

Merton Music Foundation

12 Organisational Priorities 2021 – 2022

Action Plan – Reviewed 30th March 2022

Our Vision

A borough where music resonates along the corridors of every school and echoes throughout the community. A place of aspiration where every child can find their first notes, make progress and flourish as a young musician.

We aim to be:

- A centre of learning and a musical launchpad, unlocking talent both now and in the future
- An asset to our community and an ambitious supporter of every child's creativity
- An inclusive cultural organisation - not just in what we say, but also in what we do

To achieve this, we must be:

Dynamic

Inquisitive

Values-Led

Effective

Resilient

Self-Accountable

Engaging

Commitment

We always aim for better. We encourage, challenge and support each other.

Courage

We will be brave, persevere and take risks together.

Joy

Music is for life - Music is life. Happiness should permeate everything we do.

Our Charitable Object

The principal object of the Merton Music Foundation is to "advance musical education within the framework of the arts for the benefit of the public in the London Borough of Merton and elsewhere".

Our mission is to encourage participation, enjoyment and achievement by providing the highest quality learning opportunities in music and the performing arts.

Action Plan

A centre of learning and a musical launchpad, unlocking talent both now and in the future.

Priority 1:

Fully embed the new Vision & Values into the core team and ensure good awareness and buy-in from the wider teaching team and learning community.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Develop Vision graphics / digital assets and share these widely / display in common areas (unachieved – roll forward to 22-23)	DR/RC	Aut 1	LL	Complete 30.3.22
Ensure consistent messaging to tutor team via training sessions and regular correspondence to reinforce the Vision and its practical application	DR	Sept – ongoing	-	Ongoing 30.3.22 – Tutor Conf in Sept21
Deliver Core Staff planning and development sessions to regularly review Vision wording including activities to consolidate understanding, monitoring of action planning / SEIP to ensure words are put into action!	DR	Sept – July	SLT	Ongoing 30.3.22
Regularly present Vision / SEIP updates and consolidation exercises to Trustees to ensure high levels of engagement and executive monitoring	EW/DR	Termly	Chair of Trustees	Complete 30.3.22
Seek opportunities to incorporate pupil voice in the further development and implementation of the Vision / SEIP and to promote further awareness amongst Music Centre members.	DR	Aut2 & annual review of SEIP in Apr/May	HW	Ongoing 30.3.22
Incorporate Vision wording on all documentation / online forums as appropriate.	DR	Aut 2 – Spring Term	DR + RC	Ongoing 5.1.22
Develop an abbreviated version of the vision statement – 1 sentence – to embed with tutors.	DR	Spring Term	All	Ongoing 30.3.22

Priority 2:
Develop a rigorous, outcomes-oriented programme of continuous professional development for the Core Team with a focus on individualised learning and self-accountability.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Agree and calendar a regular series of staff training sessions throughout the year – including informal ‘CPD buffet’ style sessions to increase staff capacities with MMF systems & processes. Draft training/development priorities and consider facilitation/practicalities.	DR	Aut1	EW	Complete 30.3.22
Develop and implement a formal appraisal process, with buy-in from staff and key stakeholders with a clear focus on Continuous Professional Learning (CPL) and self-accountability.	EW	Autumn Term	DR	Unachieved – roll forward to 22-23
Survey Core Team to identify common areas for development (e.g. use of Paritor) and facilitate 1-1 or small group support & training sessions to address this.	DR	Jan 2022	-	Unachieved – roll forward to 22-23
Facilitate training and induction of Music Centre Steward teams to enable fluid and interchangeable allocation of tasks / locations and ensure robust lines of communication are in place.	LW	Autumn Term	DR	Complete 30.3.22

Priority 3:
Re-establish a rigorous quality assurance and professional learning programme for the tutor team, ensuring that all tutors are observed at least once every 2 years, a data-led approach to support and intervention and high-levels of engagement from the tutor team (e.g. tutor working party).

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Complete review and standardisation of current Lesson Observation procedures with CLT + SLT, ensuring that the process is fair, professionally developmental and supports the Foundation’s goal to be an inclusive cultural organisation.	FG	Aut 1	DR	Ongoing 30.3.22
Draw up priority observation list for 2021-2022 and allocate observations equitably between the CLT + SLT, considering instrumental specialism and practicalities of observing (e.g. location).	FG	Aut 1	CLT	Complete Oct21
Ensure timely follow-up with tutors following unsatisfactory observations, picking up on areas of development and ensuring targeted support/intervention.	FG	Ongoing	SLT	Ongoing 30.3.22



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Facilitate a meaningful consultation with tutors regarding the lesson observation process to help ensure this is beneficial to tutors – invite interested tutors to form a working party and meet to discuss LOs and agree hallmarks of an exemplary lesson for use in observations.	FG	Aut 2	SLT / £150 consultation fees.	Complete 30.3.22
Seek to establish a rota of twilight CPD drop-in sessions freely available to interested tutors to facilitate sharing of good practice.	FG	Ongoing	-	Unachieved as of 5.1.22

Priority 4:

Ensure consistently above 1100 termly lessons by regular reporting of lesson, waiting list & financial data to drive policy, planning and intervention.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Assess and plan implementation of upgrading databasing system in 2022-2023 (Paritor 5 / Speed Admin) and other products which may be able to provide improved solutions for the Foundation's needs.	LM/DR	Spring Term	Admin Team	Complete 30.3.22
Provide a regular (weekly and monthly basis) detailed analysis of lesson / group numbers, including pupil demography data, for interrogation by the wider team.	LM	Ongoing	-	Complete 5.1.22
Produce a policy regarding processing of waiting lists and management of pupil retention on the waiting list. To be formalised in 22-23	LM	Autumn Term	KD	Ongoing 30.3.22
Develop staff confidence/competence in using new Xero finance database and utilise the range of features available in order to streamline processes and ensure greater transparency across the organisation & stakeholders.	LM/JM	Autumn Term	External training?	Complete 30.3.22
Streamline tutor pay process, in consultation with the wider tutor team.	JM	Autumn Term	DR	Roll forward to 22-23 (SpeedAdmin)
Regular review of school lessons and planning of intervention with whole staff team during Team Meetings to ensure capacity is utilised and expanded in contexts in which we teach.	DR	Ongoing	CLT/Admin	Complete 30.3.22



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Priority 5:

Develop schools' support programme to ensure that this is effective and relevant to the new national landscape / curriculum developments, ensuring that every school receives significant support (e.g. a ½ day visit).

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Have an individual conversation with every Primary Music Coordinator / Head of Department to establish how MMF can best support in each context this academic year.	SB	Aut1	-	Ongoing 30.3.22 – c.30+ school visits to date.
Programme a series of CPD sessions across 2021-2022 which directly address the main concerns raised by school Music Coordinators/staff.	SB	Ongoing	DR, AS, EW	Ongoing 30.3.22
Facilitate opportunities for every school to participate in at least one appropriate singing performance during 21-22: Sound Solutions (Dec 2021); SingFest (March 2022); ITAV (Spr/Sum 2022); Sing Outside (Summer 2022).	SB	Dec 2021 – July 2022	AS?	Complete 30.3.22
Plan and deliver programme of CPD and create new resources	SB	Spring/Summer 22	AS/DR	Complete 30.3.22
Promote and deliver the above projects	SB	Spring/Summer 22	AS/DR	Ongoing 30.3.22



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Priority 6:

Increase public awareness of MMF lessons, projects and Music Centres. Develop and implement a new Digital Content Strategy, revitalise MMF branding and create new digital assets / content.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Develop and agree new 'house style' for MMF digital content / media and ensure this is applied consistently across all platforms.	RC	Autumn Term	LL, AS	Complete – redesign. Ongoing 30.3.22 - roll out
Regularly refresh website and social media images / banners to reflect the current cohort of pupils and the diversity of the communities that we serve.	RC	Ongoing	DR	Complete 30.3.22
Develop and increasingly library of high-quality digital content (flyers, images, booklets, videos, graphics, animations) and share widely via online platforms.	RC/AS/LL	Ongoing	DR	Ongoing 30.3.22
Design and order new Music Centre banners (South Wimbledon, Soundwave, Wimbledon College?, Crown Lane?).	RC	Autumn 1	-	Complete 30.3.22
Create new range of promotional flyers/materials and make available for use by CLT and Admin team when liaising with schools.	RC	Autumn 1	-	Ongoing 30.3.22
Develop promotional materials for the launch of Soundwave and Wimbledon College Music Centres / the move of office/flagship centre to South Wimbledon and share widely via all platforms.	RC	Autumn 2	LL, DR	Complete 30.3.22
Improve website SEO	RC/AS	Autumn 2	DR	Roll forward to 22-23
Develop Digital Content Strategy / timeline and share with the wider team	RC/AS	Autumn 1	LL	Complete 5.1.22
Press release for Music Centres	RC/LL	Spring 21	DR	Ongoing 30.3.22
Create more video content	RC/AS/	Spring/Summer		Ongoing 30.3.22



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Priority 7:

Establish new Music Centres at Wimbledon College and Soundwave, Mitcham with a strategic overview of ensemble provision across the borough.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Complete necessary agreements with Wimbledon College and The Sherwood regarding rental arrangements.	DR	Autumn 1	SLT	Complete Autumn 1
Compile parent/guardian applications and devise initial teaching timetables for WC	LW	Autumn 1	-	Complete 5.1.22
Recruit new Steward to fulfil additional demand across South Wimbledon / Wimbledon College.	DR	Autumn 1	SLT	Complete 5.1.22
Recruit a new Steward to support delivery at Soundwave – advertise within the local / school community.	DR/HW	Autumn 1	SLT	No Longer Required 5.1.22

Priority 8:

Develop a broader, modern Music Centre offering including music technology and popular music ensembles.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Recruit Music Production / DJ / Turntablist tutor for Soundwave and establish availability in order to identify session day.	HW	Autumn 1	DR	Complete 5.1.22
IT infrastructure install: electrics, internet, switch, port etc.	DR	Autumn 1	Abbey IT	Complete 5.1.22
Decide upon and procure Music Tech equipment	DR	Autumn 1	HW/FDJ	Complete 5.1.22
Review all Music Centre activity and costings and facilitate Music Centre Working Party meetings to agree and action future development	EW	Autumn 2	MCWP	Roll forward 22-23 (new MPL core team role appointed May22)
Build webpage for Soundwave and associated digital content	RC	Autumn 1	LL, DR	Complete 5.1.22 (Webpage). Ongoing 30.3.22 (additional content)
Promote sessions / create online sign up at new Large Group rate / monitor uptake and begin lessons in Autumn 2 or January (delivery must go ahead in Autumn 2 – liaise with The Sherwood regarding a pilot project for pupils if necessary).	DR/HW	Autumn Term	LW, RC	Complete 30.3.22



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Priority 9: Increase core and tutor team awareness of and confidence in the language and ideas surrounding best practice in diversity and inclusion.				
Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Core Team Inset Day, workshop covering the Language and ideas of EDI	HW	September 1	DR	Complete (Sept 21)
Tutor Conference, presentation on Inclusive teaching in the Instrumental or Singing Lesson	HW	September 17	DR	Complete (Sept 21)
Recruit cross organisation EDI Working Group	HW	October 2021	SLT	Complete (Nov 21)
Organise a continuing programme of CPD for core team including Allyship/ anti-racism training	HW	Ongoing	DR	Ongoing 30.3.22
Further developing and making meaningful the CPD programme. Focusing on individual needs and journeys.	HW	Spring / Summer	SLT	Roll forward 22-23 (development of individualised CPL programme)



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Priority 10:

Write and ratify a formal Diversity & Inclusion Policy and Action Plan.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Finish writing the EDI Policy and Action Plan	HW	October 2021		Complete 30.3.22
Share with SLT and EDI Working Party for feedback	HW	Jan/Feb 2022	EW	Complete 30.3.22
Receive feedback from Changing Tracks and other external organisations leading in this area	HW	Jan/Feb 2022		Complete 30.3.22
Have policy approved and adopted by Trustees	HW/DR	Spring 2022	SLT	Ongoing 30.3.22
Communicate policy to team members at all levels of the workforce with organic buy in	HW/DR	Spring or Summer 2022	SLT	Ongoing 30.3.22

Priority 11:

Establish a Youth Voice panel ('Speak Up') and ensure meaningful youth contribution to planning and delivery.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Recruit Youth Council Members	HW	October 2021	LL, RC	Complete (Oct 21)
Attend Sound Connections, Essential Youth Voice Training Course	HW + GB	Autumn 2021	GB	Complete (Nov 21)
Run Youth Council Meetings and oversee the SpeakUp! Creative project delivery	HW + GB	Ongoing	GB, EW trained as Arts Award Assessor	Complete 30.3.22
Deliver SpeakUp! Youth Council Creative Project	HW	March 2022	SB, Other team members as necessary	Complete 30.3.22
Run a Youth Consultation targeting students we don't already engage with	HW	Summer 2022	DR, RC	Ongoing 30.3.22



Priority 12:

Clarify the current picture relating to D&I at all levels of the organisation, in line with ACE requirements via a comprehensive data audit.

Action	Lead	When	Resources / Support	Review Dates Complete / Ongoing / No Longer Required or Unachieved
Create and publicise the Workforce Survey clearly communicating why it is important to members at all levels of the organisation	HW / DR	September, October 2021	SLT	Complete (Sept21)
Analyse survey results and complete ACE workforce data return	HW	Oct 2021	DR	Complete (Oct21)
Review data capture capabilities and processes for participants	DR/HW	Spring Term		Roll forward 22-23 (SpeedAdmin implementation)
Design and agree on a strategy for updating and capturing participant data	HW	Spring Term	SLT / Admin Team	Roll forward 22-23 (SpeedAdmin implementation)



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