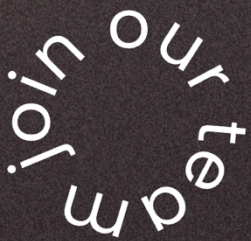


A circular logo with a teal background. The text "Lewisham" is in a bold, sans-serif font, and "music" is in a smaller, lowercase sans-serif font below it.

Lewisham
music

A circular logo with the text "Join our team" arranged in a circle around a central dot.

Join our
team

A close-up photograph of a man playing a saxophone. He is looking slightly to the left of the camera. The lighting is dramatic, with strong highlights on his face and the instrument, and deep shadows elsewhere. The background is dark.

Chief Executive recruitment pack

Introduction from the Chair

Thank you for your interest in Lewisham Music and the position of CEO.

In the 5 years since our current CEO, Charly Richardson joined us we have been through testing times- not least the pandemic, new premises and a much expanded programme. Charly has led from the front achieving remarkable results and leaving a great legacy.

If you are a visionary leader with a passion for music and a commitment to equity and inclusion, I encourage you to apply.

Lewisham Music prides itself on working with diverse communities, enabling young people to find their voice, develop their musical skills and achieve their full potential regardless of their background and circumstances. If you are ready to lead an ambitious organisation with creativity and compassion, we want to hear from you.

You will have a committed Board of Trustees behind you, a dynamic staff group and an opportunity to make a real difference, through music, in the lives of young people in Lewisham.

Dame Joan Ruddock
Chair, Lewisham Music

About Lewisham Music

Who are we?

Lewisham Music is an award-winning youth charity and a Principal Partner in South East London Music Hub. Working alongside local and national partners, we deliver and support a diverse range of musical opportunities in schools and communities across Lewisham.

Our vision and mission

We want every child and young person in Lewisham to experience the power of music through accessible, inclusive programmes that inspire creativity and confidence. We believe music can unlock potential and build happier, healthier communities.

Our values

- **Young people-centered:** We prioritise the needs, abilities, and interests of young people, empowering them to actively shape their own musical journey.
- **Community-driven:** We actively listen to the voices of young people, parents, carers, and communities, ensuring their input shapes the future of our programmes and the charity's direction.
- **High-quality delivery:** We deliver high-quality, authentic learning experiences led by professional musicians and educators, ensuring every interaction is enriching and impactful.

- **Inclusive and equitable access:** We are committed to breaking down barriers to participation, making music education accessible and equitable for all young people, regardless of background or circumstance.
- **Celebrating diversity:** We honour and embrace the rich diversity of our community, respecting the identities, cultures, and unique perspectives of the young people we serve.
- **Commitment to growth:** We are dedicated to ongoing learning and professional development, continuously evolving our offer to remain innovative and relevant.
- **Sustainability:** We strive to ensure that our programmes are financially sustainable and deliver long-term impact. Additionally, we are dedicated to minimising the environmental footprint of our work.

What we do	We aim to...	We do this by offering...
<p>Learning & skills</p>	<ul style="list-style-type: none"> • Give every child and young person the opportunity to learn and make music • Support young musicians to explore their musicality by providing them with instruments and equipment • Offer young musicians the opportunity to progress their musical journey through opportunities in their community • Give young musicians the opportunity to make music with their peers • Learn about the 'building blocks of music' through musicality and music theory lessons • Provide inspirational performance opportunities for young musicians in venues across the borough and beyond. 	<ul style="list-style-type: none"> • Professional Music Tutors in schools, SEND and alternative provision settings and community spaces • Individual, small group and whole class programmes • A wide variety of instrumental learning, covering everything from violin to clarinet and Djembe • Ensembles, choirs and bands in schools and the community covering a range of styles (rock, jazz, classical, Samba, R&B and more) • Instrument hire • Access to musical resources including e-learning and music production software • Live events, gig and concerts • Vocal/singing tuition • Rap & Lyricism tuition • Music Production programmes • Music Technology and Assistive Music Technology • Professional musical experiences with partner organisations • Access to musical exam opportunities supported by professional accompanists. • Creative holiday programmes like Lewisham Junior Orchestra, Animate Orchestra and Fellowship Music Collective.

<h2>Community impact</h2>	<ul style="list-style-type: none"> • Prioritise equity of access to help children and young people overcome barriers • Put children and young people's needs, ideas and decisions at the heart of our work • Offer creative spaces where children and young people can express themselves, socialise and explore through music • Support the development and progression of young musicians through support, advice and signposting • Celebrate the history and culture of our community • Use music to promote positive wellbeing and mental health. 	<ul style="list-style-type: none"> • Bursary programmes to make music education accessible for all families, including partnerships with London Music Fund and Young Sounds UK Connect, and mentoring and family support. • Co-production opportunities • Paid opportunities for Young Producers, allowing them to research, advocate and produce content (such as the award-winning podcast Front Line Young Minds) • The Music Connector role, offering bespoke information advice and guidance to support families and young musicians in their musical journey • Place-based musical programmes which explore the history of our community • Mental-health programmes such as the award-winning Sonic Minds • Creative music programmes allowing people to create their own music and write songs individually and in groups.
<h2>Creative careers</h2>	<ul style="list-style-type: none"> • Mentor the next generation of creative professionals • Provide creative industry skills and training • Help young people in Lewisham overcome barriers to the creative industries • Broker access to voluntary and paid experiences in the creative industries • Improve visibility of jobs and other opportunities • Connect young people with inspiring professional role models. 	<ul style="list-style-type: none"> • Creative Futures careers programme, funded by Merchant Taylors' Foundation, including mentoring, workshops and panel events, and work experience opportunities • Podcasting training, equipment and partnership opportunities • Radio Lewisham, in partnership with Lewisham Young Mayor and Bloomsbury Radio • Bringing music industry professionals to talk about their work with local young people.

<p>Sector support</p>	<ul style="list-style-type: none"> • Work in partnership with organisations locally, regionally and nationally to maximise opportunities for young people • Support smaller organisations in the area to build capacity and create opportunities • Ensure a confident and skilled music education workforce in schools and community settings across the borough • Provide a space for local organisations to work, offer training and engage with the community. 	<ul style="list-style-type: none"> • Continuing Professional Development and training for the music education workforce (Lewisham Music staff, school staff, partner organisations, freelancers) • Networking and Peer Learning for school staff • Professional advice, support and consultancy for school music coordinators, Heads of Music and Senior Leadership Teams • Partnership Forums with local organisations • Consultancy support for the music education and charity sector • Capacity building for local arts organisations through advice and support • Hire of our premises at The Fellowship to local organisations, artists and schools • Joint fundraising initiatives with partner organisations • Hosting Resource for Autism's Lewisham Autism Hub • Hosting Merchant Taylors' Foundation's Community Investment Manager • Hosting local charity Fairbeats!
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Lewisham Council/TUPE

Lewisham Music was established as an independent charity (charity number 1169721) in April 2017, having previously been part of Lewisham Music as Lewisham Music Service. Staff were transferred to the employment of the new charity under TUPE regulations. As a result, we now have a mix of staff: those originally employed by Lewisham Council, and those who have joined since we became an independent charity.

Staffing structure

Lewisham Music employs around 70 Music Tutors. Alongside the Chief Executive there are 12 roles within the office team, comprising Coordinators, Producers, Managers, Leaders and Directors.

You can find a staffing structure chart in Appendix A.

South East London Music Hub

Since 2012, Lewisham Music Service (and later Lewisham Music) has received direct funding from

the Department for Education (DfE) and Arts Council England to serve as the Lead Organisation for Lewisham Music Education Hub. In this role, we have overseen the delivery of the National Plan for Music Education (NPME) across the borough, working in partnership with other organisations.

The new NPME, [The power of music to change lives](#), outlined a desire by the DfE to reduce the number of Music Hubs in England from 116 to 43. As of 1st September 2024, Lewisham Music became a Principal Partner in the newly established South East London Music Hub, alongside Bexley Music (part of London South East Academies Trust), Bromley Youth Music Trust, Royal Greenwich Music Service (Royal Borough of Greenwich), Southwark Music (Southwark Council), and Lambeth Music Service (Lambeth Council). The broader hub network will include partner organisations such as Sound Connections, ABRSM (exam board), Trinity Laban, Kinetika Bloco, and many more.

While Lewisham Music remains an independent charity responsible for music provision and partnerships across the borough of Lewisham, it will collaborate with the other Principal Partners to oversee the strategic development of music education across South East London.

The new Chief Executive will hold an additional role on the Executive of SEL Music Education Ltd, the Company Limited by Guarantee acts as the parent company for South East London Music Hub.

Please see Appendix C for South East London Music Hub governance structure chart.

Finance

Lewisham Music's annual turnover is £1.1–£1.2 million, comprising a mix of core funding from ACE/DfE, traded income from schools and parents, and other funding. In recent years, we have successfully diversified our income through both restricted and unrestricted funding from trusts, foundations, and corporations, as well as premises hire. This diversification has enabled us to expand our offerings and strengthen our financial resilience, especially as our core Hub Grant funding has decreased in cash terms every year since we became an independent charity in 2017.

However, costs have risen significantly over the past few years, and we have very limited options for reducing expenditure while still meeting our charitable objectives. Additionally, we are beginning to see a small decline in traded income as parents and carers feel the impact of the cost-of-living crisis, and school budgets face increasing pressure.

As a result of these pressures and a number of one-off legal costs, we are running with a significant deficit this financial year. While we have reasonable reserves to manage these challenges in the short to medium term, a key priority for the new Chief Executive will be to secure new income and funding streams.

Partners

We collaborate with an incredible network of 54 partner organisations each year. This includes local partners like [Goldsmiths University of London](#) and [The Albany](#); regional and national partners like [London Symphony Orchestra](#) and [Young Sounds UK](#), and referral and community partners like [Phoenix Community Housing](#) and [Lewisham Virtual School](#).

You can find out more about our partners [here](#).

Additional reading

We are currently undertaking a significant piece of work to review and refresh all policies and strategy documents as well as other information on the website. However, there is significant additional context about our work on www.lewishammusic.org.

The appendices to this document also include the following:

- Appendix A: Staffing structure
- Appendix B: 'A year in numbers'
- Appendix C: South East London Music Hub governance structure chart.



Job Description and Person Specification

Job title	Chief Executive
Work status	<p>Full-time/5 days per week/35 hours per week.</p> <p><i>This will largely be within weekday office hours, but will require fairly regular evening work (for board meetings, events and building cover); and weekend work (for example visiting Saturday Music Centre).</i></p>
Work location	<p>Based at Lewisham Music, The Fellowship, First Floor, Randlesdown Road, Bellingham, London, SE6 3BT.</p> <p><i>Lewisham Music operates a flexible working policy. It is anticipated that 3/4 days a work will be working on site (in the office or out at site visits or events), with an option to work from home an average of 1/2 days per week.</i></p> <p><i>The role will also require regular travel to observe programmes in Lewisham schools, at Prendergast Vale school (which hosts our Friday evening Concert Band and Saturday Music Centre), and to venues across South East London and beyond for meetings and events with other hub partners.</i></p>
Contract type	<p>Permanent</p> <p><i>This post is subject to a 6-month probation period.</i></p>
DBS/Safer Recruitment	<p>This post is subject to:</p> <ul style="list-style-type: none">• An enhanced Disclosure and Barring Service (DBS) check.• Two satisfactory references.• Online checks. <p>Lewisham Music is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff to share and demonstrate this commitment.</p> <p>This role is exempt from the Rehabilitation of Offenders Act.</p>
Benefits	<ul style="list-style-type: none">• Employer's pension with The People's Pension with Lewisham Music making employer contributions of 6%, matched by the employee.• 25 days annual leave entitlement, rising to 30 days after 5 years' service.• Cycle-to-work scheme.
Salary	£67,500-£72,500
Reports to	The Chair and Board of Trustees.

Job overview and objectives

The Chief Executive (CEO) is responsible for the overall strategic direction, leadership, and management of Lewisham Music. The CEO will ensure the delivery of a diverse, high-quality, accessible, and inclusive music education programme for children and young people across the borough. Reporting to the Board of Trustees, the CEO will drive the charity's vision, ethos, and values while ensuring financial stability, operational effectiveness, and compliance with regulatory requirements.

As the primary spokesperson and advocate for Lewisham Music, the CEO will manage relationships with key stakeholders, including donors, government bodies, and community partners. This role requires a passionate advocate for the power of music who can foster strong relationships with a wide variety of stakeholders. The ideal candidate will be an inclusive and progressive leader, capable of guiding a dynamic and diverse team while deeply understanding the community Lewisham Music serves.

This is a broad and challenging role, requiring an individual who is adaptable, reflective, and demonstrates resilience and resolve.

In addition to their role as CEO of Lewisham Music, the postholder will serve on the Executive of the newly formed South East London Music Hub, collaborating with colleagues to strategically develop music education provision across the wider region.

Key responsibilities and duties

Strategic leadership

- Lead the charity in fulfilling its vision and objectives, providing strategic leadership aligned with the National Plan for Music Education and priorities set by the Board of Trustees.
- Stay informed of national policies and sector developments to position Lewisham Music as a leader in music education.
- Collaborate with colleagues and the board to develop and utilise needs analyses, strategic plans, and business documents effectively.

Community leadership

- Build strong personal relationships within the community, fostering Lewisham Music's community-focused outlook.

- Centre the voices of local children and young people by developing co-production, youth voice, and young producer opportunities in the charity's work.

Team leadership

- Cultivate an inclusive and positive organisational culture, recognising and valuing the diverse identities, strengths, and needs of all staff.
- Lead a respectful and supportive work environment, ensuring clear accountability and high performance standards.
- Empower, inspire, and develop staff, encouraging creativity and new ideas to help Lewisham Music achieve its mission.
- Oversee staff recruitment, induction, retention, and development, and support staff through regular meetings, objective setting, and opportunities for progression.
- Line manage key team members, including the Schools Music Leader, Vocal Leader, Communications & Marketing Manager, Director of Community Programmes, and Director of Business and Operations.
- Collaborate with managers to oversee the Music Tutor team and ensure HR policies and processes are effectively implemented and developed.

Musical leadership

- Ensure the quality of Lewisham Music's programmes by addressing team knowledge gaps, providing CPD opportunities, and offering Music Tutors individual support through observations and mentoring.
- Guarantee that Lewisham Music's programmes are diverse, accessible, inclusive, and relevant to the needs of all children and young people in Lewisham.
- Stay informed of trends and developments in music, music education, and the wider music industry.

Operational leadership

- Maintain an up-to-date suite of relevant policies, ensuring consistent application across the charity.
- Oversee daily operations, including staff management, programme delivery, logistics, and building management.
- Promote the effective use of data to support operations and strategic developments, and maintain and develop the charity's databases and use of software.
- Foster a culture of operational efficiency, encouraging staff to continually improve processes to make the best use of resources and provide a positive experience for programme participants.

Partnerships and advocacy

- Serve as the public face of the charity, advocating for Lewisham Music at local and national levels to raise its profile, influence policy, and secure support. This includes attending forums, conferences, and media appearances.
- Build and maintain collaborative relationships with schools, local authorities, funders, cultural organisations, and the wider community.
- Maintain strong and positive relationships with teams across Lewisham Council.
- Maintain and develop partnerships that are productive, mutually beneficial, and impactful.

- Ensure Lewisham Music remains a leader in evaluation, impact measurement, and advocacy, demonstrating the charity's value to policymakers, funders, and the community.

South East London Music Hub

- Represent Lewisham Music's values and priorities within the governance and executive operations of SEL Music Education Ltd., the lead organisation of the South East London Music Hub.
- Collaborate with hub colleagues to develop and implement a strategic vision for music education across South East London.
- Provide leadership for South East London Music Hub, including – but not limited to– tasks such as data collection and analysis, financial reporting and audits, strategy development, partnership development, supporting the Advisory Group and Board of Directors, commissioning, monitoring, quality assurance, and impact assessment.

Governance and compliance

- Work closely with the Board of Trustees to establish long-term priorities and objectives for Lewisham Music.
- Prepare and present strategic plans, business plans, and budgets for board approval.
- Provide clear and transparent accountability through regular reporting to the board.
- Manage board committees (Financial and General Purpose, PR & Fundraising, Personnel) to ensure that the charity is using trustee's time and skills effectively.
- Assist in recruiting and developing trustees, ensuring the board has a balanced mix of skills and lived experience.
- Ensure compliance with charity law, employment law, safeguarding regulations, and other relevant legislation.
- Oversee charity audits and ensure effective reporting to The Charity Commission, Lewisham Council, and Arts Council England.
- Ensure data management practices are effective and compliant with GDPR.
- Identify, monitor, and mitigate organisational risks.

Financial management

- Oversee effective budget management, ensuring financial oversight, fiscal responsibility, and long-term strategic financial planning. This includes working with the Director of Business and Operations to develop detailed annual budgets, management accounts, cash flow reports and fundraising reports.
- Ensure forward-thinking financial planning, anticipating potential opportunities, challenges, or risks related to funding.
- Work with the Director of Business and Operations and the board to maintain reserves in line with the charity's reserve policy, providing Lewisham Music with a reliable financial safety net.
- Ensure the charity achieves value for money when purchasing instruments or equipment and reviewing service contracts.
- Be mindful of the current and future financial climate the charity is operating in, and work with the board to carefully balance annual charge increases with cost-of-living salary increases for staff.

Fundraising

- Work with the team to develop fundraising opportunities, including online campaigns and fundraising events.

- Explore and develop new traded income opportunities, for example through premises hire and consultancy.
- Work with the Director of Community Programmes and the PR & Fundraising Committee to devise strategic fundraising plans and submit funding bids.
- Cultivate funding opportunities with partner organisations, including cross-borough strategic funding collaborations.
- Maintain and develop positive relationships with funders.
- Explore and secure support from corporations and private donors to diversify funding sources.

Safeguarding

- Foster a vigilant, child-centered safeguarding culture across the organization, ensuring Lewisham Music protects the health and well-being of children and vulnerable adults at all times.
- Serve as the Designated Safeguarding Lead, overseeing the charity's response to safeguarding incidents or concerns.
- Develop and regularly update safeguarding policies, codes of conduct, and letters of assurance to ensure best practices.
- Work with the Director of Business and Operations to ensure the implementation of effective safer recruitment policies and practice.
- Develop and lead annual safeguarding training and safeguarding updates for all staff.
- Ensure that Lewisham Music is proactive in addressing topical safeguarding issues such as misogyny, extremist ideologies, County Lines/Child Criminal Exploitation, and Sexual Exploitation.
- Collaborate with local partners to stay informed about the specific safeguarding challenges facing the community and respond accordingly.

Person specification

Qualifications

Essential

- Evidence of relevant Continuing Professional Development e.g. courses, training, or other qualifications.
- Minimum of Grade C/4 in GCSE English (or equivalent).
- Minimum of Grade C/4 in GCSE Maths (or equivalent).

Desirable

- Educated to degree level (or equivalent), preferably in music, music education, community development, arts or charity management or a related field.
- Level 3 Safeguarding trained (Designated Safeguarding Lead).

Experience and knowledge

Essential

- Experience in a senior position in a charity, voluntary or public sector organisation.
- Demonstrated line-management experience, with the ability to lead and develop diverse teams.
- Extensive experience building and maintaining effective partnerships with key stakeholders and external organisations.

- Professional experience working directly with children and young people, ideally within an educational or community setting.
- Strong financial management experience, including oversight of significant budgets and overseeing a complex funding mix.
- A successful track record in income generation, fundraising, and managing relationships with funders.
- Understanding of Lewisham and the local community.
- Proven experience working within diverse inner-city communities, demonstrating cultural sensitivity and inclusivity.
- A thorough understanding of the challenges facing children and young people in Lewisham.

Desirable

- Experience in premises or venue management.
- Event management experience.
- Familiarity with charity finance and financial oversight.
- In-depth knowledge and experience in music-making, creativity, and learning across various contexts and multiple genres and traditions.
- Strong understanding of current issues and public policies related to music education and the music industry.
- Knowledge of the music industry and pathways to creative careers.

Skills and personal characteristics

- A highly inclusive mindset, compassionate leadership, and strong team-building skills, driven by emotional intelligence.
- Ability to lead from the front, demonstrating ambition, energy, and passion for the charity's mission.
- Creative, versatile, and innovative, with a willingness to step outside of your comfort zone.
- Demonstrates transparency, honesty, and integrity, embodying the charity's values.
- A growth mindset, open to being challenged, embracing new ideas, and adopting new ways of working.
- People-centered, with the ability to engage effectively with a diverse range of individuals.
- Excellent written and verbal communication skills, serving as a strong advocate, ambassador, and spokesperson.
- An innovative and resourceful networker, skilled in partnership development and influencing stakeholders.
- Community-minded, with strong political and social awareness.
- Business-minded and entrepreneurial, with a focus on sustainability and growth.
- A strategic thinker, capable of horizon-scanning and long-term planning.
- Unwavering commitment to promoting equity, diversity, inclusion, and social justice.
- A reflective leader dedicated to their own personal and professional development.
- Self-motivated with strong organisational skills and the ability to prioritise in the face of competing demands.
- Able to remain calm, focused, and composed during a crisis.
- Highly resilient, with an understanding of self-care and the ability to manage a challenging and wide-ranging role.

Please note

- This job description and person specification will evolve over time.
- Lewisham Music operates with a small team, and if physically able, the Chief Executive must be willing to actively contribute to various tasks, such as assisting with concert setups, organising rooms at the Fellowship, and occasionally covering evening activities when colleagues are on leave or unavailable due to illness.

How to apply

Please email a CV (maximum 2 pages) and covering letter (also maximum 2 pages) to jobs@lewishammusic.org with 'CEO application' in the subject line.

Deadline

9am Monday 18th November 2024.

1st round interviews

Afternoon/early evening of Friday 29th November at The Fellowship, SE6 3BT.

2nd round interviews

Morning of Thursday 12th December at The Fellowship, SE6 3BT.

If you would like an informal conversation with the current CEO Charly Richardson before applying, please email jobs@lewishammusic.org with 'CEO conversation' in the subject line.

Equalities statement

Lewisham Music is committed to cultivating and preserving a culture of diversity and inclusion. We celebrate and value individual differences.

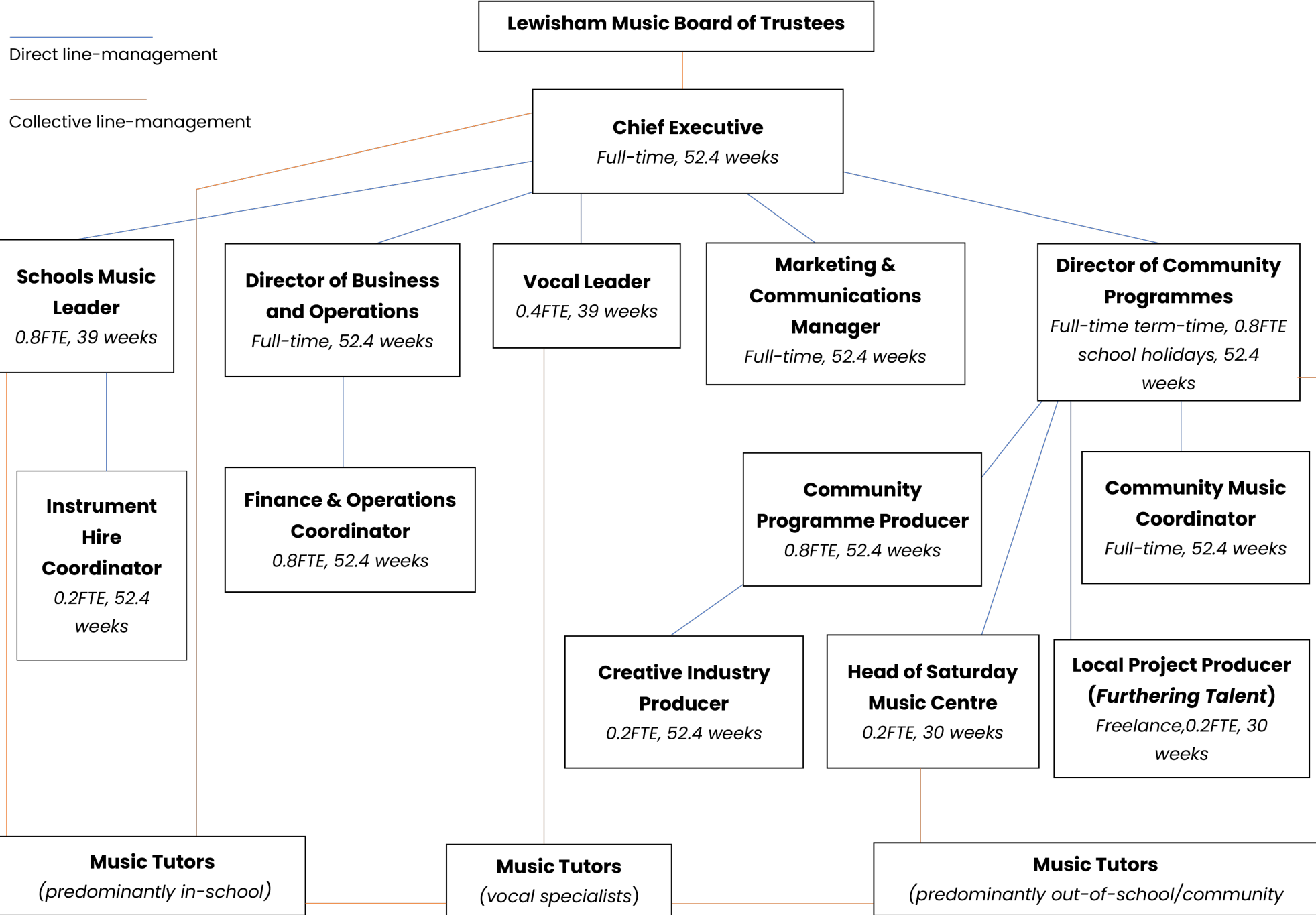
If you have a disability and need assistance, please let us know. We will provide reasonable adjustments to support you throughout the application and interview process.

We are committed to ensuring that our workplace is inclusive, accessible and equitable for everyone.

Appendix A: staffing structure

Direct line-management

Collective line-management



Appendix B: a year in numbers

Lewisham
music

2022-2023

A year in numbers

Children and young people



6700

Worked with over 6700 children and young people on a weekly basis.

Partnerships

Worked with 54 partner organisations.

21 local (including Midi Music, Heart n Soul, and Goldsmiths University); 19 regional and national organisations (including London Philharmonic Orchestra, Royal Albert Hall and Tomorrow's Warriors) and 14 referral and community partners (including Youth First and Lewisham Local).



54

Events

Delivered 25 performances involving around 2800 children and young people.

25



Instruments

Loaned over 3000 instruments to children and young people.



3000

YOUTH

Sector support



17



75

Delivered or supported 177 hours of Continuing Professional Development.

Supported 41 teachers through CPD, training, networking events and advice sessions.

Employed, trained and supported a music education workforce of 54 Music Tutors.

Delivered over 75 hours of creative industry skills training for local young people.



Schools

Worked with 76 schools (89% of schools in the borough).

Delivered 188 programmes of regular music-making across 49 schools, totalling over 375 hours per week.

Supported 45 schools to develop their singing.

Supported 54 schools with professional advice, support and training.



76

188

375

Awards

Won the 'Try Something New' Award at London Youth Awards 2022.



1

In the community

Delivered 34 community music groups, bands, orchestras and choirs for children and young people.

Provided 700 young people with additional subsidies to support their learning progression.

Delivered over 600 hours of free music workshops.

Delivered over 1200 free individual music lessons to low-income families.

Co-created 300+ hours of targeted support for care experienced children and unaccompanied asylum-seeking children.



1200

Local economy

Employed 66 people.

Brought in over £1.1 million in funding and income into the local economy.

Delivered 2 major programmes to support 18-30 year olds into the creative industries.

Over 200 hours of paid work for 4 young creatives.



£1.1 million



SEND

Worked with all of Lewisham's special schools.

Delivered 300 hours of tuition in Lewisham special schools, including over 100 hours of 'Open Orchestra' sessions with Greenvale school.

In partnership with Live Music Now worked with 106 special school pupils and 45 special school staff.

300

let's make some music

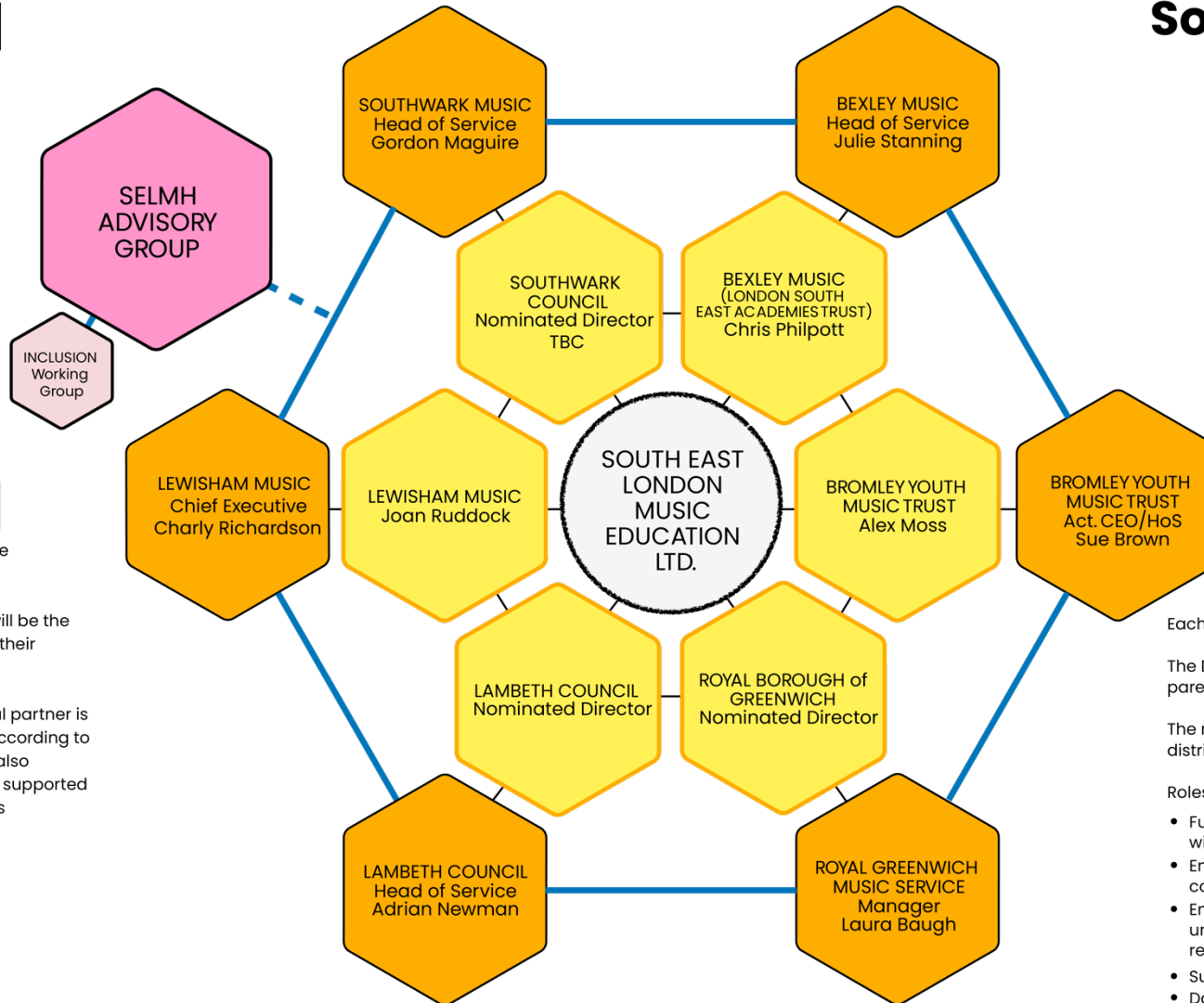
Appendix C: South East London Music Hub governance structure chart

South East London Music Hub

Hub Advisory Group

The Hub Advisory Group will provide advice, guidance and strategic vision to ensure the HLO is delivering its activities as per the requirements of Arts Council England

Click [HERE](#) for Terms of Reference



Executive Group

Each borough has a representative nominated to the Executive Group

The representative in each case will be the person responsible for managing their borough's Music Service.

The responsibility of each principal partner is to ensure their borough delivers according to the agreement with SELMH, whilst also ensuring that SELMH's operation is supported in partnership with other boroughs

Roles include:

- Receiving grant
- Policy development
- SMART targeting
- Quality assurance
- Data management
- Accounting and audit

Click [HERE](#) for Terms of Reference

Board of Directors

Each borough has an individual nominated as a 'Director'

The Director in each case will be nominated by the parent organisation of each 'Principal Partner'

The responsibility of each Director is to ensure SELMEL distributes funding diligently and retains integrity.

Roles include:

- Fulfil the legal responsibilities of a company board within the definition(s) of UK company law.
- Ensure the efficient and legal running of the company.
- Ensure that the company is fulfilling its obligations under the Relationship Framework, for the reassurance of the Principal Partners.
- Support and challenge the Executive constructively.
- Data management.
- Click [HERE](#) for Terms of Reference.

A photograph of a school band performing. In the foreground, a student is playing a trumpet. To the right, another student is playing a tuba. In the background, other band members are visible, including one playing a trombone and another with a cymbal. The text "We look forward to hearing from you soon" is overlaid in white, bold font across the center of the image.

**We look
forward to
hearing from
you soon**