

# A New Direction

## Annual Review 2010/11

Powerful ways for all young Londoners to  
access the best of arts and culture

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# Chair

## John Kieffer

These are undoubtedly challenging and worrying times. The banking crisis, the recession, the riots of last summer, the ever-widening gap between rich and poor, cuts in public spending, and the rapid growth in youth unemployment, all create uncertainty.

In our sector we are also seeing the increasing marginalisation of the arts in all aspects of education policy. To me, this makes little sense if our society, our economy and our city are to face future challenges, prosper and be happy. Anyone who spends any time with children and young people in a challenging creative environment knows that the arts are not only about creative expression - they also contribute to the raft of thinking and doing skills required to thrive in a complex world.

I am delighted to be the new Chair of A New Direction because I believe that all of us in the arts community have a responsibility to do more than just survive as organisations and carry on as best we can in the face of adversity. We also need - more than ever - to make a real difference to the lives of children and young people and to ensure that they have ways of using their creativity to make London and our country a better place.

A New Direction's new role as a 'Bridge' is a major opportunity to support arts organisations in their work in schools and other settings, and to find new ways of describing the value of this work to a wider constituency. Advocacy and cheerleading on their own are not enough! I am also excited by A New Direction's potential to open up new relationships with London government, the creative industries, social entrepreneurs and others with a stake in the creativity of children and young people. A New

Direction will have a key role in making sense of the new complexity in London's education sector and bringing creative teachers and creative practitioners closer together in future provision. In a time where technology has created the expectation of more than just direct communication but also of interaction we need to hear and respond to the authentic voices of children and young people themselves.

I want to pay tribute to the extraordinary contribution of my predecessor as Chair, Nicola Baboneau, who has worked closely with Steve Moffitt and the staff of A New Direction through its time as part of Creativity, Culture and Education, its formation as an independent agency, and has put much in place for the next transition to a Bridge organisation in April 2012. Nicola's rare combination of passion and skill will be a very hard act to follow as Chair.

Finally, the staff and the board of A New Direction are a totally inspiring group of people, and I look forward to working with them in the coming period. We are as ever grateful to our main funders - CCE and the Arts Council - for enabling all of this activity to happen and it has been great to start relationships new funders who are listed in full in this review.

# Chief Executive Officer

## Steve Moffitt

Reflecting back on the last twelve months, A New Direction has experienced a significant year of change. When it was announced in October 2010 that the Creative Partnerships programme would close in the summer of 2011 the future was uncertain and Arts Council England has shown real confidence in the organisation by making us the lead “Bridge” organisation for London. This new opportunity will take the work of the organisation into a strategic role and build on our years of experience in cross sector partnership working.

It is a privilege to lead A New Direction in this task.

My personal highlights from 2010-11 include:

- The delivery of the largest Creative Partnerships programme to date - working with over 250 Schools across 32 London boroughs.
  - A high quality Change Schools programme completed with the support and guidance of our excellent team of Creative Agents.
  - The BigLop programme was a brave and ambitious way of encouraging 140 schools across London to engage with the concept of the London 2012 Olympic and Paralympic Games - working with 13 excellent creative organisations. It was a joy to work closely with these organisations.
  - I was especially proud of the contribution made by Gallions Primary School, Stormont House and Thomas Tallis School at the Oklahoma World Creativity Summit. All the participating students were clear, articulate and represented their schools with dignity and intelligence.
- It is always a pleasure to visit Service Children’s Education schools. This year’s sharing of dance projects at the Rheindalen base in Germany was a delight, especially Connecting Vibes – (Irie Dance Theatre and City and Islington College’s young dance company )

I would personally like to thank the A New Direction team for their commitment and patience during this year of transition and change. As part of an organisational restructure we have had to say farewell to a number of staff and I would like to thank these individuals for their contribution to the organisation. They include: Judy Nagle (Business Partnerships Manager), Natasha Silsby (Senior Programme Manager), Yejide Adeoye (Communications and IT Coordinator), Eve Scragg (Programme Coordinator) and a particular thank you to Angela Hall (Operations Manager) for her involvement in the Creative Partnerships programme over the last nine years.

It continues to be a pleasure to work with A New Direction’s Board of Trustees and I too would like thank Nicola Baboneau for her tireless energy and endurance as Chair for the last three years. I would also like to welcome John Kieffer to his new role and I very much look forward to working with him.

The future promises new opportunities and new challenges for A New Direction. I invite you to join with us to work together and help us realise our new role as the Bridge for London, ensuring that more young Londoners have access to the best of arts and culture.

# About A New Direction

**A New Direction** is an organisation that works with and for young Londoners, providing powerful ways for them to access the best of arts and culture.

We have recently been recognised by the Arts Council as London's lead Bridge organisation - connecting the arts, culture and education. This new role gives us a platform to work with all London schools, engaging them in the benefits of creative and cultural education.

We work with London's creative and cultural sector, schools and other partners, to generate more opportunities for young people to take part in arts and culture and develop their own creativity, ensuring that all young Londoners have full access to all that's available to them. This is their entitlement as the artists, creative workers and audiences of the future.

We believe that all young people have the right to experience creativity. This can build individual well-being, personal fulfilment, life skills and the capacity for self determination, which as a result can contribute towards building a better society.

Through our work, more young people are able to develop their own talents and passion for the arts, and we are committed to helping more young people to identify, experience and move into careers within the creative and cultural sector.



# Our role as lead Bridge organisation for London

In April 2011, Arts Council England announced a new network of 'Bridge' organisations, to ensure all children and young people experience the richness of the arts both in and outside of school. These organisations will provide a direct 'bridge' between the work of arts organisations, schools and communities.

In London, A New Direction is the lead 'Bridge' organisation, coordinating and working in collaboration with four Bridge Associate organisations: Apples and Snakes, The Lyric Hammersmith, Roundhouse and Sadler's Wells. Together, we will work to support the Arts Council's National Portfolio Organisations and the wider sector in their delivery of consistent, high quality artistic and cultural opportunities and provision for young Londoners.

Much of the detail regarding our new role, and how we might work together is still being negotiated with the Arts Council. In the meantime, we are of course open to

ideas, and will invite open conversation as we prepare to take-up our role from April 2012. During Autumn / Winter 2011, there will be opportunities to contribute online and through events and meetings.

What we do know is that together we will act as champions for Artsmark and the Arts Award in London, maximising these as key tools for schools, arts organisations, local authorities and other partners. We will use existing information to create a picture of provision and opportunities across the capital, which will illuminate what is working and highlight areas for further development.

Building on the legacy of the Creative Partnerships and Find Your Talent programmes, we will ensure that existing knowledge and networks develop.

In our Bridge role we will not necessarily directly deliver arts opportunities for children and young people, but will support, connect and promote consistency across the sector, creating a step-change in improving quality opportunities and provision.

We will also play a key role in identifying co-commissioning opportunities with local authorities, local businesses, trusts and foundations that enhance the arts offer for children, young people and communities.

Together, the Bridge organisations look forward to working together with you all to ensure all young Londoners can access the best of arts and culture.



# Highlights from 2010/11

The scale of delivery of the A New Direction programme was unprecedented during the 2010/11 financial year.

We delivered a strong and complex Creative Partnerships programme across 32 London Boroughs, whilst securing funding for new programmes and projects including commissions from Westfield Stratford City, Discover Young Hackney Festival, training for Museums, Libraries and Archives (MLA), projects with Newham City Learning Centre, the Host Boroughs Unit, Tower Hamlets Find Your Talent, CREATE and IPC Media.

New partnerships and alliances with the cultural and creative sector have been established. In East London, we became an active member of Stratford Rising, a partnership of the local cultural organisations on the edge of the Queen Elizabeth II Olympic Park. We also became an Associate Partner of CREATE, the cultural partnership of the Olympic host boroughs, working closely with the other CREATE partners including the Barbican and National Skills Academy for Creative & Cultural.

In 2010, A New Direction launched InLondon, a network for schools and representatives from the creative and cultural sector. A termly programme of day long events, INSET, discussions and training sessions were delivered involving Creative Partnerships Coordinators and a range of stakeholders interested and involved in creative learning across London.

We also completed a number of other projects in 2010/11, including **'The Story of Stratford'** project, funded by Westfield Stratford City, which culminated in an exhibition of the art work created at East Thames Housing Association. The **'Schools Cultural Vision'** programme, a commission from Tower Hamlets Find Your Talent, concluded in the summer 2010, with a sharing of 14 schools at the Whitechapel Arts Gallery, and the Newham City Learning Centre project was delivered during the summer term of 2010. Below are just a few of our highlights.

## The Biggest Learning Opportunity on Earth (BigLop)

The 2010/11 Creative Partnerships Enquiry Schools programme brought 140 schools from across London together with 14 leading creative, cultural and arts organisations to explore the London 2012 Olympic and Paralympic Games in different and creative ways.

Each partner organisation led a different Games-inspired theme, which developed into individual projects with the schools. Themes included: What would your message to the

world be? How are Londoners connected to the Olympics and what do they want to tell the world?

The programme was a huge success, and culminated in **'BigLopFest'** - a week of free activities at three venues across London for children, young people, their teachers and families in summer 2011.

11,570 young people took part in the programme, with a further 904 enjoying events and workshops.

[www.anewdirection.org.uk/biggestlearningopportunityonearth](http://www.anewdirection.org.uk/biggestlearningopportunityonearth)

## Change Schools

75 London schools were involved in the 2010/11 Creative Partnerships Change Schools programme, which concluded its three-year cycle in Summer 2011.

The programme was an intensive journey for schools lasting between one and three years, supporting the creative development of the whole school. Schools worked with artists and other creative professionals on a range of projects that involved exploring the creative potential of the pupils and professional development of staff. Projects were driven by the schools' needs, and this supported change across the whole school.

Complimentary to the Change Schools programme was an international exchange programme through Oklahoma A+ schools focussed on creating a "pop up" school at the Oklahoma World Creativity Summit in November 2010, and a partnership involving the City of Westminster College working with Trashed, an online platform and magazine for young people which connects young people to creative industry professionals. A New Direction also developed partnership work between City and Islington College and Irie Dance Theatre focussed on the development of their Foundation Degree in Dance.

In 2010/11, 13,483 young people took part in the Change Schools programme, working with 158 creative practitioners and organisations, and 1,476 teachers.

[www.anewdirection.org.uk/changeschools](http://www.anewdirection.org.uk/changeschools)



## CREATE Jobs

In 2011, A New Direction set up the CREATE Jobs programme in partnership with CREATE and the host boroughs, and in liaison with the London Organising Committee of the Olympic Games (LOCOG) Cultural Festival team.

The ambition of the programme is simple – through targeted advice and guidance we bring more young people into meaningful engagement with the creative and cultural sector – to offer them real opportunities to get work experience and navigate what can be a complex landscape.

Working in collaboration with some of London's leading arts and creative organisations, the programme offers two-week work placements, eight-week traineeships (for Job Centre Plus beneficiaries), twelve-week mentoring schemes and one-year apprenticeships.

In 2010/11, 261 young people took part, working with 27 organisations.

[www.createjobslondon.org](http://www.createjobslondon.org)



## Headstart

2010/11 was a pivotal year for Headstart, A New Direction's programme for young Londoners (aged 15-25) preparing for creative and cultural employment. The programme expanded to form four sub-groups focused on event production (CREATE Programmers), journalism (Social Media Journalists), film production (Constant Pictures) and event photography (Photo Posse).

Participating young people are supported by industry professionals, and attend sessions designed to give practical experience out in the field to develop skills that will make them ready for work, and build their portfolios.

During 2010/11, Constant Pictures made a series of short documentary films for Westfield Stratford City Studio East programme, the Create Programmers delivered a successful music event for the Discover Young Hackney Festival, the Photo Posse were commissioned to document numerous events, and the Social Media Journalists built relationships to enable them to comment on the London 2012 Olympic and Paralympic Games.

In 2010/2011, 55 young people were supported through the programme, and we aim to expand on this in 2011/12, with funding having been confirmed from the City Bridge Trust and the Equitable Charitable Trust to extend the Headstart offer to young people with disabilities.

[www.anewdirection.org.uk/headstart](http://www.anewdirection.org.uk/headstart)

## Future Directions

Between October and December 2010, A New Direction held a series of roundtable discussions entitled '**Future Directions**', bringing together key public agencies, policy makers and thinkers from across the creative and cultural sectors.

This was the start of a campaign to ensure all young Londoners have an equal chance to benefit from the extraordinary creativity of the capital city. Each roundtable event explored a different aspect of the topic, considering the key questions and evidence and looking at whether there is an agenda for change.

Themes included: **Is it all about who you know?** What are the barriers to entry in the arts and cultural industries, and how can the sector take responsibility for being more open and transparent? **'Creative London 2020'** - How is the most creative city on the planet ensuring its young people are equipped to become the creative workforce of 2020? **'Young people are the legacy'** - The Olympics and the Cultural Olympiad as a platform for developing the creative skills of Young people in East London.

The thinking from the discussions helped to shape the CREATE Jobs programme, and continues to inform our work.

## Knowledge Transfer Partnership

In 2010/11, working in partnership with Birkbeck College, A New Direction hosted a Knowledge Transfer Partnership Research Associate for a period of 40 weeks.

Integrated into all aspects of the organisation's work, the Research Associate explored the partnership-working processes, methods and practices within the arts and education sectors.

The work culminated in an exhibition called '**The Thinking Room**', which was host to a series of discussions and events with a range of stakeholders. The work created was shared on a specially created website.

[www.thinking-room.org](http://www.thinking-room.org)



# Accounts / Financials

		Unrestricted	Restricted	2011	2010
Notes	£	£	£	£	£
<b>Incoming Resources</b>					
<b>Incoming resources from generated funds:</b>					
<b>Voluntary income:</b>					
Donations and similar income		399	-	399	4,110
<b>Activities for generating funds:</b>					
Events and conferences		1,219	-	1,219	827
<b>Investment income:</b>					
Bank interest received		14,791		14,791	7,433
<b>Incoming resources from charitable activities:</b>					
Developing careers	4	-	95,936	95,936	25,850
Increasing creative potential	4	3,577,936	47,214	3,625,150	3,617,681
Audience and content sharing	4	-	16,100	16,100	26,200
Other incoming resources		19,057	-	19,057	-
<b>Total Incoming Resources</b>		<b>3,613,402</b>	<b>159,250</b>	<b>3,772,652</b>	<b>3,682,101</b>
<b>Resources Expended</b>					
<b>Charitable activities:</b>					
Developing careers	5	7,115	78,783	85,898	35,383
Increasing creative potential		3,328,443	66,879	3,395,322	2,779,888
Audience and content sharing		60,981	34,595	95,576	54,312
<b>Governance costs</b>		<b>20,027</b>	<b>-</b>	<b>20,027</b>	<b>29,377</b>
<b>Total Resources Expended</b>		<b>3,416,566</b>	<b>180,257</b>	<b>3,596,823</b>	<b>2,898,960</b>
<b>Net movement of funds in the year</b>		<b>196,836</b>	<b>21,007</b>	<b>175,829</b>	<b>783,141</b>
<b>Reconciliation of funds</b>					
<b>Total Funds at 1 st April 2010</b>		<b>1,123,418</b>	<b>116,777</b>	<b>1,240,195</b>	<b>457,054</b>
<b>Total Funds at 31st March 2011</b>		<b>1,320,254</b>	<b>95,770</b>	<b>1,416,024</b>	<b>1,240,195</b>

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

# Trustees

The following are the trustees who served in the year and up to the date of this report:

<b>Trustee Name</b>	<b>Office</b>
Nicola Baboneau	Chair
Lucinda Derry (CIPFA)	Treasurer
David McNeil	
Hillary Hodgson	
Jackie Harrop	
Karen Myers	
Penny Bentley	
John Kieffer	
Alisa Fiddes	
Zed Callaghan	
Rezwana Rahman	

Company Secretary:  
Steve Moffitt

## **With thanks to our funders:**

Arts Council England  
Big Lottery Fund  
Birkbeck University of London  
Creative & Cultural Skills  
Creativity, Culture and Education  
Discover Young Hackney  
Host Boroughs Unit  
IPC Media  
Museums, Libraries and Archives  
Newham City Learning Centre  
Service Schools Education  
Tower Hamlets Council  
Westfield Shopping Towns Ltd

# Registered Details

**Charity name:**

A New Direction London Limited

**Registered charity number:**

1126216

**Registered company number:**

06627531

**Principal address:**

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383-387 High Street  
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**Bankers:**

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EC3V 3NJ

**Solicitors:**

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2-6 Cannon Street  
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EC4M 6YH

**Auditors:**

Kingston Smith LLP  
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Romford  
Essex RM1 3PJ

Images: Simon Way