

# Merton Music Foundation

## Action Plan

Sept 2023 – July 2024 (Updated: October 2023)

### 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.

## RAG Review: March 2024

Not Started / Started or Partially Completed / Completed or On Target / Not Due Yet

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

### Objective 1:

Secure MMF's position within the new 'South West London Music' Hub-Lead Organisation structure including governance, accountability and financial considerations in order to ensure the best possible musical outcomes of the HLO restructure for children and young people in Merton

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Continue to liaise with SWL Heads of Service to agree structure and governance of new HLO	EW	Ongoing	EH + SLT	Ongoing – March24
b) Draft and submit HLO bid (via WMS) by 12 Oct	EW	By 12 Oct	EH + SLT	Complete
c) Ongoing meeting and liaison with SWL services to agree practicalities of delivering on a new Local Plan for Music Education across all of SW London.	EW	Sept 2024	SLT	Ongoing – March24
d) Ongoing discussion with SWL regarding establishing a SPV and associated legal documentation.	EW	Sept 2024		Ongoing – March24

## Objective 2

Establish mechanisms for regular charitable giving as part of 'Be More Charity' initiative.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) All staff and trustees to use 'easy fundraising', also for it to be added to our staff signature and make the charity text on our signatures a larger font. Investigate setting up MMF Amazon etc accounts with EF.	LW - DR to update signature	Half term	EW to support	Ongoing – March24
b) Increase transparency and signposting around financial donations – how much do we get and where does it go. All staff to update LB about recent donations.	LM	Summer Term	LB / SLT/MLT	Ongoing – March24
c) Formal logging of instrumental donations – take name and address to send a thank you card. Establish a donor recognition register to support this.	JB	Spring Term	LB	Ongoing – March24
d) Re-brand 'Trust Fund' to be more positive and inclusive and reduce stigma attached to it. – TEMPO Fund launch ahead of Aut 2024	LB	Autumn Term	SLT/MLT	Ongoing – March24
e) Establish a crowd-funding campaign to support costs of RAH concert and community access to performances.	LB+MG	Autumn 2	RC, SLT	Complete – March24
f) Develop and deliver a Work Experience Programme running in the summer term.	LB+MG	Spring/Summer Term	LW/SLT/MLT	Ongoing – March24
g) Host a summer festival, involving young people from in and outside MMF, by supporting Youth Council through our Youth Voice Lead initiative to deliver this.	LB+MG	Summer Term	DR/SLT	-
h) Plan and organise a careers day to be hosted in Autumn 2024.	LB+MG	Spring/Summer Term	DR	Ongoing – March24
i) Draft a Be More Charity Manifesto which outlines the scope of Be More Charity moving into the next 3 year goals, ensuring buy-in and contribution from Core Team and agree Trustees.	LB	Summer Term	DR	Ongoing – March24
j) To attend fundraising/regular giving CPD sessions and use this to begin the development of wider connections for MMF.	LB	Spring/Summer Term	DR	Ongoing – March24



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### Objective 3

Articulate and expand the Foundation's formal Continuous Professional Learning strategy across the core team, ensuring individualised learning and self-accountability.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Establish regular 1-1 Professional Conversation across the lines of management with a clear focus on displaying 'coach-like' & Deep Listening behaviours to support development.	DR	Autumn 1	SLT	Ongoing – March24
b) Continue SLT professional learning programme and timetable a shared reflection session with a view to sharing learnings with wider staff team.	DR/EW	Autumn 1	SLT	Complete - Nov
c) Consult staff team to agree priorities for CPL programme and budget this year	DR/EW	Autumn Term	SLT + MLT	Priority! -DR
d) Plan and deliver 3 x termly staff INSET days. (Aut/Spr – Complete)	DR	Ongoing	SLT + MLT	Ongoing – March24
e) Participate in Leadership Training Course (13 months) – MG	MG	April 24 – May 25		Ongoing – March24
f) Continue to share round Music Mark and other professional learning opportunities within Core Team and monitor take up / impact.	DR	Ongoing	MLT	Ongoing – March24
g) Attend Peer Meetings and courses – Safeguarding / Fundraising / Marketing	DR, LB, RC, LW, MG	Ongoing	MLT	Ongoing – March24
h) First Aid and Mental Health First Aid (Soundcastle) – book this training.	EW/DR	Summer Term	-	-
i) Calendar manual handling and evac training with Kingsley and relevant staff.	DR	Summer Term	-	-



## Objective 4

Embed new Peer Learning and Tutor-led CPD programmes amongst teaching staff and share this good practice with peers.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Deliver one day conference to tutor work force: Sharing good practice; digital resources; ensembles resources and progression	FG	September 2023	All core staff	Complete
b) Produce online resources from tutor sharing sessions on website tutor page	FG	December 2023	RC	Complete
c) Support newer and less confident teachers by co-teaching, reflective conversations with more experienced teachers.	FG	December 2023	MC/ HH/ FG	Ongoing – March24
d) Continue building on peer learning project – including sharing findings with music ed network (e.g. Music Mark / pocket guide). (5 tutors enrolled as of 27 March 2024)	FG	December 2023	FG	Ongoing – March24
e) Conduct Lesson Observations, including priority list of new tutors and those that haven't been observed for more than 1 year. Priority	FG	Ongoing	SLT/MLT	Ongoing – March24
f) Update priority 2 list of lesson obs	FG	Dec	DR	Complete
g) Plan and deliver termly tutor-led sharing sessions – Booked for Summer 1	FG	Ongoing	MLT	Ongoing – March24
h) Create Priority 3 lesson obs list for Core Team	FG	Summer 1	DR	-



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## *An asset to our community and an ambitious supporter of every child's creativity.*

### Objective 5

Deliver a large-scale choral and ensembles project, culminating in 2 performances at New Wimbledon Theatre on 11 October at the Royal Albert Hall on 11 March.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Recruit schools to attend the concert (through Primary MuCoords group)	SB	01/10/2023	-	Complete - Nov
b) Produce and publish 2 interactive videos on the theme of change, in partnership with Blues And Roots Ensemble	SE, BARE	11/09/2023	RC	Complete - Nov
c) Deliver 2 concerts (AM and PM) at NWT on 11/10/2023	SB WL from NWT	11/10/2023	MMF team members NWT team	Complete - Nov
d) Planning for RAH – pre-production meeting	SB	6/11/23	EW	Complete – Nov
e) Write rehearsal schedule plan	SB	Aut 2	MG	Complete – March
f) Draft day schedule	SB	Aut 2	RM, DR, EW, MG	Complete – March
g) Finalise Budget	LM	Aut 2	SB	Complete – March -
h) Staffing plan for 11 March and communicate with relevant people	SB	Aut 2	EW, DR	Complete – March
i) Develop RAH comms plan	RC	Aut 2	MG, LB	Complete
j) Finalise income / costs	LM	Summer 1	SB	-
k) Analyse evaluation data and report on this to key stakeholders.	SB / DR / RC	Summer Term	EW / MLT	-
l) Complete child Licensing filing / paperwork	EW	Summer Term	MG, LW	-



## Objective 6

Establish and deliver new Secondary Networking / Training sessions.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Set up informal meetings (online or F2F) with all 9 HoM	SB	Autumn 2	-	Ongoing – March24
B) Deliver a meeting attended by 3 Harris Academy HoM	SB	Spring 1	DR/LB	Ongoing - March24
b) Deliver a meeting attended by 5 state-maintained HoM	SB	Spring 1	DR/LB	Ongoing - March24
c) Organise and deliver a peer-led HoM conference day	SB	Summer 2	DR/EW/LB	Ongoing - March24



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## Objective 7

Plan, project manage and co-deliver 'Singers Assemble', a new youth choral programme in partnership with the National Youth Choirs.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Finalise timetable of rehearsals with HoM at St Mark's Academy; Harris Wimbledon; Rutlish	SB	September	HoM NYC	Complete – Nov
b) Fix meeting with HoM and SLTs at each school	SB	September	-	Complete – Nov
c) Finalise NYC choral leadership and agree draft repertoire	SB	September	-	Complete – Nov
d) Co-deliver series of rehearsals in each school	SB	Autumn 1 and 2	NYV - Repertoire	Ongoing – March24
e) Prepare and deliver rehearsals to prepare Singers Assemble choirs to perform together at the RAH on 11 March	SB + NYC leaders	Spring 2	-	Complete – March24
f) Consolidate learning and recruit 2 <sup>nd</sup> cohort of SA schools (subject to funding)	SB	Summer 2	-	No Longer RQD



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## Objective 8

Deliver Year 1 of 'Mini Musicians' project in partnership with London Borough of Merton.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Create JD/PS and advert for tutor roles	DR	Autumn 1	-	Complete – Nov
b) Draft RU ethics form for approval	LB	Autumn 1	DR	Complete – Nov
c) Develop GDPR and consent documents, including DSAs, DPAs and DPIA.	DR	Autumn 2	LB	Complete – Nov
d) Develop schools' proposal document and begin onboarding pilot schools via 'Introductory Conversations'	DR	Autumn 1	LBM	Complete – Nov
e) Agree scheme of learning priorities and assessment methods	JL/AO (RU)	Autumn Term	DR	Complete – Nov
f) Develop SoL and resources	JL	Autumn Term	DR	Complete – March24
g) Record 'The Power of My Voice' massed KS1 anthem	DR	Autumn 2	SB	Complete – March24
h) Recruit project tutors	DR	Autumn 2	LBM	Complete – March24
i) Plan and deliver CPD sessions	DR	Ongoing	SB/JL/Sing Up/AO	Ongoing – March24
j) Procure necessary resources, including video/audio recording equipment, classroom resources etc	DR	Autumn 2	LB/JL	Complete – March24
k) Manage ongoing liaison between LBM, MMF, RU and Sing Up	DR	Ongoing	EW	Ongoing – March24
l) Quality assure project delivery and report to steering group	DR	Spring / Summer	LB	Ongoing – March24
m) Ongoing data collection and observations for research project	LB	Spring /Summer	DR	Ongoing – March24



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n) Secure ACMD exam entry costing and process ahead of Year 2	DR	Spring Term	MG	Ongoing – March24
o) Begin initial planning of 'Sing Out Your Story' KS1 music festival for Summer 2025.	DR	<del>Spring Term</del> Summer Term	SB/LB	Ongoing – March24



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## ***An inclusive cultural organisation - not just in what we say, but also in what we do.***

### **Objective 9**

Complete a root-and-branch review of the Foundation's Financial Assistance programme ensuring increased transparency, wide reach and maximum impact.

<b>Action</b>	<b>Lead</b>	<b>When</b>	<b>Resources / Support</b>	<b>Review</b> Complete / Ongoing / No Longer Required or Unachieved
a) Arrange a meeting for relevant staff to review Financial Assistance / Trust Fund eligibility / capping of pupil numbers / amount of financial support. Big questions: Should we cap numbers per household? How long should eligibility last? Issues around 2 <sup>nd</sup> lesson for TF pupils.	LB	Autumn 2	SLT	Complete - Nov
b) Agree a new name for 'Trust Fund' – embedding this on documentation and within team	LB (All to agree)	Autumn 2	SLT/MLT	Complete – March24
c) Increased signposting of MMF's Financial Assistance support (tracking of number of pupils / amount of money spent etc).	RC	Spring Term	-	Ongoing – March24
d) Improve mechanisms for reviewing eligibility documentation	JM	Autumn Term	LM	Complete- Nov
e) Improve mechanisms for tracking pupil attendance and ensure follow up for pupils with 2 or more consecutive absences, including clear messaging for parents/guardians.	DR/LB/LM	Spring Term		Ongoing – March24
f) Develop a proposal for a data-point system to track engagement of pupils' in receipt of Financial Assistance – feasibility check for this?	LB	Autumn 2	DR	Ongoing – March24

## Objective 10

Increase membership of Music Centre ensembles to **230** (new target as of Oct 2023= **250**) pupils including Increased participation of ‘endangered’ instruments whilst continuing to review and diversify our offer.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Run ‘Hands On’ event on 8 Oct – including QR code expression of interest	SB	Autumn 1	MLT	Complete - Nov
b) Termly ‘Come and Play’ events with follow up – Summer 1 booked (Mar24)	MG	Ongoing	MLT	Ongoing – March24
c) Develop new senior choir on Saturdays, Senior Strings, Senior Percussion ensemble	LW/MG	Autumn Term	MLT	Complete – Nov
d) Promote ‘Jump Into’ series to support take up of endangered instruments (e.g. Clarinets, Trombones etc)	LW/MG	Autumn 2	RC	Ongoing – March24
e) Look into viability of supporting continuation at St Marks Pri	MG	Autumn 2	DR	No Longer Needed
f) Organise accordion trial event with Julie L.	LW	Autumn 1	-	Complete – Nov
g) Develop ‘have a go’ or ‘meet the..’ type events for endangered instruments. (e.g. Wed PMs and Sats at 9am) – booked for Summer 1 (March24)	LW	Autumn Term	MLT	Ongoing – March24
h) Look into feasibility of establishing a trial rock band format – possibly targeted at MAPS pupils and those in the local areas.	MG	Spring Term	MLT	Ongoing – March24
i) Re-brand ‘Music Centre Membership’ to ‘Ensemble Membership’, including establishing this within the Core Team	MG	Spring Term	SLT/MLT	Complete – March24



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## Objective 11

Expand provision at Soundwave and secure the long-term future of the site.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) New Music Production / DJ tutor to be appointed	MG	September	-	Complete – Nov
b) Continue liaison with Jack Lonergan Foundation, including adapting offer to increase participation in lower attended groups.	MG	Ongoing	DR	Ongoing – March24
c) Monitor JLF pupil attendance closely and ensure follow up for non-attendance	MG	Ongoing	DR/LB	Ongoing – March24
d) Appoint a new piano tutor on Tuesdays and develop a new register.	MG	Autumn 1	-	Complete – Nov
e) Re-establish Tuesday violin teaching, following departure of HW.	MG	Autumn 1	-	Complete – March24
f) Explore option of 3 <sup>rd</sup> tutor on Tuesdays, dependent on demand - including looking at waiting lists locally.	MG	Autumn 2 / Spring Term	DR	Complete – March24
g) Recruit a steward to support the smooth running and cleaning of the site	MG	Autumn/Spring	EW	Complete – March24
h) Arrange termly / half-termly cleaning of site.	MG/DR	Autumn Term	-	Complete – March24
i) Explore funding opportunities for developing the site and improving resources	MG/DR/LB	Ongoing	SB	Complete – March24
j) Music Production pupils to edit RAH vox-pops	MG/LB	Spring 1	SB	Complete – March24
k) Deliver National Trust project with Soundwave pupils (inc comp tickets)	MG/LB	Spring 2	-	Complete – March24
l) Calendar and plan Soundwave celebration event	MG	Summer 2	DR	Ongoing – March24
m) Name Soundwave rooms representing local and diverse musical talent and print / display room name signs (inc Jack Lonergan)	MG	Summer 1	-	Ongoing – March24

NB: Increase female representation in proposed Soundwave room / site naming



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## Objective 12

Draft a Sustainability Strategy in consultation with the Youth Council to mitigate the Foundation's impact on the environment.

Action	Lead	When	Resources / Support	Review Complete / Ongoing / No Longer Required or Unachieved
a) Establish regular meetings of the Youth Council for 2023-24	MG	Autumn / Ongoing	JB	Complete / Ongoing - Nov
b) Collate ideas / suggestions from YC members and present these at first meeting for YC input	MG	Autumn 1	JB	Complete – Nov
c) Develop draft strategy document and share with Core Team / FMYM and wider stakeholders for comment / input	MG / YC	Spring Term	JB/DR	Ongoing – March24
d) YC to sign off document and then publish Sustainability Strategy on website	MG/YC	Spring/Summer	DR	Ongoing – March24
e) Develop a child-friendly language version of the Sustainability Strategy	MG/YC	Summer Term	DR	-
f) Review Sustainability Action plan and ensure follow up	MLT	Summer Term	MG	-
g) YC to present strategy to Trustees	MG	Summer 2	EW	-



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