

**THE FUTURE DIRECTION OF, AND DEVELOPMENT STRATEGY FOR,
CAMBRIDGESHIRE MUSIC AND THE CREATE PROJECT**

To: **Commercial and Investment Committee**

Meeting Date: **14 September 2018**

From: **Wendi Ogle-Welbourn, Executive Director: People & Communities**

Electoral division(s): **All**

Forward Plan ref: **N/a** *Key decision:* **No**

Purpose: **To consider the outcome and recommendations of the Member Music Reference Panel on the future direction of, and development strategy for, Cambridgeshire Music and the CREATE project.**

Recommendation: **The Committee is asked to:**

- a) Note and comment on the outcome of Member Music Reference Panel review of the development strategy for Cambridgeshire Music and the CREATE project.**
- b) Approve the proposal that the future direction of, and development strategy for, Cambridgeshire Music and CREATE is determined as part of the Outcome Focused Review (OFR) process, taking account of the Member Reference Panel's ambitious vision for the development and delivery of music education and performing arts in Cambridgeshire. This will require a detailed business case to be developed, underpinned by a robust analysis and assessment of possible funding sources for delivering that vision.**
- c) Approve the proposal for continued Member engagement and involvement in the OFR process, and that the Committee receive a report on the outcome of this work.**
- d) Approve the proposal that the CYP Committee are provided with the opportunity to comment on and contribute to the development of the vision for the development and delivery of music education and the performing arts in Cambridgeshire.**
- e) Approve the proposal that the Chair of Committee write to inform the Arts Council that the Council will not be able to meet the conditions of their £1m capital grant towards the cost of the CREATE project, but remains committed to delivering high quality music education and the performing arts in Cambridgeshire.**

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1. BACKGROUND

- 1.1 In June 2017, Cambridgeshire Music was successful in securing an award of £1m from the Arts Council for capital investment in the CREATE project; specifically the proposed re-development of St Luke's Barn in Cambridge as a second hub for delivery of a wide range of music and performing arts teaching and learning activities and experiences. The award was made on the understanding that funding would need to be secured from a combination of sources, including external sponsors and prudential borrowing to meet the total project cost.
- 1.2 Cambridgeshire Music was one of a number of traded services to be included in an Outcome Focused Review (OFR) in autumn 2017.
- 1.3 In 2018 a, cross-party Member Reference Panel (the Panel) was established following a unanimously supported motion presented to full Council to review the development strategy for Cambridgeshire Music. The OFR work was put on hold whilst the Panel undertook its review.
- 1.4 The Panel has met 5 times and has been supported by the Head of Cambridgeshire Music, the Lead Education Officer (People & Communities) and the Transformation Team. The final meeting took place on 22 August 2018. The terms of reference for the Panel are attached as **Appendix 1**.
- 1.5 The Panel has considered a large amount of information, a high level site option appraisal, and met with the local area representative for the Arts Council. The Panel was, however, unable to reach a unanimous conclusion. The majority view was that the proposed re-development of St Luke's Barn should not be pursued further as doing so would limit the Council's ability to meet the Panel's ambitious vision for the future direction and strategic development of music education and the performing arts in Cambridgeshire. In reaching this view it was understood and appreciated that this would result in the Arts Council withdrawing the £1m capital funding awarded to the CREATE project.

2. MAIN ISSUES

- 2.1 Cambridgeshire Music has an operational base in Mayfield Road, Huntingdon. It offers a wide range of services to schools and families on a traded basis, which are delivered by a largely peripatetic teaching staff.
- 2.2 The Cambridgeshire Music Education Hub is rated highly nationally and is recognised by the Arts Council to be at the forefront of innovation particularly in respect of the use of digital technology to maximise learning and cultural engagement opportunities. However, its ability to continue to develop and extend those opportunities is limited by its current accommodation and venues of a sufficient size, with the right acoustics and the built-in technology necessary for high quality learning experiences and performances.
- 2.3 The findings from the OFR at the point at which the decision was taken to establish the Member Reference Panel were that:

- Cambridgeshire Music was making a strong contribution to the Council's outcomes, particularly in helping to ensure that children and young people reach their potential in settings and schools, but that opportunities to broaden and deepen the service's contribution were limited as noted in point 2.2 above.
- Music education should be recognised as an important part of children and young people's development.
- The Cambridgeshire Music service was committed to continuous improvement and development and should be supported in this.
- The current delivery model for music education worked well and there would be limited benefit from changing this.
- There were a number of opportunities in the service's developing approach to digital tuition which should be explored further.

2.4 In May 2018 the Panel received a high-level assessment of six possible sites for the development of CREATE undertaken by Councillor Peter Hudson, the OFR member representative and an officer from the Transformation Team. The sites were scored out of 5 against 20 criteria (**see Appendix 2**). The sites with the total scores awarded to them were:

1. Mayfield Road, Huntingdon (the current base for Cambridgeshire Music and the Music Education Hub) – score 70
2. St Luke's Barn, Cambridge – score 71
3. Phase 2 Civic and Community Hub, Northstowe – score 67
4. Waterbeach – score 77
5. Cambridge East (Marshall) – score 73
6. Horizons Centre, Cambridge – score 69

2.5 The Panel felt strongly that a location close to Cambridge was key to delivering their vision for the CREATE project.

2.6 In developing the detailed specification for the future direction and strategic development of music and cultural education, the Panel also identified the following priorities:

- Building on the very strong foundation already established by Cambridgeshire Music and the Music Education Hub.
- Creating a second hub which would significantly extend the opportunities for teaching, learning and performance currently available at the Huntingdon base and through hire of venues.
- Maximising digitally delivered learning opportunities and experiences.
- Securing a high quality, large performance venue accessible to Cambridgeshire children, young people and families.
- Providing equality of opportunity for children, young people and families irrespective of where they live in Cambridgeshire.
- Maximising opportunities for sponsorship from external partners and national organisations.
- Maximising opportunities to build on the very effective partnerships already in place.
- Generating income through sale of services and from lettings to be reinvested into project development and delivery, and to provide financial support or

subsidies to those families least able to meet the cost of music education.

- Continuing the dialogue with the Arts Council over capital grant funding.
- Continuing to develop high quality performing arts education, particularly dance and drama.

2.7 The majority view of the Panel was that the project should move to the next stage of the OFR process, and that Members should continue to be involved both as part of the OFR project group and through membership of the Education Music Hub Board. The Panel also felt the Children and Young People's Committee should be given the opportunity to consider and contribute to the vision for music education and the performing arts in Cambridgeshire.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

The following bullet points set out details of implications identified by officers:

- The CREATE project has the potential to increase the level of investment in music education and the performing arts in Cambridgeshire from external sponsors and national organisations. This will enable the Service to offer a greater range of teaching and learning opportunities than is currently possible, providing a direct benefit to the local economy.

3.2 Helping people live healthy and independent lives

The following bullet points set out details of implications identified by officers:

- Research demonstrates that engagement and involvement in music education and the performing arts has a direct benefit of people's wellbeing.

3.3 Supporting and protecting vulnerable people

The following bullet points set out details of implications identified by officers:

- As stated in section 2.5, priorities identified include:
 - ensuring all children, young people and their families have equal access and entitlement to music education and the performing arts; and
 - supporting those who are least able to pay.
- Cambridgeshire Music has an established and well-regarded Music Therapy service. To date, this has focused on children and young people with additional needs, but the option of extending this to include work with adults is already being explored.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The following bullet points set out details of significant implications identified by officers:

- Cambridgeshire Music is a fully traded service. It receives no Council funding.
- Subject to the Committee's consideration and decision on the report

recommendations, the Council will need to write to the Arts Council to inform them that it is no longer in a position to meet the requirements of the award of £1m capital investment grant as this specifically named St Luke's Barn and it has been confirmed that the funding was only available for re-development projects, not new build.

- The strategy for the future development of music education and the performing arts in Cambridgeshire will need to be underpinned by a robust business case and associated action plan for securing the sponsorship and grant funding necessary to deliver the Council's vision.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No implications have been identified at this stage.

4.3 Statutory, Legal and Risk Implications

The following bullet points set out details of significant implications identified by officers:

- There is the potential of reputational risk as a result of a decision to inform the Arts Council that the Council is no longer in a position to meet the requirements of the £1m capital investment grant.
- The Arts Council has confirmed that there is no guarantee that capital grant funding would be available in future.

One of the members of the Panel felt very strongly that this was too great a risk and that the Council should commit to proceed with the plans for the re-development of St Luke's Barn for the CREATE project.

4.4 Equality and Diversity Implications

The following bullet points set out details of significant implications identified by officers:

- As stated above, equality of access and entitlement has been identified as a key priority by the Panel for the future of Cambridgeshire Music and the CREATE project.

4.5 Engagement and Communications Implications

The following bullet points set out details of significant implications identified by officers:

- The immediate priority is to inform the Arts Council of the outcome of the Council's consideration and decision on the report recommendations. It is proposed that that communication should be from the Chair of the Committee and should make clear the Council's on-going commitment to music education and performing arts in Cambridgeshire and to working with partners, including the Arts Council, to deliver its vision and strategy.
- Partners and stakeholders will need to be informed and given the opportunity to contribute to the next stage of the OFR process.
- The Governing Body of St Luke's Primary School and the Cambridge Schools Trust which owns part of the school site will need to be informed and advised of the arrangements for maintaining St Luke's Barn whilst it remains a County Council asset.

4.6 Localism and Local Member Involvement

The following bullet points set out details of significant implications identified by officers:

- The Member Music Reference Panel comprised representatives from the Conservative, Labour and Liberal Democrat groups.
- As stated above, Members should continue to be involved through the OFR process and on the Music Education Hub Board.

4.7 Public Health Implications

No implications have been identified at this stage.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes or No Sent to: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes or No Sent to: Duncan Dooley-Robinson
Have the equality and diversity implications been cleared by your Service Contact?	Yes or No Sent to: Jonathan Lewis
Have any engagement and communication implications been cleared by Communications?	Yes or No Sent to: Jo Dickson
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes or No Sent to: Jonathan Lewis
Have any Public Health implications been cleared by Public Health	Yes or No Sent to: Tess Campbell

Source Documents	Location
Grant application to the Arts Council and resulting decision letter. Feasibility study report on St Luke's Barn, Cambridge	Mayfield Road, Huntingdon