

MAYOR AND CABINET			
Report Title	The Transfer of Lewisham Music Service		
Key Decision	Yes	<i>Item No.</i>	
Ward	All		
Contributors	Executive Director for Children and Young People and Head of Law		
Class	Part 1	<i>Date:</i>	7 September 2016

1 Summary

- 1.1 In January 2016 the Mayor and Cabinet agreed that in order to safeguard music education for young people in Lewisham the preferred option is to spin out the Music Service into a charitable trust. It was also agreed that the outcome of the consultation on this proposal, a business case for the transfer, and budget and governance plans would be brought to a future Mayor and Cabinet meeting (see Appendix 1).
- 1.2 This paper sets out the background and rationale for the Music Service's proposals to spin out of Lewisham Council from April 2017 and transfer its operations to a charitable entity, *Lewisham Music* (working title). The background documents include a link to the 13 January 2016 Mayor and Cabinet report, a report on the consultation with users, stakeholders and staff carried out between 11 May and 7 June 2016, a business case for the transfer of the Service, a table analysing the advantages and disadvantages of different charity models, and a risk register.

2 Purpose

- 2.1 The purpose of this paper is to seek agreement from the Mayor to take forward the transfer proposals to the next stage.

3 Recommendations

- 3.1 The Mayor is recommended to:
- 3.1.1 Note the responses from users, stakeholders and staff from the consultation about the future of the Music Service which overwhelmingly support the Service's proposal that it becomes an independent charity (see section 6 and Appendix 2).
- 3.1.2 Agree the business case for the transfer of the Music Service to charitable status (see Appendix 3).

- 3.1.3 Note that the Music Service is a named resident organisation in the Fellowship Inn development proposed by Phoenix Community Housing and supported by the Heritage Lottery Fund (see 10.2 and 10.3).
- 3.1.4 Support the setting up of a new charity, *Lewisham Music* (working title), in anticipation that once established Lewisham Music Service transfers into this new organisation.
- 3.1.5 Comment on the proposed governance structure for *Lewisham Music* (see section 7).
- 3.1.6 Note that a final decision on the future of the Music Service will be made at a Mayor and Cabinet meeting in January 2017 or as soon thereafter as possible, on presentation of a Business Plan for *Lewisham Music* and details of the transfer terms.

4 Background

- 4.1 Lewisham Music Service has delivered music education services to schools and young people on behalf of Lewisham Council since 1999. In past years Council financial support has been provided for premises and pupil fee concessions, but since 2011 the Council has provided only in-kind support for the Service through the provision of administration and management services including HR, finance, payroll, IT and office space at Laurence House.
- 4.2 Since 2012 the Service has taken on the additional role of operating as a music education hub financed with Department for Education (DfE) funding administered by Arts Council England (ACE). Lewisham Music Service and Hub, which connects up a network of over 25 partner and associate organisations with all Lewisham's schools and academies, has consistently received a 'minor risk' rating from ACE, the highest endorsement it can receive.
- 4.3 Survey data from 2014/ 2015 shows that 95% of parents and carers and 100% of schools would recommend the services of Lewisham Music Hub to others. 95% agree that the Hub offers high quality music learning.
- 4.4 The ACE music education hub grant for Lewisham for 2016/2017 is £403,894. This is provided in full to Lewisham Music Service. The Service receives no other core grants. No announcements have yet been made about funding beyond 31 March 2017. It is expected that the DfE will decide on future music hub funding in autumn 2016.
- 4.5 The Service and its hub partners deliver music learning to over 6,000 children and young people each week. The hub also supports an extensive project and live events programme which this year saw 3,250 children perform to 5,000 audience members in a range of regional and local venues including the Barbican Centre, Broadway Theatre, Blackheath Halls and local schools.

- 4.6 There are further details about the work of the Music Service and Hub in Appendices 1 and 3, and on its website www.lewisham.gov.uk/musichub
- 4.7 An item on the future of the Music Service will be included in the CYP Select Committee agenda on 12 October 2016.

5 Policy Context

- 5.1 The proposals within this report are consistent with the Council's corporate priorities as set out in the Borough's Sustainable Community Strategy 2008-2020. In particular, the proposals relate to the Council's priorities regarding
- community leadership and empowerment
 - young people's achievement and involvement
 - protection of children
 - caring for adults and older people
 - inspiring efficiency, effectiveness and equity.

The proposals are also in line with the Children and Young People's Plan 2015-18 and the four outcomes of building child and family resilience, being healthy and active, raising achievement and attainment, and staying safe. The objectives and performance measure for children and young people's engagement with music is children's musical engagement is captured within priority aim HA6 (encouraging access to and usage of culture, sport, leisure and play activities).

- 5.2 A detailed business case for the proposed transfer of the Music Service to charitable status has been prepared in consultation with the Transfer Steering Group and Music Hub Strategy Board (see Appendix 3). Officers propose that this is the best option in order to safeguard the future of the Service and create a sustainable organisation that will continue to deliver high quality music education for young people. A new structure also creates the potential to offer cultural enrichment to borough residents of all ages.
- 5.3 The benefits for both users and the Council are summarised in the business case and are as follows:

Residents, schools and stakeholders	
Strategic benefits	<i>Sustainable future for diverse and affordable music education services and cultural opportunities. Scope for developing new musical and cultural initiatives e.g. music for families and communities.</i>
Financial benefits	<i>Charitable donations and tax reliefs to support under-represented and disadvantaged groups. Charity tax reliefs and new funding from trusts and foundations safeguards the future and support new programmes in a time of economic difficulty.</i>
Operation and delivery benefits	<i>Improved service delivery through increased flexibility and efficiency. Access to new fit-for-purpose premises.</i>

Lewisham Council	
Strategic benefits	<i>Continuation of high quality services for residents, schools and stakeholders. Positive contribution to strengthening the arts and social enterprise sector.</i>
Financial benefits	<i>Cost savings through externalisation of back office functions. Reduction of financial risk should government funding reduce or be removed in the future.</i>
Operation and delivery benefits	<i>Reduced workload for Council officers and senior managers through transfer out of workforce and governance. Desk space and storage areas freed up for other Council departments.</i>

- 5.4 Subject to continued ACE funding and ACE's acceptance of its business plan, it is anticipated that *Lewisham Music* will take over the Music Service's current role as lead organisation of Lewisham's music education hub. ACE already supports many independent music services and hubs which have transferred out from local authorities across England; the Music Service's ACE relationship manager has indicated support for the Lewisham transfer proposal.
- 5.5 Following an options appraisal by the Music Service's legal team (Bates Wells Braithwaite (BWB)), Music Service officers recommend Charitable Incorporated Organisation (CIO) as the most appropriate model for the new charity. See Appendix 4 for a comparison of charity models. The CIO Foundation Constitution model is recommended, where the only voting members are the charity trustees (see section 7).

6 Consultation

- 6.1 A consultation with staff members, users, stakeholders and partners was conducted through the Council's uEngage portal from Wednesday 11 May to Tuesday 7 June 2016. An information paper provided details on the Music Service's proposals. The questions that followed gave an opportunity for respondents to comment on current provision and on the charity transfer plan, as well as a chance to offer up any alternative options to those put forward in the paper. The staff information paper also included the staff structure and Lewisham Council TUPE guidelines.
- 6.2 Representatives of the Council recognised unions (Unite, Unison, GMB, and NUT) were informed of the consultation and discussion meetings. NAS/UWT, NAHT, Musicians' Union and Incorporated Society of Musicians representatives were also informed.
- 6.3 The consultation was promoted by the Music Service through its website, the music hub e-newsletter, social media systems, and by email directly to all staff, Lewisham schools, music hub partners and parents and carers on its database. Information was also circulated to school headteachers and governors via the School Improvement Team's Weekly Bulletin.
- 6.4 The Head of Service attended a meeting with Lewisham's Young Advisers to talk through the proposals. The Young Advisers group publicised information about the consultation through social media.

- 6.5 Drop-in consultation meetings were held on 21 May and 26 May and staff members, users and stakeholders were all invited. There was a booking system in place for face-to-face meetings with the Head of Service. Overall, 2 parents and no members of staff attended, and no face-to-face meetings were requested.
- 6.6 The Council's CYP communications team prepared a press release and social media campaign to help disseminate information about the consultation to a wider audience in the borough including through the Lewisham Life e-bulletin.
- 6.7 It was made clear in the consultation discussions and in the documentation made available to respondents that the proposal to explore options on transferring out of the Council was being led by the Music Service with the support of officers and Mayor and Cabinet and that it was not as a result of Council or government funding cuts, or imposed strategic or operational changes.
- 6.8 75 responses were received as follows:
Staff: 16
Schools: 14
Parents and carers: 25
Pupils: 2
Hub partners and associate organisations: 10
Other: 8
- 6.9 Responses to the consultation indicate that 63% of users and 69% of staff support the transfer plan. 25% of users and 25% of staff neither agree nor disagree with the transfer proposal. There was disagreement from 12% of users and stakeholders and 7% of staff members who expressed concerns about additional costs as well as their belief that the music education should be the responsibility of the local authority and not that of an independent charity.
- 6.10 97% of users and stakeholders and 100% of staff members agree that Lewisham Music Service provides and supports a diverse range of high quality musical activities.
- 6.11 See Appendix 2 for the full consultation report.

7 *Lewisham Music's governance structure*

- 7.1 The charity model will be a Charitable Incorporated Organisation (CIO) (Foundation Constitution model)
- 7.2 The charity will be governed by a board of voluntary trustees. The minimum number of trustees will be 3 and the maximum number will be 12.
- 7.3 The governance structure and details of trustees' responsibilities will be set out in the charity's Constitution which will form the basis of the application to the Charity Commission following approval by Mayor and Cabinet of the

recommendations above (3.1). This has been drafted by Bates Wells & Braithwaite (BWB), a legal firm with a great deal of experience of transfer of Council services, including music service transfers.

- 7.4 The trustees will be the only voting members. Trustees will be responsible for all aspects of the operation of the charity.
- 7.5 The Chief Executive (currently the Head of the Music Service) will be permitted to attend board meetings but will not be a voting member of the charity.
- 7.6 The Constitution allows for the trustees to set up sub-committees and advisory groups as required.
- 7.7 The objects of the Charity are for the public benefit:
- (i) to advance education particularly (but not exclusively) in relation to music;
 - (ii) to advance the arts and culture, particularly (but not exclusively), by promoting and facilitating access to, performances of, and participation in performances of, music;
 - (iii) to provide for the recreation of members of the public by providing equipment, facilities and services to them in the interests of social welfare with the object of improving their conditions of life.
- 7.8 A volunteer Shadow Chair has been engaged to help the Music Service set up the new charity. Two additional trustees have come forward and are willing to be named trustees on the application to Charity Commission. Further trustee recruitment will proceed in Autumn 2016 subject to approval by Mayor and Cabinet of the recommendations in this paper (3.1). The recruitment process will aim to attract a range of committed and dedicated trustees with a variety of skills and experience in legal, business, charity, arts, marketing, education, finance, HR, community engagement and other relevant areas.

8 The transfer process

- 8.1 Subject to Mayor and Cabinet approval of the recommendations above (3.1) and final agreement to proceed with the transfer (January 2017), the Music Service aims to transfer out of the Council from April 2017.

9 Transfer of Undertakings (Protection of Employment) (TUPE)

- 9.1 The Music Service's team of 58 music tutors (hourly paid as is the norm for this such members of staff) is supported by 3 senior music education managers (1fte and 2pte), 1 business support manager, and 1fte and 2pte officers who support the programmes. Of the Music Service's 65 members of staff, a total of 3 are on full-time contracts. The management, business, administration and support team equates to an equivalent of 5.4 full-time posts. The music tutor team equates to an equivalent of 20 full-time posts

based on the estimated music tutor work programme for 2016/2017 (see staff structure chart in Appendix 1).

- 9.2 All Music Service members of staff who are contracted to the Service at the time of transfer will be given the opportunity to transfer to the charity. Their working hours, contracts, rates of pay, pension entitlements and terms and conditions of employment will transfer across in accordance with legal TUPE regulations and LBL TUPE policy guidelines.
- 9.3 As part of the TUPE process, staff members and unions will be further consulted prior to transfer on the details of the 'spin out' and the proposed TUPE measures.

10 Premises and assets

- 10.1 The Music Service has no premises of its own. Office space is provided by the Council in Laurence House as part of its in-kind support. Premises are hired as required from schools and community centres for instrument storage, performances, projects, holiday courses, and weekly after school groups, borough ensembles, Saturday Music Centre and holiday courses.
- 10.2 Lewisham Music Service and Hub is a named resident organisation in Phoenix Community Housing's Heritage Lottery funded re-development of the Fellowship Inn in Bellingham. The target completion date is Spring 2018. The refurbished premises will provide rehearsal, studio, examination centre, administration, storage and meeting spaces. The building will also have two large performance spaces available for live events and projects. These premises will give the new organisation an opportunity to play a major role in the cultural life of Bellingham and the surrounding area. It will work with local partners to apply for new funding streams to support music and arts programmes for community groups such as families, early years and the elderly. There will be cost efficiencies in relocating some after school programmes to the Fellowship from hired premises elsewhere in the borough. The building will also provide an opportunity for income generation through the hiring out of spaces to external providers such as schools, community groups and training organisations. ACE officers are aware and supportive of these proposed developments.
- 10.3 The Fellowship Inn premises would provide an excellent base for the Music Service's operation both as a Council service (if the transfer did not take place) and if it transferred out to *Lewisham Music*. However, the new opportunities presented by the premises would be maximised by charitable status: greater access to funding streams for community activity would permit the development of a wider range of cultural opportunities through partnership working with organisations such as Phoenix Community Housing and Bellingham Community Project.
- 10.4 Should the transfer take place, temporary alternative premises for the Music Service's administration and management teams will be required from April 2017. The service has applied for space at one of the new Lewisham Dek

developments. Some or all of the services provided 'in-kind' by Lewisham Council will need to be externalised by April 2017 including HR, IT, payroll and finance management. Details of these arrangements will be provided for Mayor and Cabinet in January 2017.

- 10.5 The Music Service will request Mayor and Cabinet in January 2017 for permission to transfer to the new charity its large collection of music instruments and equipment, and its music library (sheet music and curriculum resources).

11 **Alternative options**

- 11.1 Alternative options to the transfer proposals have been considered in the planning process to date.
- 11.2 The first alternative of remaining as a Council service has been dismissed because it impedes access to alternative funding in an uncertain and changing financial climate where diversification of income streams is likely to be essential if services are to be maintained and developed.
- 11.3 The second option that has been considered is a merger with an external organisation. Some music services in England work across two or more designated geographical areas. However, no offers for mergers from neighbouring borough music services or hubs have come forward. The Music Service will continue to be a member of the South Riverside Music Partnership (Lambeth, Royal Greenwich and Southwark music services and hubs, London Philharmonic Orchestra, Trinity Laban) and it will continue to explore with partners where areas for collaboration are in the best interests of staff, schools, users and stakeholders. Officers consider that should the Service become an independent organisation operating outside the local authority sector, it can develop appropriate partnerships and collaborations with more freedom and autonomy. Whilst it is not ruled out that strategic alliances and mergers may be in the Service's best interests in the future, officers consider that at this stage the additional complications of managing a formal partnership or merger would make transferring out of the Council an unmanageable process.
- 11.4 Thirdly, some music services have merged with local arts organisations or have been absorbed by private sector or social enterprise companies that provide public services, such as those that manage leisure services. Information received about music services operating in this way suggests that music services do not always have the independence they need to develop their work and they can also be required to deliver profits for the parent company. This can have a negative impact on the cost and quality of the services provided. From the discussion meetings that have been conducted, officers believe not-for-profit charitable status is preferred by our schools, users and partners and will help build confidence and support for the new organisation.

11.5 The strengths, weaknesses, opportunities and threats (SWOT) of a range of alternative options are set out below. The preferred way forward is for the Service to transfer out of the Council to charitable status.

Option	Remain within Council	Merge with another music service or hub	Transfer to, or partnership with private sector or social enterprise companies	Transfer to independent charitable status
Strength	Status quo for staff and stakeholders.	Partnership with and support of another borough organisation may reduce risk of failure.	Partnership and support of a larger organisation may reduce risk of failure.	Independence, new markets, new finance, and new governance.
Weakness	Limits capacity to deal with change and future not guaranteed. Inability to access a wide range of external funding.	Reduced autonomy and control through shared governance.	Reduced autonomy and control through shared governance.	Costs of externalised business services and public sector staff contracts.
Opportunity	Stability.	Economies of scale.	Economies of scale.	New delivery models and cost efficiencies.
Threat	Stagnation and lack of resilience.	Loss of local identity and sense of ownership for the borough's residents. Erosion of stakeholder confidence and buy-in.	Exposure to alternative agendas (e.g. profit-driven services). Loss of identity. Erosion of stakeholder confidence and buy-in.	Risk of failure if fund-raising strategies are inadequate.
Preferred option	X	X	X	✓

12 Risk analysis

12.1 A full risk register has been opened for the transfer plan (see Appendix 5).

12.2 A summary of the major risks is as follows:

- (i) the transfer cannot take place due to the charity trustees and the Council failing to agree on transfer terms;
- (ii) DfE funding for music hubs is withdrawn or reduced;
- (iii) ACE fails to approve the transfer of the Lewisham hub grant from the Council to the charity;
- (iv) the demand for music services reduces and income falls as a result of diminished reputation of the service following transfer.

13 Legal implications

- 13.1 The Music Service, which is provided by the Council to schools and young people in the borough, is a discretionary service. As set out in the Report it receives central government funding through ACE and charges schools, parents and organisations for instrumental lessons and music ensembles.
- 13.2 This Report follows a previous Report to Mayor and Cabinet on the 13th January 2016 when the Mayor agreed to a consultation exercise on the proposal to spin out the Music Service and for officers to bring back the outcome of such consultation and at the same time provide a business case, budget and governance proposals for the Mayor to make a decision as to whether the spin out should proceed.
- 13.3 This Report and its appendices sets out the responses to the consultation and the information required by the Mayor referred to at 13.2 above. It is now for the Mayor and Cabinet to review the information provided and having regard to the consultation responses decide whether to agree with the Recommendations at 3.1 above.
- 13.4 The Music Service has obtained external legal advice upon the most suitable governance structure for the new externalised service and the recommended option of a CIO in paragraph 7 of the Report complies with the criteria for a CIO. This compliance will be further tested by the Charity Commission who have responsibility for charitable organisations in the United Kingdom and register and regulate the same. The Charity will have to provide annual information to the Commission which has wide powers to intervene in the affairs of a charity where things have gone wrong.

Equalities Legislation

- 13.5 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 13.6 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 13.7 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 13.6 above.

- 13.7 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 13.8 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>
- 13.9 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- [The essential guide to the public sector equality duty](#)
 - [Meeting the equality duty in policy and decision-making](#)
 - [Engagement and the equality duty: A guide for public authorities](#)
 - [Objectives and the equality duty. A guide for public authorities](#)
 - [Equality Information and the Equality Duty: A Guide for Public Authorities](#)
- 13.10 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:
<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

14 Financial implications

- 14.1 The Music Service is on target to deliver a balanced budget for 2016/2017. The ACE grant for this period is £0.4m. Forecast turnover is £1.25m. Forecast earned income from schools is £0.65m (54% of turnover) and from

parents, instrument hire, partners, projects and events, and CPD £0.08m (7% of turnover).

- 14.2 There is a risk that the financial support from the Arts Council England (ACE) could reduce in the future which depending on the size of the reduction may create operational difficulties for the music service. This would be no different which ever type of organisation is running the service.
- 14.3 The costs of transfer will be borne by the Music Service's ring-fenced 'carry forward' fund. £11,500 has been set aside for consultants' fees, training, graduate trainee costs and legal expenses in the current financial year. Forecast spending for the 'spin out' in April 2017 is estimated at £45,500 for consultants' fees, legal fees and training. £10,000 has been set aside for possible Council costs (HR and legal).
- 14.4 The music service currently receives the benefit of corporate services from the Council. These are estimated to cost £0.09m. This covers services such as legal finance, HR and property costs. The charity will be a self-funding entity and the new charity will need to meet the cost.
- 14.5 As an Admitted Body to the Local Government Pensions Scheme the Council Actuary has estimated the employer contribution rate that the new service will need to pay into the Lewisham Pensions Fund is 26% of their payroll. It was also estimated that should the service default and/or incur redundancy costs, the amount to be covered by a bond, the minimum amount of cover, based on an 80-85% risk, is £169,000.
- 14.6 There are no capital implications arising from this report.

15 Crime and disorder implications

- 15.1 There are no crime and disorder implications to the transfer proposal.

16 Equalities implications

- 16.1 *Lewisham Music's* Business Plan will set out its objectives with regard to maximising access for children and young people with SEN/D, and those from disadvantaged groups and their families, whilst access to progression routes and pathways for advanced young musicians with interests and skills in all musical genres will be maintained and developed. Its aims and values will maintain the Music Service's beliefs in the value and importance of 'music for all' and the role of music in celebrating cultural diversity and valuing cultural identity. The Business Plan will be presented to Mayor and Cabinet alongside a final report and transfer terms in January 2017.

17 Environmental implications

- 17.1 There are no environmental implications to the transfer proposal.

18 Conclusion

- 18.1 Lewisham Music Service and CYP officers believe that charitable status will enable the Music Service to maintain and develop its services for schools, children and young people in a sustainable way, enhancing creativity and value, as well as offering new opportunities for new users. It will extend the Service's ability to work closely with new and existing partners as well as engage with emerging new strategic directions across London and beyond.
- 18.2 The proposed transfer will facilitate access to new funding streams, improve resilience to the inevitable strategic and financial changes within the cultural and educational sectors, and give the Service the freedom to re-structure services and operations as required in order to maintain the provision of high quality services to its users.
- 18.3 These proposals will not lead to a reduction in services to schools nor will they disrupt children's learning out of school. The terms of the transfer will safeguard employment terms and conditions for current members of staff.
- 18.4 The launch of *Lewisham Music* will be a new and exciting chapter in the Service's 17 year history. Council support for the transfer will be crucial to its success. Music Service officers are confident that the Mayor and Cabinet, councillors, Council staff and Lewisham residents will welcome and support the transfer of its work to *Lewisham Music* which they believe will be a thriving, successful and sustainable organisation with a long and exciting future.

Background Papers

1. Mayor and Cabinet paper 13 January 2016
<http://councilmeetings.lewisham.gov.uk/documents/s40794/Music%20Service.pdf>
2. Consultation report
3. Business case for the transfer of Lewisham Music Service to charitable status
4. Charity models
5. Risk Register

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