

Tri-borough Music Hub: Partnership working 2024-25



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Vision

Our **vision** is for every child or young person – whatever their age, ability, or life circumstances – to have their voice heard, to feel included, and to be able to access enriching and relatable musical experiences.

Mission Statement

Our **mission** is to provide a broad range of progressive and inclusive musical pathways and opportunities for all Children and Young People to develop a life-long love of music and realise their musical potential whilst developing their personal and social identity. We aim to expose Children and Young People to a range of music that broaden horizons and provide holistic musical learning by making connections that support a sense of cultural identity and belonging in our community. We will work closely in partnership with outstanding music and education organisations that are committed to our ethos. Together we will strive to embed best-practice, and implement visionary and effective models of partnership work to ensure comprehensive routes of engagement, opportunity, and progression for learners.

Music Education for All

The TBMH works hard to provide a fully inclusive service to ensure that our outputs are embedded in representation, equity, diversity, and inclusion - we aspire to be REDI. We champion the importance of Youth Voice, respond to need, and support all our learners, including our most vulnerable SEND learners. We strive to ensure that Children and young people's music is HEARD:

- **H**olistic - emphasis on personal, social, and musical outcomes.
- **E**quitable - those facing the biggest barriers receive the most support.
- **A**uthentic - developed with and informed by the people we do it for.
- **R**epresentative - participants and colleagues reflect our diverse society.
- **D**iverse - all musical genres, styles, practices are valued equally.

All TBMH activity will be equitable and inclusive across all [protected characteristics](#), to allow our participants (children, young people, workforce) to genuinely feel like they belong. We will create a space where everyone has equal access to opportunities and can be themselves without fear of discrimination, prejudice, harassment, or bullying. This will ensure that a fully rounded, progressive, and innovative music education will be representative of all children, young people, families, and communities who live or go to school within our three boroughs, regardless of their backgrounds or circumstances.

Key Themes in the evolution of the TBMH

We continue to respond to the four common themes that emerged from our 2021 stakeholder ([HERE](#)) consultation and research, which highlighted the challenges that need to be overcome in order to deliver the best possible service. We ask that all partners also work with these in mind.

- **Access, diversity, inclusion:** Ensuring all children and young people who wish to access our services, can do so
- **Children's enjoyment and wellbeing:** Providing enjoyable activities for children and young people and supporting their health and wellbeing as we emerge from the challenges of the pandemic
- **Youth voice:** Ensuring that young voices are at the heart of our offers and the decisions we make as a service
- **Relationships and communication:** The importance of listening to and communicating clearly with our audiences, partners, service users and workforce

Partnerships September 2024 to August 2025

The Tri-borough Music Hub (TBMH) has clearly defined partnership working arrangements at Local Strategic and Delivery levels. At the core of all partnership work must be the notion that all partnerships bring added value to, and complement, the TBMH's offer; and importantly that there is a reciprocal and collaborative relationship. It is essential that there are mutual benefits and a natural synergy for the TBMH and for each organisation or LA team.

All Music Hubs support the implementation of the National Plan for Music Education. The DfE/ACE are approaching 2024-25 as a transition year for Music Hubs as they traverse the new reduced hub geographies which came into effect on 1st September 2024. The TBMH will maintain its broad range of partnerships that all work towards the goal of improving outcomes primarily for children and young people, but also for schools, the workforce, and the community. We are committed to working with organisations that will allow us to have the most impact in music education outcomes for all children and young people, including those who may be disadvantaged or harder to reach.

Arts Council England (ACE) and the Department for Education (DfE) requires all MEHs to ensure that there are there strong strategic and delivery partnerships in place resulting in high-quality, inspiring, and engaging musical and progression opportunities for children and young people (see '2024-25 Music Education Hubs Arts Council Relationship Framework' ([HERE](#))).

The role of all partnership working is integral to the future success of a joined-up and cohesive music education that makes genuine change and has positive impact for its key audience. These partnerships will add value to the strategic music education delivery within our three boroughs.

- In relation to the arts organisations which the TBMH will work with from September 2024, we are aiming for a breadth of musical styles and genres which are fully representative of our local communities, and which will bring about high-quality music education outcomes.
- In relation to working with different LA teams, we would like to pro-actively put ourselves front and centre as a fellow LA service that can actively contribute to wider inter-departmental education outcomes.

The TBMH will maintain a rigorous evaluation and quality-assurance process for all potential partnerships which checks that all organisations:

- a) Offer clarity about how they meet the TBMH strategic priorities (see next page) and contribute to the holistic TBMH offer
- b) Can tangibly demonstrate how they are proactively supporting and improving representation, equity, diversity, and inclusion across all protected characteristics within their work
- c) Are committed to Child Protection/Safeguarding best-practice, with robust policies in place and regular training for all staff
- d) Can demonstrate how they positively contribute funds (in-kind or cash) which could be used to provide opportunity for TBMH pupils/schools
- e) Have in place their own reflective practice procedures through ensuring they engage in evaluations of their own activity

The TBMH will annually review how organisations meet the criteria of partners, and bring in additional expertise, impacting on the people that we work with. The TBMH will continue 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. 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 importance of partnership working cannot be underestimated, with significant investments of time and money made at senior levels of the organisations involved.

Categories of Partner Organisations

Overview of Partner Organisations:

- Strategic Partner:
Provides strategic input and leadership at a local governance level and helps drive change. They provide annual data to the TBMH about its music education delivery in our area. The Strategic Partners are fixed organisations who are significantly and very actively involved in TBMH governance.
- Delivery Partner:
Works with the TBMH to develop and deliver provision to address the gaps and needs identified in the Tri-borough area. They provide annual data to the TBMH about its music education delivery in our area.
- Host Venue Partner:
Provides space for Music Hub activity at reduced rates.
- LA Partner:
Each Local Authority has a range of education teams, and an Arts team, which the TBMH links with to provide further opportunities based on local need
- Lead School Partner:
Works with the TBMH to raise the quality of music provision and musical progression for pupils in their school. Lead Music Schools will be identified during 2024-25 and will have a specific role in the Hub's support offer for schools which will be outlined in the Hub's School Engagement Strategy for 2024 onwards.
NB: The TBMH aims to work with every school (state maintained, free, academy). They provide annual data to the TBMH about its music education delivery in our area.

Overview of the Wider Network:

The TBMH recognises that there are other high-quality music providers in the local area who engage with schools and children/young people. The TBMH can provide an umbilical link to a wider audience. Therefore, the TBMH works with organisations in the wider network.

- These are 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.
- They do not have to provide annual data to the TBMH about its music education delivery in our area but are encouraged to do so.

How partners can support TBMH focus priority areas and strategic vision

Like all Music Hubs (MHs), the TBMH is expected to deliver against the DfE/ACE's one vision, three aims, and five strategic functions as laid out in the National Plan for Music Education (source [HERE](#)), all summarised in a Local Plan for Music Education (LPME).

DfE/ACE Vision:

All children and young people should be able to learn to sing, play an instrument and create music together, and have the opportunity to progress their musical interests and talent, including into a professional creative career.

DfE/ACE Three Aims (for Music Hubs):

1. To support schools and other education settings to deliver high quality music education.
2. To support young people to further develop their musical interests and talent, including into employment.
3. To support all children and young people to engage with a range of musical opportunities in and out of school.

DfE/ACE Five Strategic Functions:

1. Partnerships
2. Schools
3. Progression and Musical Development
4. Inclusion
5. Sustainability

TBMH focus priority areas and strategic vision

The TBMH has its own locally agreed **focus priority areas**, which link to our overall music strategy ([click HERE](#)), based on need, as laid out in the table below. Listed within each of the priorities below are the areas in which the TBMH and its partners contribute to, and which also map to our LPME.

<p>Musical development of children and young people</p> <p>1. To support musical progression through a broad range of outstanding and fully inclusive musical pathways for children and young people with Youth Voice embedded in our work</p>	<p>Enhancing music provision in schools and settings</p> <p>2. To engage with all schools to enhance the delivery of an effective music curriculum by supporting access to high-quality music education opportunities</p>
<p>a) Access to learning instruments for all pupils b) Whole Class Instrumental learning c) Ensemble and Singing opportunities d) Inclusive progression and pathway routes e) Youth Voice is heard and embedded f) Access to large-scale music experiences</p>	<p>a) Support for School Music Development Plans with Support for curriculum delivery and CPD for school workforce b) Identifying Lead School Partners c) Ensemble and Singing opportunities d) Whole Class Instrumental Learning e) Diverse offer of activity f) Access to large-scale music experiences</p>
<p>Developing the music workforce</p> <p>3. To provide a broad range of effective continuing professional development opportunities for the wider workforce that enhances the quality of music education delivery for young people</p>	<p>Family and community engagement / Events</p> <p>4. To support families in our community by ensuring that financial access is not a barrier to pupils' engagement in music education opportunities led by ourselves and our diverse range of partner organisations</p>
<p>a) CPD for wider workforce (tutors, Higher Education students) b) Involvement in music education opportunities c) Representation across all protected characteristics</p>	<p>1. Affordable access to music education for children 2. Instrument loan service 3. Families feel welcome, valued, and included</p>
<p>Everything above is underpinned by innovative music education which ensures all TBMH, and partner, activity follows our values of: Inclusive — Exceptional — Inspiring — Progressive — Sustainable with representation, equity, diversity, and inclusion at the core of our work</p>	

Partner Organisations

Name of Organisation	Named Partner
ABRSM	Yes
Aurora Orchestra	Yes
Charanga	Yes
City of London Sinfonia (CLS)	Yes
Classical Roadshow (soon to be renamed)	Yes
Conductive Music CIC	Yes
Creative Futures (UK) Limited	Yes
English Folk Dance and Song Society	Yes
English National Opera	Yes
English National Ballet	Yes
Fulham Symphony Orchestra	Yes
Groove'n'Play	Yes
HarrisonParrott Foundation	Yes
Imperial College School of Medicine Music Society	Yes
In - Deep Community Task Force	Yes
Inspire-Works	Yes
Kensington and Chelsea Arts Service	Yes
Live Music Now	Yes
Lyric Hammersmith	Yes
Music House for Children	Yes
Nucleo	Yes
Opera Holland Park	Yes
RBKC	Yes
Royal Academy Of Music (Open Academy)	Yes
Royal Albert Hall	Yes
Royal College of Music	Yes
Royal Philharmonic Orchestra	Yes
Serious	Yes
Sinfonia Smith Square	Yes
Sound Connections	Yes
TEA films Ltd	Yes
The Bach Choir	Yes
The Bhavan UK	Yes
The Rhythm Studio	Yes
Trinity College London	Please keep us in the wider network
Westminster School	Yes
Wigmore Hall	Yes

Areas of expertise that our partners and wider network organisations cover:

Early Years	19
CPD / Training	25
Community Music Delivery	17
Music Production / Technology	6
Work in/with Schools	26
Live Music Performances	26
Youth Voice	15
Music Curriculum Development in Schools	10
Inclusion	24
SEND	20
Care Experienced Children and Young People	4
Mental Health & Wellbeing	14
Music Therapy	5
Musical Progression	19
Research, Data Analysis, Impact Assessments	7
Multi-Genre Music	11
Ensemble Development	9
Improvisation / Creative Music Making	13
Environmental Sustainability	9
Fundraising / Financial Support	8
other (see below)	1
Social Justice	6
Blind / Vision Impaired	10
Deaf / Hard of Hearing	12
Media / Communications	9
Venue / Space for activity	8
Local Authority team / department	3

Types of Organisations based on ACE Categories

Local Authority	2
National Youth Music Organisation	1
Other National Portfolio Organisation (Non-NYMO or Bridge)	6
Non-NPO Music Organisation, Not For Profit	9
Non-NPO Music Organisation, Commercial/Industry	3
Other Non-NPO Arts/Cultural Organisation	6
Community/Youth Organisation	4
Digital Music Technology Provider	1
State-Funded Educational Establishment	1
Independent Educational Establishment	2
Higher Education Establishment	4
Other Educational Establishment	2
Other Partner Organisation	5

Name of Organisation	Please summarise how your organisation works with the Tri-borough Music Hub
ABRSM	ABRSM is proud to work in partnership with TBMH, and in recent years has supported the Musical Senses programme in collaboration with the Royal College of Music and Royal Albert Hall. We provide sponsorship for the programme, as well as in-kind support (filming, editing, workshop leadership and social media promotion).
Aurora Orchestra	We deliver SEND workshops and performances of our long-standing Far, Far Away series in specialist SEND settings. We also have our digital offering of Aurora Classroom and co-created the SEND strands of this with specialist music teachers from the Tri-borough.
Charanga	We work closely with the hub to align CPD and support schools with any digital needs that they have. We attend the network meetings and are always keen to support local initiatives, whether it be through providing access to our technology or taking part in any conferences or other such suitable events.
City of London Sinfonia (CLS)	We work side by side with young musicians to augment playing capacity in certain concerts whilst also supporting and mentoring the 'in the moment' live playing and skills development
Classical Roadshow (soon to be renamed)	Many of the schools that attend CR show are within the Tri-borough area.
Conductive Music CIC	We will deliver in-school or remote, Music-led STEAM workshops for marginalised children. We will also provide CPD sessions for non-specialist teachers. We would be happy to collaborate on any other areas from the list below.
Creative Futures (UK) Limited	Creative Futures supports many aspects of the TBMH's work, including its work with pre-school aged children and families, and sharing expertise with regards special educational needs in particular working with deaf children. We collaborate on professional development opportunities, as well as the TBMH's mission to ensure that all children have the opportunity to engage in high quality musical activity.
English Folk Dance and Song Society	By engaging with young people and folk music, particularly around disabled young people (currently).
English National Opera	The ENO Engage team work with the Tri-borough music hub to offer a range of projects and activities for young people and local communities. We are collaborating on ENO's Finish This... programme in 2024-25.
English National Ballet	English National Ballet supports the work of the TBMH, with partnership opportunities via ENB's Engagement and ENB Philharmonic. Maria Seletskaja is ENB's new Music Director, taking on the role for 2024-2025 season.
Fulham Symphony Orchestra	We offer free tickets to TBMH students and their carers to our concerts held in the Borough.
Groove'n'Play	<ul style="list-style-type: none"> • Groove'n'Play (GnP) works in partnership with the Tri-borough Music Hub to meet their identified needs for instrumental learning. This includes: in-school whole class delivery, out-of-school small group and ensemble tuition, and family community engagement. • GnP provides the necessary professional development for hub tutors and school teachers to support the delivery of the groove'n'play programmes using its digital resources groove@school and groove@home. • GnP creates bespoke resources to increase levels of engagement and enhance the learning experience in relation to specific instrumental groups. • GnP devises and delivers bespoke family engagement programmes to reach the local and wider community meeting the identified needs of TBMH and its strategic partner, the Royal College of Music. • GnP also provides technical, administrative and additional support to the Hub Team as and when required.
HarrisonParrott Foundation	The partnership entails musical workshops and masterclasses led by HarrisonParrott Artists for children engaged by the Tri-Borough Music Hub. Alongside this programme of work, the Tri-Borough Music Hub acted as our presentation partner for the first ever HP Foundation Symposium, which was convened as a reaction to the New National Plan for Music Education's release in 2022.

Imperial College School of Medicine Music Society	We have successfully raised several hundred pounds for TBMH! We shall continue to collect donations at our concerts and events, as well as spread the word about the charity and the impact it has. This year, we will assess the potential for a stall to be set up at our concerts, where TBMH representatives could join us and tell attendees a bit about themselves? We also promote opportunities for our members to volunteer for the charity!
In - Deep Community Task Force	We are one of the few organisations in the tri borough that provide free music therapy across all school stages. we have liaised with the Tri borough about expanding school delivery both in music therapy and art therapy and the needs both in special schools but also in AP and mainstream schools with specialist units attached. We are presently trying to secure funding to expand our schools work and make it sustainable. we have also spoken at their meetings about our work, the benefits of music therapy and the need for it.
Inspire-Works	We work with many schools in all boroughs providing: 1. One-off workshops for all ages in primary schools, secondary schools and SEN settings 2. Series of workshops for Key Stage 2 classes 3. Drumbeatable Programme Facilitator training 4. Other CPD sessions.
Kensington and Chelsea Arts Service	Through a reciprocal and collaborative relationship of partnership, knowledge sharing, signposting and joined up working, RBKC Arts service is committed to supporting TBMH in striving for greater representation across all protected characteristics. We endeavour to continue to support TBMH in having the most impact in music education outcomes for all children and young people, including those who may be disadvantaged or harder to reach.
Live Music Now	We work in partnership with the hub to identify schools which would benefit from our programmes, and to support special school music provision in the hub region.
Lyric Hammersmith	The Lyric is a host venue partner that allows the TBMH to deliver activity in the building.
Music House for Children	We collaborate through our delivery services and stakeholders; and business partner Bush Hall Music.
Nucleo	We support the TBMH in their mission by providing a high-quality musical education to over 400 children within the Tri-borough area. We are active members of the TBMH network, and take advantage of the opportunities that TBMH provides to connect with the other members of this network and share training, ideas and experience.
Opera Holland Park	OHP works with the Tri-borough Music Hub through our Inspire outreach and education programme. We partner with Tri-borough to access schools and colleges for our education work including schools performances and workshops and careers offerings.
RBKC	Strategic Partner, links with all schools, Headteachers, CPD and other LA activity in Children's Services
Royal Academy Of Music (Open Academy)	The Tri-borough kindly circulates information about our WP activities amongst its young musicians, their teachers and schools in the area. It also provides us with insight and information about the current status of music education via its events and newsletters. The staff are also helpful in suggesting ideas, contacts and the latest thinking on important subjects within music education.
Royal Albert Hall	The Royal Albert Hall has been a proud strategic and delivery partner of the Tri-borough Music Hub since it's formation, providing support and challenge at a strategic level as well as delivering tailored projects and events to support young people and teachers in the Tri-borough area.
Royal College of Music	The RCM is a strategic partner with TBMH supporting decision making and governance. RCM Sparks, engages practically with TBMH, working with schools, hubs ensembles and supporting community links.
Royal Philharmonic Orchestra	We are involved in strategic partnership with the Tri-borough Music Hub, and with the emergent London West Hub. We are not currently delivering activity in the Tri-borough area, but have done in the past and would be very open to doing so again in the future!

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Serious	We work with the TBMH to offer performance opportunities during EFG London Jazz Festival, other participatory projects for TBMH young people, and subsidised tickets to our events.
Sinfonia Smith Square	We provide support through free concert hall space, we can also provide players as workshop and section leaders. We would like to work more effectively in partnership with TBMH to develop pathways into classical music, for young people at school and college.
Sound Connections	Sector support
TEA films Ltd	We film and photograph various events throughout the academic year.
The Bach Choir	Collaboration in selecting schools to partner with, shared CPD, shared use of musicians and facilitators.
The Bhavan UK	The Bhavan proposes to introduce Indian classical music courses to every citizen residing in the Tri-borough Music Hub. Since Indian classical music is only taught to a minority population despite it's deeply structured music system, we would like to initiate dialogue with teachers, schools and students in the Tri-borough and introduce this in music syllabus in the schools.
The Rhythm Studio	The Rhythm Studio assist The Tri-borough Music Hub with contemporary music delivery, CPD and events. Examples include training teachers to deliver contemporary courses via Sounds Like Hammersmith & Fulham, collaborating on the delivery of major events for young people, such as Future Sounds, Music Makes Me and Convo, and providing music technology classes in TBMH primary schools.
Trinity College London	Trinity College London and Tri-borough Music Hub have established a collaboration via which Trinity is able to supply a wide range of benefits including discount on exam fees, publications and centre validations fees alongside free delivery of data reports and data sets, CPD provision and more.
Westminster School	Westminster School continues to work alongside the Tri-borough Music Hub, offering assistance to schools in North Westminster with little to no musical provision. We work alongside schools within the Tri-Borough catchment to support the musical education and enrichment of pupils. Tim Garrard continues to sit on the board of trustees of the Tri-borough Music Trust.
Wigmore Hall	TBMH is the local music education Hub for Wigmore Hall. We work collaboratively to ensure that we are meeting the needs of our community. For example, on consulting about the music provision in schools, they identified that there is a lack of provision in Alternate Provisions, which we are now looking to begin a pilot project in. TBMH also supports Wigmore Hall by signposting people from the local community to our events such as Schools Concerts, Families Concerts, Come and Create etc. at the Hall.

Criteria for Tri-borough Music Hub Partners

PARTNERS

Tri-borough Music Hub Strategic Partners will: -

1. be represented at all Local Governance Board meetings, at decision maker level, to help drive change as part of the TBMH Board
2. be an exemplary Delivery Partner, having significant impact in the Tri-borough area
3. routinely provide strategic input and leadership into the work of the Tri-borough Music Hub
4. 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
5. 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)
6. make a significant contribution to the success of flagship Tri-borough Music Hub events
7. provide exemplar models of delivery to other Delivery Partners in order to enhance and sustain the impact of all partner provision

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/programme 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. proactively demonstrate actions related to improving representation, equity, diversity and inclusion within their work
5. routinely and rigorously be evaluated to ensure sustained high quality
6. have been actively engaged in educational outreach work in the Tri-borough area in the previous academic year
7. have established or be seeking relevant funding, some of which is to be used to subsidise work in Tri-borough schools
8. have a track record of reliability and the capacity to work effectively with Tri-borough schools
9. show commitment to the Hub by offering an element of subsidised or free provision
10. 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")
11. provide annual data and summaries of projects / programmes which contain evaluative information and feedback including - where appropriate - contextual data
12. routinely be appropriately represented at termly Delivery Partner meetings

Tri-borough Music Hub Local Authority Partners will: -

1. provide joined up inter-departmental support across all facets of improving the lives of children and young people, and actively work with the TBMH in a reciprocal manner
2. provide further arts opportunities facilitated by the Local Authority Arts Teams, based on local need, which will be signposted by TBMH

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. work with the TBMH in order to raise the quality of music provision and musical progression for pupils in their school (N.B. The TBMH considers every school (state maintained, free, academy) to be a Partner of the TBMH)
2. provide annual data regarding their in-school music education provision to help contribute to the wider LA music education impact

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In return the **Tri-borough Music Hub** will: -

1. promote the work of partners via TBMH networks and all relevant communication channels including e-newsletters, and social media
2. include the work of all partners in an Annual Report (see [HERE](#))
3. advertise the work of the partners on the Tri-borough Music website
4. actively encourage schools to engage in partner programmes
5. provide networking opportunities for partners
6. provide Quality Assurance visits and feedback, by arrangement
7. highlight the work of partners to the Arts Council and other relevant bodies
8. provide partners with information regarding the mission, aims and development of the Tri-borough Music Hub
9. provide guidance on safeguarding and working with young people in schools
10. provide national and local updates related to developments in music education
11. support partners in funding applications to support delivery of programmes with Tri-borough schools
12. disseminate best practice models of delivery to all partners to inform future programming
13. 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 Head of TBMH and Strategic Partners.

WIDER NETWORK OF ORGANISATIONS

Wider Network:

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

Tri-borough Music Hub Wider Network 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 Wider network organisations 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

Organisations in the Wider Network are not required to provide annual data, but they are invited to do so.

Process for prospective Tri-borough Music Hub Delivery Partners and Organisations in the Wider Network

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 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 be in the wider network, 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:
 - Offer clarity about how they meet the TBMH strategic priorities and contribute to the holistic TBMH offer
 - Can tangibly demonstrate how they are proactively supporting and improving representation, equity, diversity, and inclusion across all protected characteristics within their work
 - Are committed to Child Protection/Safeguarding best-practice, with robust policies in place and regular training for all staff
 - Can 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
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. See template letter on next page.
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 musichub@rbkc.gov.uk

Template letter from a Partner confirming how they will work with TBMH

From:
Organisation's name and address details

To:
Stuart Whatmore
Tri-borough Music Hub
Lyric Hammersmith
Lyric Square
King Street
London
W6 0QL

DATE

R.E. TRI-BOROUGH MUSIC HUB DELIVERY PARTNER

This is to verify that **NAME**, **POSITION**, **ORGANISATION**, confirms that the proposal to work in partnership has been discussed with the Tri-borough Music Hub represented by Stuart Whatmore, Head of the Tri-borough Music Hub. The discussions have been in connection with activities which will support the Tri-borough Music Hub in fulfilling its strategic remit, as outlined in the Arts Council England music education hub relationship framework.

The **ORGANISATION** represented by **NAME** is committed to working with the Tri-borough Music Hub as a ***Delivery Partner / Host venue Partner / LA Partner / School Lead Partner (*delete as appropriate)** and will enter into collaborative partnership arrangements as appropriate. At the time of writing, we anticipate that our future work with the TBMH will involve the following:

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We confirm that we will provide annual data to the TBMH as part of the annual reporting cycle to DfE/ACE; that we will aim to attend the termly partner network meetings; and they will advocate for the work of the TBMH within our own communication channels.

The support from **ORGANISATION** is subject to continued discussion and agreement with the Tri-borough Music Hub regarding the details.

NAME
POSITION
ORGANISATION

TBMH Local Governance Board

Terms of Reference (September 2024 update)

Purpose of the Local Governance Board

- To provide governance for the Music Education Hub/Service for LBHF, RBKC, WCC.
- To provide critical and constructive challenge to Royal Borough of Kensington and Chelsea as the lead partner in the London West Music Hub (LWMH), of which the TBMH is a consortium member.
- To ensure all TBMH local music education activity feeds into the wider strategic work of the LWMH

Relationships of the Local Governance Board to TBMH

The Local Governance Board is concerned with the activity and development of the TBMH. It is not empowered in matters which RBKC is legally responsible for, in particular the proper management of the Music Education Hub grant, the content of partnership agreements, procurement policy and employees' engagement, terms and conditions or performance reviews.

Roles of the Local Governance Board

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, representatives from the three Local Authority Children's Services teams, and the fundraising arm of the TBMH (Tri-borough Music Trust) – will work collaboratively as the Local Governance Board and agree:

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 and Senior Service Lead of the Tri-borough Music Hub, maintaining oversight of the running of the organisation and the extent to which it is meeting its strategic aims and fulfilling the roles defined in the National Plan for Music Education, 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 be represented at all Local Governance Board meetings, at decision maker level, to help drive change
7. To monitor the provision of services for all young people including Early Years, SEND and mainstream pupils, and the effectiveness of such provision through the consideration of statistics and surveys
8. To support the implementation of progressive practice in the TBMH, always considering how the services can be more inclusive and accessible for all children and young people
9. To consider regular reports on national developments in music and arts provision, including but not limited to changes in legislation, regulations, and guidance
10. To review and sign off TBMH's local plans; to monitor the delivery of the TBMH local plan and its associated initiatives and projects
11. To view end of year financial accounts on an annual basis
12. To provide advocacy for TBMH and music education more generally at local and regional levels.

Membership (correct as of September 2024)

1. Interim Chair, Flo Schroeder
2. TBMH Senior Service Lead, Hannah Keohane / TBMH Head, Stuart Whatmore
3. TBMH Business Manager, Alex Wood
4. Royal Albert Hall, Engagement Manager, Paul Munday
5. Royal College of Music, Head of Learning & Participation, Hayley Clements
6. Bi-Borough School Standards Team, Principal Lead Advisor, Shelley Duffy
7. LBHF School Effectiveness Team, Principal Lead Advisor, Georgina Herry
8. Bi-Borough Senior School Governance Adviser, Jackie Saddington
9. Chair of Tri-borough Music Trust Susan Whiddington / Deputy-Chair TBMT Mil Vukovic-Smart
10. Headteacher representative, Westminster, Sophie Healey-Welch

Secretary: Natalija Sorokina (RBKC)

Members are primarily representatives for their sector. Deputies may attend on behalf of the regular member but must still be able to represent the sector, not just their organisation. The group may agree to co-opt further members and to invite guests to attend from time-to-time as it determines will enhance its work.

Powers

- To review and scrutinise SMART Objectives; approve key decisions about the delivery of activity in the Hub area; and to review the annual data submitted to Arts Council England and formal feedback from Arts Council England, including information about LWMH's risk rating.
- To receive reports, including requesting sight of materials and resources, from any Tri-borough Music Hub partner on Hub projects, services, and activities.
- To observe projects and activities and attend public events which are promoted as part of Tri-borough Music Hub activity.
- To appoint sub-groups (task and finish groups), which will be subject to these Terms of Reference and to a role description which this group will determine.

Frequency of meetings

The Local Governance Board will meet at least 4 times per year in advance of quarterly submissions to Arts Council England and occasionally and exceptionally at other times if there is pressing need.

Format of meetings

Dates of meetings will be set in advance and agendas circulated at least seven days prior to meetings. Meetings may take place face-to-face in any reasonable place or by video-conference. Meeting notes (minutes) will be recorded and circulated to all group members.

Conflict of interest

- Any conflicts of interest must be signalled to the Chair, no later than the start of the meeting in question. This includes conflicts of interest which arise because of payments to the individual or their organisation by Tri-borough Music Hub or because of other possible impacts on them or their organisation of the TBMH's decisions.
- The conflicted member must leave the meeting when the item is being discussed and must not take part in any decision relating to it and this must be noted in the minutes. These provisions also apply should an unforeseen conflict of interest become apparent during the meeting. Any report or advice the member gives in the matter must be noted in full in the minutes.
- In the event that the matter is likely to recur at regular intervals, or that member is frequently conflicted by different matters, the member should resign (or be asked to resign) from the Local Governance Board to preserve its independence.

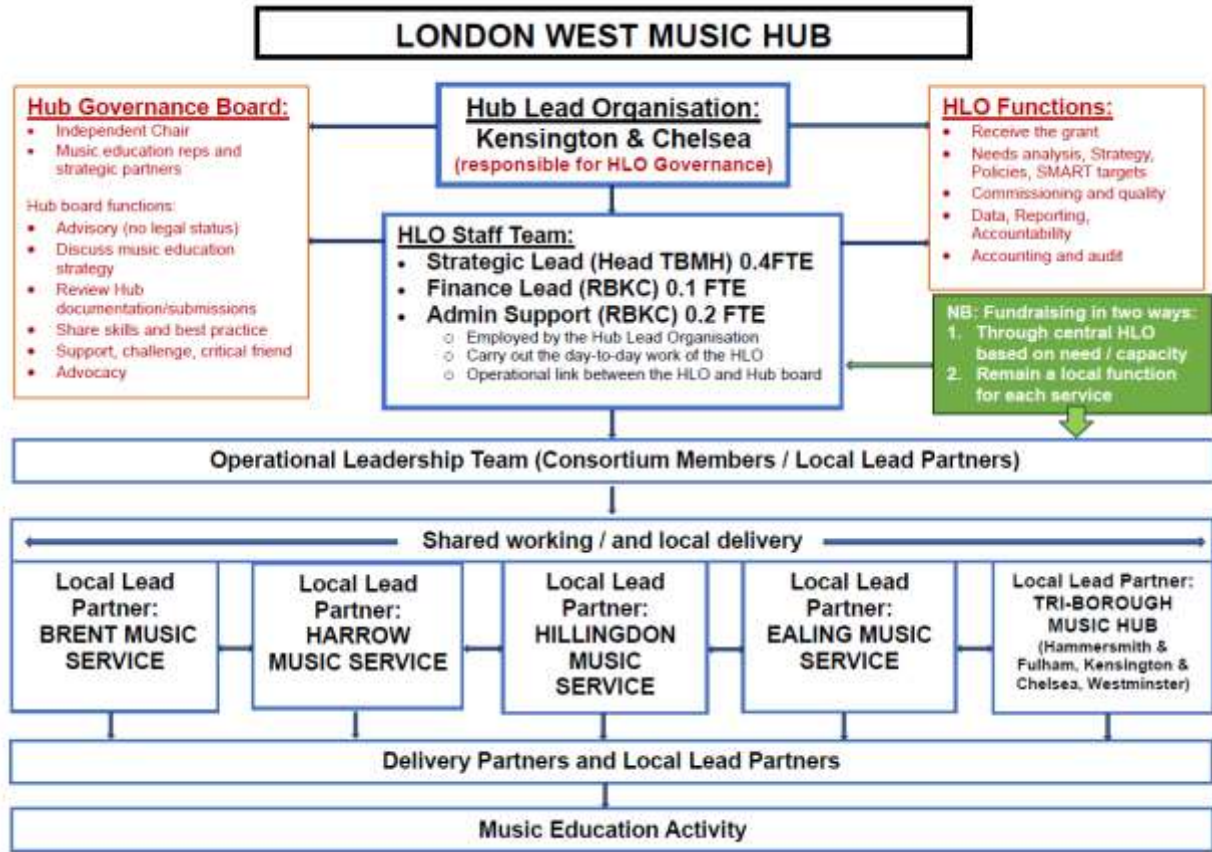
Decisions other than at meetings

If necessary, and by exception, the group may be consulted, make recommendations, and take decisions about any matter within its power outside of formal meetings, provided that all members of the group receive the same information and have similar opportunities to feedback, that any decision is communicated in writing to all members of the group AND that the decision is recorded in the notes of the next meeting.

Dissolution

The group will dissolve if:

- The structure and/or funding of Music Education Hubs changes substantially meaning that the group is no longer relevant or valid;
- The group, Royal Borough of Kensington and Chelsea, LWMH and Arts Council England agree on alternative arrangements for the governance of TBMH.



DRAFT

APPENDIX A - TBMH Music Strategy Key Strands that support Key Priorities

The TBMH has devised a top-level music strategy ([image HERE](#)) which summarises the approach taken to meet all service priorities. To achieve this, the TBMH is committed to high-quality learning at all levels under-pinned by mutually beneficial partnerships which contribute to and support the music education within the three boroughs. This agreed and unified approach to music delivery in the Tri-borough area has four key strands, each with four objectives, mapped to outcomes for shared responsibility across all partnerships.

Strand 1: Musical development of children and young people

- To ensure all children and young people are actively making progress according to their stage of learning and with appropriate challenge
- To ignite and develop children and young people's musical curiosity to explore music in its wider sense
- To improve the personal, social, and emotional development of children and young people through participation in quality musical activity
- To improve the communication, language, and literacy development of young children through participation in creative musical activity

Strand 2: Enhancing music provision in schools and settings

- 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
- To ensure that music experiences cater for all groups of children including those in challenging circumstances
- To embed a musical ethos within the setting
- To develop a reflective practice within the workforce which impacts on successful next steps

Strand 3: Developing the music workforce

- To further improve the quality and standards of music delivery for children and young people
- To actively impact on teacher/tutor training and offer sustained support & creative development opportunities for professionals
- To work with music specialists and those who lack confidence or experience with music delivery
- To develop reflective practice within the workforce which impacts on successful next steps

Strand 4: Family and community engagement / Events

- To ensure that music experiences are of high quality; are interactive; and engage the audience
- To ensure that music experiences are accessible and affordable, irrelevant of circumstance
- 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
- To ensure that music experiences include next-steps signposting to further encourage family participation and engagement

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

We continue to measure our partners' success against 16 strategic aims in four strands. By gathering provision data from our partners, demonstrating how the provision met each of the strategic aims, and combining this with the numbers of service users, it was possible to estimate the number of children and young people who had quality experiences aligned with our strategic aims. For details of this, please see the table on the next page.

Through analysis and reviewing the partner organisations' reach in the Tri-borough, we are able to focus and target future partner work. Whilst the figures below are estimates (as they don't take into account, for example, overlapping service user groups) we are able to make year-on-year comparisons as we have maintained the same strategic aims for a number of consecutive years.

Tri-borough Music Hub: Partnership working 2024-25

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

<i>Number of service users benefitting</i>	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Year-on-year change
Strategic Aim										
Strand 1: Musical development of children and young people										
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	20,276	13,052	12,866	19,046	48.0%
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	54,246	14,647	16,088	20,012	24.4%
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	37,778	13,908	16,058	20,062	24.9%
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	31,967	13,511	15,838	19,306	21.9%
Strand 2: Family and community engagement / Events										
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	48,978	13,772	15,968	19,550	22%
To ensure that music experiences are accessible and affordable, irrelevant of circumstance	28,325	34,998	25,436	43,209	32,760	43,859	12,962	14,817	19,550	32%
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	29,882	12,685	16,088	17,475	9%
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	25,990	11,354	12,106	15,459	28%
Strand 3: Enhancing music provision in schools and settings										
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	10,295	11,789	8,416	19,316	130%
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	24,191	12,793	14,667	20,022	37%
To embed a musical ethos within the setting	16,504	29,501	27,301	44,865	27,566	18,497	4,497	12,392	20,022	62%
To develop a reflective practice within the workforce which impacts on successful next steps	13,883	16,167	21,010	48,084	23,315	15,241	10,664	14,327	18,357	28%
Strand 4: Developing the music workforce										
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	18,632	11,508	16,058	19,972	24%
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	14,951	10,799	7,862	18,626	137%
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	20,050	11,512	10,933	19,433	78%
To develop reflective practice within the workforce which impacts on successful next steps	10,184	19,490	19,683	27,144	21,086	16,719	11,837	8,182	18,896	131%

APPENDIX B - Service Review 2021

As part of an externally led strategic whole service review during the 2020-21 academic year, the Tri-borough Music Hub (TBMH) has clear information from key stakeholders (TBMH Tutors; TBMH Partner Organisations; Teachers in schools; Parents & Carers; Young people) regarding local need. It is clear that given the breadth and scale of the people who the Tri-borough Music Hub serves, each stakeholder group has their own specific needs and desired outcomes. Nonetheless, four common themes emerged from the research which reinforced the necessary direction of travel for the hub, and which highlight the challenges needed to deliver the best possible service. The themes are:

- **Access, diversity, and inclusion:**
Ensuring all children and young people who wish to access our services, can do so
- **Children's enjoyment and wellbeing:**
Providing enjoyable activities for children and young people and supporting their health and wellbeing as we emerge from the challenges of the pandemic
- **Youth voice:**
Ensuring that young voices are at the heart of our offers and the decisions we make as a service
- **Relationships and communication:**
The importance of listening to and communicating clearly with our audiences, partners, service users and workforce.

Service Review - Combined Recommendations and Responses

Responding to your feedback

We have listened to your feedback, questions and recommendations raised during the stakeholder consultations. Together, as a team, we have considered what we can do and what we will be able to change as a result. The following areas will become key priorities for us going forward, with key links to **partnership working, highlighted in yellow:**

Theme One: Access, diversity, and inclusion

How could the hub engage with a more diverse range of partners, communities, and families?

We will review our existing partnerships in order to ensure we engage with an even wider range of arts organisations and education agencies, to ensure that we bring about the best outcomes for our local communities. We will re-focus all partnership work towards directly meeting our strategic aims, diversifying partnerships as needed to ensure greater representation across all protected characteristics.

What needs to happen to build a staff team and workforce that are more diverse and representative of the three boroughs?

The TBMH will actively look at employment pathways to widen our pool of tutors and entire workforce to improve representation. This is a long-term change. We are also committed to working towards a more family-oriented approach for our whole workforce, with all voices being heard, valued and able to contribute to meaningful change.

What does *excellence in access and inclusion* look like for the hub?

We would like to support a cultural shift that all pupils can access music without having to limit their expectations or choices. It is essential that all TBMH activity is equitable and inclusive across all protected characteristics, to allow our participants (children, young people, workforce) to genuinely feel like they belong. We will promote the idea of 'see it, be it' by having role models in place, and we will ensure the voices of young people are heard.

How can significant barriers to access be reduced (e.g. financial barriers, practical barriers)?

- This is a challenging area. We remain committed to providing financial support to those with the most need through our remissions funding (50%), sibling discounts (50%), and our numerous scholarship places which are supported through external funders. We need to investigate how those that can afford to pay more are charged more, and how this may balance how we then support those in the most need. We also need to maximise fundraising potential via our sister charitable arm, the [Musical Boroughs Trust](#), and attract high-profile advocates for our work who will help bring new money into the TBMH.

Tri-borough Music Hub: Partnership working 2024-25

- With 49,823 children ([source](#)) in our 3 boroughs living below the poverty line (41.4% of the total of 120,292 children living in our boroughs – among the worst figures in London), this is a real problem which MBT and TBMH are committed to addressing.
- Practical barriers around access are mainly to do with the geography/location of where we deliver activity and with reducing funds, it is hard to run multi-site activity. By the nature of serving three boroughs, wherever we choose to run an activity this will automatically not be on the doorstep of two of the boroughs.

Theme Two: Children's enjoyment and wellbeing

What do children and young people need *most* post-COVID to be able to learn, enjoy themselves and flourish?

Children and Young people need secure, safe, and consistent music education opportunities that will allow them to rebuild their confidence - personally, musically, and socially. We will support this through our programmed activity, ensuring that **all partners understand and subscribe to the importance of wellbeing through music education**. We will also ensure that our workforce of musical practitioners and educators respects and understands their commitment to providing consistency for learners when accepting regular teaching and learning work.

How could the TBMH create time and space for young people to be creative and re-socialise as we emerge from the pandemic?

Through our existing Youth Voice Council, we will continue to identify and clarify the needs of young people. Within our planned weekly activities, we already ensure that each class or ensemble has built in 'social' time. This is something for us to further develop with all ensemble and activity leaders. We must balance musical learning and progression, with the importance of children and young people engaging in social mixing and meeting new people.

How can music help reduce the challenges that young people face, such as pressure on attainment, mental health issues and so on?

We know that music can play a major part in positively contributing to the lives of children and young people. We are committed to ensuring our music practitioner workforce attend ongoing Mental Health First Aid training to reinforce staff awareness of the pressures facing young people. No pupils will be forced to take on anything that they do not wish to do, for example graded exams or public performances, and we will focus on nurturing a secure and safe holistic learning environment.

Theme Three: Youth voice

Youth voice is greatly appreciated by the young council members. How could you make sure that more young people can benefit from this opportunity?

At present, every Tri-borough school can nominate a young person to represent their school on our Youth Voice Council. There is scope for more schools to engage with this opportunity and we will aim to secure this by building on our school relationships and refining our messaging. We would like to rekindle pre-pandemic discussions with **non-formal settings such as youth centres** in order to further diversify the range of voices that come forward.

How can you capture more voices across your activities and communities?

We will be instigating a new Youth Board for 14–25-year-olds in the coming academic year which will complement the existing youth voice work and provide progression opportunities for young people in getting their voices heard.

Who are you not currently reaching and what might they say?

Our Youth Voice Council engagement is primarily with students in our own out-of-school activity and those from schools where we have strong relationships. We would benefit from hearing from students engaging with music in **informal ways; those via partner organisations; and those from non-formal organisations, such as youth clubs**. We want to hear what young people have to say, and we are not afraid of being challenged.

Tri-borough Music Hub: Partnership working 2024-25

Theme Four: Relationships and communication

How can already strong partnerships be further developed?

We will refocus on, and be explicit about, the purpose of all existing partnerships and what outcomes are being achieved by working together. This will lead to better understanding of each other's goals through an equal and reciprocal relationship, centred on honesty and openness. Some existing partnerships may need to come to an end if clarity of mutual purpose is not there, or if there is a lack of tangible benefit to our local young people from their current work.

How can new partnerships, especially with organisations representing diverse communities, be established?

We are open to new opportunities and actively seeking gaps in our network of partner organisations, not just those based in the arts, but also those from wider education agencies, for example the Virtual School for Looked After Children, or Youth Offending Services. We will continue our current work with the Local Authority SEND and Inclusion teams to ensure we make our work as accessible as possible to young people who receive sensory support, for example young people with a vision impairment, multi-sensory impairment, or young people who are deaf or hard of hearing. We will take a more joined up, holistic approach to partnership working to ensure that pupils from all backgrounds are included and actively encouraged to get involved.

How can dialogue with parents/carers be developed and expanded?

We will review our overall approach to communications and whether having a dedicated communication channel for parents, carers and families is useful or feasible. This might include a regular newsletter, blog, or meeting forum. Our priority is establishing what information is needed, who we should be targeting and how they might engage. Our ultimate ambition is to have more direct interactions with parents and carers.

How should the hub best communicate its reach and impact?

We will build upon our existing channels of communication and will enhance these through infographics, and more targeted use of social media channels. We are committed to improving our overall promotion and celebration of our achievements. Tri-borough Music Hub delivers a great amount of high-quality music education activity that positively impacts thousands of children and young people, but we need to get better at letting people know what we do and how they can get involved.

Our commitments

These following commitments build upon an already high-quality service which is highly respected by schools, teachers, families, partnership organisations, and pupils.

- We fully commit to continue increasing representation, improving access, ensuring equity, promoting greater diversity, and fostering inclusion across all our activities. We will set out a five-year plan with short, medium, and long-term targets across all aspects of service development.
- We will continue to focus on providing enjoyable, and high-quality, activities for children and young people which foster their wellbeing. This will be of paramount importance as we emerge from the pandemic and moving forward.
- We will continue to build on our successful work to date in developing and listening to young people and we will strive to embed this meaningfully across all our work.
- We recognise that our success relies on building and maintaining meaningful relationships with all our stakeholders and service users. We will ensure that clarity of communication and messaging is a central factor across all our operations.

Head, TBMH, September 2024

Version control

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