

A circular logo with a teal background and the text "Lewisham music" in white. The background of the entire page is a photograph of a woman singing into a microphone on a stage, with a man partially visible in the foreground. The lighting is blue and purple.

Lewisham
music

2022-2024

Equity, Diversity, & Inclusion Strategy

Introduction

Equity, Diversity, and Inclusion (EDI) is at the heart of Lewisham Music's values and mission. This is the Equity, Diversity, and Inclusion strategy for Lewisham Music as a charity and as the lead partner for Lewisham Music Education Hub. It covers the period September 2022 to September 2024. This was developed by Keith Sykes, Director of Community Programmes, and Charly Richardson, Chief Executive, with input from Sarah Plummer, Schools Music Leader, and Robbie Hurst, Marketing and Communications Manager.

This is a live document which will be reviewed and refreshed regularly. The strategy briefly covers our progress on EDI so far, before going into detail on our commitments to future change. We intend for this to support us being a proactive and progressive organisation; writing a strategy isn't enough, it needs to be implemented!

This strategy is public and therefore will ensure that we are held to account by ourselves, stakeholders, funders, partner organisations and – most importantly– the families and young people of Lewisham.

Needs analysis

This strategy has been developed based using the following:

- Our involvement as part of I'M IN – [UK Music Masters](#)
- Youth Music's [EDI Self-Assessment tool](#)
- This [mini-manifesto](#) published by London Music Education Hubs (the CEO of Lewisham Music played a key role in this steering group and document), and Music Mark's ground-breaking [Equity, Diversity and Inclusion report](#) by Samantha Spence
- Rich consultation data collected from our workforce, young people and key stakeholders through our extensive 18 month '[Amplifying Voices](#)' development programme with equality charity [Brap](#).
- Our ongoing involvement in Youth Music's [IDEA Framework](#)

Our EDI journey so far...

Organisational context

In 2017, Lewisham Music left Lewisham Council to become an independent charity. In the summer of 2019, we moved into our new premises above [The Fellowship Inn](#) in Bellingham and our new CEO, Charly Richardson, joined the organisation. Lewisham Music's Board of Trustees identified diversity of offer and diversity of workforce as a key priority at this time.

Since then, there has been a focus on maximising the potential of our new premises at The Fellowship to diversify our offer and reach new communities. Our charitable status has also allowed us foster new partnerships, referral pathways, and attract significant new funding, much of which has been work centred around EDI. In fact, a focus on EDI has been the backbone of our transformation as a charity. We still continue to run all the education-focused programmes we have historically delivered (and our output in these areas has grown), however the diversification of our work and practice has shifted public perception of our work. Our award-winning programmes have positioned us as a community-focused charity that uses music to affect social change in a borough with huge talent and potential but uneven opportunities and systemic barriers for many young people.

Progress so far...

The EDI-focused initiatives we have delivered between September 2019 and September 2022 include:

Tutor Diversity Ambassador

As part of the Youth Music-funded [Amplifying Voices](#) project, Lewisham, Lambeth and Greenwich Music Education Hubs appointed a Tutor Diversity Ambassador (TDA) for each organisation in the summer term of 2021. For Lewisham this was Nigel Thompson, a long-standing Lewisham Music Tutor.

Lewisham then led a successful application to DfE/Music Mark's *Hub Innovation Fund* allowing us to create an ambitious training and mentoring programme for TDAs from 12 London Music Education Hubs (led by [EDI-consultants SLS360](#)), and create a London-wide TDA network.

For more information on areas of focus for the TDA role and the jointly agreed priorities for Nigel **see appendix 1**

The intention was always to rotate this role amongst existing staff every 18-months. Nigel's tenure came to an end in December 2022, and we are currently reviewing and adjusting this role before we put it out to other staff.

Recruitment, Induction, Probation & Retention Review

Throughout 2021, the Lewisham Music core team embarked on a significant piece of work to completely review and refresh all processes regarding the recruitment, induction, probation, and retention of workforce. Some of this work has concluded, but some of it is ongoing. We continue to strive to make our workforce more diverse and more reflective of the community serve. We are on this journey but are seeing the impact already.

Areas of focus included:

- Raising the profile of Lewisham Music to the local community and local arts professionals; promoting Lewisham Music as a positive organisation to work for
- Ensuring increased visibility across a broader range of recruitment platforms to attract a more diverse workforce and strengthening and diversifying referral routes
- Ensuring that new members of workforce are well-supported when they start working for LM, with clear induction and probation processes; ensure this support continues throughout their employment, and that effective exit interviews and appropriate learning is conducted when staff leave LM
- Ensuring compliance with Safer Recruitment legislation and best practice
- Considering reasonable adjustments for prospective employees with regards to accessibility; promoting LM as disability-friendly employer
- Ensuring recruitment, interview and induction/probation purposes are relevant for new kinds of practitioners, for example those specialising in rap, songwriting or music technology.

Amplifying Voices

[Amplifying Voices](#) was an ambitious initiative in partnership with Greenwich and Lambeth Music Education Hubs and equality consultancy organisation [BRAP](#), funded by Youth Music. The programme combined connected strands of research, workforce training, consultation, youth voice and musicmaking to address issues of underrepresentation within music education, leading to genuine, lasting organisational change. BRAP led the Hubs towards a long-term vision and plan of how we can embed progression equality approaches, address racial injustices, and create a more empowered and diverse workforce who face less barriers. It also explored how young people can reflect their personal and community identity in the music programmes they engage with.

At the end of the project, BRAP Deputy-CEO Asif Afridi shared his reflections and some thinking-points and resources [on our website](#).

Sonic Minds

[Sonic Minds](#) is a Youth Music-funded project focusing on work with young people at elevated risk of suffering poor mental health. We delivered music making workshops to unaccompanied asylum-seeking children and looked after children, working in partnership with Virtual School for Looked After Children and Lewisham College ESOL (English for speakers of other languages) departments. This has been supported by independent research with Sound Connections and Goldsmiths University, and a public engagement programme led by sound artist Gawain Hewitt which included a tour of an interactive audio sculpture that showcases young people's music and disseminates the music and wellbeing research from Sonic Minds. Venues included Horniman Museum & Library, Lewisham Central Library, Deptford Lounge, The Albany and many more.

In partnership with Sound Connections, we will evaluate the impact of the Sonic Minds programme and explore the connectivity of music and wellbeing for Children in Care. The learning will be shared through the Youth Music Network, Music Teacher Magazine, and wider networks.

Remissions policy/access for low-income families

We currently have 9 London Music Fund scholars receive bursaries, and 30 children and young people learning through Awards for Young Musicians' *Furthering Talent* programme (we were a new *Furthering Talent* partner Hub from 2020).

These programmes have allowed us to reach some of the most disadvantaged families in Lewisham, offering them free tuition and other support to fulfil their musical potential. The role of AYM Local Project Producer has also allowed us to build relationships with families and communities we may not have reached before, an ambition which is also being realised by the Community Programme Producer role.

In addition, we help make music accessible to all through:

- Significant use of small-group tuition in schools to make lessons more affordable
- Encouraging schools to use Pupil Premium Grants and curriculum funding to subsidised access to tuition
- Up to **70% discount for Saturday Music Centre** fees (and instrument hire) for low-income families and Looked After Children
- Significant fundraising drives to support our bursary programmes.

The Chief Executive, Schools Music Leader and Director of Community Programmes undertook a significant strategic review of remissions/bursary support in 2021. This informed a refreshed [Remissions Policy](#).

Diversity of activity

In this period, we significantly expanded our offer in schools and the community to include:

- Songwriting
- Rap & lyricism
- Music production
- Music technology (including Assistive Music Technology for SEND musicians)
- Cross-genre creative programme Fellowship Music Collective.
- Artist development for underrepresented groups
- Creative industries masterclasses and panel events

Youth Voice

Music Lab – Delivered in partnership with Sound Connections, Lewisham Music, and Dr. Anna Bull from the University of York, this action research project worked alongside 20 young musicians to examine how Youth Voice can be embedded in music-making practices within classical music education, with a view to opening up classical music to participation from a wider range of groups in society. Please read the [final report and toolkit](#)

As part of Amplifying Voices, we carried out a series of youth voice roundtable events to explore young people’s musical identity. Please read a [short review](#) of this activity.

Partnerships- referral

We have overhauled our partnerships with local community organisations to help us understand need, strengthen referral routes, and ensure we are reaching those most in need. These partners include:

- Lewisham’s Virtual School for Looked After Children and Lewisham Young Carers service
- Youth First
- Lewisham Local
- Refugee Council
- Phoenix Community Housing
- Bellingham Community Project
- Bellingham Community Response Network
- Voluntary Action Lewisham
- Lewisham Children’s Services

Partnerships- delivery

EDI-focused programmes delivered in partnership recently include:

- [Open Orchestra](#) at Greenvale School, in partnership with [OpenUp Music](#). Open Orchestras helps special schools set up accessible orchestras, so that young disabled people get first access to music making with their peers.
- Specific holiday programmes for Looked After Children in partnership with [Lewisham Virtual School](#).
- Hosting holiday programmes for asylum-seeking children/children of asylum-seekers, delivered by [Fairbeats](#)
- Projects with LiveMusicNow bringing musical performances and music-making opportunities to special schools across the borough.
- A partnership with LiveMusicNow providing school chamber concerts performed by Decca Ensemble which celebrate the music of Black composers as part of Black History Month

Our EDI plans

Purpose

The plan includes what has been achieved and what we still need to work on and prioritise. With this new plan, we aim to build a truly inclusive culture at Lewisham Music where people see themselves represented; many barriers to access are removed or overcome; and staff feel they can do their best work and thrive. We will build trust with our staff, communities and young people and hold ourselves to account to deliver on our promises. The plan is underpinned by Lewisham Music's values:

- **We put children and young people at the heart of everything we do**
- **We respect each other and celebrate our diversity**
- **We take pride in delivering quality music education and value for money**
- **Creativity is the lifeblood of our organisation**
- **We collaborate. Great things happen when we work together**

Vision

We believe that all children and young people in the borough of Lewisham should have access to a diverse range of high-quality inspirational musical activities which are appropriate for their ability and aligned to their interests.

Our EDI Themes *(based on Youth Music's IDEA Framework)*

Organisational values, culture, and strategy	Key Policies
People and culture	Musical offer
Reach and engagement	Youth Voice
Communication	Partnerships and advocacy

Our EDI Commitments

1. To share our EDI values and communicate a clear strategy for change
2. To embed policies that support our workforce, celebrate diversity, and create environments that are free from discrimination.
3. To build a vibrant workforce that represents Lewisham and where people feel confident to bring their full self to work
4. To create a vibrant and inclusive programme of music that meets the interests, abilities, and needs of all young people
5. To engage and retain diverse audiences of children and young people
6. To create safe spaces where young people feel empowered to speak out and affect change
7. To create inclusive channels of communication accessible to all
8. To collaborate with partners to maximise resources, share learning, and improve opportunities for children, young people, and workforces.

Strategies: In working towards the above themes Lewisham Music will utilise Youth Music's [IDEA framework](#). This framework is built around the eight core themes and the corresponding status metrics ('Implementing', 'Improving', and 'advancing/embedding'). This model will be used to create objectives, as well holding ourselves to high standards of EDI accountability.

Theme 1 →	Organisational Values, culture, and strategy
Our Commitment →	To share our EDI values and communicate a clear strategy for change

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Organisational Values, Culture and Strategy	To promote organisational values internally and externally by setting clear expectations around EDI in our guidance and communications.	Content is available on the Lewisham Music website in relation to: <ul style="list-style-type: none"> • our values • our EDI strategy • evaluation reports demonstrating our impact on EDI-related issues. 	Our workforce demonstrates a better understanding of our organisational values. External stakeholders have a better understanding of our organisational values and strategy. EDI is built into wider strategic plans and regularly monitored.	Chief Executive Management Team Chair & Trustees Tutor Diversity Ambassador	Improving

Theme 2 →	Key Policies
Our Commitment →	To embed policies that support our workforce, celebrate diversity, and create environments that are free from discrimination

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Policies and procedures	<p>Update policies and procedures relating to acts of bullying, harassment, victimisation, and unlawful discrimination.</p> <p>Ensure that new policies are not just reactive, but also positively promote a culture of inclusion.</p>	<p>Full policy suite Latest guidance updates included in our policies.</p> <p>London Youth Bronze Quality Mark Framework.</p>	<p>A robust set of policies and procedures that provides the structure for fair, thorough, and quick action.</p> <p>Policies and procedures should use positive and progressive language, for example 'Global Majority' rather than 'Ethnic Minority'; and scrapping the use of the term 'BAME'.</p> <p>Greater workforce awareness of organisational policies.</p> <p>Attainment of London Youth 'Bronze Quality Mark'</p>	<p>Chief Executive</p> <p>Director of Business and Operations</p>	<p>Advancing/ embedding</p>

<p>Responsibilities of management</p>	<p>Guidance for all managers to ensure that our workforce is aware of relevant policy and procedures.</p> <p>A commitment from managers that grievances concerning discrimination are dealt with properly, fairly, and quickly.</p> <p>A commitment that records are properly maintained.</p>	<p>Refresher session for workforce relating to all relevant policy changes.</p> <p>Up to date records relating to all cases of workforce discrimination.</p>	<p>Increased awareness and understanding from managers relating to the procedures surrounding grievances.</p> <p>Increased awareness and understanding from managers relating to how policies and procedures can create an inclusive work environment.</p> <p>Improved data recording.</p>	<p>Management team</p> <p>Chief Executive</p> <p>Chair & Trustees</p>	<p>Advancing/ embedding</p>
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Theme 3 →	People and Culture
Our Commitment →	To build a vibrant workforce that represents Lewisham and where people feel confident to bring their full self to work

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Understand our current workforce	<p>Survey current employees to determine any underrepresented groups (Annual Workforce Survey.)</p> <p>If staff from Global Majority backgrounds in the workforce continue to be underrepresented in data, explore why this is and implement strategies to improve data capture.</p> <p>Survey current employee experience and disaggregate by underrepresented groups.</p> <p>Create spaces through our Tutor Diversity Ambassador (TDA) to hold focus groups and explore tutor workforce experiences.</p>	<p>Annual staff survey.</p> <p>Tutor focus groups.</p> <p>An updated workforce discovery paper highlighting experiences of underrepresented groups.</p>	<p>Establishment of baseline and targets for underrepresented groups representation in the workforce.</p> <p>Identification of underrepresented groups in our workforce and implementation of relevant of engagement strategies.</p> <p>Increased knowledge and understanding of the needs of underrepresented groups in the workforce.</p>	<p>Director of Business & Operations</p> <p>Chief Executive Director of Community Programmes</p> <p>Schools Music Leader</p> <p>Tutor Diversity Ambassador</p>	Improving

<p>Improve recruitment practices</p>	<p>Review recruitment policies and procedures.</p> <p>Blind shortlisting for all roles Broaden our criteria for teaching outside of formal qualifications to fully value experiences across community music pedagogy.</p> <p>Widen recruitment methods to include platforms which appeal to a wider range of people.</p> <p>Safer recruitment trained interview panel to ensure fair and consistent recruitment practices</p>	<p>Revised recruitment policies and procedures with EDI principles.</p> <p>Revised language/ processes used during recruitment and interview, focusing on inclusion for all candidates.</p> <p>Safer/ inclusive recruitment training for all hiring staff</p>	<p>Increased representation of underrepresented groups among applicants and candidates across both board of trustees and workforce.</p> <p>Increased knowledge and understanding of safer recruitment practices.</p> <p>New applicants report finding out about roles through a wider range of channel.</p>	<p>Director of Business & Operations</p> <p>Chief Executive</p> <p>Director of Community Programmes</p> <p>Schools Music Leader</p> <p>Chair & Trustees</p>	<p>Advancing/ embedding</p>
<p>Create a culture that fosters the diversity of workforce</p>	<p>Provide ongoing training for tutor workforce to support the development of inclusive teaching/ facilitation practices. <i>For example, our mentoring partnership with Sound Connection</i></p> <p>Provide ongoing training for Leadership Team to fully support workforce including those with additional support requirements or those who are underrepresented within music education. <i>For example, access to CPD training</i></p>	<p>A programme of training on EDI with professional development opportunities.</p> <p>Accreditation through Youth Music's IDEA framework.</p> <p>Annual staff survey.</p>	<p>Increased knowledge and understanding among workforce of EDI principles.</p> <p>Increased professional development opportunities for workforce on EDI.</p> <p>Increased levels of retention of underrepresented groups in workforce.</p>	<p>Director of Business & Operations</p> <p>Chief Executive</p> <p>Director of Community Programmes</p> <p>Schools Music Leader</p> <p>Chair & Trustees</p>	<p>Improving</p>

	<p><i>through London Youth, Music Mark, Youth Music</i></p> <p>Strategies to ensure that progression within and beyond Lewisham Music is open to all; remove any barriers to progression.</p> <p>Create a working environment where staff can be 'their full selves' to work and be proud of their identity. For example, ensuring that staff don't feel they need to dress or talk in a certain way 'code-switching'.</p> <p>Even though we are under the employee threshold consider a gender pay gap review.</p>		<p>Maintain and develop the pilot Tutor Diversity Ambassador Role to work together on making positive change in relation to all aspects of diverse activity.</p>		
<p>Foster a creative and inclusive Board</p>	<p>Increase the diversity of the board of trustees, focusing on positive active to increase representation of trustees from Global Majority backgrounds, young trustees (under 30), and those with lived experience relevant to our work (i.e., gender or sexuality diversity, care experienced, disability, neurodiversity).</p>	<p>Embedding learning and best practice from Get On Board, Action for Trustee Racial Diversity and Young Trustee Movement.</p> <p>Annual board audit.</p>	<p>Appointment of 2 young trustees (aged 18-30) working alongside an independent youth voice specialist to support recruit, train, and onboard new trustees.</p>	<p>Chief Executive</p> <p>Director of Community Programmes</p> <p>Director of Business & Operations</p> <p>Chair & Trustees</p>	

Theme 4 →	Musical offer
Our Commitment →	To create a vibrant and inclusive programme of music that meets the interests, abilities, and needs of all young people

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Diverse programme of activity	<p>Tracking and recording of musical activities across both our school and community programmes.</p> <p>Continue to develop the engagement and progression opportunities across 'non-traditional' artforms such as music production, rap & lyricism.</p> <p>Develop genre specific development programmes to improve the progression pathways. <i>For example, our Jazz Hang partnership with Trinity Laban and Tomorrow's Warriors.</i></p> <p>Explore funding to provide culturally specific music projects, representative of the communities we serve.</p>	<p>Activity record on annual data return.</p> <p>Activity timetables</p> <p>School activity database</p>	<p>An increased diversity of musical activities in schools.</p> <p>An increased diversity of musical activities in community programmes.</p> <p>A greater diversity of pathways and types of music-making.</p> <p>A new jazz development programme in partnership with Tomorrow's Warriors and Trinity Laban</p> <p>The musical offer and performance programme is increasingly student-led.</p> <p>The delivery of primary, secondary, and special school networks. Revised networking model to focus on cluster groups</p>	<p>Schools Music Leader</p> <p>Director of Community Programmes</p> <p>Community Programme Producer</p> <p>Vocal Leader</p>	<p>Advancing</p>

	<p>To explore the continued development of assisted music technology within our community and schools' programmes. For example, in Open Orchestra and Animate</p> <p>Work with Hub partners to map out and signpost effectively to all local music provision.</p> <p>Maintain a programme of school visits to offer advice and guidance around the development of their musical offer. Including sharing information on our bursary opportunities.</p> <p>Ensure that all LM staff are fully aware of activities to signpost students to that they teach in schools.</p> <p>Provide a range of primary, secondary and special school networks. Supporting music leaders in schools to connect learning in schools with further opportunities in the borough for a diverse range of students.</p>		based on locality across the borough		
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<p>Diversity of music in instrumental learning</p>	<p>Programming of all music to be considered regarding a range of composers, and, providing context about the composer and music.</p> <p>Working with specialist mentors through Youth Music's IDEA programme.</p> <p>Tracking and recording of printed/ copied materials through PML/ SPML.</p> <p>Tutor workforce training and building confidence around:</p> <ul style="list-style-type: none"> • Awareness of wider musical resources within the Western tradition, including women composers and composers of colour • Incorporating music from a broad range of cultures 	<p>Tutors more confident teaching a wider diversity of music.</p> <p>Record of printed sheet music.</p>	<p>Utilising more music featuring diverse composers/ songwriters.</p> <p>Evidence of tutor workforce utilising more diverse music resources.</p>	<p>Marketing & Communications Manager</p> <p>Schools Music Leader</p> <p>Director of Community Programmes</p>	<p>Improving</p>
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Theme 5 →	Reach and Engagement
Our Commitment →	To engage and retain diverse audiences of children and young people

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Understand our current participants/ audiences	<p>Demographic data on participants including previous and current participant breakdowns.</p> <p>Evaluation surveys recording participant's experiences engaging in activity.</p>	<p>Quantitative and qualitative data.</p> <p>Voluntary self-identification data.</p> <p>Use geo-tracking to see where young people accessing community programmes are coming.</p> <p>Deep dive participant experiences captured through focus groups/ interviews.</p>	<p>Establishment of baseline and targets for better representation of underrepresented groups.</p> <p>Increased knowledge and understanding of the needs of participants from under-represented groups.</p> <p>A better understanding of our impact geographically; ensuring that we are reaching young people in all wards.</p>	<p>Director of Community Programmes</p> <p>Community Programme Producer</p> <p>Furthering Talent Connector</p>	Advancing

<p>Improve engagement/referral processes</p>	<p>Maintain a fair pricing structure with comprehensive remissions policy in place to support families in need of financial assistance.</p> <p>Maintain and develop our wide range of scholarship programmes (including Awards for Young Musicians, London Music Fund).</p> <p>Co-design and deliver bespoke projects for underrepresented groups.</p> <p>Create new musical opportunities for young people with additional access support requirements in schools and community settings.</p> <p>Create new musical opportunities for young people with additional social, emotional, and mental health needs in schools, alternative education and community settings. <i>For example, our music production project with New Woodlands School (ASD / SEMH)</i></p> <p>Recruitment of Local Community Connector to identify, signpost and support children and young people facing barriers to learning.</p>	<p>Lewisham Music is restricting our price increases to 5% for schools and 3% for community activity for the 2023-2024 academic year.</p> <p>Maintain a subsidy for all looked after children and children in receipt of free school meals.</p> <p>Inclusive scholarship programmes (<i>Awards for Young Musician's Furthering Talent, 30 and London Music Fund – 13</i>)</p> <p>Expand provision of Open Orchestras and opportunities with Live Music Now</p>	<p>Increased financial support for participants from underrepresented groups.</p> <p>Review our remissions policy.</p> <p>Increased representation of underrepresented groups across all school and community programmes.</p> <p>Increased number of bespoke workshops/projects and courses co-designed and targeting underrepresented groups (for example care experienced children, displaced young people and young carers).</p> <p>Increased engagement opportunities for disabled young musicians through our partnerships with Open</p>	<p>Director of Community Programmes</p> <p>Community Programme Producer</p> <p>Furthering Talent Connector</p>	<p>Improving</p>
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	<p>Continue to secure additional funding for activity in areas of socio-economic deprivation. We will have a particular focus on south Lewisham wards of Bellingham, Downham and Whitefoot, where this are significant barriers to access for cultural activity.</p>		<p>Orchestra and Live Music Now.</p> <p>Increased engagement opportunities for young people with additional access support requirements through our partnerships with Open Orchestra and Live Music Now.</p> <p>Increased engagement opportunities for young people with additional social, emotional, and mental health needs through our Sonic Minds programme. Exploring activity in alternative education settings.</p> <p>Increased engagement from young people and families living in our priority wards of Bellingham, Downham, and Whitefoot.</p>		
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Theme 6 →	Youth Voice
Our Commitment →	To create safe spaces where young people feel empowered to speak out, develop themselves and affect change

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Youth Voice and Co-production	<p>Continue to embed our learning from Youth Music’s funded ‘<i>Amplifying Voices</i>’ project.</p> <p>Work alongside four Lewisham based leading arts organisations to collaborate on a Greater London Authority (GLA) funded youth voice project exploring the relationship between music making and young people’s mental health.</p> <p>Create opportunities for young people to advocate for change, feel valued and heard. <i>For example, our recent opportunities to speak at Music Education Expo and present their research at City Hall</i></p>	<p>Complete roundtable consultation events with Phoenix Community Housing and Lewisham Youth Council and share a learning resource with the Youth Music Network.</p> <p>Appoint and train 4 paid Young Producers to curate, produce and edit a youth-led podcast series called ‘<i>Front Lines Young Minds</i>’.</p>	<p>Young people are informing organisational decision making.</p> <p>Young people are advocating for the impact of music and the work of Lewisham Music.</p> <p>Young people are gaining transferrable skills, benefitting their future employment options.</p>	<p>Community Programme Producer</p> <p>Lewisham Music’s Young Producers</p> <p>Director of Community Programmes</p> <p>Tutor Diversity Ambassador</p>	Improving

	<p>Embedding youth governance at board level.</p> <p>Create opportunities for young people to co-produce activity through our community programmes and our placed based culture programme 'Lewisham Legends'.</p>	<p>More advocacy opportunities for young people to speak at events, conferences, and panels.</p> <p>Create a step change from youth voice towards youth governance through the recruitment of two new young trustees aged 18-30.</p>			
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Theme 7 →	Communications
Our Commitment →	To create inclusive channels of communication accessible to all

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Promote EDI to the Lewisham Music community	<p>Develop communications plan to promote awareness of our EDI Action Plan to Lewisham Music workforce and our network of external partners.</p> <p>Develop and create spaces within termly meetings for the workforce to engage with the implementation of the EDI Action Plan.</p>	<p>Communications plan to promote EDI.</p> <p>Visibility of the Tutor Diversity Ambassador and their role to engage with the tutor workforce around EDI-related issues.</p> <p>EDI statement on website.</p>	<p>Increased knowledge and understanding of the current and historical experiences of discrimination of underrepresented groups.</p> <p>Recognising that being open and honest holds significant value.</p>	Marketing & Communications Manager	Advancing
Inclusive and accessible communication	<p>Use language and communications to challenge and shift perceptions.</p> <p>Ensure language/imagery is fully inclusive and accessible.</p>	<p>Clear and simple language used to ensure our communication is easily understood by a wide range of people.</p>	<p>Successful user testing of our communication materials with individuals who have diverse abilities, this includes key areas including print, website, social media.</p>	Marketing & Communications Manager	Advancing

	<p>Use accessible options when communicating with our audiences.</p> <p>Co-create content.</p>	<p>Accessible functions integrated across our website, e.g. colour contrast, dyslexia friendly, increase text size, line height adjuster, alt-text on images.</p> <p>Feedback mechanisms implemented for our communication materials which encourages users to provide input on the accessibility and inclusivity of our content.</p> <p>Offer important documents and information in a range of formats on request, e.g., EasyRead, large print, audio versions, and captioned videos.</p> <p>Accessibility section/statement on our website created.</p>	<p>Website meets Web Content Accessibility Guidelines (WCAG).</p> <p>Inclusive writing guidelines created and disseminated.</p> <p>Accessibility best practices toolkit and disseminated.</p> <p>Increased collaboration with individuals and organisations that specialise in accessibility and inclusion.</p>		
<p>Reaching new audiences</p>	<p>Communicate with everyone in mind to ensure our offer is taken advantage of by a</p>	<p>Create personalised messages that resonate with each subgroup.</p>	<p>Increase in diversity of participants on our</p>	<p>Marketing & Communications Manager</p>	<p>Improving</p>

	<p>broad group of people, reflective of the diversity of Lewisham's population.</p> <p>Identify the characteristics of the new audiences we want to reach. Understand their demographics, interests, needs, and preferences.</p> <p>Segment new audiences based on shared characteristics.</p>	<p>Signposting new audiences to other activities they might be interested in, with us and other arts organisations in Lewisham and beyond.</p> <p>Identify key issues and trends. Social insight can help ensure we stay up-to-date, e.g. cost of living crisis has seen an increase in pupils accessing free school meals subsidy.</p> <p>Diversified media reach and clear content creation strategies around Equality and Inclusion.</p> <p>Create content that educates our audience about the issues our charity addresses.</p> <p>Encourage our current supporters to create and share content about our charity. User-generated</p>	<p>projects and in our programmes.</p> <p>Deeper insights into our audience gained, this will allow us to design more effective communications and campaigns, this will be gained through surveys, focus groups social media listening.</p> <p>Increased documentation of compelling stories that highlight the impact of our work, e.g. personal stories about young people from disadvantaged backgrounds who have benefited from our work can emotionally connect with new audiences and inspire them to get involved.</p> <p>New communication channels established, e.g. increase in video content for use on new digital platforms like TikTok, as well as increase in audience on YouTube.</p>	<p>Director of Community Programmes</p> <p>Community Programme Producer</p>	
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		<p>content can have a significant impact on reaching new audiences through personal networks.</p>	<p>Increase in awareness of what Lewisham Music does among new audiences, measured by increase in social followers, mailing list sign ups, engagement analytics, engagement with media and collaboration with larger arts organisations.</p>		
<p>Relevance and representation in communications</p>	<p>Diversifying representation across our communications to ensure it reflects our audiences.</p> <p>Ensure young people see themselves represented in our communications, elevating positive role models that they can relate to.</p> <p>Authenticity. Represent our charity's work, beneficiaries, and supporters accurately.</p> <p>Collaborative approach: Collaborate with individuals from underrepresented communities to ensure that</p>	<p>Identifying and addressing gaps in representation across our communications.</p> <p>Use genuine portrayals throughout all comms and avoid tokenism.</p> <p>Join the conversation/campaigns on national movements/days e.g., Black History Month, International Women's Day, LGBT History Month, Mental Health Awareness, etc.</p>	<p>All communications include a diverse representation of young people from various backgrounds, ethnicities, genders, and abilities.</p> <p>Young people feel empowered to explore their own identity and creativity through youth-led blogs about key issues close to them, these will be housed in the 'Read, watch, listen' section of website.</p> <p>Increased trust and credibility with our</p>	<p>Marketing & Communications Manager</p> <p>Tutor Diversity Ambassador</p>	<p>Advancing</p>

	<p>their perspectives are accurately represented in our messaging.</p>	<p>Establish channels for youth-led communications.</p> <p>Development of emerging artist profiles linked to our projects and programmes.</p> <p>Spotlights on Lewisham Music team (core, Trustees, tutors).</p>	<p>audience through authentic representation.</p> <p>EDI Impact section of website developed to profile young creatives, looking at their journeys in music and who their role models are, and why.</p> <p>Resource banks created to align with national movements/campaigns which are available on our website.</p>		
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Theme 8 →	Partnerships and advocacy
Our Commitment →	To collaborate with partners to maximise resources, share learning, and improve opportunities for children, young people, and workforces

Area of focus	Activities and strategies	Output	Impact & success	Responsibility	Status
Partnerships	<p>Partnerships projects are co-designed with specialist organisations i.e., Awards for Young Musicians, Live Music Now and Open Orchestra to improve IDEA practices.</p> <p>Develop our partnership with Greater London Authority and The Albany to extend our work around youth voice and social action.</p> <p>Continue to develop a wide range of performance and progression partnerships with organisations such as LSO, LPO, The Albany, Music for Youth etc.</p> <p>Continue to develop a wide network of referral partners across education,</p>	<p>Revised referral networks.</p> <p>Increased number of progression pathways through partner organisations</p> <p>New partnership projects.</p> <p>Lead the Sounds of Lewisham Network, connecting progression opportunities across youth music organisations.</p>	<p>Increased number of referral partners.</p> <p>Increased number of progression/ performance partners.</p> <p>Increased opportunities for collaboration between arts/ music organisations.</p> <p>Increased opportunities for collaboration between youth / community partners and Lewisham Music.</p>	<p>Director of Community programmes</p> <p>Community programme Producer</p> <p>Schools Music Leader</p> <p>Vocal Leader</p>	Improving

	housing, voluntary sector, and statutory services to supporting us to reach and engage underrepresented groups.				
Partnerships and Advocacy	Lewisham Music works with local, regional, and national partners and other Music Education Hubs to advocate for change.	Presentation of our work and evaluation at local, regional, and national events.	Evidence that Lewisham Music and our partners work together to advocate for EDI.	Director of Community Music Chief Executive Young people	Improving

Document History

Date	Reason for Change	Change Controller
Feb 2023	Draft	Director of Community Programmes
Mar 2023	Reviewed & amended	Chief Executive
October 2023	Reviewed	Chief Executive

Name	Keith Sykes	Name	Charly Richardson
Position	Director of Community Programmes	Position	Chief Executive
Signed		Signed	
Date	15/03/2023	Date	11/03/2023

Appendix 1

Tutor Diversity Ambassador

Broad areas of focus for the TDA role include (but are not limited to):

- Allowing Hubs to better engage and support their workforce after the significant challenges posed by Covid-19
- Allowing Hubs to respond effectively and meaningfully to the soul-searching which has happened nationally since the death of George Floyd and the Black Lives Matter protests
- Developing the next generation of leaders, creating new pathways to Hub management/leadership for underrepresented groups, especially those of Black, Asian, or mixed heritage
- Amplifying the voice of staff with lived experience, enabling them to support and challenge Hub management on their EDI strategy and journey
- Acting as a pilot for Hubs across England with regards to amplifying underrepresented voices within their workforce.

Jointly agreed priorities for Nigel during his 18-month tenure were:

- Research into EDI topics (videos, podcasts, blogs etc.) and share some of the learning through hosting an online chat with tutors. Specific topics might include 'Code Switching', 'Being an Ally' or 'Challenging micro-aggressions'
- Exploring existing resources and pulling together a crib sheet/ bank of resources to share with tutors, with a focus on diversifying the curriculum/culturally-specific resources
- Work with the Communications, Marketing & Programme Manager to create a resource bank for Black History Month
- Support the CEO and other LM managers by inputting into the new EDI policy and strategy.