

2021-2024 Equity, Diversity, and Inclusion Action Plan

Updated: 11/2/22

Embedding EDI and Policies: Have a governance panel that is representative of the diverse community it serves and a robust, clearly documented, and embedded policy and set of procedures that actively aim to improve the diversity of the workforce. (2023-24 SEIP Goal)

Objective and Tasks	Key Team Members	Projected Completion Date/ Status
Write and ratify a formal Diversity & Inclusion Policy and Action Plan.		Spring 2022
<ul style="list-style-type: none"> • Finish writing the EDI Policy and Action Plan <ul style="list-style-type: none"> ○ Share with SLT and EDI Working Party for feedback 	HW HW	Ongoing Ongoing
<ul style="list-style-type: none"> • Receive feedback from Changing Tracks, Music Mark, Black Lives in Music and other external organisations leading in this area 	HW	March 22
<ul style="list-style-type: none"> • Have Policy approved and adopted by Trustees 	HW, DR, EW	March 22
<ul style="list-style-type: none"> • Communicate policy to team members at all levels of the workforce with organic buy in <ul style="list-style-type: none"> ○ Go over with core team in team meeting ○ Publicise on social media and Website ○ Communicate to Tutor Workforce <ul style="list-style-type: none"> ▪ Send via email ▪ Discuss in training day 	HW, DR HW HW, RC DR HW	April/May 22 April/May 22 April/May 22 May 22 TBD
Increase workforce awareness of and confidence in the language and ideas surrounding best practice in diversity and inclusion		July 2022
<ul style="list-style-type: none"> • Develop an ongoing calendar of EDI training and development for core team <ul style="list-style-type: none"> ○ Inset Day, workshop covering the language and Ideas of EDI ○ Establish EDI library <ul style="list-style-type: none"> ▪ Monitor usage and update as necessary ○ Inset Day workshop covering intersectionality, prejudice, and power <ul style="list-style-type: none"> ▪ Continue the conversation with in-person activity on intersectionality/power and decolonisation ○ Communicate the importance of personal work on MMF's EDI journey <ul style="list-style-type: none"> ▪ Combine MMF resource sheet with Talk into Action ▪ Establish a Teams channel for recommendations and discussion ○ Establish EDI next step/goal for each core team member as part of structured 	HW HW HW HW HW HW, SLT HW DR DR, EW	Ongoing Complete September 1, 2021 Complete September 1, 2021 Ongoing, check in February 2022 Complete January 5, 2022 TBD (covid dependent) Ongoing February 2022 May 2022 TBD

<p>CPD</p> <ul style="list-style-type: none"> ▪ Facilitate regular updating of the goals with documented reflection ○ Schedule Antiracism training and reflection with external provider 	<p>DR, HW? HW DR</p>	<p>TBD TBD 2022</p>
<ul style="list-style-type: none"> ● Develop confidence with the ideas of inclusion throughout the tutor team <ul style="list-style-type: none"> ○ Tutor Conference ○ Produce a guide to inclusion in the instrumental or singing lesson <ul style="list-style-type: none"> ▪ Distribute guide to tutor team and post on website ○ Incorporate Inclusion into lesson observations/quality assurance practice <ul style="list-style-type: none"> ▪ Get feedback from lesson observation working group ▪ Ensure CLT is clear on how to implement new lesson observation procedures, inclusion guide sent with every observation information pack. 	<p>HW HW DR HW, FG FG FG FG, HW</p>	<p>Ongoing Complete, September 17 2021 Complete Jan 2022 Complete February 2022 Ongoing Spring term 2022 TBD</p>
<p>Recruit two new Trustees from the Global Majority increasing this area of representation to 20% of the Trustee board.</p>		<p>End of 2022</p>
<ul style="list-style-type: none"> ● Demonstrating our commitment to inclusion and diversifying our workforce and governance <ul style="list-style-type: none"> ○ Vision- being an inclusive cultural organisation ○ Signing up to the Black Lives in Music Charter ○ Committing to the Talk into Action Music Mark pledge ○ Publicising our pledges and commitments so we can be held accountable <ul style="list-style-type: none"> ▪ Building Inclusion page of website ▪ Tweeting about BLiM and Talk into Action 	<p>SLT, DR, All LM HW RC, DR, HW HW HW & RC</p>	<p>Complete Ongoing Complete Spring 1 Ongoing, Jan 31st February 11th</p>
<ul style="list-style-type: none"> ● Ensure all trustees are on board with diversification and why it is important <ul style="list-style-type: none"> ○ Discuss and agree at December Trustee meeting 	<p>HW, EW, Edward Hickman</p>	<p>Complete December 21</p>
<ul style="list-style-type: none"> ● Recruiting Trustees <ul style="list-style-type: none"> ○ Reviewing and rewriting trustee recruitment documents ○ Advertising with a strong and explicit diversity statement ○ Working with external and internal allies to advertise and recruit trustees. Not limited to: <ul style="list-style-type: none"> ▪ Black Lives in Music- Roger Wilson ▪ MMF EDI Working Group ▪ Music Mark- Sam Stimpson ▪ London Boroughs of Merton and Community organisations 	<p>HW, WE, EH HW, DR HW, EW, Edward Hickman</p>	<p>Recruitment Advert Date TBD Ongoing January/February 2022 TBD TBD</p>

<ul style="list-style-type: none"> ○ Having a member of the Global Majority on the recruitment/interview panel ○ Ensuring that interview questions and assessment are designed to be inclusive and without bias 	HW, EW, Edward Hickman	TBD TBD
<ul style="list-style-type: none"> ● Working with existing trustees to ensure full integration into the board and meaningful roles for new trustees. <ul style="list-style-type: none"> ○ Meet to outline onboarding process 	Edward Hickman, HW All trustees	Post Recruitment TBD TBD
Increase the percentage of trustees from the global majority in line with critical mass, to 30%		End of 2024
<ul style="list-style-type: none"> ● Monitor trustee turnover and advertise as necessary 	Edward Hickman, HW, EW	Ongoing
Create an inclusive workplace environment for all team members		July 2022
<ul style="list-style-type: none"> ● Transparency and self-accountability are understood as a key values across the organisation <ul style="list-style-type: none"> ○ Organisational structure, working practices and perks are outlined in a Core Team Handbook ○ Staff are proactively informed about reasonable adjustments ○ Contracts are established for new hires and compliant with updates to the Employee Rights Act ● Staff receive regular support and supervision which includes support for wellbeing <ul style="list-style-type: none"> ○ Appraisals happen and develop individual development plans with staff who can access external opportunities to support their professional development. ○ In work mentoring, coaching, and networking is available and widely offered ○ Decide on next steps to monitor/document this ● Core team Satisfaction and Engagement are regularly monitored, and data is acted upon <ul style="list-style-type: none"> ○ Establish a baseline with Autumn 2021 Satisfaction Survey <ul style="list-style-type: none"> ■ Results are presented to SLT ■ Time for reflection and planning is scheduled in response to the results <ul style="list-style-type: none"> ● Reflect on findings with the wider core team <ul style="list-style-type: none"> ○ Work life balance and growing professionally ○ Discrepancy between colleagues and managers valuing opinions ● Core team contributes to the writing of a wellbeing policy 	Everyone DR, EW DR, EW SLT SLT SLT SLT SLT HW EW HW HW HW, EW HW EW HW EW Everyone Everyone DR, EW	Ongoing TBD TBD March 2022 TBD TBD TBD TBD Ongoing December 2021 7 January 2022 12 January 2022 Ongoing 2 February 2022 23 February 2022 30 March 2022

<ul style="list-style-type: none"> Review onboarding procedures for new staff with inclusion at the forefront of the reflection process 	SLT, HW	March 2022
Recruit Core Team Member in line with inclusive best practice		April 2022
<ul style="list-style-type: none"> Write an inclusive job/role description <ul style="list-style-type: none"> Be clear on the qualities of the person being recruited and design interview questions for these qualities so we can recruit for potential rather than experience. Share with allies (BLiM) for feedback on role description and general strategy Advertise in non-traditional as well as expected spaces <ul style="list-style-type: none"> Community groups, Black Lives in Music, Music Mark, Music Jobs Prepare and plan recruitment processes <ul style="list-style-type: none"> Redacted CVs monitored by a team member who is not part of the interview process 	SLT, HW SLT HW, SLT DR HW, SLT HW	Ongoing Ongoing January 2022 February 2022 January 2022 February 2022
<ul style="list-style-type: none"> Design the interview process to be equitable and neutralise the potential for bias wherever possible. Reflect on how to do this Before interviews, refresh all panellists on interview/employment questions best practice Include a member of the Global Majority on the interview panel 	Everyone HW HW	March 2022 February 2022 March 2022
Review and update inclusive hiring practices and policy		Ongoing
<ul style="list-style-type: none"> Develop an inclusive tutor job description to be advertised alongside all roles based on the Changing Tracks National Working Group <ul style="list-style-type: none"> Ensure that the job description is advertised with all roles Establish a diversity recruitment statement to be clearly incorporated into the 'work with us' section of the website <ul style="list-style-type: none"> Update/strengthen the statement Experiment with anonymised tutor recruitment Reflect on anonymised recruitment and next steps 	HW DR DR HW DR, HW DR, HW, CLT DR, HW, CLT	Summer 2021 Ongoing Spring 2021 Spring 2022 Spring 2021 Autumn 2021 (capacity issue), Rescheduled to Spring 2022
Communications Policy		Ongoing
<ul style="list-style-type: none"> Ensure Website has diverse and recent images updated a minimum of once a term Celebrate a diverse range of holidays and heritage months internally and in external communications 	RC HW, RC	Ongoing Ongoing

<ul style="list-style-type: none"> ○ Black History Month 2021 ○ International Women's Day 2022 ○ Asian History Month 2022 ○ Create a celebration plan and timeline for 2022-23 ● Work toward full website accessibility ● All videos are published accessibly with voiceovers and subtitles ● A wide variety of skin tones are used in social media posts ● Review Inclusive Communications plans and possible policy for 2022-23 	<p>HW, RC HW HW HW DR RC, AS RC, DR HW, RC, DR</p>	<p>October 2021 March 2022 June/July 2022 Summer 2022 Ongoing Ongoing Ongoing TBD Summer 2022</p>
<p>Have a consistent series of annual data relating to the demography of the young people it engages and have in operation an articulated strategy for addressing areas of under-representation.</p>		<p>March 2024</p>
<ul style="list-style-type: none"> ● Clarify the current picture relating to D&I at all levels of the organisation, in line with ACE requirements via a comprehensive data audit. <ul style="list-style-type: none"> ○ Create and publicise the Workforce Survey clearly communicating why it is important to members at all levels of the organisation ○ Complete ACE data return ○ Analyse and write Workforce Diversity Report <ul style="list-style-type: none"> ▪ Distribute report to core team, trustees, SLT, EDI working group for feedback ● Review data capture capabilities and processes for participants ● Design and agree on a strategy for updating and capturing participant data ● Develop an articulated strategy for addressing areas of under-representation. 	<p>HW, DR HW HW HW HW, DR HW, DR HW, SLT</p>	<p>September 2021 October 2021 December 2021 January 2021 Spring Term 2022 Spring Term 2022 TBD</p>
<p>Have achieved external recognition and/or accreditation for its inclusive practices.</p>		<p>March 2024</p>
<ul style="list-style-type: none"> ● Partner with Black Lives in Music <ul style="list-style-type: none"> ○ Meet with Roger Wilson ○ Communicate importance to SLT ○ Meet with SLT and BLiM ○ Sign the BLiM charter and arrange payment ○ Communicate MMF's commitment to BLiM <ul style="list-style-type: none"> ▪ Add BLiM logo to website and footers ▪ Communicate to all external partners and stakeholders ○ Arrange meeting with Roger Wilson to determine next steps 	<p>HW HW HW, EW HW, LM RC HW, DR, RC HW</p>	<p>October 2021 Autumn 2, 2021 November 2021 December 2021 January 2022 Spring 1, 2022 January 2022</p>

<ul style="list-style-type: none"> • Partner with Music Mark Talk into Action <ul style="list-style-type: none"> ○ Sign the Talk into Action Pledge ○ Communicate MMF's commitment to Talk into Action <ul style="list-style-type: none"> ▪ Add Talk into Action logo to website and footers ▪ Communicate to all external partners and stakeholders ○ Share resources and best practice with Talk into Action community 	<p>HW</p> <p>RC DR, HW, RC HW</p>	<p>December 2021</p> <p>January 2022 Spring 1, 2022 Ongoing</p>
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Programming: Build inclusivity into a diverse plan of activity offered with thriving music centres across the borough.

Objective and Tasks	Key Team Members	Projected Completion Date/ Status
Programme concerts and music for ensembles containing diverse representation with the aim to allow every young person can see themselves in the music they perform.		Ongoing
<ul style="list-style-type: none"> • Monitor levels of representation in the programme of every public performance. Updated at minimum half termly. • Agree goals for levels of representation in every concert programme • Produce and publicise an annual report in Summer Term of each year to hold MMF to account 	<p>HW</p> <p>SLT HW</p>	<p>Ongoing</p> <p>Summer 2022 TBD</p>
Have a well-established and thriving Youth Council that is actively and authentically involved in decision making. 2023-24 SEIP		March 2024
<ul style="list-style-type: none"> • Establish a Youth Voice panel ('Speak Up') and ensure meaningful youth contribution to planning and delivery. <ul style="list-style-type: none"> ○ Recruit Youth Council Members ○ Attend Sound connections, Essential Youth Voice Training Course ○ Run Youth Council Meetings and oversee the SpeakUp! Creative project delivery ○ Deliver SpeakUp! Youth Council Creative Project 	<p>HW</p> <p>HW HW, GB HW, GB</p> <p>HW, GB</p>	<p>July 2022</p> <p>October 2021 November 2021 Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> • Partner with Youth Council as co-researchers to commission a consultation targeting students we don't already engage with 	HW, GB, DR, RC	Summer 2022
Have established a thriving, self-sufficient, Music Centre at Soundwave with a localised needs-led approach to programming.		May 2024

<ul style="list-style-type: none"> • Set up Music Tech suite and building at Soundwave <ul style="list-style-type: none"> ○ Complete necessary agreements with Wimbledon College and The Sherwood regarding rental arrangements. ○ Recruit Music Production / DJ / Turntablist tutor for Soundwave and establish availability to identify session day. ○ IT infrastructure install: electrics, internet, switch, port etc. ○ Decide upon and procure Music Tech equipment ○ Build webpage for Soundwave and associated digital content ○ Coordinate with Sherwood to establish timeline for end of building works and deep clean • Deliver Provision <ul style="list-style-type: none"> ○ Promote sessions <ul style="list-style-type: none"> ▪ Free evening taster sessions <ul style="list-style-type: none"> • Follow up with potential pupils/families ○ Create online sign up at new Large Group rate ○ Run Sherwood Pilot Project <ul style="list-style-type: none"> ▪ Follow up with interested students' parents/carers ○ Recruit new Music Production/ DJ/ Turntablism Tutor after previous Tutor's withdrawal <ul style="list-style-type: none"> ○ monitor uptake and begin lessons ○ Observe lessons for quality assurance purposes • Look at opportunities to increase activity delivery on the day of music production/DJ lessons. • Recruit a new Steward to support delivery at Soundwave – advertise within the local / school community. 	<p>DR</p> <p>HW, DR</p> <p>DR</p> <p>DR</p> <p>RC</p> <p>DR, HW</p> <p>DR, RC</p> <p>DR, HW,</p> <p>DR</p> <p>RC</p> <p>DR, HW</p> <p>DR</p> <p>DR, HW</p> <p>DR</p> <p>HW</p> <p>DR</p> <p>DR</p>	<p>Autumn 1, 2021</p> <p>Autumn 1, 2021</p> <p>Autumn 1, 2021</p> <p>Autumn 1, 2021</p> <p>Autumn 1, 2021</p> <p>Spring 1, 2022</p> <p>Autumn 2, Recruiting new tutor after withdrawal</p> <p>December 2021</p> <p>TBD</p> <p>Autumn 2, 2021</p> <p>December 2021</p> <p>TBD</p> <p>February 2022</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
Participate in Changing Tracks Nurture Group Study		
<ul style="list-style-type: none"> • Establish a school, tutor, and cohort to participate in activity • Tutor and Project Leader attend trauma informed training • Tutor and Project Leader attend regular Changing Tracks critical reflection group • Project delivery of nurture group <ul style="list-style-type: none"> ○ Session observation is completed ○ Budget is updated and monitored 	<p>HW</p> <p>HW, Sally Hickson</p> <p>HW, Sally Hickson</p> <p>HW</p> <p>HW</p> <p>HW</p>	<p>March 31 2022</p> <p>October 2021</p> <p>October 2021</p> <p>Ongoing</p> <p>Ongoing</p> <p>February 2022</p> <p>Ongoing</p>

<ul style="list-style-type: none"> • Reporting is completed and returned to Changing Tracks • Project Reflection takes place and next steps are planned 	HW, Sally Hickson HW, SLT	March 31, 2022 April/May 2022
Design a project around Female Composers and Gender for 2024 Royal Albert Hall		March 2024
<ul style="list-style-type: none"> • Establish Partnership and Project Idea <ul style="list-style-type: none"> ○ Initial collaboration meeting with Lifting Limits ○ Brainstorm project proposal ○ Present proposal to Lifting Limits. Agree a potential timeline • Write Project Proposal/Funding Bid <ul style="list-style-type: none"> ○ Gauge interest with an initial meeting of secondary Music Heads ○ Gather information on commissioning costs ○ Check in with Lifting Limits, update timeline • Project Details Finalised • Pieces are commissioned • Participants learn and rehearse music 	HW HW, SB HW, SB HW, SB HW, SB HW, SB SB SB, HW Ensemble Leaders	October 2021 November 2021 January 2021 Spring 1 2022 Spring 1 2022 March 22, 2022 July 2023 Summer Holidays 2023 TBD 2023-2024