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**ARTS COUNCIL
ENGLAND**

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Lewisham Music

A Report for Lewisham Council's CYP Select Committee

Implementation of new trust arrangements

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1. Summary

1. This paper provides information about the implementation of the transfer of Lewisham Music Service & Hub to charitable status, together with an outline report of the operation of the new organisation, Lewisham Music, since its inception on 1 April 2017.

2. Background

- 2.1. The transfer of the Music Service took place on 1 April 2017. It came about as a result of a detailed and rigorous process from 2015 to 2017 which included implementation of Mayor and Cabinet recommendations in a series of reports (13 January 2016, 7 September 2016, and 11 January 2017), consultation with staff and stakeholders, establishment of a board of trustees, registration of Lewisham Music with the Charity Commission and completion of the TUPE (Transfer of Undertakings (Protection of Employment)) process.
- 2.2. Arts Council England (ACE), the Music Service & Hub funding body, expressed support for the transfer plan and the process was also approved by Lewisham Music Service & Hub's Advisory Board. Agreement for ACE funding to transfer in full to Lewisham Music was secured on 17 March 2017.

3. The transfer process

- 3.1. The transfer agreement documents the details of the transfer which include legal, financial and pension arrangements.
- 3.2. Lewisham Council has provided a number of guarantees which have enabled the trustees to manage business and financial risks. These are set out in the transfer

document and include pension scheme admission costs, exit costs and potential redundancy costs.

4. Governance

- 4.1. Lewisham Music's board of trustees is registered with the Charity Commission. The Constitution provides for a maximum of twelve trustees with a quorum of two. The trustees oversaw the transfer. The trustees are as follows:

Frank Doran, Retired MP and lawyer (Chair)

Carolyn Unsted, Education Adviser to DfE and former Lewisham Headteacher (interim Chair)

Greg Shea, Business Consultant

Dr Esther Cavett, Lawyer and Musician (left the Board on 14 July 2017)

- 4.2 Three new people with skills in strategic development, community engagement, business, finance, and arts organisation administration are expected to join the Board in September 2017. The Board will continue to look for more trustees to extend the available range of skills and experience further including members that reflect the cultural diversity of Lewisham borough's resident population.
- 4.3 The Hub Advisory Board has been reconvened and will meet on 4 October 2017. It comprises representatives from schools, higher education, partner organisations and the community including headteachers, music teachers, and music and arts practitioners. It is anticipated that parents and young people will join in due course.
- 4.5 Other representative groups will include youth- and parent-led support groups for out of school centres and ensembles, together with a new 'Friends' group for Lewisham Music to help with fund-raising and to provide voluntary support.

5. Programmes and services for schools

- 5.1 Lewisham Music continues to provide individual, group and whole class vocal and instrumental lessons for children in schools, as prescribed by ACE music hub core and extension roles. Approximately 1,600 pupils learn in individual and small group lessons and over 3,000 pupils learn in whole class and ensemble groups.
- 5.2 Lewisham Music's Singing Leader visits schools to lead rehearsals for choirs and vocal ensembles taking part in projects and performances, as well as providing training for music teachers and vocal specialists.
- 5.3 Lewisham Music's Schools Leader leads regular meetings with school leaders about music provision within and outside the curriculum. Our audit service helps school senior leaders assess provision and plan for future development of music opportunities within their school community.

5.4 Since the transfer, school programmes have been maintained at 380 hours per week and an additional 25 hours per week of provision has been requested by schools for the Autumn term.

6. After school and Saturday Centre

6.1 100 pupils attend weekly after school ensemble sessions as members of Lewisham Schools Brass and Concert Bands, and Lewisham Youth Choir. In addition we run instrumental ensembles in 10 schools. At the Saturday Music Centre (based at Prendergast Vale School) pupil numbers have risen to 200. Pupils receive tuition on a wide range of instruments as well attending a diverse range of around 20 different instrumental and vocal groups, from samba, rock, jazz and folk to orchestra and choir.

6.2 75 children took Associated Board grade examinations in July 2017 in association with The Conservatoire in Blackheath.

7. Summer term projects and events

7.1 Concerts for schools and Lewisham Music ensembles in the Summer term included the biennial Summer Music Gala at the Royal Festival Hall in which over 800 children and young people from 25 schools performed to an audience of 1,200 people. Guests included the Mayoress, councillors, our Arts Council representative, headteachers and leaders of hub partner organisations. A DVD of the event has been produced and circulated to schools, participants and guests.

7.2 Two courses took place during the summer half term for orchestral and rock and pop musicians age 9 to 16.

7.3 Led by our Singing Leader, a new choir was established at Blackheath Halls, Lewisham Youth Choir in May. Formed from 40 KS2 and KS3 children from 6 different schools, the choir took a leading role in the Blackheath Community Opera in July. The singers have also been invited to perform in the Multi-Story Orchestra BBC Prom at the Peckham Car Park on 26 August. The choir will continue with weekly rehearsals next term with a concert scheduled for 16 December.

7.4 Overall, 3,950 Lewisham pupils performed in Lewisham Music Service & Hub and Lewisham Music concerts and projects to 5,650 audience members in 2016/17.

8. Partnerships

8.1 Lewisham Music Service & Hub's partner organisations have expressed their commitment to continue to work with Lewisham Music in its role as music education hub for Lewisham. They include Centre for Young Musicians, Goldsmiths, Heart n Soul, Horniman Museum & Gardens, Lewisham Education Arts Network, London Music Fund, London Symphony Orchestra, Midi Music Company, Sound Connections, and the South Riverside Music Partnership (Greenwich, Lambeth, Lewisham Music and Southwark Music Hubs, London Philharmonic Orchestra, and Trinity Laban Conservatoire of Music & Dance).

- 8.2 Lewisham Music is a member of the Bellingham Arts Regeneration Group, part funded by A New Direction. Other partners include Greenwich and Lewisham Young People's Theatre, Lewisham Education Arts Network, Phoenix Community Housing and Trinity Laban. With a focus on activities at The Fellowship in Bellingham (our new home from summer 2018), this initiative will result in the development of the new young cultural leaders for South Lewisham able to initiate and promote greater cultural engagement for young people in the area.
- 8.3 Lewisham Live is an annual music and dance festival which takes place each spring term. It is run by a steering group representing around 10 local venues and arts and youth organisations including Lewisham Music, Trinity Laban, Lewisham Education Arts Network, The Albany and the Young Mayor's Team. In recent years the festival has been successful in securing funding from ACE to develop its reach and creative programming. Another funding application has been submitted to ACE for support for an ever bigger and more diverse festival in March 2018.
- 8.4 Lewisham Music aims to be a major player in Lewisham Council's 'London Borough of Culture' bid.

9. Business Plan

- 9.1 ACE has approved the February 2017 version of our Business Plan. A revised Business Plan will be prepared this Autumn as part of the process for the securing of ACE funding from 2018 to 2020.
- 9.2 Lewisham Music has been admitted into the new ACE mentoring and peer development schemes. This will help us develop our organisation through sharing and reflecting upon the issues we face with other independent music hubs from around the country.

10. Data and KPIs

- 10.1 Pupil data is currently being collected from schools and partner organisations and includes pupil numbers in lessons and ensembles by gender and age, types and numbers of ensembles across the borough, numbers of SEN and Pupil Premium pupils accessing services, and numbers and types of opportunities for children and young people to experience high quality music making. Partners provide financial information about how their funding is used to support and enhance music making in Lewisham. We also collect feedback on schools, parents and partners views of Lewisham Music's work, its quality and value for money.

11. Staff

- 11.1 It was included within the TUPE Measures that it may be necessary to review the staff structure and look at discretionary payments to staff for economic, technical and/or organisational reasons. No staff consultations have yet taken place, but it is anticipated that, as a result of a vacancy in the senior management team, a management re-structure will be outlined in the autumn term 2017 with a review of other staff contracts, terms and conditions in 2018.

11.2 8 new music tutors were recruited in July 2017 to replace tutors who have left the organisation.

12. Finance

12.1 Charges for schools and parents have been maintained at 2016-2017 levels with one rate of charge now applying to all types of schools which are entitled to benefit from our services under ACE grant conditions (see Appendices 1, 2 and 3).

12.2 Demand for provision of music services in schools remains high. The potential risks posed by the new requirement for schools to pay in advance and/or reduction in demand for our services on account of school funding difficulties have not as yet materialised.

12.3 The ACE process for approval of funding for 2018 to 2020 is underway and will be completed by January 2018. New funding agreements will be finalised by 16 February 2018. ACE has provided a review of the plans we have already put forward within stage one of the process (see Appendix 4).

12.4 We are forecasting a reserve of at least £85,000 for the charity at the end of this financial year. Building up an adequate reserve is required by the Charity Commission.

12.5 The finance summary below is from our ACE approved budget plan:

Forecast income 2017-2018	
ACE music education hub grant	£396,890
Schools	£532,680
Parents and carers	£59,198
Instrument hire	£98,392
Performances and projects	£15,000
Partners (including in-kind)	£22,100
Other (including donations and 16/17 budget surplus)	£165,426
TOTAL INCOME	£1,289,686
Forecast 'front-line' expenditure 2017-2018	
Programme delivery (staff costs)	£736,153
Resources, premises	£42,971
Instruments	£23,899
Training and tutor support	£50,919
Performances and projects	£62,755
Fee concessions and bursaries	£14,000
TOTAL	£930,697
Forecast 'back office' expenditure 2017-2018	
Staff	£134,252
Administration, business support and development	£56,274
Contingency and reserve	£103,436
TOTAL	£293,962

TOTAL EXPENDITURE	£1,224,659
Forecast unrestricted funds to carry forward to 18/19	£65,027

13. Operations

- 13.1 The majority of LBL policies do not transfer across under TUPE. New policies have been approved by our trustees for Safeguarding, Staff Code of Conduct, Safer Recruitment, Health and Safety and for the music tutor contract policy pack which includes disciplinary, equality, and use of electronic media policies. Draft policies for all other areas of our operation will be reviewed by the trustees by the end of September 2017.
- 13.2 HR support has been purchased from an independent provider on a needs basis. We are considering whether a regular support package would provide better value for money.
- 13.3 Payroll is now administered by Moorepay. The new system has enabled our 50+ claims-based music tutors to claim online. This has proved very popular with staff.
- 13.4 New IT systems have been introduced permitting efficient working at our new office premises in The Green Man alongside the ability for staff to work remotely. We have set up a new website **www.lewishammusic.org**. There is a link through to our website from Lewisham Council's music hub webpage.

14. Future developments

- 14.1 Building work has begun at the Fellowship Inn, Bellingham which will be the new base for Lewisham Music in 2018 (scheduled July 2018). The new premises will provide rehearsal and training spaces, a recording studio, office and storage space plus access to a performance hall.

15. Conclusion

- 15.1 It is our belief that charitable status is enabling Lewisham Music 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 is extending our ability to work closely with new and existing partners as well as furthering our engagement with emerging new strategic directions across London and beyond.
- 15.2 In due course, charitable status 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. New governance arrangements have already brought about new insights and access to new areas of expertise.

15.3 The launch of Lewisham Music has been a new and exciting chapter in our 17 year history. We believe Lewisham Music is already establishing itself as a thriving, successful and sustainable organisation with a long and exciting future.

Attached background Papers

1. Charges for schools 2017-2018
2. Charges for after school groups 2017-2018
3. Charges for Saturday Centre 2017-2018
4. ACE funding agreement feedback 2018-2020

For further information or queries about this report, please contact Peter Hayward at the address above or by email peter.hayward@lewishammusic.org