

# **The Greater Manchester and Blackburn with Darwen Music Hub (GMBD Music Hub) Commissioning Arrangements 2024 - 25**



## **Introduction**

Bolton Music Service is the Hub Lead Organisation in the GMBD Music Hub. To ensure high quality services for schools, families and young people in all areas of the regional Hub we work in partnership with either the local authority Music Service in each borough, or the organization nominated by the local authority to deliver this service.

The GMBD Music Hub works on behalf of the combined local authorities in our region. We believe the local authority services, or those they directly commission, are well-placed to deliver a music programme which meets the needs of all young people. This ambition aligns with the mission of all local authorities to best serve all residents in the borough, whatever their circumstances.

In order to be successful in being awarded the Music Hub Grant for the region, Bolton Music Service was required to set up these partnerships in advance of the application in order to demonstrate both coverage and high-quality delivery in our region. On being awarded the contract by Arts Council England we implemented a comprehensive Partnership Agreement outlining what is required from each partner in the Music Hub. This Partnership Agreement includes a set of Commissioning Arrangements which provides more details on how the Music Hub Programme will be delivered in each local area of the Hub.

## **Commissioning Arrangements**

The Hub Lead Organisation (HLO) is Bolton Music Service (BMS), based at Mere Hall, Bolton. BMS provides local music services for the boroughs of Bolton and Blackburn with Darwen. Bolton Music Service designates a Lead Officer to oversee all Music Hub activity and to manage the partnerships which support the Music Hub activity. The Lead Officer is employed by, and reports to Bolton Council, in relation to all the activities of BMS, including its role as HLO. The Lead Officer also reports to the independent Music Hub Strategic Board in relation to the work delivered by the GMBD Music Hub.

The Local Lead Partners (LLPs) are Bolton Music Service, Bury Music Service, One Education Music (Manchester), Oldham Music Service, Rochdale Music Service, MAPAS (Salford), Stockport Music Service, Tameside Music Service, Trafford Music Service, Wigan Music Service.

- Bury Music Service is an independent, not-for-profit, limited company.
- One Education Music is part of One Education, a wholly owned Council company, operating as a limited company at arms-length from the Council.
- MAPAS is part of Salford Community Leisure, which manages service on behalf of Salford City Council.
- All other LLPs are local authority music services.

Bolton Music Service (HLO) implements a Music Hub governance structure, including a Strategic Hub Board, Local Area Reference Groups and a Wider Partnership Group of regional and national partners. The Strategic Hub Board has independent members and an independent chair. All funded partner organisations, including Bolton Music Service (HLO) and LLPs, report their activity against grant spend to the board for scrutiny and oversight. This reporting is managed by the GMBD Music Hub Finance Officer, employed by Bolton Council.

The Lead Officer is a suitably qualified and experienced music education specialist with a comprehensive understanding of the region and with relevant operational management experience in the music and music education sector.

Full governance arrangements and structure charts are published under separate cover.

## **Our Mission**

*The GMBD Music Hub is a partnership of the region's leading quality music education providers, committed to working together to ensure all young people are given the opportunity to sing, learn an instrument, perform as part of an ensemble or choir, and progress their musical interests.*

*In our ambition to serve and support all children we will seek out local and regional partners who can help us (a) identify areas for development, (b) support our workforce with CPD and (c) help us provide inspirational live music experiences and training for young people.*

*Together we will draw on our recent experience of mature partnership working in our region, maintaining our focus on the needs of all young people in our region.*

## **The Commission – the role of Local Lead Partner**

Each Local Lead Partner (LLP) will be asked to:

- review, develop, resource, and monitor music education across their local area, connecting with local stakeholders to ensure that what is being developed responds to local need.
- work together with the LLP group and the Wider Partnership Group, to deliver new regional opportunities for young people which promote musical diversity and progression.
- report to the HLO, as required through the partnership agreement, on all designated music education and financial matters to enable the HLO have secure knowledge of the local work and to report on behalf of the region.
- contribute to the regional Teaching and Learning Networks for Hub teachers and practitioners.
- receive the grant allocated to their local area, less a top slice (fixed at 3% of the Basic Grant for 2024-25), which the HLO will retain to enable delivery against the designated HLO roles for the region.

Each LLP will be commissioned by the HLO to lead music education in their local area, and to be a key member of the regional Hub partnership. LLPs will be identified as having:

- a solid track record in delivering music education in their area.
- effective local Governance.
- a workforce with the expertise and capacity to deliver across their area.
- Understanding of pedagogy with performance management for their team members.
- High-quality outcomes for young people.

A legally binding agreement between the Hub Lead Organisation (HLO) and the Local Lead Partners (LLPs) determines how these actions are devolved to LLPs, how funding is cascaded, and the responsibilities which LLPs have in accepting the Commission. The specific requirements of the Commission are listed below. In addition to this local work, LLPs will support the development of **new regional activity for young people** and the **strategic direction, reporting and governance** of the hub.

## **Delivering on the Hub Mission: Expectations of Local Lead Partners**

### **Leading Activity**

Local Lead Partners will be asked to deliver:

1. Regular school-based weekly music lessons for individuals and small groups of learners.
2. Classroom instrumental lessons for schools (formerly known as Whole Class Ensemble Teaching).
3. Specialist music curriculum teaching in for schools.
4. Music performance groups for schools (choirs and ensembles)
5. A local area structure of 'out of school' music performance groups and other musical opportunities.
6. Musical activity specifically designed for children in the Early years phase, those with SEND, and for Alternative Provision settings.
7. Other regular weekly music education activity requested by schools.
8. Access to high quality musical instruments for local young people
9. Access to bursaries and remissions for families with specific needs

### **Supporting Schools and other educational settings**

Local Lead Partners will be asked to deliver:

1. Networking and strategic information sharing with all schools.
2. One-to-one school support offer for music development.
3. Music Development support for Academy Trusts and other school networks.
4. Continuing Professional Development (CPD) for school staff.
5. CPD for their own staff to help maintain a high-quality workforce.
6. Access to bespoke funding pathways for individuals in need of support.
7. Access to, and support with, Music Technology, including specialist licenses and software to support music lessons in school.
8. Pathways to higher education and into careers.

### **Music Performance and access to venues**

Local Lead Partners will be asked to deliver:

1. Opportunities for children to perform in a range of venues.
2. Projects to enhance the musical offer for those already engaged in the delivery programmes.
3. Large-scale events, such as festivals, where schools and ensembles can perform alongside each other.
4. New performance opportunities targeting those who have yet to engage.
5. Effective ticketing and publicity systems for concerts, and events, to promote audience development.

LLPs may commission partner organisations to deliver work that supports the Hub mission at their local level, or partners may be commissioned collaboratively by the HLO and its partners to support work at the regional level. All Hub partners **work inclusively** across the programme of activity, committing to engaging children from all backgrounds and circumstances with an increasingly diverse workforce

## Engaging with and recruiting and Wider Hub Partners

In addition to Local Lead Partners who receive an allocation of the Music Hub Grant to deliver the Music Hub Programme in their local area, we also engage with Wider Partners who have the capacity to support both local and regional work. The Wider Partnership Group currently includes organisations who were previously working in partnership with both the GM Music Hub and MyHub. To ensure that we (a) are engaging with partner organisations who are aligned with the mission of the Music Hub and (b) fulfil a specific role as part of the Hub we are starting a review of The Wider Partnership Group as follows:

1. It will be chaired by Jen Redmond from the BBC Philharmonic, who brings considerable experience in the recruitment and commissioning of partner organisations
2. We will set up a Steering Group to review our existing Partnership Agreement template and the specific arrangements with each partner
3. The Steering Group will also identify gaps in the current Wider Partnership Group, aligned to the priorities of Local Plan for Music Education, and propose new partners to fulfil specific roles
4. The Steering Group will formulate a process for assessing new requests from external organisations to join the Wider Partnership Group
5. The Steering Group recommendations will be reviewed by the HLO and by the Strategic Board in May 2025 before moving to implementation for September 2025

## HLO role

The HLO is responsible for the leadership and management of the regional partnership and the relationship between the GMBD Music Hub and ACE. This will include:

- Ensuring effective Hub governance, including the management of the Heads of Service network meetings, Local Area Reference Groups, the Wider Partnership and the Hub Strategy Board meetings
- Quarterly reporting to and clerking for the Hub Strategy Board
- Quarterly reporting to the Arts Council, including SMART targets, Performance Framework, Needs Analysis, LPME, Board Minutes and Agendas, Risk Register, and a number of other prescribed policies for the regional Hub.
- Ongoing, day-to-day relationship management with all Hub partners
- Drawing up and maintaining Partnership Agreements and Commissioning arrangements with all Music Services and Wider Hub partners
- Management and co-ordination of the Annual Music Hub Survey
- Hub monitoring and evaluation, including internal reporting across local authorities and data collection systems to inform Hub planning.
- Hub communications (bulletins / email contact with partners / meetings)
- Fundraising to draw in new investment for GM regional projects.
- Financial monitoring and integration across all Hub Music Services

- Support for financial colleagues in all local authorities in the Hub to maintain consistency in financial reporting.
- Preparation of Hub management accounts on a quarterly basis and annual Hub budget.
- Management of income and expenditure supporting the joint regional activity, including an online box office for booking onto Hub projects
- Management of Local Authority spend against the Capital Grant for Musical Instruments and reporting on the use of the grant
- Design, review and maintenance of the Hub website and social media channels.
- Contracts and payments with venues, professional musicians and music providers for regional Hub activity
- Managing pupil registrations and payments for regional Hub activity
- Reporting to the GMCA Music Commission on music education in our region
- Engaging, on behalf of the Hub, with national bodies to help secure future funding.
- National Advocacy, representing the GM Music Hub when required in Parliament, with Government Departments and national bodies.
- Supporting DfE and ACE visits to Hub activity in the region and managing the involvement of local stakeholders

## **Governance**

The HLO Lead Officer will report to the Strategic Board and will be held accountable by the board for the quality of information provided and for the insights into the work of Local Lead Partners (LLPs).

The Strategic Hub Board will perform the legal requirement of board oversight as required by the funding body, Arts Council England. The HLO will provide appropriate levels of financial control and dispersion of grant funding. Bolton Council will oversee the lead officer who will have suitable qualifications, skills, and experience, to carry out the duties required of the HLO.

LLPs will maintain their own governance/management arrangements and ensure that they meet any requirements from the Terms and Conditions for the core revenue grant and for the capital grant.

LLPs maintain a suitable management position (Head of Service or equivalent) who will liaise with the HLO and attend relevant meetings.

LLPs will report to the HLO any minor changes to organisational arrangements and will consult with the HLO prior to any public consultation on significant organisational change.

The Strategic Board is responsible for managing any conflict resolution between the HLO and LLPs / between LLPs / wider partners. Additional support will be provided by Bolton Council, ACE and other partners as appropriate.