

Email 12 July 2017

Dear Peter

Thank you for taking part in our recent progress meeting. I'm writing to outline the development areas that we would like Lewisham Music to address during the 2018–20 funding agreement negotiation period and in your mandatory documents:

Music Education Hub delivery

You deliver consistently well against the core and extension roles outlined in the National Plan for Music Education. A varied programme is underpinned by a thorough understanding of available resources/facilities/partnerships and how they can contribute to a broad offer for CYP. A strongly collaborative network of artistic, community, Local Authority, and school partnerships has been key to driving an often innovative approach to delivery. This includes:

- (1) High quality performance platforms including the Lewisham Music Gala, Lewisham Live, and Turning of the Year
- (2) Ensembles, courses, and project/learning opportunities cover a range of musical styles and are accessed by CYP in school and out-of-school settings.
- (3) Opportunities for cross art-form, creative, and digital learning are supported by the Lewisham Live partnership, and by involvement in the SRMP delivered Animate programme.
- (4) Valued networking/training opportunities for school-based music teachers and co-ordinators. You also offer school visits and 'auditing' of music provision, and have an increased focus on how you can best support national curriculum delivery.
- (5) Proactive support for harder to reach groups including via direct programming i.e. support for looked after children with Lewisham's Virtual Head teacher, and a planned local programme in Bellingham which will target provision at an area of high need and low engagement.
- (6) A consistent approach to SEN/D delivery underpinned by practical partnerships, including with schools.
- (7) There is a thorough approach to understanding and responding to local need, based on research, consultation, and feedback processes via a range of stakeholders. The move to independent status is also broadening and deepening opportunities for community engagement.

As a new organisation, you have outlined a clear programme of specific priorities / areas of focus which will be relevant to your 2018-20 business plan. They include:

- (1) Diversifying school programming, in order to further extend coverage, respond to the risk around funding, and to reflect the needs of CYP
- (2) Ensuring that CYP continue to be able to access a wide range of musical styles, including by broadening provision and establishing new partnerships
- (3) Strengthening continuation and progression rates including in singing
- (4) Strengthening and diversifying the music education workforce

- (5) Establishing the Fellowship Inn as a centre of operation and developing new delivery areas as a result (including an enhanced early years offer, and more activity for 14-19 year olds for example)
- (6) A continued commitment to supporting and contributing to local and regional arts/creative initiatives, notably Lewisham Live, and Cultural Education Challenge activity
- (7) You have referenced an ongoing commitment to the opportunities offered by the SRMP – plans for this group going forward should be included in your 2018-20 Business Plan.
- (8) We also suggest that you review your approach to collecting data which will support your capacity to describe the reach and impact of your offer.

Financial viability

As a new organisation, you are transitioning to new financial and management processes. You are nevertheless in a stable financial position with healthy reserves, and appropriate financial controls are in place. You continue to ensure that at least 80% of Arts Council funding is directed at frontline delivery. Income is secured from a variety of sources, including from schools and parents. You have identified a need to enhance your fundraising capacity and appropriate plans are in place to support this, including at board level. You regularly support applications to Grants for the Arts from other local deliverers as a named partner. Collaboration with partners in order to identify gaps in provision and fundraise collectively should be a continued focus.

You have identified a risk around school funding, with Lewisham schools anticipating a decrease in their budgets and altering the ways in which they want to engage with your programmes. Plans to mitigate against this risk are clearly considered in your stated objectives and delivery is likely to benefit from strong school relationships. This should be reflected in a school engagement plan as part of your 2018-20 Business Plan.

Leadership, governance and management

There are no immediate plans to change the governance structure of the Hub which has a relatively new Board of Trustees. This group will expand to 8 or 9 members by 2018, and there is clear thinking around recruitment and about the kinds of skills which would best support ongoing development. Plans to re-establish the Hub Steering Group in order to provide oversight and advice around delivery are appropriate and likely to provide the management team with strong support. A potential decision-making role for CYP should be considered.

Delivery is driven by a skilled management team, and by strong and collaborative cross-sector partnerships. You continue therefore to be in a good position to identify and respond to the changing needs of the borough and to opportunities which present themselves. You have identified management/staffing as a risk, including around contracting arrangements and about ensuring that there is sufficient capacity to deliver against your objectives. You have suggested that this is an area around which you are interested in securing external support/input.

We are keen to see the profile of the Hub raised more widely through continued involvement in national and London wide initiatives where appropriate.

Arts Council England's approach to supporting Hubs is outlined in our Ensuring Quality document. We plan to enhance our offer with opportunities for all Hubs to engage in the Peer Development Programme and with Peer Mentoring. We ask that all Hubs consider these opportunities as part of their on-going development. Further information will be shared in July.

When you submit your mandatory documents for the 2018–20 period, we expect them to clearly demonstrate your approach to meeting the expectations of Hubs and to address any ongoing issues raised in the progress meeting. It is also very important that you express how the core and extension roles will be delivered, and what your key performance indicators (KPIs) are. For Hubs where serious concerns remain, we may choose not to offer a two year funding agreement and we may also consider a Transfer of Leadership. We will be in touch on 12 July 2017 with further guidance.

As ever, please do get in touch if you have any queries or I can offer any support.

Best

Maria

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