
**SOUTHWARK THEATRES' EDUCATION PARTNERSHIP (STEP)
ANNUAL REPORT
Year ended 31 March 2012**



Reference and Administrative Details:

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

Company Number: 6069864
Date of Registration: 26 January 2007

Principal Office: c/o London Bubble, 5 Elephant Lane, SE16 4JD (from January 2012)

Staff (April 2011/March 2012):

Beccy Allen ~ Creative Director (April 2011 – March 2012)

Directors (April 2011/March 2012):

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 2011/March 2012):

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)

Kate Jamie/Maggie Tildesley (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)

Lucy Williams (The Charter School)

Martine Jean-Baptiste (Harris Academy Bermondsey)

Rebecca Benjamins (Bessemer Grange Primary School)

Chair's Report:

The STEP Board entered 2011-12 in the full knowledge that this would be the last year for which funding at the levels of previous years could be guaranteed. The shifting climate of Local Authority spending cuts, together with the broader impact of cuts to National arts budgets and the general climate of economic recession meant that whilst concentrating on the delivery of its ongoing services, STEP also needed to consider more than ever the question of sustainability

Notwithstanding the impending sense of change, STEP had another highly successful year under the Creative Directorship of Cheryl Gallacher, who was appointed in April 2012, to succeed Beccy Allen, who, after four and half highly successful years of leading STEP, moved on to a new post at the Half Moon Theatre. The Board would like to acknowledge in this report its debt to Beccy for successfully leading the organisation and for so skilfully growing and consolidating its partnership base.

The eighth annual Festival, *STEP Out Loud* was a great success as this report demonstrates and the figures speak for themselves with STEP reaching more young people than ever, a staggering total of 2552 for a small organisation. The Board was delighted that the festival reflected the aims of helping young people become more confident about themselves and more engaged in their social environment through drama and theatre skills. The Festival also demonstrated the strong participation of our theatre and school partners, made possible through the agency of STEP projects. The Board was gratified that the festival also reflected a more sustained relationship between partners than in previous years as well as the higher quality and innovative character of the work of the young people.

As a result of this more than uncertain future, the Board made the decision to split the role of the STEP director into Creative Delivery and Funding and Development. Cheryl Gallagher's appointment has been highly successful and she was able to use her previous knowledge of STEP, together with her Theatre producer experience to direct the organisation more specifically to quality projects with young people. In addition to Cheryl's appointment the Board advertised for a Funding and Development director, which was made additionally possible by success in a Fourth Round of the Transition Fund from Southwark Council, It was with great satisfaction that Neil Debnam was appointed to the post in October 2012 with a brief to produce a development and funding plan. Neil is an arts development professional, who amongst other commissions, works part time for London Bubble Theatre Company.

At the end of this highly successful year, the STEP Board is bracing itself for a difficult year ahead, but remains resolute in its determination to find new ways of supporting the demonstrable value of drama and theatre work with young people.

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 April 2011 to 31 March 2012 was £100,685 and STEP finished the financial year with a surplus of £39,806, of which £33,618 is allocated and restricted for the Southwark Costumes and Artefacts Service (SCAS), Reserves and the forthcoming Festival. Expenditure was in line with the level of activities, with the main expenditure being the Festival (33.7%) and Year-Long Programme (8.5%) and salaries (34.7%).

STEP recognises the need to have in place sound and robust systems to secure STEP's medium and long-term financial viability. STEP has previously 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, at present, for 2012-2013 the designated reserves stand at £3,000. STEP will endeavour to build more reserves over the coming year.

Funding for STEP from 1 April 2011 – 31 March 2012 included contributions from: Better Bankside, Financial Times, Southwark Children's Services, Southwark Culture Service, Ernest Cook Charitable Trust and Team London Bridge. Income also came in through School Subscriptions to SCAS. In-kind support also came from Trayport, a new corporate partner.

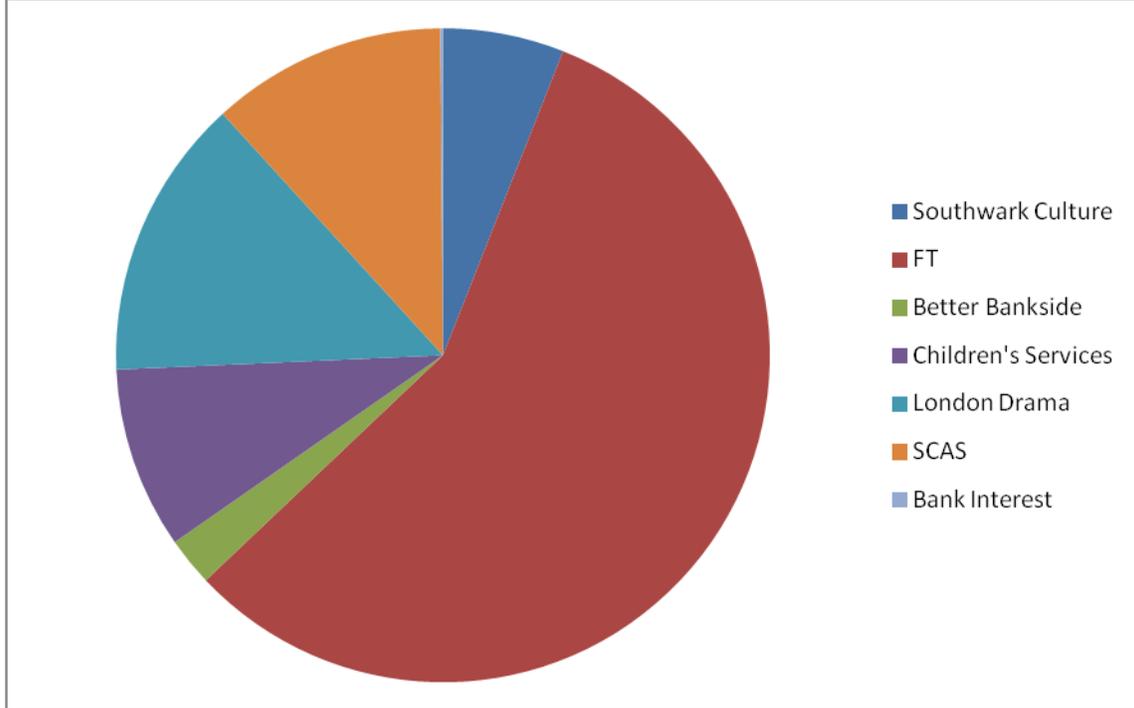
The plans for the future include securing funds and in-kind support from more corporate partners. STEP has also applied to the Fourth Round of the Transition Fund in order to appoint a Development Director who can develop new models of working to equip the organisation to be responsive to, and more sustainable in, the current climate.

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.

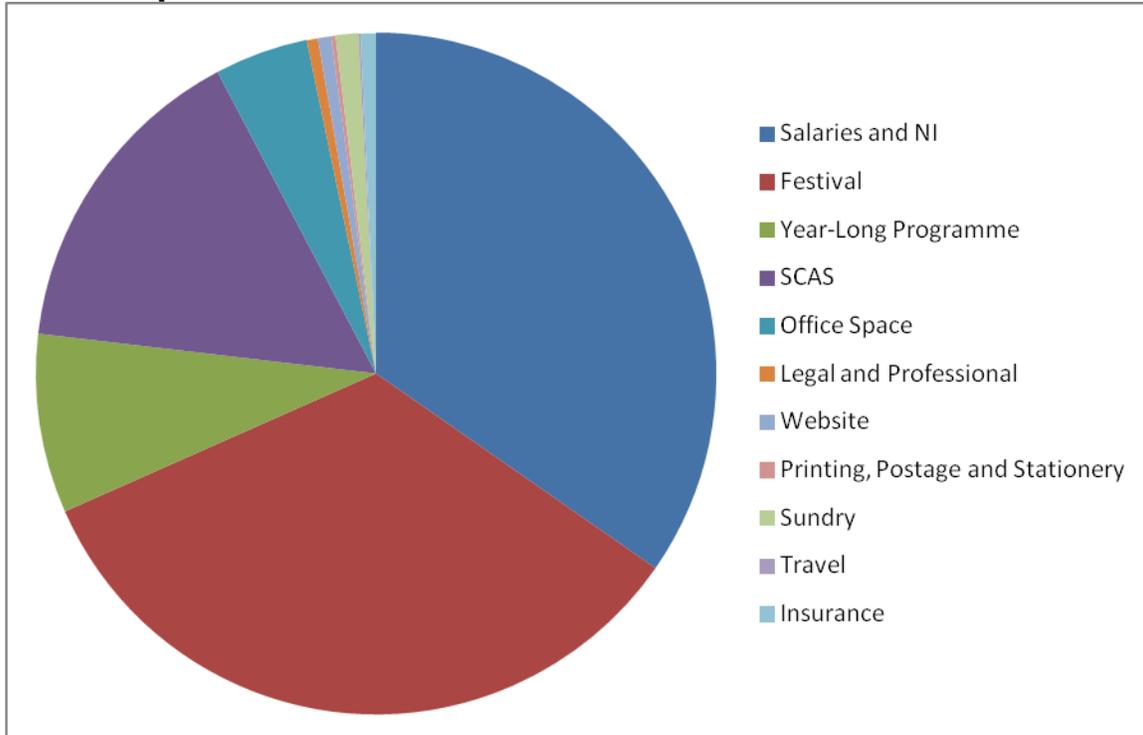
More detailed financial information in the form of the STEP Reserves Policy, STEP Financial Controls Policy, Annual Accounts and a Balance Sheet is available on request



STEP Income 2010-2011



STEP Expenditure 2010-2011



Achievements and Performance:

STEP Festival 2011

In November 2011, STEP delivered its eighth annual Festival for young people in Southwark. The *STEP Out Loud* theme was chosen to profile how young people in Southwark could discover the varied methods of communication and interaction they have at their fingertips through creative expression. The Festival activities offered young people the chance to be bold in exploring new ways of communicating with each other and with an audience which will continue to empower Southwark's young people to be confident in how they interact with other people and the messages they wish to convey.

During the Festival, 28 theatre and performing arts partners delivered 33 projects which involved 120 school classes/groups in 247 STEP-funded workshops. 51 educational institutions took part including five Nurseries/Early Years Centres, four institutions of special provision (one of which was new to STEP) and 11 secondary education institutions. 19 projects took place over more than one day, delivering longer-term learning objectives than a one-off activity. Six 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 **2552 young people** participated in the *STEP Out Loud* Festival, 83% of which are of an ethnic background other than White British. 49 educational institutions involved in the STEP Festival 2009 participated again in 2010 showing a commitment to STEP and its work and demonstrating that STEP offers meaningful, effective and quality projects to schools.

The Future:

With funding very limited for the coming year, it is almost impossible for STEP to produce a Festival in 2012 on the scale it did in 2011. However, partners are resolute in their determination to ensure that a Festival takes place in November 2012 and STEP will ensure that a series of events and festival activities, including a high-profile conference, take place to celebrate and critique the importance of the arts within education.

From April 2012 STEP will be guided by a new Management Team which will work closely with the theatre and education partnership to explore STEP's future development and ensure that. Our current Creative Director, Beccy Allen, says a fond farewell to STEP after four and a half years, safe in the knowledge that STEP is a strong organisation, grounded in its local community with a vision for the very best partnership working in Southwark.

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 been working extensively through its website and social media sites for the last two years and has consolidated its online presence as a consequence. These channels have become 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 continue to build on its 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 is bringing 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.

Southwark Costumes and Artefacts Service

STEP will continue to work in partnership with Southwark Children's Services to deliver the Southwark Costumes and Artefacts Service (SCAS) which is 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 ninth 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 continues to implement its 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.