
**SOUTHWARK THEATRES' EDUCATION PARTNERSHIP (STEP)
ANNUAL REPORT
Year ended 31st March 2010**



Reference and Administrative Details:

Registered Charity Number: 1121201
Date of Registration: 15th October 2007

Company Number: 6069864
Date of Registration: 26th January 2007

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

Staff (April 2009/March 2010):

Beccy Allen ~ Creative Director (April 2009 – March 2010)

Directors (April 2009/March 2010):

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

Martin Ridley ~ **VICE-CHAIR**

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

Rebekah Jones (General Manager, Jasmin Vardimon Dance Company)

Advisory Group (April 2008/March 2009):

Suzy Smith (Executive Director, Theatre Peckham)

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

Coral Flood (Arts Manager, Southwark Culture Service)

Catherine Greenwood (Learning and Participation Director, Unicorn Theatre)

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

(resigned 15/01/2010)

Kate Jamie (Southwark Community Projects Manager, Shakespeare's Globe) (Appointed

18/01/2010)

Fionnuala Lynch (Counsel, Reed Smith)

Sarah Nunn (Director of Programmes, Creative Elements)

Adam Annand (Associate Director, Creative Learning, London Bubble)

Chair's Report:

In November of this year the sixth annual STEP Festival, 'STEP Up and Tell' created a jam-packed programme of theatre and performance made for, by and with young people living in Southwark. The Festival marked a significant milestone for the organisation as much as it did for the schools, colleges and theatres involved in young people's drama and theatre work.

For STEP this year's Festival demonstrated once again the ability of a small networking organisation to develop and maximise opportunities for young people, whether in schools or in the community to get involved in the performing arts. One only has to look at STEP's excellent new website to see what has and continues to be achieved.

Over the last six years all those involved in STEP, whether as funders, supporters or participants, have remarked, year-upon-year, of the growing power and sophistication of STEP to organise and facilitate a creative partnership between education and culture within Southwark. More remarkable than its record of achievement with theatres and schools in Southwark is, perhaps, that STEP has unlocked so much ambition through such an efficient use of a small resource. STEP is value for money and we believe that this is now recognised by all of its supporters and funders.

STEP is more than grateful for the continued and growing support of a small number of corporate supporters (including Better Bankside and the Financial Times), who have continued to believe in the project and its work. STEP could not exist without the annual support of a matched grant from both Southwark Children's Services and Southwark Culture Service. STEP is able to demonstrate to Southwark that it delivers a high value for money, indeed STEP is an embodiment of maximising the synergies that exist between formal and informal provision in education and the arts. The 40 theatre and performing arts partners will be the first to give testament to STEP's importance as a central agency and focus for their outreach work.

We are now entering a period of acknowledged austerity with proposed cuts to public services in the statutory and voluntary sector. The arts will not be exempt from major reductions in their grant aid and for organisations which do achieve so much with so little it seems an especially unnecessary approach. For over a decade it has been widely and officially recognised that the arts serve many, many purposes through creative engagement. The arts motivate, inspire and bring new purpose and aspiration, where life is experienced as boxed in, cut off and poor in all resources. The arts bring people together through creating and celebrating community. In doing this the arts cross generation and cultural difference, revealing the common basis of our lives in one of the world's greatest global cities. Nowhere is this more evidenced than through drama and theatre, which contains so many rich skills, which can be passed on to young people, giving them a greater ability to communicate with each other, greater confidence in their own abilities and a greater sense of the possibilities of life.

What will actually happen to the funding support for STEP in the coming year is not yet known, but it is likely that its public support will be reduced. For a small organisation, based upon the work of a single Creative Director, this could mean not simply reduction in its work, but a termination. If the latter happens it will be both wanton and senseless, because STEP has demonstrated that it is an efficient small organisation, which delivers a great deal to schools, colleges and theatre and performing arts organisations.

In the end, a cut to STEP will be a direct cut to the young people who the government and Southwark recognises stand in most need of the support that STEP has year-on-year demonstrated it can deliver. With the continuing help and support of Southwark and our corporate sponsors, STEP will be able, we hope, to endure the Hard Times ahead.

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 1st April 2009 to 31st March 2010 was £111,027 and STEP finished the financial year with a surplus of £25,966, of which £12,786 is allocated and restricted for the Diploma in Creative and Media. Expenditure was in line with the level of activities, with the main expenditure being the Festival (27.4%) and Diploma in Creative and Media (27.9%) and the Creative Director's salary (23.7%).

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. However, for 2009-2010, the designated reserves stand at £8,000. STEP is aware that it may be unable to reach its targets set out in the Reserves Policy in the year 2010-2011.

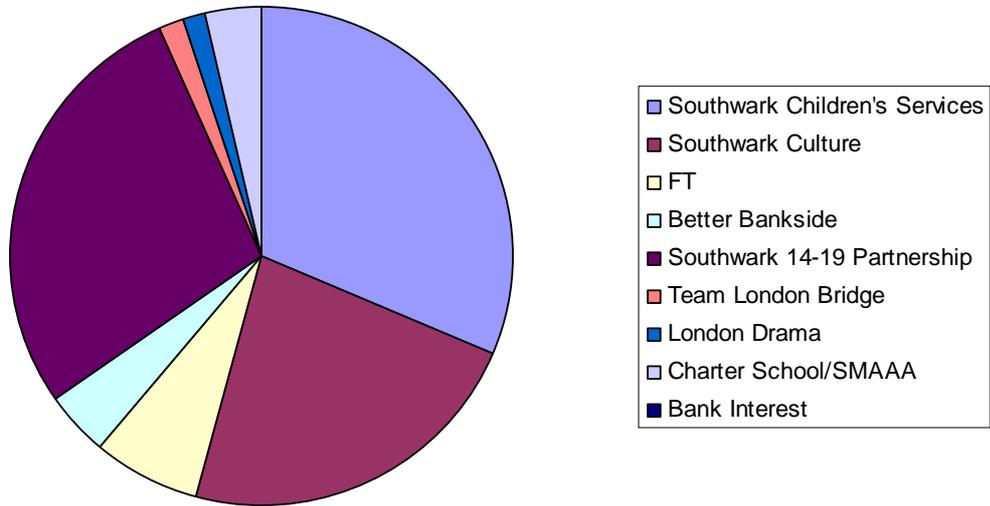
Funding for STEP from 1st April 2009 – 31st March 2010 included contributions from: Better Bankside, Financial Times, Team London Bridge, Southwark Children's Services, Southwark Culture Service and Southwark 14-19 Partnership.

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.

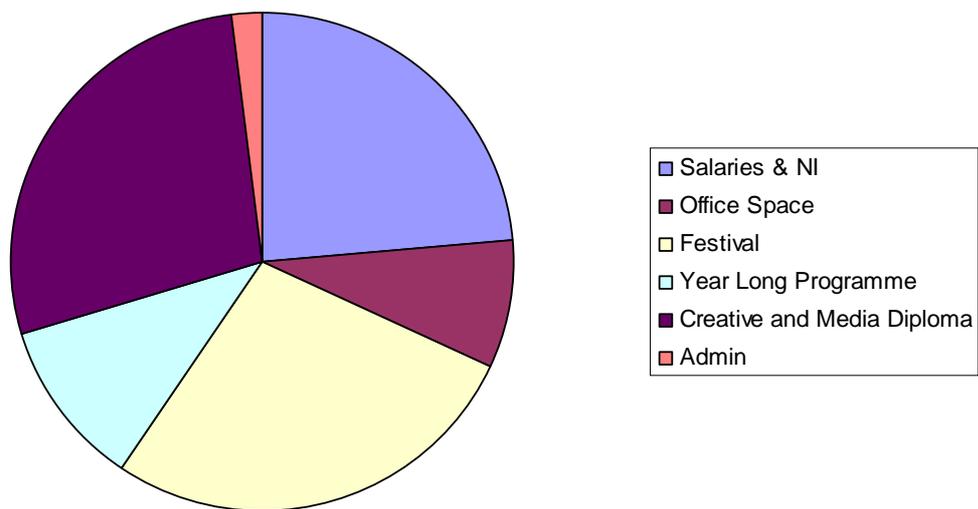
More detailed financial information in the form of the STEP Reserves Policy, STEP Financial Controls Policy, Accrual Accounts and a Balance Sheet is available on request



Income 2009-2010



Expenditure 2009-2010



Achievements and Performance:

STEP Festival 2009

The *STEP Up and Tell* Festival ran from 16th-27th November 2009 and was STEP's sixth annual Festival, celebrating theatre created by, with and for young people. The *STEP Up and Tell* theme was chosen to celebrate the heritage and culture of the borough of Southwark and the communities who live there, through the medium of storytelling.

During the Festival, 26 theatre and performing arts partners delivered 26 projects which involved 110 school classes/groups in 179 STEP-funded workshops. 49 educational institutions took part including two Early Years Centres, three PRUs, one special school and 14 secondary education institutions. 13 projects took place over more than one day, delivering longer-term learning objectives than a one-off activity. Eight 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 **2875 young people** participated in the *STEP Up and Tell* Festival, 65% of which are of an ethnic background other than White British. 25 educational institutions involved in the STEP Festival 2008 participated again in 2009 showing a commitment to STEP and its work and demonstrating that STEP offers meaningful, effective and quality projects to schools. Seven theatre and performing arts partners engaged in follow-up work with the schools they worked with within the first two months following the completion of their Festival project.

Key Areas established for Development included:

- * STEP Festival Brochure to distinguish between one-off and longer-term projects
- * Expectation and Opportunities: further partnership is offered as an opportunity
- * Festival Brochure should spell out STEP's role in relation to the delivering company
- * STEP could provide more frequent forums for partners to communicate
- * STEP to provide a forum prior to Opening Event for participating teachers and delivering practitioners to meet
- * STEP to remain flexible over the Festival timeframe
- * STEP to consider one Festival theme to run over a number of Festivals
- * STEP should create a documentary of the Festival created by young people
- * STEP should look to rules for intervention with regard to behaviour management
- * STEP should consider making joint funding applications with partner organisations to fund projects as part of the STEP Festival.

STEP Year-Long Programme

STEP Youth Theatre Programme

The Youth Theatre Programme unites several STEP out of school projects and provides a platform where young people can share their performances and experiences of theatre in order to highlight their achievements. The STEP Youth Theatre Programme helps to develop participants as performers, observers and producers of theatre. The projects included in the Programme are:

Youth Theatre Showcase: a chance for young people from Southwark youth theatres to come together to share their performances with one another

Young Comperes Programme: a chance for young people to learn the skills to comper an event

Young Critics Programme: a chance for young people to review professional performances

Youth Forum: a group of young people who organise youth theatre performances and take part in specialist workshops which feed back into the Youth Theatre Programme

STEP into Drama School: events and workshops focused on ensuring young people are fully equipped to apply for Drama School

STEP Website

STEP has recently launched its new website which, together with social networking sites, will be an online resource for STEP to disseminate information to young people, practitioners and interested parties about the work of STEP, partner organisations and the wider theatre community.

STEP will devise a marketing strategy over the next year which has the website at the centre of plans to extend STEP's reach in Southwark.

Programme areas recommended for development

STEP plans to bring together practitioners and core theatre staff from across the partnership to create a **Practitioners' Skills Sharing Programme** to extend the work that STEP does to maximise the provision for young people 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.

Southwark Costumes and Artefacts Service

In the forthcoming financial year STEP will work in partnership with Southwark Children's Services to deliver the Southwark Costumes and Artefacts Service (SCAS) which will be a rich resource of costumes and artefacts available to all schools in Southwark to enrich the curriculum and extend creative learning.

STEP Strategy

STEP is now in its seventh 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