

# Trustee Pack

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Information and company documents for new and existing trustees

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## Introduction to Lewisham Education Arts Network – LEAN

### **Vision:**

*Art, everyday, for everyone, in Lewisham*

### **Mission:**

*We champion and build high quality creative opportunities for children and young people. Working with organisations and individuals, we enable, develop, celebrate and advocate cultural learning in Lewisham*

### **A Brief History**

As young as the 21st century itself, LEAN has much to be proud of. Over its first decade the organisation has achieved its primary ambition: to establish itself as a sustainable, creative agency supporting the growth of creative partnership working across the borough of Lewisham. This maturation process has seen LEAN move from an unincorporated association run by a part-time freelancer to a company limited by guarantee with charitable status and three part-time permanent members of staff. LEAN's local and city-wide profile has become significantly more credible as each year has passed.

LEAN grew out of a grass roots belief that an independent, disinterested and neutral organisation was best placed to support and advocate for the arts education sector in Lewisham. LEAN's credibility is built on its clarity of mission, its clear understanding of how to assure high quality creative partnership working, and the reliability of its support and brokerage services. LEAN has a committed Company Manager who has worked for the organisation for the majority of its life and an experienced Board of Trustees.

Many of LEAN's achievements have been distinctive, including the publication of an annual journal entitled 'CreatED' (2004 to 2009) and the management of innovative action research, such as the partnership with the Primary Care Trust, two drama organisations, eighteen primary schools and Extended Services entitled '[Speak Out](#)' (2007 to 2009). In line with the borough's visible commitment to giving young people a voice, LEAN has also led on a series of projects designed to develop cultural advocates amongst some of its younger residents. LEAN's latest programmes include acting as a key partner in [Lewisham Live](#), a music and dance festival by and for children and young people in its 10<sup>th</sup> year and Bellingham Arts Regeneration Group ([BRAG](#)), a fledgling cultural education partnership in the south of Lewisham. Each year LEAN publishes an overview of our [activities](#) over the previous financial year.

LEAN has significantly contributed to an increase in the profile of arts education in Lewisham over the last 18 years. LEAN's regular annual programme of training, project management and support has reached diverse target audiences, including artist educators, education professionals, youth workers, HE students and young people of primary and secondary school age. Work has been broad based, encompassing both formal and informal settings and has been commissioned in partnership with a number of different statutory and voluntary agencies.

## **LEAN Aims**

### **1. Advocate and Celebrate**

*To lobby for, champion and celebrate creative opportunities for CYP within Lewisham and to profile Lewisham outside of the borough*

### **2. Develop**

*To provide support, information and guidance to those involved in arts and cultural education.*

### **3. Enable**

*To create, conditions, conversations and connections, facilitating collaboration and working in partnership.*

### **4. Lead**

*To identify need and gaps in creative opportunities for children and young people and take direct action.*

## The Role and Responsibilities of LEAN Chair of the Board of Trustees

### Person specification

#### ***The skills, experience and qualities expected from a chair.***

*All trustees should be able to demonstrate basic qualities of commitment and integrity; the chair would benefit from having additional skills including leadership and communication skills and previous committee experience*

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Leadership skills
- Experience of committee work
- Tact and diplomacy
- Good communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences

In most circumstances it would also be desirable for the chair/vice-chair to have knowledge of the type of work undertaken by the organisation and a wider involvement with the arts and education sectors and not for profit organisations.

### Trustee and chair duties at a glance

*This page summarises the main duties and responsibilities of charity Trustees. Again, it is not a legal document, but sets out the legal principles in everyday language. The headings on this page are also used for sections of the more detailed guidance that follows.*

## Chair duties at a glance

### The statutory duties of a trustee

Further to the responsibilities given above, the following outlines the statutory duties of a trustee.

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation uses its resources exclusively in pursuance of its objects: the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are
- To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds
- If the charity employs staff, to appoint the chief executive officer and monitor his/her performance

### Additional duties of the chair

- Planning the annual cycle of trustee meetings.
- Preparing agendas for trustee meetings, usually with the advice of the Co-ordinator.
- Chairing and facilitating trustee meetings.
- Giving direction to the trustee's policy making.
- Monitoring the implementation of decisions made at meetings.
- Representing the organisation at functions, meetings and acting as a spokesperson as appropriate.
- Ensuring that another trustee, usually the vice-chair is able to act for the chair when s/he is not available.
- Liaising with the Co-ordinator to keep an overview of the organisations affairs and to provide support as appropriate.
- Leading the process of appraising the performance of the Co-ordinator.
- Sitting on appointment and disciplinary panels in accordance with the relevant policies and procedures.
- Liaising with the Co-ordinator to develop the board of trustees.
- Bringing impartiality and objectivity to decision making.
- Facilitating change and addressing conflict within the board of trustees and within the organisation, liaising with the Co-ordinator to achieve this.

# What is involved in being a Trustee of Lewisham Education Arts Network?

Lewisham Education Arts Network (LEAN) champions arts education in Lewisham through empowering artist educators, those that work with them and strategic partners to foster high quality creative opportunities for children and young people.

## The chair

### 1. What is a LEAN Trustee, and what does the role entail?

Trustees are the people who serve on the governing body of a charity. They may be referred to as Directors, Board Members, Governors or Committee Members.

As a trustee you will become a valuable part of the decision making team at LEAN, using your skills and experience to help guide the strategic direction and operation of the organisation. To do this, you will of course need to attend and participate in LEAN meetings and events! (See Q4.)

### 2. Who makes up the Board of Trustees?

There are a variety of people on the LEAN board with teaching, community arts and/or arts education experience. We also have trustees with financial, marketing and business acumen. We are especially seeking someone who, after a period of shadowing the current Chair and receiving their support and mentoring, will take on the role of LEAN Chair of Trustees for 2019.

*More important than having experience in these fields is having an enthusiasm for and commitment to arts in education!*

### 3. What are my responsibilities?

Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for which it has been set up. Further detail on the legal responsibilities of trustees is available on request.

### 4. I already have a busy schedule, how much of my time will this take?

The time can vary from 28–40 hours annually and includes attendance at 6 board meetings per year, an annual away day, the AGM and annual event, plus involvement in at least one of our working groups/sub-committees.

### 5. What happens if I can't attend a meeting?

Meetings are an extremely important part of the governance process and the prime means through which trustees are able to influence and steer the organisation. We do, therefore, expect trustees to attend as many meetings as possible, but everyone has to cancel a meeting occasionally and that's fine. We aim to ensure that meeting dates are arranged well in advance.

**6. Is there any training offered?**

There is an induction process which includes a meeting with the Chair, plus opportunities to familiarise yourself with the trustee role and responsibilities, as well as with LEAN's work.

**7. What can I bring to this role?**

As a LEAN trustee you'll be able to use your skills and knowledge to make a difference to the lives, experiences and education of children and young people.

Having skills and experience in the fields of education, strategic planning, arts education, marketing, finance, business, campaigning, the creative arts and ICT are a definite bonus, but you do not have to work in the arts education sector to participate. What we are really looking for are individuals with an enthusiasm for arts in education, and who can demonstrate loyalty and commitment to the purpose and success of LEAN.

**8. What can I expect to get out of it?**

Becoming a trustee is the ideal way to enhance your personal and professional development, and can help further your career. You will gain:

- opportunities to meet, network and develop new contacts with like-minded individuals and professionals from diverse backgrounds
- skills in management and strategic planning
- board experience
- opportunities to use your skills to help shape the future direction of a dynamic organisation

**9. Do I have to live and/or work in Lewisham?**

No, but meetings are held in Lewisham.

**10. What do I do if I want to join?**

If you are interested in becoming a LEAN Trustee, please contact Jane Hendrie, LEAN Manager at:

**Lewisham Education Arts Network,  
The Albany, Douglas Way, London , SE8 4AG  
T: 020 8694 6622  
E: jane@leanarts.org.uk.**

# LEAN Annual Report 2016/17

## Introduction

Lewisham Education Arts Network (LEAN) has had a very busy and successful year; bringing an additional £93,650 for new projects in 2016-17. We have also been able to maintain and in some cases increase our core support services to those that are involved in creative work with children and young people in Lewisham. LEAN is thankful for the continued support of key funders, especially the London Borough of Lewisham as LEAN's main funder and is essential for the financial viability of the organisation. Given LEAN's very focused remit on cultural education in Lewisham, this is not inappropriate, however, LEAN has continued to successfully increase the value and range of other funding sources, bringing much needed investment into the Lewisham borough and raising £3 for every £1 of support from Lewisham Council.

LEAN's board has seen a healthy renewal of membership and expertise which is helping it plan for the future in an ever changing and challenging operating environment. LEAN sees the emerging narrative around Cultural Education Partnerships as key to its ongoing success and relevance. This is demonstrated by LEAN's ongoing relationship with A New Direction (AND) that sees LEAN as an organisation embedded in Lewisham but engaged in London and national initiatives spanning cultural education, community and health contexts whilst focusing on the value of arts for children and young people, both in and out of schools. LEAN's established work around Arts Award and more recently the Green Man in Bellingham, continues to demonstrate LEAN's reputation as a highly effective broker, facilitator and advocate of arts and cultural work with young people in a range of settings.

## Programme of Work 2016-17

### 1. Communications and advice, guidance and information sharing

During this period LEAN increased our ways of communicating with our members, and the frequency of contact. We directly communicated with 10,066 people during the year. This excludes visitors to the website which numbered 17,496.

We supported 33 people through one to one/small group advice sessions. We also reviewed how we send out news and information and, in addition to monthly general bulletins, sent targeted newsletters to primary and secondary teachers for opportunities for their schools and pupils, bulletins with information for Lewisham Youth Arts Network members, termly listings for arts opportunities for young people and introduced a similar bulletin for under 11 yr olds. In addition, we kept Rainbow Collective members updated through a newsletter and our website. These reached 9,502 people. We have continued to build our Early Years Arts community - The Rainbow Collective - and 132 people now receive regular news, information, opportunities and updates.

LEAN built on our use of Twitter which has become a vital communications tool - this year we sent 853 tweets, increased our followers from 910 to 1092 and received 1024 mentions, favourites and retweets. LEAN also created two new twitter accounts in March 2014 that are taking off: Young Arts Lewisham and The Rainbow Collective (our Early Years Arts work). Both are still growing but have attracted 590 and 201 followers respectively, with Young Arts Lewisham growing fastest – a 50% increase on last year and 803 likes, retweets and mentions. Pages viewed on our website remain high and 32,256 pages were viewed.

### 2. LEAN AGM & Annual Arts Event

*“Thank you very much for this. I found the presentations really useful and encouraging...”*

Each year LEAN holds an arts and education event, as part of our Annual General Meeting, which addresses current issues in our sector. The format is always different but allows our members to experience something stimulating; a talk, performance, workshop etc. There is always the opportunity to discuss what has been experienced and network over a glass of wine.

This year, we focussed on what information is given to young people choosing their GCSE and A Levels, particularly in relation to arts subjects – and its roots, myths and implications.

Five guest speakers offered different perspectives followed by breakout discussions. At the end of the evening there was an opportunity for the audience to pledge how they might be able help dispel myths and misinformation. Speakers were: Steve Moffitt, CEO of A New Direction; Wyn Griffiths, Course leader on the BA/BSc Product Design at Middlesex University, Co-Founder/Co-Director of SMASHfestUK; Prof. Michael Archer, Head of Undergraduate Studies in the Art Department at Goldsmiths; Pauline Tambling, CBE, CEO at Creative and Cultural Skills; and Catherine Sercombe, Arts Award. 52 people attended and as always, feedback was overwhelmingly positive.

### **3. LEAN projects relating to children and young people**

#### Lewisham Live 2017

*'An inspiring and memorable evening which admirably celebrated the importance and value of the arts in children's and young people's lives.'*

Once again LEAN added capacity to this festival of children and young people's music and dance. 16 shows/events over 6 weeks, 2058 children and young people took part. The performances were attended by 6044 people. LEAN assisted with performances and audience feedback at several events, managed the festival co-ordinator and oversaw the extensive evaluation and reports. Through the ongoing strong partnership with Trinity Laban Conservatoire of Music and Dance, we raised almost £60,000 for the festival. As ever, the festival could not have taken place without the hard work of all partners, including design and marketing support from Lewisham Council.

Along with festival staples such as Live Dance and Live Voices at the Broadway Theatre, 2017 saw new activity including: Lewisham young people's work introduced to new audiences beyond the borough at the newly launched Tate Exchange space; Creative Collective, Live Composers and Albany Young Creatives all focused on the development of young people from performers to creators; Live Bands launched a school based showcase with professional feedback and an invited audience; and CLUB YMA premiered a partnership between the Lewisham Young Mayors Team, Bellingham Gateway Youth Club and Young Makers Agency (Phoenix Community Housing). This event incorporated music, dance and spoken word with other food and visual arts elements.

#### Arts Award Development Programme

In September 2016, LEAN led on a project to see how Primary schools could use their participation in Lewisham Live with Arts Award. The aim was to test some approaches and publish a guide for schools. We made use of two opportunities to share information on Arts Award: our own session on 6th October 2016 (part of our Arts Award Network) and a session held by Phoenix Community Housing on 17 November. Approximately 22 teachers attended the events in total. Free Arts Award Advisor training for teachers provided by Phoenix Community Housing shortly afterwards proved very popular and 11 teachers were trained, plus 7 arts practitioners.

### **4. LEAN projects/activities for artists working with children and young people**

#### Lewisham Youth Arts Network (YAN)

Lewisham Youth Arts Network continues to meet regularly. Two Member Newsletters were sent to update YAN on local news and information between meetings. New for this year, the network meetings have broadened to include friends from the wider youth sector, locally and further afield, including exciting news on changes to Lewisham Council Youth Support Service.

#### Lewisham Music Service & Hub

LEAN MD, Jane Hendrie, has continued to sit on the music hub strategy group and has taken on the role of treasurer. Now a registered charity, Lewisham Music, the role of the strategy group has changed to an advisory group. Lewisham Music is an active and essential partner in Lewisham Live.

#### The Rainbow Collective

This early years cross artform stakeholders group has continued with in kind support and no extra funding. The Rainbow Collective hub, as part of the LEAN website, continues to be updated. A bulletin goes out to 132 subscribers, as well as emails sharing relevant local opportunities and events. LEAN is actively seeking partnerships and new resources to continue this work.

#### Arts and Resilience Community of Practice, HeadStart Innovation Fund

LEAN successfully applied for a small amount of money to kick start a 'resilience' community of practice for artists and arts organisations. This work aims to increase artists' ability to apply resilience and emotional literacy practice to their arts practice, and effectively measure the impact of this work with children and young people (10-14yrs).

The work began with a Symposium to understand what artists working within the wellbeing/mental health sectors currently know about resilience and to identify their CPD needs. Since then, LEAN and Laban have been building a community of practice (CoP) with local artists/arts organisations to: share practice; visit effective creative projects; and reflect on how to transfer the learning to others.

#### Arts Freelancer's Breakfast Club

Delivered in partnership with the Albany to support arts education freelancers living/working in Lewisham. Launched on 13th October 2015 at Deptford Lounge, the event attracts artists who work with a diverse range of ages and has become a stalwart of LEAN's programme.

#### Arts Award Local Network

Together with the Royal Borough of Greenwich, LEAN and Greenwich Dance launched an Arts Award Network. The Arts Award Network provides Arts Award advisor training, meetings featuring case studies and success stories from a wide range of organisations from all over the capital, and opportunities for partnerships to form, all with the aim of improving the Arts Awards offer for young people in South East London. This network is supported by A New Direction, London's leader in cultural education and we are pleased that we are continuing this work throughout 2017/18.

#### Fellowship Inn Community Development Projects

LEAN is supporting Phoenix Community Housing to deliver Heritage Lottery Fund creative projects in related to the restoration of the Fellowship Inn and the wider Bellingham area. This £3.8 million HLF project has been won in part through LEAN's contribution to the final stage HLF Activity and Action Plan. Alongside the restoration of the Fellowship Inn a programme of activities to engage the local community and get buy in to the project will take place. These activities will ensure that people will have developed new skills or learnt about heritage and include oral history, digital, heritage, tapestry and performance projects.

#### Cultural Education Challenge – Bellingham Regeneration Arts Partnership

In the autumn of 2016, a core group of local organisations grasped an opportunity to promote Bellingham and all the recent changes in the area, culminating in the opening of the restored Fellowship Inn in 2018. The project will work to increase cultural engagement and a sense of cultural entitlement in Bellingham children and young people by forming a group of young people who will work with artists and arts organizations. LEAN is also leading on a new youth and cultural partnership for Bellingham as part of this project.

#### Supporting Lewisham Project Fundraising

## 1. Grants for the Arts Talk and Surgeries

In partnership with Lewisham Council, LEAN organised a talk, Q&A and surgeries with ACE Relationship Managers to increase the success of Lewisham-based submissions to Grants for the Arts. The success of this event means it will become an annual feature of LEAN's programme.

## 2. Big Lottery Project Planning for Fundraising

This was a training and information session delivered in partnership with Voluntary Action Lewisham. The session was aimed at practitioners who need to raise funds for projects that have a creative/artistic element, want to understand how good planning can improve their funding applications and need help to produce a clear written plan for their projects.

### Marketing members' activity

LEAN has continued to provide staffed marketing opportunities for our members. During Lewisham Live, LEAN ran an information stand promoting creative activities for children, young people and adults at two performances at the Broadway Theatre.

## 5. LEAN advocacy activities

LEAN has continued to represent our sector at the following: Stronger Communities Partnership Board; CYP VCS Forum Steering Group; CYP Joint Commissioning Group and Lewisham Local. LEAN also represented the arts sector on the HeadStart steering group.

LEAN also attends seminars and sessions capital wide such as: Participatory Arts London and Connected London (A New Direction). In addition, LEAN stays well connected to the wider voluntary and community sector through liaising with other local support (infrastructure) organisations.

## The future

Our membership continues to grow and we will seek to maintain this growth as LEAN is a membership organisation, this is vital to our existence. Our core activities will continue thanks to funding secured from London Borough of Lewisham until March 2019, albeit at a reduced rate:

- One to one advice sessions with individuals and arts organisations
- Dissemination through our website, bulletin and twitter of information, guidance, news, opportunities, events and training and funding
- Provide networking opportunities for all our members
- Provide direct marketing opportunities for arts organisations
- Brokering professional relationships
- Adding capacity to collaborative projects e.g. Lewisham Live
- Advocating for the sector
- The Rainbow Collective will continue to provide networking, information sharing and an online early years arts portal for Lewisham

## Thank you to our supporters and partners

LEAN would not been able to deliver this ambitious and impactful programme of work without its partners and supporters: A New Direction, Arts Council England, Big Lottery Fund, Foyle Foundation, London Borough of Lewisham, South East London Combined Heat & Power and Waitrose Greenwich.

## Summary of Annual Accounts 2016.17

### Statement of Financial Activities for the year ended 31st March 2017

#### Incoming Resources

Voluntary Income	77,310
Investment Income	8
Incoming Resources from Charitable Activities	6,160
<b>Total Incoming Resources</b>	<b>83,478</b>

#### Resources Expended

Charitable Activities	59,714
Governance Costs	6,515
Costs of Generating Funds	2,153
<b>Total Resources Expended</b>	<b>68,382</b>

Net Incoming Resources before transfers 15,096

Total funds brought forward 53,229

**Total Funds Carried Forward 68,325**

## LEAN Board of Trustees - timetable of meetings 2018/19 (TBC)

meeting date	Type of meeting	Key activity for discussion	Finance Group meetings to be set
<b>Thurs 8 February 2018</b>	AGM		
<b>Wed 21or 28 March 2018</b> 6-7:45pm Venue TBC	Board meeting	Election of officers Budget 17/18	<b>March 2018</b>
<b>Wed 16 May 2018</b> 5:30 – 7:15pm (TBC) venue TBC	Board meeting	Date of board away day LBL Monitoring Data Fundraising	<b>Wed May 2018</b> End of year accounts / expenditure against budget Prep of year end accounts
<b>Wed 4 July 2018</b> 5:30 – 7:15pm (TBC) venue TBC	Board meeting	AGM (early brainstorming) Fundraising	<b>Wed June 2018</b>
TBC	Board Away Day		
<b>Wed 12 September 2018</b> 5:30 – 7:15pm (TBC) venue TBC	Board meeting	AGM Activities review Fundraising	<b>Wed September 2018</b>
<b>Wed 17 October 2018</b> 5:30 – 7:15pm (TBC) venue TBC	Board meeting	AGM	<b>Wed October 2018</b>
<b>Wed 5 December 2018</b> 5:30 – 7:15pm (TBC) venue TBC			<b>Wed November 2018</b>
<b>Thurs 7 February 2019</b>	AGM		