

Partnership Working 2020-21 Overview

Introduction

The Tri-borough Music Hub (TBMH) has clearly defined partnerships at Strategic and Delivery levels. At the core of our partnership work is the notion that these organisations bring added value to, and complement, the TBMH's offer; and importantly that there is a reciprocal and collaborative relationship. The TBMH has a rigorous evaluation and quality-assurance process for all existing and potential partnerships which checks that all organisations:

- Offer clarity about how they meet the TBMH strategic priorities and contribute to the holistic TBMH offer;
- Are committed to Child Protection/Safeguarding best-practice, with robust policies in place and regular training for all staff;
- Demonstrate how they positively contribute funds (in-kind or cash) which could be used to provide opportunity for TBMH pupils/schools;
- Have in place their own reflective practice procedures through ensuring they engage in evaluations of their own activity.

The TBMH annually reviews how organisations meet the criteria of partners or additional providers, and bring in additional expertise, impacting on the people that we work with.

Strategically the TBMH supports partners by organising presentations at meetings, bringing in guest speakers to highlight available funding streams and sharing all funding bulletins from the Local Authority which holds local, national and European funding opportunities. This then allows the TBMH to support partner organisations in applications to secure additional funding. The TBMH Head works with partners to secure funded activity for young people in our area.

The importance of partnership working cannot be underestimated, with significant investments of time and money made at senior levels of the organisations involved. The TBMH continues to work to identify new partners where there are gaps in provision or to respond to need. The TBMH is frequently approached by organisations wishing to become a partner and we have evolved a thorough process to establish the relevance, need and appropriateness of these potential relationships. The essential question asked whenever a proposed new partnership is suggested, is whether that new organisation can offer something unique to our existing partnerships and if it will positively benefit all TBMH stakeholders in a meaningful way.

The following pages provide an overview of all partnership categories and who we are working with in partnership.



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Categories of Partner Organisations:

Overview of Partner Organisations:

- Strategic Partner: provides strategic input and leadership and helps drive change
- Delivery Partner: works with the TBMH to develop and deliver provision to address the gaps and needs identified in the Tri-borough area.
- School Partner: works with the TBMH in order to raise the quality of music provision and musical progression for pupils in their school. The TBMH aims to work with every school (state maintained, free, academy).
- LA Partner: each Local Authority has an Arts team which the TBMH links with to provide further opportunities based on local need
- Host Venue Partner: provides space for Music Hub activity

Overview of Additional Providers:

The TBMH also acknowledges that there are other high-quality music providers in the local area who engage with schools and children/young people; and recognises that the TBMH can provide an umbilical link to a wider audience. Therefore, the TBMH has an *Additional Providers* category.

- Additional Provider: individuals or organisations that are working in the TBMH area and which reflect the TBMH aims and fulfil specific identified elements of the TBMH remit. The TBMH will signpost high-quality activity to schools via its various communication channels and website, and in return the provider will promote TBMH activity to their learners. There is a reciprocal and ongoing relationship.

Overview of External Organisations:

The TBMH also acknowledges that there are a plethora of external organisations based in the local area that work independently of the TBMH but which may offer opportunities to the community. The TBMH will add any appropriate organisation that wishes to do so, to a list of External Organisations on the TBMH website.

- External Organisations: individuals or organisations delivering work locally but independently of the TBMH. The TBMH will list these organisations on their website and signpost activity where appropriate.

In collaboration with partners/providers we offer an innovative, outstanding and progressive service to schools, families, children and young people. We also seek to nurture a creative dialogue between young people and professional arts organisations which not only inspires individual participants, but also enriches the artistic life of the Tri-borough area and beyond.

Partners List (as at October 2020)

STRATEGIC PARTNERS (also Delivery Partners)			
1	Bi-borough (RBKC/WCC) Local Authorities		DELIVERY PARTNERS (contd.)
2	LBHF Local Authority	19	RBKC Arts Service
3	Royal Albert Hall	20	Realtime Arts
4	Royal College of Music - Sparks	21	Ronnie Scott's
DELIVERY PARTNERS		22	Royal Academy of Music (Open Academy)
No.	Organisation Name	23	Royal Philharmonic Orchestra
1	ABRSM	24	Serious
2	British Youth Music Theatre	25	Sound and Music
3	Charanga	26	Sound Connections
4	Chickenshed Kensington & Chelsea	27	The Bach Choir
5	Creative Futures	28	The Bhavan Institute
6	English Folk Dance and Song Society	29	The Music House for Children
7	English National Ballet	30	The Rhythm Studio
8	English National Opera Baylis	31	The Voices Foundation
9	Fulham Symphony Orchestra	32	Westminster Arts and Cultural Services
10	Harrison Parrott	33	Wigmore Hall
11	In-deep		
12	Inspire-works		ADDITIONAL PROVIDERS
13	Latymer Upper School	No.	Organisation Name
14	LBHF Culture	1	Inner Voices
15	UK Music Masters	2	Southbank Sinfonia
16	Lyric Hammersmith	3	The Classical Road Show
17	National Youth Jazz Orchestra	4	Making Music
18	Opera Holland Park	5	Pimlico Musical Foundation

Criteria for Tri-borough Music Hub Partners and Providers

MISSION STATEMENT

The Tri-borough Music Hub aims to provide opportunities for all to develop a life-long love of music and realise their musical potential whilst developing their personal and social identity. A broad range of progressive musical pathways will be provided in partnership with outstanding music organisations that are committed to our ethos.

PARTNERSHIP WORKING OVERVIEW AND INTRODUCTION

The Tri-borough Music Hub (TBMH) has clearly defined partnerships at Strategic and Delivery levels. At the core of our partnership working is the notion that these organisations bring added value to, and compliment, the TBMH's offer; and importantly that there is a reciprocal and collaborative relationship. The TBMH has a rigorous evaluation and quality-assurance process for all existing and potential partnerships which checks that all organisations:

- Offer clarity about how they meet the TBMH strategic priorities and contribute to the holistic TBMH offer;
- Are committed to Child Protection/Safeguarding best-practice, with robust policies in place and regular training for all staff;
- Demonstrate how they positively contribute funds (in-kind or cash) which could be used to provide opportunity for TBMH pupils/schools;
- Have in place their own reflective practice procedures through ensuring they engage in evaluations of their own activity.

The TBMH annually reviews how organisations meet the criteria of partners or additional providers and this impacts the people that we work with.

PARTNERS

Tri-borough Music Hub Delivery Partner organisations will: -

1. deliver provision that meets strategic aims of the Tri-borough Music Hub and supports its mission
2. deliver provision that adds value to schools and the wider community in terms of legacy, CPD, etc. beyond the end of the project and beyond what might be expected of a purely bought / commissioned service
3. work with the TBMH to develop and deliver provision to address the gaps and needs identified in the Tri-borough area
4. routinely and rigorously be evaluated to ensure sustained high quality
5. have been actively engaged in educational outreach work in the Tri-borough area in the previous academic year
6. have established or be seeking relevant funding, some of which is to be used to subsidise work in Tri-borough schools
7. have a track record of reliability and the capacity to work effectively with Tri-borough schools
8. show commitment to the Hub by offering an element of subsidised or free provision
9. demonstrate willingness to work creatively with other Delivery Partners (and pro-actively seek opportunities to do so) in order to provide opportunities for the schools, teachers, young people and families in the Tri-borough area ("greater than the sum of their parts")
10. provide summaries of projects / programmes which contain evaluative information and feedback including - where appropriate - contextual data
11. routinely be appropriately represented at Delivery Partner meetings

Tri-borough Music Hub Strategic Partners will: -

1. be an exemplary Delivery Partner, having significant impact in the Tri-borough area
2. routinely provide strategic input and leadership into the work of the Tri-borough Music Hub
3. provide challenge and support to the Head of the Tri-borough Music Hub, maintaining oversight of the running of the organisation and the extent to which it is meeting strategic aims, supporting quality assurance and impacting evaluation processes
4. take an active lead on a mutually agreed area of Hub workload (e.g. authoring funding applications or other documentation; supporting quality assurance of provision)
5. make a significant contribution to the success of flagship Tri-borough Music Hub events
6. provide exemplar models of delivery to other Delivery Partners in order to enhance and sustain the impact of all partner provision
7. be represented at all Strategic Partner meetings, at decision maker level, to help drive change

Tri-borough Music Hub Local Authority Partners will: -

1. provide further arts opportunities facilitated by the Local Authority Arts Teams, based on local need, which will be signposted by TBMH
- N.B. The TBMH links with each of the three Local Authority Arts teams

Tri-borough Music Hub Host Venue Partners will: -

1. provide space for Music Hub activity and help to promote these activities, for free (in-kind) or at heavily-subsidised rates

Tri-borough Music Hub School Partners will: -

1. works with the TBMH in order to raise the quality of music provision and musical progression for pupils in their school
- N.B. The TBMH aims to work with every school (state maintained, free, academy)

In return the Tri-borough Music Hub will: -

1. promote the work of partners via TBMH networks and all relevant communication channels
2. advertise the work of the partners on the Tri-borough Music website
3. actively encourage schools to engage in partner programmes
4. provide networking opportunities for partners
5. provide Quality Assurance visits and feedback, by arrangement
6. highlight the work of partners to the Arts Council and other relevant bodies
7. provide partners with information regarding the mission, aims and development of the Tri-borough Music Hub
8. provide guidance on safeguarding and working with young people in schools
9. provide national and local updates related to developments in music education
10. support partners in funding applications to support delivery of programmes with Tri-borough schools
11. disseminate best practice models of delivery to all partners to inform future programming
12. hold a termly all-partners meeting containing updates and relevant information

PARTNER REVIEW

The TBMH partners list will be reviewed on an annual basis. Any partners not successfully fulfilling the terms of the partnership agreement may be removed, following a review discussion with the Manager of TBMH and Strategic Partners.

PROVIDERS

Additional Providers:

The TBMH also acknowledges that there are other high-quality music providers in the local area who engage with schools and children/young people, and recognises that the TBMH can provide an umbilical link to a wider audience. Therefore, the TBMH has an *Additional Providers* category.

Tri-borough Music Hub Additional providers will: -

1. be individuals or organisations that are working in the TBMH area and which reflect the TBMH aims and fulfil specific identified elements of the TBMH remit. The TBMH will signpost high-quality activity to schools via its various communication channels and website, and in return the provider will promote TBMH activity to their learners. There is a reciprocal and ongoing conversation.

In return the Tri-borough Music Hub will: -

1. invite Additional Providers to at least one annual meeting led by TBMH to ensure providers are kept informed of the TBMH strategy and key music education developments, provide networking opportunities

EXTERNAL ORGANISATIONS

External Organisations:

The TBMH also acknowledges that there is a plethora of external organisations based in the local area that work independently of any connection with the TBMH but which may offer opportunities to the community. The TBMH will add any appropriate organisation that wishes to do so, to a list of External Organisations on the TBMH website.

External Organisations will: -

1. be individuals or organisations delivering work locally but independently of the TBMH. The TBMH will list these organisations on their website and signpost activity, where appropriate.

Process for prospective Tri-borough Music Hub Delivery Partners and Providers

New partner and provider application process

It is always good to hear from potentially interested new organisations. The TBMH always considers what is best for our key stakeholders (pupils, schools, workforce, community) and how any partnership can positively impact on any of these. However, we have well-established processes for working in partnership with robust procedures in place in order to best manage the many approaches we receive. To apply to engage with the Tri-borough Music Hub as a Tri-borough Music Hub Delivery Partner or Additional Provider the following process will apply:

1. An initial approach in writing to the Head Tri-borough Music Hub outlining the work of the organisation; its track record of working with children and young people, evidence of high quality provision delivery including positive feedback from staff and young people, and evidence of positive impact of the organisation's work.
2. If appropriate, an informal conversation with a member of the Tri-borough Music Hub or Strategic Partner to discuss in person the proposal;
3. If appropriate, for those fulfilling the partner organisation criteria, a follow-up meeting with representatives of the organisation (the TBMH, a Strategic Partner, or an independent consultant) will take place to develop a deeper understanding of how potential partnership work could be developed. This meeting will establish the formal paperwork which we require for all partners:
 - o A summary document outlining the clarity of your proposed offer and expand in prose about how you feel you meet the TBMH strategic priorities and contribute to the holistic TBMH offer for all stakeholders;
 - o Evidence of your organisation's commitment to Child Protection/Safeguarding, with robust policies in place and regular training for all staff;
 - o Outline of how your proposed partnership would demonstrate how your organisation would positively contribute funds (in-kind or cash) which could be used to provide opportunity for TBMH pupils/schools (i.e. what are you proposing which is unique and different, as opposed to your organisation approaching a school directly);
 - o Demonstrate evidence of quality assurance through your own reflective practice procedures, and evaluations of your own activity.
4. If the organisation meets the required criteria and if by working with the Hub there will be no direct duplication of existing partner provision, they will be asked if they wish to continue the application process. If the organisation wishes to continue, the application will be taken to the next Strategic Partners meeting for agreement. Please note that where organisations have similar offerings to existing partners, there will be a review system in place to ensure new partners will not be overlooked on this basis.
5. The outcome of the Strategic Partner group will be shared with the organisation with relevant feedback.
6. If the partner organisation is to become a partner, the partner letter will be sent to the organisation. The completed letter will include information related to the organisation's past activity as well as proposed future Tri-borough engagement activities. The completed letter will be returned to the Tri-borough Music Hub for inclusion in Arts Council partner/provider information returns.
7. The Tri-borough Music Hub's new partners and new Tri-borough Music Hub additional providers will be added to the approved list of organisations working with the Tri-borough Music Hub, and will then receive the support as stated in *Criteria for Tri-borough Music Hub Partners and Providers*.

All enquiries to be in writing and sent to info@triboroughmusichub.org



Tri-Borough Music Hub Strategic Partners Steering Group

Decision making responsibilities:

Advisory committee

Terms of reference

On behalf of the Tri-borough Music Hub and in accordance with the Arts Council England conditions of being a Music Education Hub, the Royal College of Music, the Royal Albert Hall and representation from the Local Authority Children's Services School Standards team will work collaboratively as a Steering Group:

1. To be an exemplary Delivery Partner, having significant impact in the Tri-borough area
2. To routinely provide strategic input and leadership into the work of the Tri-borough Music Hub
3. To provide challenge and support to the Head of the Tri-borough Music Hub, maintaining oversight of the running of the organisation and the extent to which it is meeting strategic aims, supporting quality assurance and impact evaluation processes
4. To take an active lead on a mutually agreed area of Hub workload (e.g. authoring funding applications or other documentation, supporting quality assurance of provision)
5. To make a significant contribution to the success of flagship Tri-borough Music Hub performance and training events
6. To provide exemplar models of delivery to other Delivery Partners in order to enhance and sustain the impact of all partner provision
7. To be represented at all Strategic Partner meetings, at decision maker level, to help drive change
8. To keep under review and make recommendations to the TBMH regarding developments or change in the facilitation or provision of musical opportunities for young people
9. To monitor the provision of services for all young people including Early Years, SEND and mainstream pupils
10. To monitor the effectiveness of practice through the consideration of statistics and surveys
11. To support the implementation of progressive practice in the TBMH
12. To consider regular reports on national developments in music and arts provision, including but not limited to changes in legislation, regulations and guidance
13. To monitor the delivery of the TBMH business plan and its associated initiatives and projects
14. To consider annual reports on the provision of TBMH activity and make recommendations for development/change as required
15. To view end of year financial accounts on an annual basis

Membership

- TBMH Head, Stuart Whatmore (Chair);
- TBMH Deputy Head, Jane Da Costa;
- TBMH Administrator, (Secretary);
- Royal Albert Hall, Education & Outreach Manager, Flo Schroeder;
- Royal Albert Hall, Paul Munday, Education & Outreach Executive;
- Royal College of Music, Head of Learning & Participation, Hayley Clements;
- Royal College of Music, Assistant Head of Learning & Participation, Katy Hemingway
- Bi-Borough School Standards Team, Principal Lead Advisor, Shelley Duffy
- LBHF School Effectiveness Team, Principal Lead Advisor, Keith Tysoe

Regularity of meeting: every 4-8 weeks

How the Tri-borough Music Hub tracks and quantifies how its partners are meeting the strategic aims

Here is a summary of how the TBMH tracks Partner submitted data in annual partners' survey.

- 1) A PDF of the questions we ask is here – we use SurveyMonkey to collect data.



Survey PDF of Annual Partner Surv

- 2) In questions 4 to 28, we ask for titles of partners' projects, in three areas – Community and Family Projects, CPD & Training, and Work in Schools.
- 3) We ask for the total number of service users who benefitted from each project in Question 38. SurveyMonkey allows answers from questions 4 to 28 to be fed into these questions, avoiding the need for partners to cross-reference earlier answers manually.
- 4) We then invite partners to identify which of the Hub's sixteen Strategic Aims each project meets.



Tri-borough Music Strategy (Feb 2017 L

- 5) When the survey is closed, we are able to download the data as a spreadsheet. We then use formulae to multiply - for each partner - how many service users benefitted in a way that meets each Strategic Aim, and then aggregate totals for each aim across all partners.
- 6) We then publish these figures in our Annual Report. We include previous years' figures, allowing us to track our partners' contributions to meeting our Strategic Aims over time.

For example: -

	<i>Number of service users benefitting by year</i>				<i>Year-on-year change</i>
<i>Strategic Aim</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	
<i>Strand 1: Musical development of children and young people</i>					
To ensure all children and young people are actively making progress according to their stage of learning and with appropriate challenge	20,571	17,439	21,539	28,191	+31%

The table below shows statistics reported by partners in the 2018-19 academic year, looking at trends from the 2014-15 academic year.

Table showing how many service users benefit from our partners' work under each of our Strategic Aims

<i>Number of service users benefitting by year</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-19</i>	<i>Year-on-year change</i>
<i>Strategic Aim</i>						
<i>Strand 1: Musical development of children and young people</i>						
To ensure all children and young people are actively making progress according to their stage of learning and with appropriate challenge	20,571	17,439	21,539	28,191	29,325	+4%
To ignite and develop children and young people's musical curiosity to explore music in its wider sense	25,316	40,944	28,830	54,091	50,152	-7%
To improve the personal, social and emotional development of children and young people through participation in quality musical activity	22,283	22,570	23,388	51,072	35,118	-31%
To improve the communication, language and literacy development of young children through participation in creative musical activity	19,194	18,520	24,665	33,182	33,446	+1%
<i>Strand 2: Family and community engagement / Events</i>						
To ensure that music experiences are of high quality; are interactive; and engage the audience	31,983	36,748	25,435	53,629	43,038	-20%
To ensure that music experiences are accessible and affordable, irrelevant of circumstance	28,325	34,998	25,436	43,209	32,760	-24%
To ensure that music experiences are aimed at all groups of children including those in challenging circumstances and those with Special Education Needs and Disabilities	24,199	25,780	24,001	46,454	34,520	-26%
To ensure that music experiences include next steps signposting to further encourage family participation and engagement	17,353	20,544	23,439	46,358	40,270	-13%
<i>Strand 3: Enhancing music provision in schools and settings</i>						
To embed learning and effective practice in host and partner organisations and share practice beyond the project/event/piece of work with a tangible legacy	17,441	10,826	20,684	11,075	15,444	+39%
To ensure that music experiences cater for all groups of children including those in challenging circumstances	20,080	31,386	28,735	53,680	28,287	-47%
To embed a musical ethos within the setting	16,504	29,501	27,301	44,865	27,566	-39%
To develop a reflective practice within the workforce which impacts on successful next steps	13,883	16,167	21,010	48,084	23,315	-52%
<i>Strand 4: Developing the music workforce</i>						
To further improve the quality and standards of music delivery for children and young people	17,698	26,522	21,821	43,455	21,710	-50%
To actively impact on teacher / tutor training and offer sustained support and creative development opportunities for professionals	8,806	11,819	21,425	19,850	12,350	-38%
To work with music specialists and those who lack confidence or experience with music delivery	11,890	8,328	19,788	15,239	14,394	-6%
To develop reflective practice within the workforce which impacts on successful next steps	10,184	19,490	19,683	27,144	21,086	-22%