

Committee(s):	Date(s):
Barbican Centre Board	18 May 2016
Subject: Update on Creation of Community Interest Company: Drum Works	Public
Report of: Director of Creative Learning Report Author: Sean Gregory, Barbican Centre	For Information
Summary	
<p>Drum Works is a music project based in east London that encourages social cohesion and improves educational and aspirational outcomes for its participants. It has been running since 2007 as a Barbican project, during which time it has been very successful and expanded its reach significantly. With demand for the work growing beyond the Barbican's resources the project needed to find a new way forward in order to sustain and develop its activity. It was decided that Drum Works would become an independent Community Interest Company in order to diversify its sources of funding, maximise its commercial income, reduce reliance on grants and build a more sustainable financial model to help it achieve its core artistic and social objectives. Drum Works will maintain a close association with the Barbican Centre and Guildhall School.</p> <p>In May 2015, approval was given by the Barbican Board and City of London Policy & Resources Committee for Drum Works to set itself up as an independent Community Interest Company. This report outlines the progress made since then towards Drum Works becoming fully independent.</p>	
Recommendation(s)	
Members are asked to note the report.	

Main Report

Background

1. Drum Works is a music project based in east London that encourages social cohesion and improves educational and aspirational outcomes for its participants. It started in 2007 with one group of students in a school in Bethnal Green and now works with around 400 young people every week through six East London schools and two senior bands. The senior bands provide progression routes for students who want to take it further, and an Assistant programme offers some of the more advanced players paid placements in schools alongside mentoring and training. Drum Works has recently started running a wider programme of activity alongside the core work with young people, including corporate training, bespoke workshops, and a pay-to-join adult ensemble.
2. Based on peer-to-peer learning and collective ownership, all Drum Works musical material is written by the participants, inspired by the music they listen to in their everyday lives. The combination of using culturally-relevant musical material and an intensive, high-energy delivery process is very effective at

engaging young people from all backgrounds. Once engaged, participants can then begin to develop their musical, technical and leadership skills through regular involvement. Drum Works performances are of a very high standard, demonstrating that positive action, hard work and commitment can achieve results everyone can be proud of.

3. Drum Works flourished within the Barbican's Creative Learning programme, but with demand for the work growing beyond the Barbican's resources the project needed to find a new way forward in order to sustain its activity. The demand for Drum Works suggested significant commercial potential, so it was decided that Drum Works should become an independent company. This would allow Drum Works to maximise its commercial income, diversify sources of funding, reduce reliance on grants and build a more sustainable financial model to help it to achieve its core artistic and social objectives.
4. In May 2015, approval was given by the Barbican Board and City of London Policy & Resources Committee for Drum Works to set itself up as an independent Community Interest Company (CIC).

Current Position

5. Drum Works CIC was registered in June 2015 and is currently still operating as a Barbican Guildhall Creative Learning project. It is in the process of putting the infrastructure in place to operate independently and the CIC is expected to begin trading in September 2016.
6. HR are advising on the employment status of the existing Drum Works casual staff and it has been confirmed that accounting support will be provided for Drum Works by the Finance team.
7. Drum Works have appointed a board of non-executive directors who will be responsible for monitoring the CIC's performance. The board includes two members of Barbican/Guildhall Staff; currently Sarah Wall (Group Accountant, Finance) and Caroline Harris (Trusts & Foundations Manager, Development).

Partnership with the Barbican

8. It has been agreed that Drum Works will be an Artistic Associate of the Barbican.
9. A partnership agreement between the Barbican and Drum Works has been drafted and is close to being signed off. This agreement sets out the standard terms between the Barbican/City of London and Drum Works CIC. The agreement includes:
 - confirmation that two Barbican/Guildhall staff will sit on the Drum Works board of non-executive directors
 - a profit-split clause that would come into force in the event that Drum Works CIC is wound up and replaced by a for-profit company
 - a commitment from Drum Works to continue delivering their core programme in the East London Cultural Education Partnership boroughs, in-line with Barbican Guildhall Creative Learning's strategy

- provision for Drum Works to access office space, rehearsal space and storage in the Barbican
- confirmation that Drum Works will perform and/or deliver workshops at a Barbican event at least once per year
- a commitment to sharing evaluation reports and relevant project information
- confirmation that Drum Works will adopt the Barbican's safeguarding policy.

Fundraising & Income-Generation

10. For the financial year 2016/17 Drum Works has secured £30k in fundraising, £35k in schools contributions, £32k in commercial activity and £10k in sponsorship. Its target is to bring in a further £30k in commercial activity and £30k in fundraising.
11. Drum Works have worked with the Art of Development team at the Guildhall School to devise a corporate training workshop model, which will be part of the menu of options offered by Guildhall. A profit-share arrangement has been agreed for any workshops booked through the Art Development. Following two successful pilot workshops, the first commercial Drum Works corporate training workshop will have taken place on 27 April.
12. Drum Works have taken advice from Arts Council England and will be submitting a 'Grants for the Arts' application.
13. Drum Works will continue to apply to other trusts and foundations, liaising with the Barbican's Development team to avoid conflicts of interest.
14. Drum Works will launch a membership scheme this year, targeting participants' parents, the adult ensemble and other friends of the project.

Marketing & Communications

15. Drum Works will continue to feature the Barbican and Guildhall School logos on their publicity material to demonstrate the partnership between the organisations.
16. New branding has been developed for Drum Works and the project's use of the Barbican brand is in the process of being phased out.
17. Drum Works have launched their own website: www.drumworks.co.uk

Appendices

- None.

Background Papers:

May 2015: Report for decision on the creation of a Community Interest Company

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