

<b>Name of organisation</b>	<b>Lewisham Educational Arts Network (LEAN)</b>
<b>Date of meeting</b>	<b>13 Sept 2016</b>
<b>Names and positions of attendees</b>	<b>Jane Hendrie – Director of LEAN Andy Thomas – Cultural Development Manager, London Borough of Lewisham Nancy Stridgen – Cultural Development Officer, London Borough of Lewisham</b>

<b>Group Name: LEAN</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£28,500</b>	-	£9500	£9500	£9500
Total funding to be received 2016-17	<b>£38,000</b>	£9500	£9500	£9500	

Outcomes	<ol style="list-style-type: none"> <li>1. The arts VCS will have better policies and procedures that ensure fair and equal access to their services.</li> <li>2. The arts VCS will have access to data that shows which communities are not accessing services and use it to address needs</li> <li>3. The arts VCS will have solutions to barriers to participation and collaborate to utilise these solutions</li> <li>4. Inappropriate over representation of particular communities is addressed and an appropriate balance of participation is achieved.</li> <li>5. The arts VCS will share and use solutions to over-representation of certain groups accessing their offer.</li> <li>6. Strong networks and collaborations will be created/maintained</li> <li>7. The sector will be effectively represented and their views communicated to key decision making groups.</li> <li>8. The arts VCS have increased skills and knowledge and streamlined systems to provide a range of high quality services.</li> <li>9. More children and young people will have access to music and dance collaborative programmes.</li> <li>10. An increase in the arts offer to early years children in Lewisham</li> <li>11. Artist educators have increased skills and knowledge</li> <li>12. Lewisham is recognised as a place to participate in arts learning and a beacon of effective practice</li> <li>13. The arts VCS know about, respond to, and pursue in partnership more local and capital wide opportunities</li> </ol>				

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. 20 one to one advice sessions per year with 100 new contacts.	15	4	13	20	20	133%	5	9		180%
2. Support on funding application for Lewisham - HeadStart Big Lottery application for the arts strand. (mental health/resilience)	1	0	0	1	1	100%	-	-		Not in 2016/17
3. Deliver support on how the arts can impact on resilience.(HeadStart funded) 1 event to disseminate findings to the sector	1	0	0	0	0	Project extended to 2017	0	In Quarter 2		In Quarter 2
4. Attend Lewisham Infrastructure Group meetings (3) and community engagement events (3) to provide specialist arts knowledge to support the collaborative project to identify barriers to inclusion	3	2	3	3	3	100%	0	In other quarters		In other quarters
5. 1 YAN meeting per term. YAN newsletter between meetings or other electronic method of communication	3	1	2	3	3	100%	1	1		100%
6. 1 Youth Arts Bulletin per term	3	1	2	3	3	100%	0	Q2		In Quarter 2
7. 3 arts freelancers breakfast club per year	2	0	1	2	2	100%	1	1		100%
8. 2 Rainbow Steering group meetings	2	0	1	1	1	50%	0	In other quarters		In other quarters
9. 12 partnership meetings	9	3	8	12	12	133%	3	6		200%
10. 3 music hub meetings	3	1	1	3	3	100%	1	1		100%
11. 1 feasibility study for the arts sector	1	0	0	1	1	100%	0	In Quarter 2		In Quarter 2
12. 3 Skills exchanges per year	2	0	0	3	3	150%	0	In Q 3&4		In Quarters 3&4
13. 3 Rainbow Collective newsletters	3	1	2	3	3	100%	0	In Q 3&4		In Quarters 3&4
14. 2 LEAN formal training sessions per year in collaboration with Lewisham 14.	2	1	2	2	2	100%	0	In Q 3&4		In Quarters 3&4

Infrastructure Group e.g.how to work with artists.										
15. Website visits inc. to 1300 per month.	1300/month	1/4 Av. 1858	1/4 Av 1554	1/4 Av 1644	1685	130%	1300	1498		115%
16. Registered members inc. to 600.	600	479	547	566	566	94%	625	598		95%
17. Twitter followers inc. to 900	900	849	889	971	971	108%	975	1006		103%
18. 2 youth arts bulletins per year (1 per term). Increase those in receipt to 100.	2	1	1	2	2	100%	0	In Q 3&4		In Quarters 3&4
19. 9 general bulletins	9	3	6	9	9	100%	3	3		100%
20. 1 survey of members	1	0	0	0	0	Survey released in June 16	1	1		100%
21. 1 arts education event that addresses effective practice – possibly using Arts Council Quality Principles	1	0	0	1	1	100%	0	0		In quarter 4
22. 1 multiyear funding application	1	0	0	1	1	100%	0	In Q 3&4		In Quarters 3&4
23. 1 Lewisham Live festival 2016 (12 performances, 2000 participants, 3000 audience members)	1	0	0	1	1	100%	0	0		In quarter 4
24. 3 funding applications	3	1	2	3	3	100%	1	1		100%
25. 1 training course	1	0	0	1	1	100%	1	1		100%
26. 1 networking and sharing event	1	0	0	1	1	100%	0	0		In quarter 4
27. 1 large scale networking event (LEAN) to 100	1	0	0	1	1	100%	0	0		In quarter 4
28. 2 YAN meetings	2	1	2	3	3	150%	1	1		100%
29. Play an active part in Lewisham Giving on behalf of the arts sector (2 meetings)	2	1	3	5	5	250%	3	3		100%
30. 1 piece of research. Analysis of data, presentation of information in an accessible way and dissemination Collection of local and national solutions to overcoming barriers to participation and inappropriate over-representation of groups accessing services - document disseminated to 500 members	1	0	0	0	0	pro bono statistician still working on data for 2017	1	0		pro bono statistician still working on data for 2017

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

LEAN achieved 87% of quarterly outputs for 15/16. 23% of targets were exceeded. Reasons for outputs not being reached are listed below. LEAN were ambitious in their targets within their small staffing team to achieve the extensive outputs listed and a considerable amount of work has been achieved within the 9 months. A number of LEAN's outputs are reliant on external funding streams that are brought into the borough by the organisation.

Many outputs have been overachieved and extra value not listed in the outcomes has been brought to the borough. E.g. creative briefs written and promoted for the Fellowship Inn Heritage Lottery creative projects, LEAN are currently working with Phoenix Housing on their activity plan for Heritage Lottery Funding.

10,146 people have been directly communicated with via the year with an extra 19,853 reaching information on the LEAN website. Targets have been exceeded for **1:1 advice sessions**, which allow support for organisations and individuals to source funding for creative projects within Lewisham.

**Arts Award** work with local schools has supported an increase in cultural opportunity for young learners in the borough. **Lewisham LIVE** was successful in 2016 though there was reduced funding, due to an unsuccessful Arts Council bid. 8 performances took place over 4 weeks, 1409 children and young people took part and the performances were attended by 3,227 people.

Have you achieved all of the wider outcomes outlined in the initial grant application?

It is considered that all wider outcomes were met with exception of the outcomes listed below, which were worked on in 2015/16 to be realised during the period of funding 2015-2018.

3. The arts VCS will have solutions to barriers to participation and collaborate to utilise these solutions.
4. Inappropriate over representation of particular communities is addressed and an appropriate balance of participation is achieved.

If no to either of the above:

- What are the mitigating factors?
- What plans are in place for improving performance?
- What progress has been made against actions agreed with your Development Officer?

Reasons for Outputs not being reached:

- An extension of funding for the Headstart programme resulted in extra arts and resilience 'Community of Practice' meetings organised by LEAN. Therefore the event to disseminate findings has been scheduled for 16/17 as the project was extended.
- 8. Less early years funding than expected was achieved for 15/16 which meant that LEAN prioritised disseminating information to early years practitioners via their newsletter and website rather than holding steering group meetings. **LEAN will lead on a new bid to the Arts Council**

**for 2016/17 working with Sound Connections to develop social emotional outcomes for this age group.**

- 16. New registered members reached 566 with a high target of 600.
- 20. In 2015/17 LEAN worked on a survey of users. Results were published in June 2016 just out of the 15/16 funding period.
- 30. This work is being completed by a pro bono statistician that LEAN accessed via a government scheme. LEAN have given data on participation to the statistician to complete the work but are waiting on his completion in 2016/17.

**What local support/evidence of need can you identify for the work you are undertaking?**

LEAN is the only organisation of its kind in the borough and is in high demand by artists, arts organisations, schools and all of those wishing to bring creative programming and projects into the borough for the benefit of residents and those in education in Lewisham.

LEAN in partnership with Trinity Laban and the Music Hub organise and fundraise for the 'Lewisham Live' annual youth arts festival. Lewisham Live is highly regarded locally and by Arts Council England (ACE). The festival's ACE relationship manager has commented that their role in holding partners together, leading strategically and freeing them from many partnership administrative duties is significant and unique.

Their surveys show that 67% of users highly value their monthly bulletin, 61% highly value one to one advice sessions, 74% highly valued advice by phone or email and 77% highly value networking and sharing events.

As a result of their website, twitter or bulletin, 12% applied for a job or funding, 23% attended a LEAN or Rainbow Collective event, CPD or training, 9% attended an event or CPD not run by LEAN or Rainbow Collective, 29% used information or advice on the website to help them in their work, 16% contacted an organisation they hadn't known of before and 11% joined another organisation's mailing list.

**Reach and Demand**

LEAN directly communicated with 10,146 people during the full 2015/16 year, excluding visitors to the website who numbered 19,853. 369 people attended a LEAN event, training or advice session in the period.

**2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

LEAN discussed its application to partner with Lewisham Music to manage and take residency in Manor House Library. Whilst this would not deliver significant savings short term, they felt that the partnership had the potential to lever in additional funds, earned income and support from capital and national funders.

What alternative funding streams are you already pursuing?

The following grants would allow for a maximum of 10% core running costs therefore not replace the Lewisham Main Grant. It was stated that LEANs financial model currently relies on a £180K of bids to be successful for an £18K deficit in current core costs.

- Grants for the Arts for Lewisham Live (Successful for 2017).
- Foyle Foundation for Lewisham Live
- Cultural Education Challenge
- Arts Award Network
- Arts Award Area Development Fund
- Waitrose Community Fund for Lewisham Live
- Deptford Challenge Trust for 2017

Are there any other funding streams that you can identify that the council can support you to access?

Officers will support the organisation on the Cultural Educational Partnership work for New Direction.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation is open to sharing resources and mergers but has reduced overheads recently to a minimum. Rent and salaries are LEANs biggest expenditure and staff only equate to 1.3 FTE, therefore it was stated that there is no added value in a merger.

The organisation stated that LEANs specialist services are significantly different from other local support services as they do not provide support that is already delivered by others e.g. advise artists on governance, finance or organisational set up but refer them to Voluntary Action Lewisham.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation is exploring partnering with Lewisham Music Service to manage Manor House Library (as above).

What support might you need to move these suggestions forward?

Information will be given to the organisation by Lewisham Library Service on this tender process.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation expressed that a 25% cut would make the continuation of the current service undeliverable and that after reserves are used up delivery would have to end (approx. 1 year).

LEAN currently fundraise for a deficit in core funding of approximately £18K each year and a 25% cut would increase that shortfall to £30K. This would in turn increase the fundraising total needing to be gained to £300,000 per year to earn the £30,000 in project management fees (10% maximum for most bids).

It was discussed that reducing staff hours is an option but as they only currently stand at 1.3 FTE, governance of the organisation would be difficult to achieve with a cut in staffing.

Have you modelled this cut and developed an action plan for its implementation?

LEAN advised it has prepared budgets based on a range of reductions and have been actively seeking opportunities to raise additional revenue. An opportunity to take office space with a local business rent free has recently fallen through. Rent is currently £6K per annum and officers are working with the organisation at cost savings in this area.

## Conclusion

### **Any other comments / areas discussed**

It is considered that LEAN has continued in 2015/16 to bring expertise and specialism to Lewisham in an effective, impactful manner.

LEAN has been the 'go to' arts specialist agency for work on a number of projects in the borough in 2015/16 including the Headstart mental health wellbeing project for 11-14 year olds.

LEAN have completed work for Phoenix housing to ensure that the Fellowship Inn Heritage Lottery funded creative projects had sound procedures for allocation of arts organisations. Their specialist knowledge of arts programming and arts organisations in Lewisham has been utilised for a reasonable fee.

### **Partnership and Flexibility**

LEAN have in 2015/16 been an extremely flexible partner in the borough working with Lewisham Council, VAL, arts organisations, schools and housing providers. They respond quickly to utilise opportunities for Lewisham residents when they arise and are successful in project managing this work alongside regular programming and advice.

### **Conclusion and recommendation**

LEAN had a successful year in the work that was completed in the borough. 87% of outputs were met and there were mitigating factors for those not met detailed above. 23% of outputs were

overachieved. There are no opportunities to save money through partnership or mergers and other sources of funding will not replace the Council grant.

**It is recommended that LEAN receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations

Young People, Disabilities

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

LEAN provides services to support increased arts participation, education and progression routes for young people in the borough, including young people with a disability. There are currently no clear ways of mitigating against the impact of the cut in funding but officers will work with the organisation explore how this might be achieved.