In addition to the benefit of developing this rich experience in theatre and drama work we recognise that creative and expressive communication is at the core of all of our lives and that these skills are readily transferable to all forms of employment and life situations.

In November 2008 STEP held its fifth Festival of young people's theatre and performing arts work. The Festival is a strong demonstration of the work that STEP undertakes throughout the year in promoting theatre and performing arts work for young people in partnership with Southwark theatres and schools. The STEP Festival showcases to a wide audience the fantastic commitment and skills of young people and highlights the talent to be found amongst a diverse London community. Through STEP, young people are able to access a wide range of the disciplines to be found in producing theatre and performing arts, including writing, directing, producing, acting, choreography, composition and, through the Young Critics Programme, journalistic skills. Southwark theatres and schools, with the support of Southwark Children's Services and Southwark Culture Service, commit time and investment in the programme, delivering an exceptional professional service to our young clients. At the core of STEP's objectives is the power of theatre and performing arts to engage young people and through experience and training offer them an insight into both their potential and the opportunities they can compete for in a creative profession, not ordinarily easily accessible to them.

STEP is an independent cultural development agency which

- Develops partnerships between theatre and performing arts organisations to maximise resources and build on the skills base within the borough
- Promotes the work of Southwark performing arts organisations to the education/community sector
- Works with Southwark Children's Services and schools to embed performance arts in the curriculum
- Works with Southwark Culture Service to strengthen links between young people and their families and experience of the arts
- Works with partners to be at the forefront of innovation in the development of performing and live arts for young people together with audience development

This year I am particularly pleased with STEP's involvement in the development of The Diploma in Creative and Media. STEP was funded by the Southwark 14-19 Partnership to support the delivery of the Diploma in two secondary schools and Southwark College

(Levels 1, 2 and 3). This has been a great success and we look forward to our continued involvement in a qualification that provides a great opportunity for young people to gain successful accreditation to potentially move on to careers in our Creative Industries.

Southwark Culture has continued to support our programme as has Southwark Children's Services; I would like to thank both Council Departments and highlight the work of Nina Birch, Southwark's Drama and Literacy Consultant. Our Board of Directors is composed of volunteers from the local community and business partners; we have direct financial support from a number of businesses and organisations identified in the main Report - my thanks goes out to all the individuals, organisations, theatres and businesses for their interest and support for the young people of Southwark. Of course, I highlight the young people from the local community and their parents and carers who have contributed so much to the success of the enterprise we are involved in.

STEP exists to join up and develop new partnerships within existing provision or to extend and maximise its impact for young people. In this it is reliant upon its Creative Director, Beccy Allen, without whose skills, enthusiasm and commitment the organisation would not exist. She works tirelessly throughout the year in a developmental role, bringing agencies and people together to see and realise new possibilities. This year as before, I would like to highlight the work of our Creative Director, Beccy Allen. Beccy, who has had a tremendous second year in the role, delivered a very successful Festival which was both cost-effective and showed real excellence, a massive challenge in a period of economic stress. However, it would be remiss of me not to also report that the annual funding for the post of the STEP Creative Director remains insecure and for a further year the Board has not been able to move the funding of the organisation onto a firmer annual basis. This fact demonstrates even more clearly how much STEP relies upon the good will and commitment of its Director and the Board will continue in its efforts, through whatever difficult times lie ahead, to reconfirm the commitment of existing funders and seek further financial support for the vital work we believe STEP is doing.

Having noted the insecurity of STEP's funding, and we recognise that we are not alone in the sector, on a more positive note, this Report demonstrates yet again STEP's commitment to the future of our programme. We are an organisation that is cost-effective, lean and well run, which puts us in a strong position from which to negotiate the future. The working partnerships of Creative Director, the STEP Board, Southwark Council, the theatres and performing arts organisations, Southwark schools and community and business partners continue to deliver a great outcome for the young people of Southwark. It is the young people we must look to and STEP fundamentally recognises that we all need to listen to young people, engage with their view of the world, demand their participation and above all take them seriously. Not to do so is a risk to all our futures.

Martin Ridley  
Acting Chair 2008-09 STEP

## Objectives and Activities:

### STEP – Aims and Objectives

STEP aims to equalise, extend and deepen the theatre and drama experience of all young people living in Southwark through the development of strategic partnerships between schools, youth and community groups, theatres and performing arts organisations. STEP aims to encourage young people to achieve their full potential through the creative force of theatre and performing arts activities.

STEP's objective is to work closely with Southwark schools, youth and community groups, theatres and performing arts organisations to develop creative approaches to learning and provide innovative projects which stimulate children and young people's personal development and contribute to their educational attainment.

STEP is a development agency which:

- Promotes the work of Southwark theatres and performing arts organisations to the education/youth and community sector;
- Develops and extends partnerships between theatres and performing arts organisations to maximise resources and build on the skills base within the borough;
- Engages in audience development;
- Develops educational partnerships between performing arts organisations and formal and informal provision;
- Works with Southwark Children's Services and schools to embed performance arts in the curriculum, with an emphasis on the Every Child Matters outcomes and Enjoy and Achieve and on the creative development of teachers;
- Works with Southwark Culture Service to improve individual life choices for young people through enjoyment and experience of the performing arts, with an emphasis on the Cultural Olympiad and celebrating cultural diversity;
- Works with partners to be at the forefront of innovation in the development of performing and live arts for young people;
- Aims to be a replicable model for strategic educational performing arts development.

## Financial Review:

STEP's income for the year 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009 was £113,702 and STEP finished the financial year with a surplus of £36,144, of which £900 is allocated and restricted for a Behind the Scenes Day as part of the Diploma in Creative and Media. Expenditure was in line with the level of activities, with the main expenditure being the Festival (25.2%) and Diploma in Creative and Media (17.3%) and the Creative Director's salary (24.4%).

STEP recognises the need to have in place sound and robust systems to secure STEP's medium and long-term financial viability. STEP has adopted a Reserves Policy which is specific to the risks and needs of the delivery of the STEP Programme and is in line with the Charity Commission suggestions. For 2008-2009, the designated reserves stand at £15,000. STEP is aware that it may be unable to reach its targets set out in the Reserves Policy in the year 2009-2010.

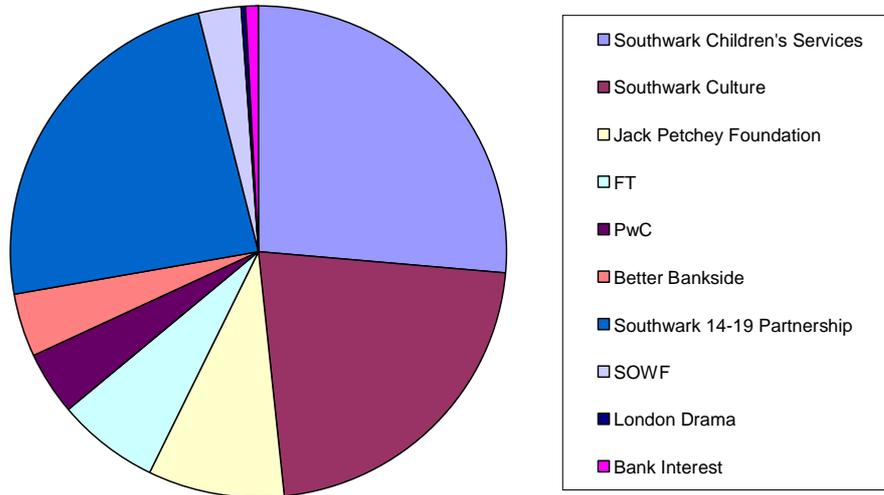
Funding for STEP from 1<sup>st</sup> April 2008 – 31<sup>st</sup> March 2009 included contributions from: Better Bankside, Financial Times, PriceWaterhouse Coopers, Jack Petchey Foundation, Southwark Children's Services, Southwark Culture Service, Southwark 14-19 Partnership and SOWF.

The plans for the future include ensuring full cost recovery for projects, securing funds for core costs and developing projects which will generate interest from a range of corporate funders. The Creative Director will also facilitate income generation through management of projects, both for the Council and for partner organisations. STEP will continue to review its financial management policies on a regular basis, ensuring all transactions follow due process with integrity, allowing transparent accounting systems for the organisation and the STEP Board.

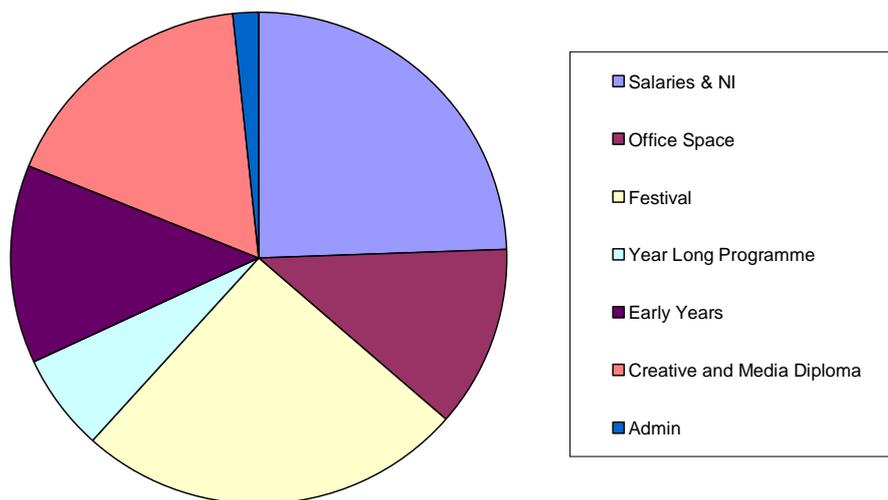
**More detailed financial information in the form of the STEP Reserves Policy, STEP Financial Controls Policy, Accrual Accounts and a Balance Sheet is available on request**



### Income 2008-2009



### Expenditure 2008-2009



## Achievements and Performance:

### STEP Festival 2008

The *STEP Forward* Festival ran from 10<sup>th</sup>-21<sup>st</sup> November 2008 and was STEP's fifth annual Festival, celebrating theatre created by, with and for young people. The *STEP Forward* theme focused on the way in which theatre and performing arts activities is key to developing and progressing, moving forward and moving on. It also highlighted STEP's own forward progression in the year leading up to the Festival.

During the Festival, 22 theatre and performing arts partners delivered 25 projects which involved 79 school classes/groups in 130 STEP-funded workshops. 47 educational institutions and one community youth group took part including four Early Years Centres, three PRUs, two special schools and 12 secondary education institutions. Seven projects took place over more than one day, delivering longer-term learning objectives than a one-off activity. Twelve schools participated in more than one project during the Festival reflecting a more sustained relationship with STEP and a chance for the school to experience a wider variety of provision across the school. In total **1962 young people** participated in the *STEP Forward* Festival, 70% of which are of an ethnic background other than White British.

### Key Areas established for Development included:

- \* The Festival should continue to be delivered in November, but two weeks after half term in order to give the Creative Director extra time to consolidate project bookings before the start of the Festival.
- \* STEP should consider making joint funding applications with partner organisations to fund projects as part of the STEP Festival.
- \* STEP should consider showcasing partner-funded projects as part of the Festival, following on from the success of one of Theatre Peckham's funded programmes which was delivered as part of the Festival (receiving no additional funding from STEP).
- \* Administrative support for the Creative Director is essential in the month leading up to the Festival and during the Festival fortnight. STEP must work with London College of Communication, London South Bank University and Camberwell College of Arts to create an internship opportunity which will become an annual programme to coincide with the Festival.
- \* Create consultation opportunities between participating teachers and delivering practitioners prior to the start of certain projects in order to establish the objectives of the sessions and the requirements from the school, the teacher, the practitioner and the participants.
- \* Create opportunities for some practitioners to learn from teachers, particularly of younger children, to help them develop their practice for certain age groups.

## STEP Year-Long Programme

### The Diploma in Creative and Media

During the year 2008-2009, STEP was funded by the Southwark 14-19 Partnership to support the delivery of the Creative and Media Diploma in two secondary schools and Southwark College (Levels 1, 2 and 3).

In January and February 2009, 31 Creative and Media students from The Charter School and Southwark College took part in two-week work experience projects at three local theatres which gave the young people the chance to create a performance, taking on all performing and technical roles in the process. The projects were a collaboration between STEP, the Southwark 14-19 Partnership, the three theatres and the school and College.

The first of these projects was delivered at Half Moon Young People's Theatre and gave 11 Level 1 students from Southwark College the chance to work with a writer, director and composer to write and produce a theatrical performance entitled *The Coin* which included their own soundtrack. Halfway through the project, Ed Balls MP came down to the Half Moon to meet with the students, taking part in workshops on stage lighting, performance technique, musical composition and set design – skills which the students all used as part of the live performances.

Ed Balls said:

"It has been fantastic to see how organisations such as STEP and Half Moon are supporting the delivery of the Diploma. Providing students with opportunities to learn outside of the classroom is a vital part of the Diploma and it is important that organisations within the community work together to give young people the opportunity to gain practical experience."

The second project gave two groups, combining seven Level 3 students from Southwark College and 13 Level 2 students from The Charter School, the chance to work at Oval House and Theatre Peckham.

The projects follow on from a successful work experience project delivered by Children's Services and STEP since 2005. The work will be continued in the next academic year for new schools and groups delivering the Diploma in Southwark. It will be expanded to include projects at The Unicorn Theatre and Shakespeare's Globe as well as continuing the relationship with Half Moon, Oval House and Theatre Peckham.

Cllr Lisa Rajan, Southwark Council's Executive Member for Children's Services and Education, said:

"Southwark Council is delighted that local schools and colleges are among the first in the country offering students a new learning approach, which is not only practical but offers hands-on study. By offering such unique diplomas we hope to be reducing the number of young people who are not in education, employment or training.

"It's great to see so many students getting involved and I encourage other students to take up some of the new courses on offer this year."

### Programme areas recommended for development

STEP plans to enhance and further the youth theatre provision currently available in Southwark by combining all aspects of its youth theatre work in one Youth Theatre Programme in 2009-2010.

The Programme will unite several smaller projects which have been piloted by STEP in the last year. The Programme will also create pathways to accredited courses and develop participants as performers, observers and producers of theatre.

**Youth Theatre Showcase** (a tri-annual opportunity for Southwark's youth theatre groups to come together to perform to one another, praising and critiquing each other's performances)

**Young Comperes Programme** (a chance for young people to learn the skills to comperes the Showcase and other performances, taking ownership of these events)

**Young Critics Programme** (a chance to attend performances for free across the borough and write reviews of these performances with the help of professional journalists)

**Applying to Drama School** (events and workshops which try to bridge the gap between the number of young people from ethnic and minority backgrounds and those from deprived London wards who take part in theatre and performing arts activities compared with the number who end up being successful in applications to Drama School)

**Youth Forum** (a group of young people who take on project management roles for STEP alongside attending specialised workshops with theatre writers and directors on creating and devising theatre. These young people also get to voice their opinions on the youth theatre provision available in Southwark)

STEP will also provide a number of **work experience programmes and internships** which will feed into the other projects and generate pathways into the creative industries for young people who may have thought such career options unrealistic.

STEP also plans to create a youth-led film project which will enable young people to show positive images of themselves and their peers and promote youth theatre activities in their area to other young people.

## STEP Strategy

STEP is now in its sixth year and is going from strength to strength. It has developed from a two-week Festival led by Southwark Council into an independent charitable organisation with a much broader year-round programme of events and projects, which are enabling long-term sustainable partnerships between the theatre community and schools in Southwark. As an independent arts organisation STEP has the ability to manage its own forward strategy with continued support from the Council.

STEP is in the process of implementing a long-term strategy in order to solidify its work already happening across the borough. STEP's partnership work is intrinsic to this strategy. STEP will continue to work as a partnership with Southwark's theatres and performing arts organisations in order to develop a meaningful and cohesive programme of work and maximise resources and professional skills across the borough.

**A copy of STEP's Business Plan (2008-2011) is available on request**