
A NEW DIRECTION
ANNUAL REVIEW 2009

Connecting young Londoners to their city
and the opportunities around them.



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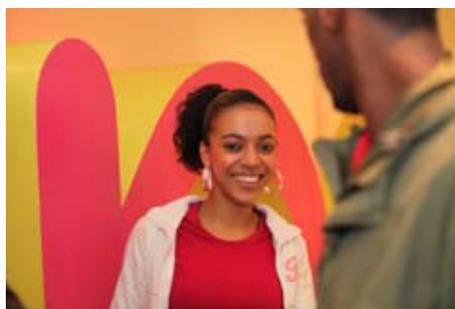
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A New Direction is an independent charity working with London's schools and young people to develop creative approaches to teaching and learning, build aspirations and skills, and connect young people to their city and the opportunities around them.

A New Direction develops innovative cross-sector partnerships for the benefit of young people, and is the delivery organisation for the Creative Partnerships programme across London.



By connecting young Londoners to the creative and cultural opportunities around them, we aim to enrich their learning and their lives, and develop the skills and confidence to be successful and fulfilled



We believe in...

Promoting creativity – we advocate for creativity in all its forms, as a catalyst for young people’s development, and for sustainable change in schools and other settings for children and young people.

Developing young people – we create opportunities for young people to develop the interests and skills they need to lead fulfilling personal and professional lives.

Real life opportunities – we connect young people directly to London’s creative and cultural industries, enabling them to create real work and gain real and meaningful experience within real environments.

Cross-sector partnerships for the benefit of young people – we develop partnerships across a range of sectors, designed to meet partners’ strategic needs and to serve the needs of young people.

and to be...

Inspired by London – our work focuses on, and is deeply informed by London: the city’s diversity, internationalism, changing landscape and economy.

We work across four main themes...

Young people as cultural leaders and creators

London – its resources and opportunities

Supporting the radical transformation of schools

Supporting schools in London’s disadvantaged communities

In 2008/09
our work reached
21,057
young Londoners

Reports

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Bringing it together

Chair's Report

The past year has been an exciting, challenging and thoroughly rewarding time for all involved in A New Direction as we worked together to build a new organisation independent from Arts Council England.

The first task was to recruit and appoint A New Direction's Director and Chief Executive. With Steve Moffitt in post the next task was to appoint staff, recruit trustees, draw up policies and upgrade the office space at Discover in Stratford, East London. Throughout the summer months, we worked closely with Arts Council England to ensure the new organisation was fit for purpose in this important transitional phase. A series of health checks secured the Creative Partnerships grant from Creativity Culture and Education on 1 October 2008.

Following induction of new Board members, an away-day was held in December. We worked with consultant, Alice King Farlow to scope the potential future of A New Direction, based on extensive research on possibilities, partnerships and projections. The next challenge was to forge 14 London boroughs into a collective, sharing a vision which transgresses borough boundaries and north and south of the river divides. Keeping up the pace, we then laid the foundations to welcome seven new boroughs to the Creative Partnerships programme, carefully inducting them to ensure equal access to opportunities and an equal voice in the London-wide partnership. In this way, we have increased A New Direction's reach, serving more young people and schools across more London boroughs.

The combination of new staff, a pool of experienced creative agents and Local Authority specialists make an exciting mix. Together with trustees, Steve Moffitt has skilfully assembled an experienced and passionate team with high aspirations, role generosity and shared goals.

As part of a growing programme, we particularly welcome 'inlondon', the new forum to support all schools wishing to deepen and broaden their cultural and creative offer increasing cultural and community connection, partnership working and the sharing of knowledge London-wide.

The Board of Trustees contribute a diverse rich and complementary set of skills and experiences. All are united and passionate about the importance of creativity and the arts in schools, enriching the curriculum, promoting inclusion and improving standards. Members believe that our contribution will be most effective when young people are actively involved at Board level. A group of young people are currently being actively supported to develop the skills needed to play an active leadership role in the organisation. Trustees are increasingly challenging the Director and his team to reflect critically on ideas, actions and outcomes, envisaging how A New Direction can become a force for positive change, harnessing London's creative and cultural resources to contribute to the national 21st Century Schools Strategy.

Nicola Baboneau
Chair



Making it happen

Director's Report

Setting up a new organisation has its challenges. The merging of three existing former Creative Partnerships teams and the implementation of a new business model, alongside the closing of offices, relocation of staff, negotiation of new terms and conditions, and the design and implementation of new policies and procedures, were all achieved as part of the Arts Council England demerger process.

In the first twelve months of A New Direction's journey as a charity, the new Creative Partnerships model was implemented and delivered alongside the development of exciting new programmes. This has been a challenging period for the organisation but an extraordinary time of learning and expansion.

During the 2008/09 academic year, we delivered the Creative Partnerships programme in 192 Change and Enquiry Schools across 14 London Boroughs. Within the last year, strategic relationships with seven new outer London boroughs have been established and new schools have been recruited for the 2009/10 academic year. The model delivered has been consistent, clear and a high standard of work has been achieved. A culture of reflective practise has emerged across the organisation and this foundation of knowledge and expertise will continue to build over the next year.

Partnerships established beyond the Creative Partnerships programme include Westfield Shopping Towns Ltd, IPC Media and the 5 Olympic Host Boroughs Unit. All relationships are contributing to emerging future models and ways of working for the organisation to share, develop and realise in the future.

I am indebted to the whole team and our Creative Agents for their energy, hard work, tenacity and persistence to achieve our targets.

Thanks to the Local Authority representatives involved in A New Direction's Advisory Council for their enthusiasm and commitment, and I look forward to working closely with this team of advocates in building the regional remit of the organisation over the next 12 months.

I would like to extend a special thanks to A New Direction's Board of Trustees for their support, guidance, challenge and scrutiny throughout the organisation's initial set up and launch period. Their ongoing work on the vision and values of the organisation will be invaluable as A New Direction develops its role as a pan-London creative learning organisation with young people at its centre.

Over the next 12 months, A New Direction will diversify its funding base as part of a longer term Business Development and Partnership strategy. We will also be implementing a programme for young people around work placements, event management and programme documentation.

The coming year promises to be an exciting, productive and rewarding time for us all.

Steve Moffitt
Director



A sound financial footing

Treasurer's Report

We are currently in financially challenging times and I am pleased to report that A New Direction has managed to overcome any impact of this during their initial set up. This is testament to the team's hard work and strong vision to deliver on objectives. The organisation has finished their first 12 months in a healthy position and whilst cautious of the impact that the wider economic climate could still have on them, look set to continue in 2009/10 with stable finances.

Outlined later in this document are the Condensed Audited Financial Statements. The full Financial Statements which were audited by Kingston Smith LLP and have an unqualified audit opinion, are available upon request. The full financial statements were approved by the trustees on 27 October 2009 and were filed with the Charity Commission on 2 November 2009.

Income

A New Direction was established out of the Creative Partnerships programme operating in the London region. These entities were managed directly by Arts Council England, and as such the establishment of A New Direction shows that during its first year our main source of funding was from Arts Council England through Creativity, Culture and Education (CCE). Moving forward, this heavy reliance on one main funder has been recognised internally as a significant risk and as a response to this, a Fundraising Strategy is currently being developed and implemented. This will ensure the income base is diversified to help minimise the risks.

In addition to the Fundraising Strategy, a comprehensive Investment Strategy will also be developed. To date, funds have largely been held in the organisation's current account in order to ensure easy access during the organisation's initial establishment. The new Investment Strategy will ensure that the resources are working as hard as possible, whilst ensuring that the risk to the organisation remains minimal. This aspect will be carefully overseen by the trustees, to ensure that during this turbulent economic period the organisation takes a reasonable and prudent approach to its investments.

Expenditure

On the expenditure side, the resources expended fully reflect the output of the organisation during its initial term with the focus on establishing the new Creative Partnerships model and delivering to Change and Enquiry schools. There has also been other exciting work being delivered with partnerships including Westfield Shopping Towns Ltd, IPC Media and the 5 Olympic Host Boroughs Unit.

The £481,347 Support costs incurred constitutes 18% of overall expenditure. This is a relatively low percentage during an implementation phase, with the majority being staff and premises costs. A New Direction is committed to continuously reviewing internal costs and ensuring an efficient business model provides value for money for funders.

Conclusion

Moving forward, A New Direction's budgeted position is to achieve overall break even in 2009/10, increasing expenditure on key areas of work and generating an increasing amount of income from activity. Plans are being put in place to engage with an increasing number of funders and to continue to deliver a high quality offer. Our reserves show us in a comfortable position and the trustees will remain actively involved in oversight of financial issues to ensure that the organisation remains on a sound footing.

I would like to take this opportunity to acknowledge the generosity of everyone who donated funds to A New Direction during 2008/09. Finally, I would also like to acknowledge the staff at A New Direction for their dedication and hard work.

Lucinda Derry (CPFA)

Treasurer

Our work



Programme strands



Creative Partnerships

We deliver the Creative Partnerships programme in London, engaging young people, teachers, parents and families in cultural and creative activity. Last year the programme reached 21,057 young people from across 14 London boroughs. This year we expand the programme to 21 boroughs, and expect to reach more young people than ever before.

www.anewdirection.org.uk/creativepartnerships

**'WE ACCESSED TALENTS
IN DIFFERENT WAYS;
TWO SUBJECTS MERGED
TOGETHER HELPING
STUDENTS TO LEARN'**

STUDENT – VILLIERS HIGH SCHOOL
(CREATIVE PARTNERSHIPS)

**'IT'S GOING TO BE
LIKE LIGHTS FLASHING
EVERYWHERE IN THE
NIGHT, THE FUN FAIRS,
THE OLYMPICS'.**

STUDENT – COLEGRAVE PRIMARY
SCHOOL (WESTFIELD 'STORY OF
STRATFORD' PROJECT)

The Story of Stratford

A two-year artist commission project with schools, supported by Westfield Stratford City and managed by A New Direction. Two Stratford schools, Colegrave Primary School and Stratford School, both located within walking distance of the Olympics site, are working with visual artist and photographer Helen Marshall to document the progress of the Stratford City development, from a building site in 2009 to an operational retail centre upon its opening in 2011. Exploring how the history and subsequent regeneration of Stratford will change the lives of the students and their families, the project forms part of the development's broader public art programme.

www.storyofstratford.com



All our 2010/11 Enquiry School projects will be focused on the London 2012 Olympic and Paralympic Games

'I WOULD LOVE TO COME BACK AND WORK IN A JOB LIKE THIS, WHEREAS BEFORE I DIDN'T THINK I WOULD EVER DO WORK LIKE THIS' .

STUDENT – SACRED HEART SCHOOL
(IPC SCHOOLS' DESIGN PROGRAMME 2008)

IPC Media Schools' Design Programme

The IPC Media Schools' Design Programme is an innovative and original graphic design and media work-related learning programme, promoting creativity, educational achievement and young people's enjoyment of learning, whilst developing skills directly linked to employability. Students from Southwark and Croydon schools (both borough in which IPC Media has offices), take part in work-readiness training, and a placement working on magazine design. 50% of the most recent cohort had pages published in a magazine, and a high percentage of the participating students also achieved an NVQ Level 3 accreditation in desktop publishing. The programme is delivered in partnership with London College of Communication and Croydon Education Business Partnership.

www.anewdirection.org.uk/ipcmedia



'SINCE BEING INVOLVED IN CREATE, I HAVE LEARNT THAT NETWORKING WITH AMAZING PEOPLE CAN INTRODUCE FANTASTIC OPPORTUNITIES AND GREAT, MEMORABLE EXPERIENCES. IT OFFERS A WIDE RANGE OF EXPERIENCES IN AND AROUND THE 5 OLYMPIC HOST BOROUGHS'.

CREATE PROGRAMMER

Find Your Talent – Schools Cultural Vision Programme

A New Direction is working in partnership with Tower Hamlets Find Your Talent to deliver a programme which supports schools in auditing their cultural provision and developing their practice in this area. 20 schools will take part in the 2010 programme, and each school will form a stakeholder group comprising of staff, students, parents and governors who will review current provision, and take part in a 'go and see' programme to increase their awareness of what London has to offer, in order to then develop their vision around engaging with the cultural sector.

www.anewdirection.org.uk/scv

Service Children's Education

A New Direction is working in partnership with Service Children's Education (SCE) and Creativity, Culture and Education (CCE) to extend and deliver our 2009/10 Enquiry Schools programme to three British schools on Military bases across the world. Three schools on the Rheindahlen Garrison in Germany, (St Patrick's Primary School, St George's Primary School and Windsor Secondary School) will work together on the theme of Diversity as part of A New Direction's 2009/10 Enquiry Schools programme. It is envisaged that the 2010/11 programme will involve SCE schools in Cyprus, Belgium and Italy.

www.anewdirection.org.uk/sce

CREATE Programmers

A New Direction has been awarded a grant of £10,000 from the London Development Agency Local Education Training Fund to develop a pilot programme, enabling young people (14-19) from across the 5 Olympic host boroughs, to develop the skills, confidence and experience needed to plan, promote and deliver a creative event, as part of the CREATE Festival.

The CREATE Programmers will be working alongside major art and cultural venues and organisations across the 5 host boroughs, to support and encourage other young people who live in the communities around the Olympic Park to engage with the Cultural Olympiad in a meaningful way.

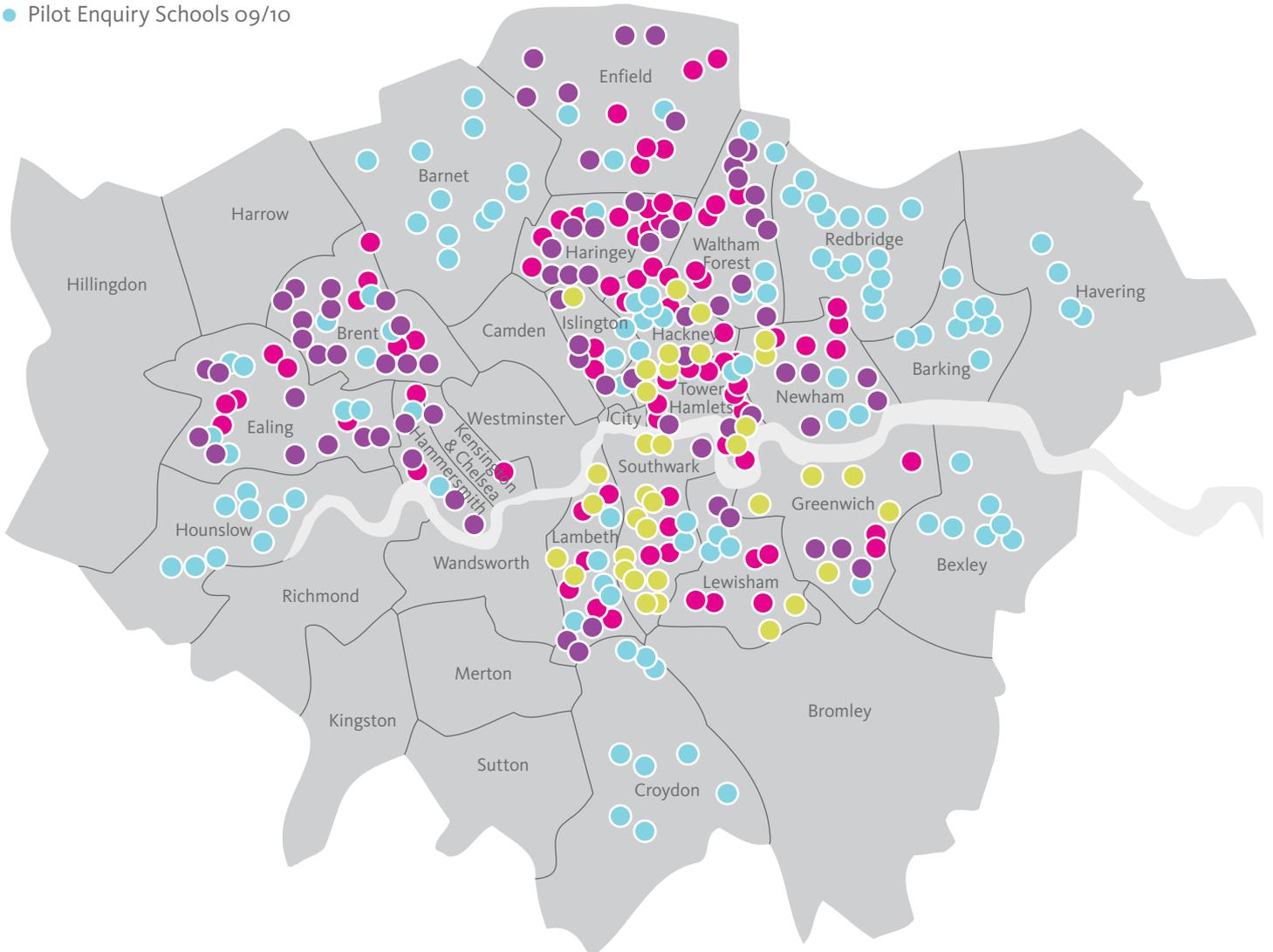
www.anewdirection.org.uk/create

International work

A New Direction is developing international relationships through our networks, and we aim to develop opportunities for the sharing of practice between schools exploring creative approaches to learning in different countries and cultures. In April 2009 we were granted £13,500 from the Daiwa Foundation, the Sasakawa Foundation and The British Council, to host a visit from eight Japanese practitioners, and we continue to build links with colleagues from similar organisations across the world. We are interested in developing virtual and face-to-face connections between both students and teachers, and a school partnerships programme is planned with Oklahoma A+ Schools building towards the 2010 World Creativity Forum conference.

Our reach

- Change Schools (Three year programme)
- Enquiry Schools 08/09 (One year programme)
- Pilot Enquiry Schools 08/09
- Pilot Enquiry Schools 09/10



In 2008/09 we delivered
4,297 sessions in schools
across **14 Local Authorities**.
Our work reached...

21,057 Young People
1,655 Teachers
389 Practitioners
25 Creative Agents

Financial reports

COIN STREET SE1

SOUTH BANK

Statement of financial activities for the period ended 31 March 2009

Income and Expenditure (period ended 31 March 2009)

| | Period ended 31 March 2009 | | |
|---|-------------------------------|-----------------|------------------|
| | Unrestricted £ | Restricted £ | Total £ |
| Incoming Resources | | | - |
| Incoming Resources from generated funds: | | | |
| <i>Voluntary income:</i> | | | |
| Donations and similar income | 74,128 | - | 74,128 |
| <i>Activities for generating funds:</i> | | | |
| Events and Conferences | 3,066 | - | 3,066 |
| <i>Investment income</i> | | | |
| Bank interest received | 3,590 | - | 3,590 |
| Incoming resources from charitable activities: | | | |
| Grants | 2,231,295 | 129,652 | 2,360,947 |
| Contributions from schools | 319,214 | 35,750 | 354,964 |
| Total Incoming Resources | 2,631,293 | 165,402 | 2,796,695 |
| Resources expended | | | |
| Cost of generating funds: | | | |
| Cost of generating voluntary income | 406 | - | 406 |
| Charitable activities | 2,224,629 | 97,084 | 2,321,713 |
| Governance costs | 17,522 | - | 17,522 |
| Total Resources Expended | 2,242,557 | 97,084 | 2,339,641 |
| Net movement in funds for the year and total funds carried forward | 388,736 | 68,318 | 457,054 |

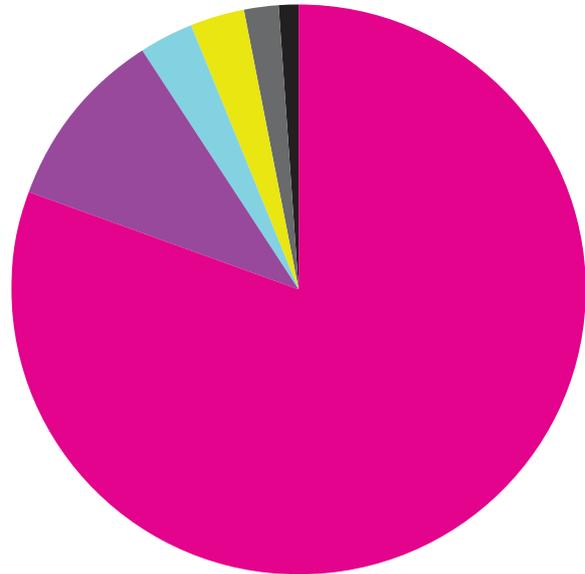
Balance as of 31 March 2009

| | 31 March 2009 | |
|--------------------------------------|----------------------|---------|
| | £ | £ |
| Fixed Assets | | |
| Tangible assets | | 57,908 |
| Current Assets | | |
| Debtors | 418,048 | |
| Cash at bank and in hand | 1,003,576 | |
| | <hr/> | |
| | 1,421,624 | |
| Creditors due within one year | | |
| Creditors | 1,022,478 | |
| | <hr/> | |
| Net Current Assets | | 399,146 |
| | | <hr/> |
| Net Assets | | 457,054 |
| | | <hr/> |
| Reserves | | |
| Unrestricted funds | | 388,736 |
| Restricted funds | | 68,318 |
| | | <hr/> |
| Total Funds | | 457,054 |
| | | <hr/> |

Income

An analysis of A New Direction's income 2008/09 (6 months period October to March 09)

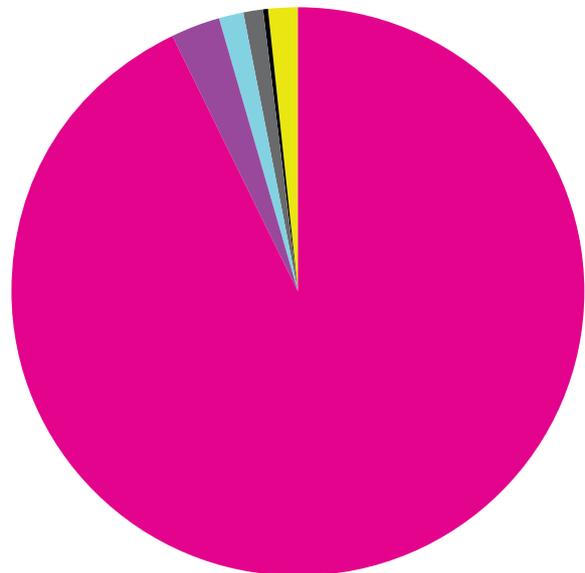
- Creative Partnerships
- IPC-Schools Design Programme
- International Projects
- Schools Contribution
- Westfield Shopping Towns
- Other Income



Expenditure

An analysis of A New Direction's expenditure 2008/09 (6 months period October to March 09)

- Creative Partnerships General Fund
- Schools of Creativity
- Agents & Partners Development
- Westfield Shopping Towns
- International Projects
- IPC - School programme



Independent Auditors Statement

We have examined the summarised financial statements contained within this annual review. In our opinion these are consistent with the full financial statements for the period ended 31 March 2009.

Kingston Smith LLP

The Trustees

Non-elected Trustees

| |
|-----------------------------------|
| Nicola Baboneau (Chair) |
| Lucinda Derry (CPFA) (Treasurer) |
| David McNeill |
| Hilary Hodgson |
| Jackie Harrop |
| Karen Myers |
| Penny Bentley |
| John Kieffer |
| Alisa Fiddes |
| Steve Moffitt (Company Secretary) |

The Team

| | |
|--------------------|--|
| Steve Moffitt | Director |
| Rebecca Branch | Head of Programmes |
| Edith Chikago ACMA | Head of Finance and Resources |
| Alison Graves | Programme Manager |
| Angela Hall | Operations Manager |
| Carole Morrison | Programme Manager (Career break from July 2009) |
| Charlotte Hughes | Programme Coordinator (April 2009 – present) |
| Claire Storey | Finance and Operations Manager |
| Eva Armar | Financial Controller (Resigned April 2009) |
| Eve Scragg | Finance and Resources Coordinator (Temporary contract from October 2009) |
| Judy Nagle | Business Partnerships Manager (Maternity leave until September 2009) |
| Julia Hayes | Programme Coordinator (Resigned April 2009) |
| Natasha Silsby | Senior Programme Manager (Maternity leave until April 2009) |
| Oliver Benjamin | Senior Programme Manager |
| Steve Woodward | Communications and Development Manager |
| Tamzin Barford | Programme Manager |
| Tina Ajuonuma | Head of Finance and Resources (Resigned November 2008) |
| Yejide Adeoye | Communications and Operations Coordinator |
| Zoe Charteris | Finance Coordinator (Resigned October 2009) |

**Registered Office and
Principal Address**

A New Direction
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1 Bridge Terrace
Stratford
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Bankers

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London EC3V 3NJ

Solicitors

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Auditors

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