



STRATEGIC PLAN

2017 - 2022

All young people have a powerful voice and a right to be heard.

Lewisham Youth Theatre (LYT) **nurtures** and **inspires** young people's voices through free participatory theatre activities, helping them to develop enduring and transferable skills that lead to increased **life chances** and **long term well-being**.

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EXECUTIVE SUMMARY

Lewisham Youth Theatre's strategic plan for 2017 – 2022 sets out new organisational objectives that will drive our work over the next 5 years. Our priorities mirror the work and the structure Lewisham Youth Theatre (LYT) has been developing, expanding on the successes over the last business plan period and framing the activities that we deliver within the outcomes we want to achieve.

In response to our 2017 BIG Impact Report, we've refreshed our **mission statement** and revisited our **Theory of Change** to ensure it accurately represents our range of programmes, and the outcomes that result.

The strategic plan outlines how we will sustain and grow current successful programmes, and develop new initiatives over the next 5 years.

Our Strategic Objectives & Development Goals 2017-2022

1. Improve the transferable life skills of Lewisham young people aged 3 – 24 by engaging them in drama workshops, performance, technical and backstage work and events management activities that provide practical opportunities to achieve and progress.

Under this objective we will sustain current activity, while developing:

- Increased access to our activities by providing **more outreach projects** in hard to reach settings;
- Sustainable **Early Years programming**
- Primary aged **resilience-specific projects**.

2. Increase participants' ambition and access to further opportunities through the delivery of projects and schemes that focus on further life pathways.

As well as integrating these goals within our current programming, we will develop our participants' leadership, resilience and ambition by providing:

- **Leadership experience** through the Members Committee;
- **Accredited training** scheme in youth arts delivery;
- Building a consistent offer of **pathways mentoring**;
- Increased interaction with and learning from **industry professionals**;
- Increased benefit to the wider Lewisham community through **stronger community links**.

3. Share our expertise and working practice with other youth organisations across the capital, nationally and internationally, providing an exchange of cultures and learning that will have organisational benefit and improved impact on participants across organisations.

We will raise the profile of how we embed youth voices across the organisation by developing:

- **More exchange of work** with other youth organisations;
- **Presentations and lectures** on our practice at conferences and universities;
- **Published scripts and documentation** of our practice;
- **Thought leadership** through a media and communications strategy that centres youth voices.

4. Achieve sustainable financial, staff and operational resources that will allow us to deliver against our strategic priorities.

We will grow our strategic and operational capacity through:

- Increased **leadership capacity**;
- **Board development** and **Staff training** and development;
- **Succession planning** for key roles;
- Expanded **individual and corporate donor scheme**
- Increased **office space** to meet organisational growth.

INTRODUCTION

Our History

Lewisham Youth Theatre was founded as ETC Productions LTD – a professional theatre company – in 1987. We began trading as Lewisham Youth Theatre in the late 1980s.

Throughout its history, LYT has had clear guiding aims of creating high quality theatre with young people and being accessible to young people of all social and economic backgrounds.

From 1987 to 2002 LYT operated on a project basis run by professional theatre practitioners when projects and funding came together. In 2002, LYT secured its position by becoming a Lewisham borough Main Grant organisation, resident at the Broadway Theatre in Catford and with a broader remit to operate year round and include delivery for younger children.

Now, LYT provides participatory drama programmes to young people aged 3-24 who live or learn in Lewisham. We reach approximately 200 young people annually in sustained projects, and approximately 700 young people annually in one-off workshops and interactive performances.

For each age group, we deliver skills-based 'workshop' projects and performance-based projects. Participants have opportunities to perform scripted plays, as well as devising their own productions. They are able to gain experience onstage, backstage and front of house. In the past 5 years, LYT's shows have explored verbatim performance, promenade/site-specific performance, Forum theatre, new plays commissioned for our groups and multi-media interaction.

All projects are designed to increase participants' social and emotional skills, creative skills, resilience, ambition and leadership, with the ultimate goal that participation in LYT will lead to increased life chances and long-term wellbeing. Alongside our drama projects, we provide opportunities to build these skills through our youth leadership board (Members' Committee), advice & guidance mentoring and opportunities to interact with industry professionals.

Our Participants

LYT works with young people aged 3 – 24 who live or learn in Lewisham. All of our projects are free to young people. In order to take part, participants must not currently take part in other after school drama provision and must be willing to commit to their project. As our projects are over-subscribed, we give priority to those in state/free/home schooling or academies.

70% of participants every year are identified as facing disadvantage, which LYT defines as:

- Coming from families in receipt of means-tested benefits
- Having special needs (inc. physical/sensory disability, learning difficulty or autism spectrum disorder)
- Requiring additional support to take part (inc. Looked after children, Young Carers, those with mental health difficulties, English as an additional language; low literacy/numeracy)
- Referred from local partners, who include schools, pupil referral units, Child & Adolescent Mental Health Services (CAMHS), Lewisham social care services, youth offending team, etc.

INTRODUCTION

The BIG Evaluation

In 2015-16, LYT undertook a BIG Evaluation of our work, evidencing the impact of our programmes on the life chances and long-term well-being of our participants. Through consultations with current and former participants, with parents, workers and referral partners, we were able to build a comprehensive understanding of the strengths of LYT, and the value we bring to the Lewisham community.

The BIG Impact report, written by Independent Evaluator Jim Coe, found that:

“The effects and results of involvement with LYT can be summarised as adding up to:

- a) A set of **specific professional and academic benefits**;
- b) A range of (overlapping) **skills and abilities gained** - and applied in professional and personal contexts outside of LYT;
- c) A broader sense of **participants’ personal development**, that goes beyond specific skills – grouped here under the umbrella term ‘resilience’;
- d) An **enhanced sense of place** within the community.”

The recommendations from this report have helped us to develop and articulate our strategic priorities for the next 5 years.

A copy of the BIG Impact Report can be downloaded from:

<http://www.lewishamyouththeatre.com/2017/05/17/big-impact/>

INTRODUCTION

OUR MISSION

All young people have a powerful voice and a right to be heard.

Lewisham Youth Theatre (LYT) nurtures and inspires young people's voices through free participatory theatre activities, helping them to develop enduring and transferable skills that lead to increased life chances and long term well-being.

We bring young people together from across the Lewisham community to create outstanding theatre in an environment of high expectations and collaboration. We work from the core belief that artistic excellence is key to expanding young people's horizons and creating lasting transformation.

What we mean by....

Our participants have helped us define what we mean by some key words in our mission:

Enduring and Transferable Skills... "LYT teaches you how to deal with people – even people you aren't close with...It helps you deal with pressure...It gives you confidence, communication skills, trust, empathy, commitment, punctuality, determination...which you need in whatever job you're going for."

Life Chances... "Having the opportunities to be and do what I want...You have to try and [also] learn how to try...For us in the UK, it's about using what we have to our best advantage."

Well-Being... "Happiness...Confidence in who you are and what you have...Having determination and resilience...Well mental health...Being Trusting and Trustworthy."

Lewisham Community... "To me, Lewisham Youth Theatre is all about getting people from the local community and regardless of their existing skills...coaxing [them] out of their shells...to really show themselves in the true light." Our participants come from across the borough, from diverse social and economic backgrounds, and experiencing a range of disadvantages and needs.

High Expectations... "It's a professional environment...discipline...it lets you know how to move on in the world."

Collaboration... one parent defined this aspect of LYT's ethos: "They're involved in it right from the beginning, from the ideas to the planning, the production, the direction, and everything. I think they've really got a sense that it belongs to them and that's why they're so proud of it."

OUR THEORY OF CHANGE

Our Ultimate Goal: *All young people who interact with LYT will have improved well-being and life chances.*

Our Assumptions: Although we recognize that young people may benefit from one-off or limited interactions, we believe that lasting impact comes from sustained and in-depth interaction that allows participants to develop, test out and demonstrate new skills in a safe environment. Our model therefore aims to offer progressive opportunities for participants to engage and grow through our programmes.

What Participants Gain: All projects aim to meet our core outcomes:

Social and Emotional Skills, including:

- Increased confidence
- Improved communication.
- Improved teamwork
- Broader emotional literacy – empathy and understanding of other people.

Creative Skills, including:

- Theatre and performance skills
- Backstage and Technical theatre skills
- Opportunities to work with theatre professionals and perform in a professional theatre environment.
- Lifelong interest in the arts.

Resilience, including:

- Improved commitment
- Pride in achievements
- New friendships with young people from all over the borough
- A sense of belonging

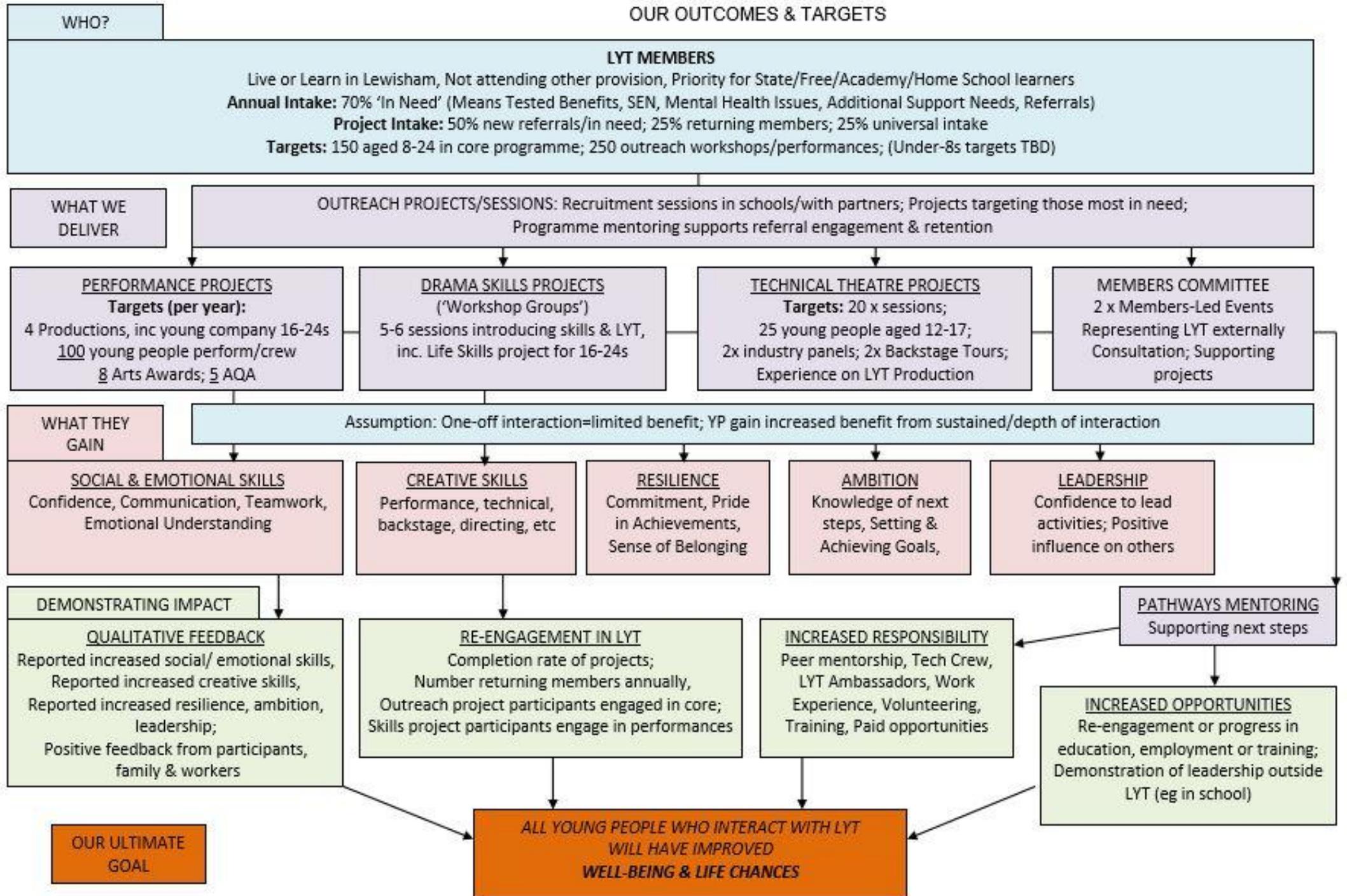
Renewed and Increased Ambition, including:

- Increased understanding of professional roles, responsibilities and expectations
- Increased awareness of further education and employment opportunities
- Improved ability to set and achieve goals

Leadership Skills, including:

- Confidence to lead others in activities
- Increased ability to be a positive influence on others

OUR OUTCOMES & TARGETS



OUR THEORY OF CHANGE

HOW WE DEMONSTRATE OUR IMPACT

Evaluation System: LYT uses a standardised evaluation system across all our projects that

- helps us evidence the impact of our projects against our stated outcomes,
- supports the development of programming
- allows participants to reflect on and solidify their learning.

This system has been developed over multiple years in consultation with our membership and an independent evaluator.

Evidence collection methods include: Participant beginning and end of project self-assessment questionnaires; Worker sessional feedback forms; Teacher/Partner feedback forms; Audience feedback forms; In-depth case studies; Evaluation sessions with participants and workers.

Project leads collate evidence into reports demonstrating the impact of each project against our core outcomes.

OUR EXPECTATIONS

Qualitative Feedback: We expect that

- 90% of respondents will report improved social and emotional skills
- 70% of respondents will report improved creative skills
- 60% of respondents will report improved resilience, ambition and leadership
- We will receive positive feedback from participants, families and workers

Re-Engagement in LYT Activities: We expect that:

- 85% of participants will complete their project(s)
- 25% of annual participants are returning members
- Outreach project participants progress to engage in core youth theatre activities
- Drama Skills project participants progress to engage in performance projects

Increased Responsibility: We expect that:

- 20 members year 7 and above take part in the Members Committee youth leadership board
- Members support projects as Peer Mentors; support productions as Technical Crew and represent the organization externally as LYT Ambassadors
- Members take on Year 10 Work Experience at LYT
- Members aged 18+ continue their development through training, volunteering and paid traineeship opportunities with LYT

Increased Opportunities: We expect that members:

- Re-engage or progress in education, employment or training
- Demonstrate leadership outside LYT (e.g. in their schools)

HOW WE WILL DELIVER OUR OBJECTIVES

In these pages, we set out our current activities (Business As Usual), the activity that we want to expand (Growth Goals), and new activity that we want to develop (Change Goals) against each objective. We list Key Performance Indicators (KPIs) against each objective and list the governance, operational and delivery level ownership of these goals.

Strategic Objective 1:

Improve the transferable life skills of Lewisham young people aged 3 – 24 by engaging them in drama workshops, performance, backstage work and events management activities that provide practical opportunities to achieve and progress.

Business As Usual - We will continue to deliver

- Performance Projects: Continued delivery of annual performance projects for ages 8-11, 12-14, 14-21 and 16-24
- 'Workshop' Projects: Continued delivery of drama skills/introductory projects for each age group, including a daytime life skills project for 16-24s
- Outreach Projects: Delivery of one outreach project for 13-17s annually with Child & Adolescent Mental Health Services
- Technical/Backstage Theatre Training: Opportunities for those who have taken part in past Technical Theatre projects to 'crew' performances

Growth Goals - We will grow our delivery of:

- Outreach Projects: Annual delivery of outreach projects in hard to reach youth settings, in response to community need. Outreach participants are supported to access universal provision.
- Technical/Backstage Theatre Training: Technical theatre training is integrated into core delivery, with secured 3-yr funding for part time Technical Theatre programme post from Year 3;

Change Goals - We will develop delivery of:

- Early Years Provision: Sustainable early years programming developed and consistently delivered, integrating/feeding into core delivery, with part-time programme management post secured by Year 5
- Resilience-specific project: Primary-age Resilience-specific project developed and piloted to feed into wider Early Years / Core project strategy.

KEY PERFORMANCE INDICATORS:

- Number of total participants in programme year, and in each programme
- % of annual participants 'in need'
- Participant self-assessment of improvement in skills
- Qualitative feedback from participants, families and workers
- Number of 'workshop' project participants taking part in a performance project within 12 months
- Number of outreach project participants transferring to youth theatre activities within 12 months

Ownership

- Governance: Dani Moseley & Stella Jeffrey
- Operational: Artistic Director
- Delivery: Programme Managers

HOW WE WILL DELIVER OUR OBJECTIVES

Strategic Objective 2:

Increase participants' ambition and access to further opportunities through the delivery of projects and schemes that focus on further life pathways.

Delivery against this objective will be integrated with our core programming, so that members can benefit in these initiatives through taking part in their projects.

Business As Usual - We will continue to deliver:

- Volunteering and Work Experience: Continue to offer placements, volunteer opportunities and year 10 work experience, including opportunities to members 18+ as part of training activities
- Members Committee: Young people continue to meet to plan the AGM, annual project for members and represent LYT at events (e.g. People's Day, Local Assemblies)
- Accreditation & Qualification: Continued delivery of Arts Award qualifications and AQA unit awards through programming;
- 'Pathways' Mentoring: One-to-One mentoring offered to Step Up programme participants and in response to requests from other participants.
- Industry Interactions: through 'See Theatre' and master class/industry panels linked to core programming

Growth Goals - We will grow our delivery of:

- Members Committee: Young people support on all aspects of the organisation, including peer mentoring, technical crew, front of house/promotion; Young people feel and are able to articulate that they have leadership within the organisation; There are clear structures for integration between Trustees and Members Committee;
- Accreditation & Qualification: Development of accredited scheme for training in youth theatre delivery (e.g. through Gold Level Arts Award; Partnership with other providers)
- 'Pathways' Mentoring: Continue to support young people on next steps through one-to-one mentoring in response to their individual needs, providing this as a consistent offer across organisation
- Industry Interactions: All performance project participants are offered chance to see theatrical production; 13+ age-group have opportunities to learn from professionals through master-classes, tours, panels, etc.

Change Goals - We will develop delivery of:

- Increasing Community Links: Building our benefit to the wider Lewisham community through e.g. supporting youth voices in local policy & decision making; engaging with borough-wide initiatives and cultural offer; working more closely with local groups, businesses and stakeholders (e.g. parents)

KEY PERFORMANCE INDICATORS:

- Number of performers/crew annually
- Number of Members' Committee participants total and in each sub-sections
- Number of volunteers/placements and work experience
- % Participant self-assessing improvement in Resilience, Ambition and Leadership
- % participants who finish their projects
- Number young people receiving Arts Award, AQA or other accreditation
- Number receiving pathways mentoring
- Number accessing further opportunities in 12 months following mentoring
- Number of participants engaging in [number of] industry interactions
- Number of partners (referral, creative, outreach)

Ownership: Governance: Jamiel Thomas; Operational: Artistic Director;
Delivery: Programme Managers

HOW WE WILL DELIVER OUR OBJECTIVES

Strategic Objective 3:

Share our expertise and working practice with other youth organisations across the capital, nationally and internationally to provide an exchange of cultures and learning that will have organisational benefit and improved impact on participants across organisations.

Business As Usual - We will continue to deliver:

- Exchange with other organisations: Continue to offer opportunities for other groups to see our work and for us to see others' work;

Growth Goals - We will grow our delivery of:

- Exchange with other organisations: Develop a collaborative relationship with a 'twinned' partner youth arts organisation with collaborative event in year five;

Change Goals - We will develop delivery of:

- Presenting practice at conferences/higher education: Members of team presenting/guest lecturing at university partners; Youth Theatre members develop leadership skills by presenting alongside LYT; Developed partnership with NAYT
- Documentary Materials: Published (online or print) documentation of project practice plus scripts.
- Thought Leadership: Development of published think pieces/accounts of practice in media / journals, placing young people and their experience at the centre and raising profile of LYT's working practice has an increased profile

KEY PERFORMANCE INDICATORS:

- Number of external organisational partners
- Number of presentations/lectures
- Qualitative feedback from event participants
- Engagement with published documents (i.e. no. visitors/downloads; qualitative feedback)
- Number of media outputs

Ownership

- Governance: Genine Whitehorne
- Operational: Executive Director
- Delivery: Artistic Director

HOW WE WILL DELIVER OUR OBJECTIVES

Strategic Objective 4:

Achieve sustainable financial, staff and operational resources that will allow us to deliver against our strategic priorities.

Business As Usual - We will continue to deliver:

- Raise approx £200k per year (increasing approx 2% per year to account for inflation) to sustain current activity & posts: 90% annual budget secured at start of the year, with outstanding applications likely to achieve full funding and expenditure reduction plans in place

Growth Goals - We will grow our delivery of:

- Increased leadership/strategic capacity: Leadership staff has appropriate skills and enough time/capacity to deliver strategic priorities. (Est. £15k per year)
- Additional funding for Growth Initiatives: Growth initiatives are appropriately resourced. (Est. £41,750 per year)
- Individual and Corporate Donor Scheme: Sustained individual and corporate donor scheme provides regular donations; Regular donor value doubled over 5 years (Est. £5,500)
- Board Development: Board has enough Trustees with appropriate skills and training to oversee the delivery of the strategy; Board is engaged with and has set targets for organisational fundraising and profile-raising
- Staff Training & Development: Staff members have the skills and training to deliver the strategic objectives; Staff feel supported to develop their skills for the benefit of LYT and their own career development.

Change Goals - We will develop delivery of:

- Additional Funding for Change Initiatives: Change initiatives are appropriately resourced (Est. £57,000 per year)
- Additional Office Space: LYT secures office space to accommodate expanded staff capacity.
- Succession Planning: Clear strategic and operational documentation sets out organisational plans; LYT is well networked within the sector to attract high level employees across staff posts.

KEY PERFORMANCE INDICATORS:

- Amount raised against fundraising targets
- Trustees self-assessment of Board health
- Staff training and development goals met
- Progress against office space development plan

Ownership

- Governance: Tom Toomse-Smith & Grahame Anderson
- Operational: Executive Director

GROWTH & CHANGE ACTIVITY TIMELINE

In these pages, we have set out a timeline for what we want to achieve against our growth and change initiatives each year. Current Business As Usual (BAU), including current activity delivered against growth outcomes, will continue throughout the 5 years. We assume that successful delivery of new activity will lead to those activities becoming BAU in subsequent years.

STRATEGIC OBJECTIVE 1:

Improve the transferable life skills of Lewisham young people

Year 1 (2017-18)

- **Early Years:** Audit previous under-8s provision; Assess needs for under-8s provision

Year 2: (2018-19)

- **Outreach Projects:** Assess needs and opportunities for further delivery of outreach projects. Resource further delivery.
- **Technical Theatre Projects:** Further resourcing required; Programme development through delivery
- **Early Years:** Continue assessment of under-8s provision needs; Consider links with other LYT programmes; Resource under-8s provision
- **Resilience-Specific Projects:** Assess borough-based interest/need in resilience-based primary programme

Year 3: (2019-20)

- **Outreach Projects:** Resource & further delivery in response to identified need across years 3-5
- **Technical Theatre Projects:** Staff post secured for years 3-5; Full programme implementation and delivery in years 3-5
- **Early Years:** Pilot under-8s programme
- **Resilience-Specific Projects:** Resource programme alongside under-8s provision

Year 4: (2020-2021)

- **Early Years:** Resource staff post for under-8s provision
- **Resilience-Specific Projects:** Pilot resilience-based programme; Consider how programme fits with other LYT projects

Year 5: (2021 -2022)

- **Early Years:** Staff post implementing and delivering under-8s programming
- **Resilience-Specific Projects:** Under-8s staff post incorporates management of resilience-based programme

GROWTH & CHANGE ACTIVITY TIMELINE

STRATEGIC OBJECTIVE 2:

Increase participants' ambition and access to further opportunities

Year 1 (2017-18)

- **Members Committee:** Proposal of structure for Members Committee going forward;
- **Mentoring:** Audit of current promotion of pathways mentoring in the organisation.
- **Community Links:** Organisation (inc. Members Committee) feeding into and backing Lewisham's bid for London Borough of Culture; Interaction with Young Mayor's Advisors

Year 2 (2018-19)

- **Members Committee:** Development from structure proposed in Yr 1
- **Accreditation & Qualifications:** Assessment of training models in other youth organisations; Audit of formal and informal training LYT currently provides; Research of other accreditation methods that will suit LYT's programme;
- **Mentoring:** Develop promotion of pathways mentoring
- **Industry Interaction:** Audit of % of performance participants who attended theatrical production; Assessment of opportunities available for 8-11 age group; Assessment of opportunities to incorporate master classes/industry panels both within and external to projects;
- **Volunteering:** Resourcing towards the volunteering programme, inc. potentially through corporate partners
- **Community Links:** Audit of activities and opportunities linking with local community

Year 3: (2019-20)

- **Members Committee:** Proposal & pilot of interaction with Trustees (i.e. some joint meetings; reports between two groups)
- **Accreditation & Qualifications:** Assessment of interest in training amongst LYT membership; Partnership building with potential delivery partner(s);
- **Mentoring:** Pathways mentoring offered to young people aged 11+ (including support with transition to secondary school)
- **Industry Interaction:** Industry interaction integrated in project planning for 12+ age group; All performance participants aged 12+ offered chance to see theatrical production
- **Volunteering:** Assessment of how volunteering programme aligns with Training programme
- **Community Links:** Consultation with Members Committee, stakeholders and local community to identify opportunities for further linking;

Year 4: (2020-2021)

- **Members Committee:** MC reviews relationship with Board and continues interaction in response to review.
- **Accreditation & Qualifications:** Resourcing of new training scheme; Partnership(s) agreed;
- **Mentoring:** Pathways mentoring offered to young people aged 11+; Assessment of need for further staff capacity around mentoring
- **Industry Interaction:** Pilot of See Theatre opportunities for ages 8-11
- **Community Links:** Develop strategy for enhanced links with local community

Year 5: (2021 -2022)

- **Accreditation & Qualifications:** Pilot of accredited training scheme in youth theatre delivery for LYT members aged 18+
- **Industry Interaction:** All performance participants (aged 8-24) offered opportunity to see theatre;
- **Community Links:** Initial pilot of achievable strands of Community Links strategy.

GROWTH & CHANGE ACTIVITY TIMELINE

STRATEGIC OBJECTIVE 3: Share our expertise and working practice

Year 1 (2017-18)

- **Exchange with other organisations:** Build on annual content theme of 'Shakespeare Stories' to attract interactions with other organisations; Offer opportunities for other organisations to see our work; Promote offer of exchange in interactions with other organisations, building list of potential organisations for 'twinning' project.
- **Presenting practice:** In interactions with higher/further education (e.g. through volunteering programme), highlight offer for guest lectures; Assess opportunities for development of relationship with NAYT; Develop interactive workshop day on embedding youth voices across organisation.
- **Documentary Materials:** Delivery staff (led by Artistic Director) writes scripts for performance projects on theme of 'Shakespeare Stories'. AD continues to write-up notes of project delivery process.

Year 2 (2018-19)

- **Exchange with other organisations:** Seek out moments of organisational meeting to learn about others' programme models and assess opportunities to collaborative relationship; Bring LYT participants to see work of and learn from other organisations (in and outside London)
- **Presenting practice:** Deliver one workshop/presentation on LYT practice, engaging young people in delivery
- **Documentary Materials:** Publishing of 'Shakespeare Stories' scripts/practice to coincide with delivery of workshop/presentation/ lecture
- **Thought Leadership:** Resource external support towards Communication Strategy development and implementation

Year 3: (2019-20)

- **Exchange with other organisations:** Identify 1-2 potential 'twinning' partners; Plan initial structure for 'twinning' project;
- **Presenting practice:** Deliver 1-2 workshop/presentation/lecture on LYT practice annually in years 3-5, engaging young people in delivery
- **Documentary Materials:** Sharing of published material through conferences/lectures/online; Assess and respond to further opportunities to publish material (continued in Years 3-5)
- **Thought Leadership:** Develop Communications strategy to promote LYT's youth-centred practice; MC feeds in re: how they want their voices heard outside LYT; Link with promotion of published materials

Year 4: (2020-2021)

- **Exchange with other organisations:** Resource twinning project; Collaborative development of project
- **Thought Leadership:** Action communications strategy: Article about LYT's practice included in journal/media; Communications training for young people aged 16+

Year 5: (2021 -2022)

- **Exchange with other organisations:** Deliver collaborative project with 'Twinned' partner
- **Thought Leadership:** Action communications strategy: Young people represent LYT in media appearance(s)

GROWTH & CHANGE ACTIVITY TIMELINE

STRATEGIC OBJECTIVE 4:

Achieve sustainable financial, staff and operational resources

Year 1 (2017-18)

- **Increased Leadership Capacity:** Fundraising strategy includes organisational staff time in programme budgets
- **Resourcing Growth Initiatives:** Fundraising towards staff costs/delivery of Tech Theatre programme;
- **Individual and Corporate Donor Scheme:** Development of individual and corporate donor schemes; Delivery of cultivation events linked to productions; (Est. £2500)
- **Board Development:** Recruitment of 1-2 new board members; Appointment of new Chair; Audit of board skill development needs; £1000 fundraising target
- **Staff Training & Development:** Audit of staff training over last 3 years and current training needs; Training matrix developed; Staff identify skill development needs in annual appraisal
- **Additional Office Space:** Assess options and needs for additional office space, consulting with high level local partners (e.g. Liz Dart)
- **Succession Planning:** Strategic plan sets out clear vision, mission, goals and timeline for organisation.

Year 2 (2018-19)

- **Increased Leadership Capacity:** Fundraising towards volunteering programme (Administrator); Strategic Development (ED) and Exchange project development (AD);
- **Resourcing Growth Initiatives:** Fundraising towards Tech Theatre programme; Outreach projects (as needed); Increased staff capacity for mentoring; Increased See Theatre/Industry interaction activity;
- **Resourcing Change Initiatives:** Fundraising towards Under-8s programme
- **Individual and Corporate Donor Scheme:** Growth of individual/corporate donors (Goal: £3000)
- **Board Development:** Trustee training, as identified; Recruitment of 1-2 new board members; Trustees provide links to potential profile-raising partners; £2000 fundraising target
- **Staff Training & Development:** Training matrix identifies appropriate training annually; SMT consider staff development opportunities through organisational exchange activities.
- **Additional Office Space:** Presentation of options for expanded office space; Decision on option to pursue
- **Succession Planning:** Activity in Objective 3 raises LYT's profile as an attractive employer; Staff development goals consider long-term organisational staffing needs

Year 3: (2019-20)

- **Increased Leadership Capacity:** Fundraising towards Members Committee developments (AD/ED); Fundraising towards exchange project development (AD)
- **Resourcing Growth Initiatives:** 3-year funding for Tech Theatre programme secured;
- **Resourcing Change Initiatives:** Fundraising towards Resilience Project
- **Individual and Corporate Donor Scheme:** Growth of individual/corporate donors (Goal: £4500)
- **Board Development:** Recruitment of 1 new board member; Trustee engagement with Members Committee; Share published material; Feed into Communication strategy; £3000 fundraising target
- **Staff Training & Development:** SMT explore staff development opportunities linked to existing schemes, partnerships or funding; Additional Staff Training as needed
- **Additional Office Space:** Resourcing of additional office space; Partnership development, as needed
- **Succession Planning:** Review of LYT's staffing structure and pay; Activity in Objective 3 raises LYT's profile as an attractive employer and introduces LYT to prospective employees in the sector

GROWTH & CHANGE ACTIVITY TIMELINE

STRATEGIC OBJECTIVE 4:

Achieve sustainable financial, staff and operational resources

(Continued)

Year 4: (2020-2021)

- **Increased Leadership Capacity:** Fundraising toward Twinning project (AD);
- **Resourcing Change Initiatives:** Fundraising towards new training scheme; Fundraising towards staff post for under-8s; Fundraising for twinning project costs
- **Individual and Corporate Donor Scheme:** Growth of individual/corporate donors (Goal: £5000)
- **Board Development:** Recruitment of 1 new board member; Trustee engagement in communications strategy implementation: Trustees feed into Community Links strategy; £4000 fundraising target
- **Staff Training & Development:** Offer of staff development opportunities, in response to research and staff interests; Additional Staff Training as needed
- **Additional Office Space:** Secure (some) expanded office space
- **Succession Planning:** Implement changes to LYT's staffing structure and pay in order to increase retention; Activity in Objective 3 raises LYT's profile as an attractive employer and introduces LYT to prospective employees in the sector

Year 5: (2021 -2022)

- **Resourcing Change Initiatives:** fundraising for expanded links with local community
- **Individual and Corporate Donor Scheme:** Growth of individual/corporate donors (Goal: £5500)
- **Board Development:** Recruitment of 1 new board member; Trustees engagement in communications strategy implementation; £5000 fundraising target
- **Staff Training & Development:** Offer of staff development opportunities linked to the 'twinned' collaborative project.
- **Additional Office Space:** Secured expanded office space to accommodate staff and programme
- **Succession Planning:** Activity in Objective 3 raises LYT's profile as an attractive employer and introduces LYT to prospective employees in the sector.

OUR PROGRAMMES

CORE PROGRAMMES

All our core programmes focus on increasing participants transferable life skills, supporting our Strategic Objective 1. The Step Up Programme and Technical Theatre programme particularly focus on increasing participants' ambition and access to further opportunities (Objective 2) through building employability skills, engaging with industry professionals and mentoring to support access to further opportunities.

YOUTH THEATRES

Our Youth Theatre projects engage young people aged 8-21 in skills-based ('Workshop' project) and performance-based ('Acting' Company) activities. Approximately 100 young people are involved in one or more project annually consisting of weekly after-school and weekend Youth Theatre sessions. Projects last between 5-weeks and 5 months, with each age group offered a chance to take part in a performance project during the year.

Age Groups:

- Junior Youth Theatre 1 (8-11s): Two performance groups and one workshop group.
- Junior Youth Theatre 2 (12-14s): One performance group and one workshop group.
- Senior Youth Theatre (14-21s): Two performance groups and one workshop group.

STEP UP PROGRAMME

The Step Up Programme provides drama-based intervention projects with young people aged 16-24 who are not in full-time education, employment or training (NEET), or those aged 13+ at risk of becoming NEET. These include:

- **Life Skills Project:** A short course using drama exercises and techniques to help participants develop skills linked to success in employment and further education.
- **Young Touring Company:** Production & Performance training opportunity for 5 young people aged 16-24 to create and tour forum theatre performance-workshop to schools and youth settings in Lewisham.
- **Outreach Projects:** Drama sessions delivered at a partners' base (e.g. at Child & Adolescent Mental Health Services) in order to support hard-to-reach young people to access LYT's services.
- **Mentoring:** One-to-one advice and guidance mentoring supports young people aged 16-24 in achieving their goals.
- **Further Opportunities:** Support for programme participants to continue to engage with LYT as peer mentors, volunteers, participants or paid trainees.

TECHNICAL THEATRE PROGRAMME

The Technical Theatre programme provides backstage and technical theatre training to young people aged 11-18 through an annual short skills-based project and a longer production-based project. Participants gain skills in lighting, sound, props, stage management and design. Participants in the production project have a chance to crew on one of LYT's annual productions.

OUR PROGRAMMES

EARLY CREATIVITY

LYT's work with participants aged 3-10 is a key area of development within this strategic plan. Historically, we have delivered to early years and primary children through:

- 'Roar' Saturday Children's Theatre - Programme of children's theatre plays at the Broadway Theatre linked with creative workshops
- Storytelling sessions linked to the curriculum and local well-being outcomes delivered in primary schools and early years' centres.
- Parent and child storytelling workshops and courses for ages 3-5.
- Resilience-specific Storytelling projects in primary schools that develop mental health protective factors.

Our Growth & Change Goals for this programme will form part of our work under Objective 1 over the next 5 years. Over this time, we will explore ways for the development programme to link with our other core programmes, e.g. as recruitment for our Junior Youth Theatre 1 programme or as a progression pathway for trainee facilitators.

OUR PROGRAMMES

PATHWAYS ACTIVITIES & INITIATIVES

The Pathways programme is a series of activities and initiatives delivered alongside and within our core programming in order to increase participants' ambition and access to further opportunities (Objective 2). These activities also support work towards sharing our practice (Objective 3) by building participants' leadership skills and offering opportunities for exchange with other organisations.

Members' Committee

Our Youth Leadership Board is for Yr7s and above who have performed with LYT. They meet 3-5 times per term to plan projects for the members and consult on the youth theatre. Participants chair and take minutes for each meeting. Members' Committee responsibilities include:

- Planning and running the Annual Review of the Year
- Planning a Pathways event for members, usually consisting of specialist master classes
- Giving their opinions to support organisational decisions, including on staff recruitment and content planning
- Plan how they can represent LYT by being Ambassadors at their schools or at local events, e.g. People's Day

Members' Committee Roles

As well as meeting regularly throughout the year, Members' Committee participants have the opportunity to take on leadership roles in the core activities. These include roles as:

- **Peer Mentors:** 1-4 members per session group support younger age groups, acting as role models and helping directors to facilitate the group.
- **Tech Crew:** Members who have graduated from the technical theatre programme have the opportunity to put their skills to use backstage on LYT's productions
- **Front of House Crew:** Members run box office and support with ushering the audience at LYT productions
- **LYT Ambassadors:** Members represent LYT at local events, funding and profile raising events. In the past, these have included events such as opportunities to meet the Mayor at City Hall or to meet the Duke of Edinburgh at Buckingham Palace.

Volunteering & Work Experience

LYT provides 25-30 volunteer and placement opportunities annually, usually in project-based roles of Workshop Assistants, Design Assistants and Stage Management Assistants. These roles are often filled by students on placement, recent graduates and community members. Volunteers also include LYT members aged 18+ who want to gain more leadership and facilitation skills. Once members are over 18, they are required to go through the volunteering (rather than peer mentor) process, including undertaking Enhanced DBS checks. The Programmes Administrator manages LYT's volunteering programme.

LYT offers Year 10 work experience placements solely to young people who are participants with Lewisham Youth Theatre. Work experience students must apply for a placement. Often they support with project administration as well as supporting in sessions. The Participation Programmes Manager manages LYT's work experience programme.

OUR PROGRAMMES

Paid Placements & Training

LYT sometimes offers paid placement or trainee positions to young people, usually over 18, who want to develop their skills in leadership, administration and facilitation. Over the next 5 years, we plan to formalise and expand this offer through an accredited training scheme in Youth Theatre delivery.

Industry Interaction

Supporting participants to understand professional working environments, practice and pathways is an area of growth over the next 5 years. We will formalise and expand these activities within our current programming, including:

- **See Theatre:** Expanding the offer of trips to see professional productions to all participants in performance projects. For participants in the Technical Theatre programme, this will be achieved through backstage tours of professional theatres.
- **Master Classes:** Delivered by professionals outside LYT, previous master classes have included workshops in stage make-up; stage combat; acting for film; mask work and spoken word. Currently delivered as part of the annual Members' Committee-planned pathways event.
- **Panels:** Question and Answer sessions with industry professionals. Currently delivered as part of the Technical Theatre programme, we aim to expand this offer to participants aged 13+ in other programmes.

Qualifications & Accreditations

LYT offers qualifications and accreditations that recognise the work and achievements that participants are already doing within LYT's programmes. We aim for qualifications and accreditations to be linked to specific programmes. We therefore deliver:

- **Bronze Arts Award:** Equivalent to an NVQ-level 1, this qualification is delivered through a specific project, usually for the 12-14 age group. In the past, we have delivered it within Junior Youth Theatre 2 performance and Technical Theatre projects, with up to 18 participants in each cohort.
- **Silver Arts Award:** Equivalent to an NVQ-level 2, this qualification is often delivered to a small cohort of up to 5 Senior Youth Theatre members within the Members' Committee.
- **AQA Unit Award Scheme:** The AQA Unit Awards accredit learning at any level. We use the scheme to accredit the social and employability skill learning within the Step Up Life Skills project and to accredit the Theatre and employability skills learned within the Young Touring Company.

We plan to expand our use of qualifications over the next 5 years, particularly in our training of members as youth arts facilitators. This may include exploring Gold Arts Award qualifications or other similar formats.

Pathways Mentoring

Pathways' Mentoring includes any support outside of project that supports participants' progression outside LYT. Mentoring may take the form of support with auditions, job or college applications or may include advocacy for participants' with other services (e.g. housing, mental health services, social services). It may also include one-to-one advice & guidance sessions to set goals and form a plan to achieve them. Developed through the Step Up programme, where all participants' are offered mentoring, over the next 5 years, we plan to expand pathways mentoring as a consistent offer for participants across the organisation.

SWOT ANALYSIS

Using the previous Business Plan's analysis as a starting point, we have developed this analysis of the organisation's strengths, weaknesses, opportunities and threats, taking into consideration findings from the BIG Impact Report.

STRENGTHS

- High expectations for the artistic quality of our work and high standards of behaviour & professionalism for all involved
- The offer of a comprehensive programme that is joined up across age ranges
- The offer of a welcoming and safe space for a diverse range of young people
- Involvement of young people in decisions-making within projects and structurally in the organisation
- The depth of investment made in our members and their well-being; supporting them "in, through and out the door" (BIG Impact Report, 2017)
- Strong track record of fundraising from diverse funding streams
- Outward Looking Culture: seeking to learn from others' best practice
- Accessible location
- Excellent local reputation.

WEAKNESSES

- Challenge of maintaining current funding level with limited staff time for fundraising
- Limited Individual Giving, mainly connected to one fundraising contact (Mike Wilson)
- Limited profile of organisation outside of Lewisham
- Limited strategy and joined up practice around promoting youth leadership within the organisation
- No current delivery with 3-8s age group, only limited project-based funding for this work
- Community links are project-based, and therefore at risk of cooling if not regularly drawn upon

OPPORTUNITIES

- Invest in expanding individual and corporate fundraising
- Invest in sharing our practice more widely across the sector
- Better articulation of our core values, ethos, methods and impacts (From BIG Impact Report, Recommendation 2)
- Set out practice and aspirations around young people's leadership (BIG Impact Report, Recommendation 3)
- Increased collaboration and peer exchange (BIG Impact Report, Recommendation 4)
- Consider ways to further develop community links (BIG Impact Report, Recommendation 5)
- Seek dedicated funding and staffing for provision for ages 3-8. (From BIG Impact Report, Recommendation 6)

THREATS

- Limited office space restricting efficiency as organisation grows
- Lack of succession planning for both leadership and programme management staff
- Lack of staff capacity to focus on ambitious strategic organisational goals

KEY PERSONNEL

Council of Management

LYT's Council of Management (Board of Trustees) is made up of:

Genine Whitehorne (Acting Chair): Commissioner, NHS England

Tom Toomse-Smith (Treasurer): Accountant, Financial Reporting Council

Dani Moseley (Secretary): Professional Actress, Writer & Model

Grahame Anderson: Barrister

Jamiel Thomas: Software Developer

Cllr Stella Jeffrey: Lewisham Councillor for Lewisham Central Ward

LYT Staff

Artistic Director: Helen Stanley

Helen provides the key artistic vision and leadership for the organisation. She particularly leads in the delivery of the Senior Youth Theatre and the Early Creativity programme

Executive Director: Victoria Shaskan

Victoria provides operational leadership for the organisation, with responsibilities for strategic planning, fundraising, financial management, policy development and implementation.

Participation Programmes Manager: Sheryl Malcolm

Sheryl manages and delivers on all youth theatre projects, with particular responsibility for recruiting and supporting members in need. Her post is funded by Children in Need.

Programmes Administrator: Charlie Risius

Charlie Risius manages the organisational and programmes administration, including bookkeeping, managing office systems and running LYT's volunteering programme. He also provides pastoral support to the groups and delivers on workshop projects.

Technical Theatre Programmes Manager: Louise Balhatchet

Louise manages and delivers the technical theatre programme. She also stage manages and supports the Technical Crew on LYT's productions.

Step Up Programmes Manager: Sophie Ellerby

Sophie manages and delivers the Step Up programme, including recruiting and mentoring participants.