



Ealing Music Strategy Group

Terms of Reference

April 2022

1. Introduction

Ealing Music Service (EMS) is the lead organisation (LO) of Ealing's Music Education Hub, known as Ealing Music Partnership (music hub). EMS is part of the Ealing Local Authority and sits under the Ealing Learning Partnership as part of the Children & Adults Directorate, while the Ealing Music Strategy Group (strategy group) offers support and challenge to the senior leadership of the EMS.

2. Our Vision

Our vision is to provide collaborative, diverse and inclusive music making opportunities of the highest quality for all our children and young people delivered by an excellent, progressive, and innovative team of practitioners and partner organisations.

3. Our Strategy

Our strategy to achieve our vision has been divided into 5 key areas:

3.1 Discovery

We will support schools and families to enable all children and young people to discover the excitement of music through learning an instrument and singing, enabling them to make informed decisions on ways in which they may realise their full potential.

3.2 Equity, Diversity & Inclusion

We will enable all our children and young people to access an excellent music education, regardless of their personal circumstances and ensure that our offer includes diverse musical genres reflective of the communities we serve, taking steps to include those who are underserved or excluded.

3.3 Growing Talent

We will make Ealing an excellent place for young musicians to grow through opportunities that are of the highest quality, diverse and appeal to a wide range of tastes by empowering them to take ownership of their own musical development.

3.4 A Musical Legacy

We will establish a primary music curriculum offer and place professional development at the heart of music in Ealing by bringing together teachers, musicians, and organisations to draw on, develop and share best practice.

3.5 Governance and Value for Money

We will develop oversight of our plan through developing the role of the strategic group so that we continue to provide a comprehensive, diverse, and increasing range of services that represent excellent value for money.

4. Purpose of the Ealing Music Strategy Group

The strategy group has been established to advise, support, challenge and scrutinise the strategic development of the music hub, including the lead organisation. Their activity will include:

- 4.1** Review and scrutinise the work of the music hub through written and verbal reporting from EMS officers and ensure transparency and accountability through questioning and constructive challenge.
- 4.2** Support the delivery of the core and extension roles as set out in the National Plan for Music Education (NPME) by utilising knowledge and experience to offer strategic advice and support to inform future planning, prioritisation, and investment.
- 4.3** Set and monitor Key Performance Indicators (KPIs) to measure the effectiveness of the programmes.
- 4.4** Monitor the music hub finances and Arts Council England grant to ensure expenditure is kept within budgetary constraints as has been agreed, and that the grant is used effectively to fulfil its aims and objectives and to support increasing numbers of young people to access music education.
- 4.5** Scrutinise the data supplied by EMS senior staff and provide constructive support and challenge to ensure that the direction of travel is in the long-term interests of the music hub.
- 4.6** Ensure that all correct policies are in place and ratify in accordance with a published timetable.
- 4.7** Ensure safeguarding processes are robust and adhered to so that all young people and staff are kept safe.
- 4.8** Ensure that all decisions limit the reputational risk of EMS.
- 4.9** Help develop and sustain partnerships with other partners to bring additional high-quality, diverse, and accessible music experiences to all children and young people.
- 4.10** Champion and advocate for music education across the borough and feedback to the group of the findings.
- 4.11** Contribute to working parties and take an active role in reporting back to the strategy group.

5. Responsibilities of the Group

- 5.1** Members of the strategy group are firmly committed to the music hub's mission and values, acting with integrity, fairness and in the interest of the music hub. They build on the music hub's commitment to issues of equality, equity, diversity, and inclusion to ensure high-quality and enriching musical opportunities are accessed by all children and young people.
- 5.2** The group collectively embodies and promotes ethical leadership by asking the right questions and providing challenge to ensure that poor behaviour is dealt with quickly and effectively.
- 5.3** Members of the strategy group will demonstrate a strong commitment and interest in music education. They will keep themselves apprised of both local and national developments regarding music education and will feed these back to the wider group as appropriate.
- 5.4** Appropriate members of the group will monitor and report on the quality of learning and progression of young people that access the services of the music hub.
- 5.5** Validate the information and decision making undertaken by the service head of EMS and other staff.
- 5.6** Advise the service head of EMS regarding the wellbeing and professional development of music tutors.
- 5.7** Identify and disseminate examples of good practice and bring identified opportunities for discussion to the strategy group.

6. Membership

Members of the strategy group will be informed by the needs of the music hub in the context of the changing landscape of music education. As such, the size of the strategy group will not be fixed but will be kept manageable.

- 6.1** The strategy group currently consists of the following representatives who are required to attend the quarterly meetings:
 - 1. EDI representative
 - 2. Head of service
 - 3. Local Authority
 - 4. Music service teacher
 - 5. Parent
 - 6. Parent
 - 7. Partner organisation
 - 8. Primary headteacher
 - 9. Primary music
 - 10. Secondary music
 - 11. University
 - 12. Young person (male)
 - 13. Young person (female)

14. Youth orchestra

- 6.2** In addition to the strategy group, the following representatives who form part of the advisory group are not required to attend every meeting and are available to provide advice based on their skills and expertise:
1. Deputy head (schools, singing and events)
 2. Deputy head (staff, pupils and progression)
 3. ICT Security
 4. Secondary music
 5. SEND consultant

7. Meetings

- 7.1** The group will meet 4 times per year.
- 7.2** Members will be expected to respond to occasional communications between meetings and read any documentation which might be circulated in advance of meetings. Whenever possible this will be sent at least one week before the meeting.
- 7.3** Responsibility for booking meetings, venue and informing members will lie with EMS' business development manager. Meetings will be booked at a time/day and as far in advance as possible to encourage strong attendance.
- 7.4** Meetings will take place in person as frequently as possible, however, where this is not possible, they will take place virtually.
- 7.5** Responsibility for setting the agenda will lie with the head of service of EMS and the chair who will discuss this in advance of meetings. The agenda will then be distributed to members by the chair. As a minimum, this will cover a report on activity and KPIs, a financial update and an update risk analysis.
- 7.6** Responsibility for the writing of minutes will lie with an appointed staff of the lead organisation.
- 7.7** At least 50% of the group membership would need to be present for the meeting to be quorate (not including observing members).
- 7.8** One group member will be nominated as a Deputy Chair to cover in the case of absence of the Chair.
- 7.9** This role is voluntary, and the lead organisation is not able to cover member expenses.
- 7.10** Music teachers of the lead organisation (who are paid on a sessional basis) will be eligible to claim payment to attend meetings at the advertised rate. Schools whose music leads attend meetings will be able to claim an allowance towards cover to release them.

- 7.11** In agreement with the Chair, other observers or presenters may at times be present, for example, the ACE relationship manager, other music officers or music hub delivery partners.
- 7.12** Members will be strongly encouraged to attend all meetings.
- 7.13** If attendance is not satisfactory replacement members may be sought. Unsatisfactory attendance would be defined as missing two consecutive meetings without good reason.
- 7.14** As participation is voluntary, members may leave the group at any time, however, to maintain continuity, members are encouraged to provide at least one term's notice.
- 7.15** If a group member starts delivering work for EMS, they will be asked to leave the strategy group. This does not apply to EMS staff that occupy roles that have been created for a specific purpose, such as, the Teacher Representative or the Music Leader (Access & Inclusion).
- 7.16** Group roles may be changed, or additional roles introduced by a majority decision of the group.

8. Conflict of interest

Conflicts of interest will be managed by the chair and the head of service of EMS quickly and effectively. While it is not possible to envisage all conflicts of interest, the following are some examples and the way in which they may be managed.

- 8.1** In line with school governing bodies, representation from staff of EMS is encouraged for specific roles. During discussions about staff pay rates, all relevant staff members of EMS will be asked to withdraw for that part of the meeting, or the discussion will be undertaken by email with the rest of the group. The strategy group will only make recommendations linked to remuneration and the decision will be made by the local authority.
- 8.2** In the case of discussions about awarding a contract for services to an organisation that is represented by a member, the relevant member will be asked to withdraw for that part of the meeting, or the discussion undertaken by email with the rest of the group. The group will only make recommendations linked to such matters and the decision will be made by the head of service of EMS who remains accountable to the local authority.