

# Terms of Reference

## Leicestershire Music Hub Board

(Updated October 2024)

***A Music Education Hub is a partnership, led by a Hub Lead Organisation, that is responsible for supporting, delivering and enabling access to music education activity for children and young people within a local area.***

***Hub Lead Organisations and their Hub partners understand and respond to local context to support the needs and interests of all children and young people.***

Arts Council England

Signed and approved: .....  .....

on: .....10<sup>th</sup> December 2024..... (date)

**Music Education Hub Boards must:**

- be objective, consistent evidence-based decision-making bodies
- have strong insight that will help the Hub in its efficient strategic delivery
- have independence and impartiality for appropriate accountability
- have breadth of perspectives to help the Hub be responsive and participatory
- have robust and transparent quality assurance processes

**Board Members** will:

- Complete and keep up to date conflict of interest and skills audit forms
- Maintain their understanding and knowledge of Music Hubs and Arts Council England funding requirements
- Commit to attending at least 2/3<sup>rd</sup>s of meetings across an Academic Year and provide a suitable substitute, if appropriate, from their organisation if unable to attend a meeting
- Undertake to attend and represent the Hub at events and activities delivered through the Hub to help understand and appreciate the breadth and quality of young people and of the Hub's programme of activity
- Actively advocate for music education across Leicester and Leicestershire
- Support continuous improvement and self-evaluation through the check and challenge programme and similar activities

**Leicestershire Music Hub** is:

- a partnership of sovereign organisations
- charged with delivering the National Plan for Music Education for the benefit of young people within the Local Authority areas of Leicester City and Leicestershire
- a non-statutory body with no legal status

**Leicestershire Music** is:

- the Hub Lead Organisation (HLO)
- the recipient of the Hub grant from Arts Council through the Local Authority
- a significant delivery partner of the Hub

**Music Hub Partners** are:

- all schools in the county and city and organisations legitimately providing music education opportunities for young people
- A range of local, regional and national partner groups including delivery & strategic partners (that have partnership agreements with the HLO)

**The Local Authority** is:

- the 'Accountable' Body of and for the Hub, as the funding is passed through their accounts
- as the Accountable Body the LA exerts legal and financial governance of the Hub

**Arts Council England** is:

- the fundholder of the DfE Music Education Hub Grant
- the body that holds the Hub to account via the funding terms and conditions

**1. Membership**

| Position   | Current position Held by   | Notes  |
|--|--|--|
| Chair  | Natalie Whyte  | Independent  |
| Vice Chair   | Mike Griffiths   | Leicestershire Music & Cultural Trust  |
| HLO reps   | Sarah Barton-Wales<br>Chris Bale                                   | <b>Leicestershire Music</b>  |
| LA reps  | Beth Clements<br><b>Vacancy</b>                                    | Leicestershire County Council<br><b>Leicester City Council</b>   |
| Education / School reps<br><b>Lead school representatives</b>  | Nazma Jassat<br><b>Vacancy</b><br><b>Vacancy</b><br><b>Vacancy</b> | City Primary Head<br><b>County Secondary Head</b><br><b>Special School Head</b><br><b>HE Head or rep</b> |
| City Network rep   | Vijay Umrao  | EAVA FM  |
| Early Years rep  | <b>Vacancy</b>   | <b>To be recruited</b>   |
| Business/Finance   | <b>Vacancy</b>   | <b>To be recruited</b>   |
| Inclusion/EDI  | <b>Vacancy</b>   | <b>To be recruited</b>   |
| Hub Partner rep  | Hema Badger-Mistry   | Pedestrian   |
| Youth Voice reps   | Leah Tully<br>Bhav Soor  |  |
| Wider Arts & Culture rep   | Kay Hardiman   | Curve Theatre  |
| Music Industry   | <b>Vacancy</b>   | <b>To be recruited</b>   |
| Parent Rep   | Elizabeth Ogunde   |  |
| Minuting Secretary   | Divya Haller   | <b>Leicestershire Music</b>  |
| Arts Council England   | Rebecca Williams   | Relationship manager   |
| <b>Leicestershire Music hub board have the option to co-opt up to 2 further members to increase diversity and expertise.</b> |  |  |

\*The quorum for a meeting is 3 (not including HLO or LA reps who are reporting to the Board). Minutes will be shared via email to the rest of the board members within a timely manner of the meeting taking place.

**The Hub Board through regular meetings will effectively:**

- support and challenge strategic decisions, for example on expenditure, focus areas, needs analysis and development of the Local Plan for Music Education
- agree the strategic vision and oversee the values, objectives, and policy direction of the Hub (e.g., National Plan for Music Education)
- oversee risk and ensure that funding conditions are met
- decisions that may, unusually, require prompt action will be made through electronic communications with Board members, with a final confirmation made

through Chair and Vice-Chair consultation. Such decisions will be re-affirmed at the next full Board Meeting.

## 2. Meeting schedule

|                    | <b>ACE Quarterly Funding Conditions &amp; Agenda Items</b> | <b>Hub Board Meeting</b>  | <b>Papers to Be Circulated</b>  |
|--------------------|--|---|---------------------------------|
| <b>Autumn Term</b> | <b>By 4<sup>th</sup> September 2024</b>                    | w/c 19 <sup>th</sup><br>Aug 24  | By 12 <sup>th</sup><br>Aug 24   |
|                    | <b>By 6<sup>th</sup> November 2024</b>                     | w/c 28 <sup>th</sup><br>Oct 24  | By 18 <sup>th</sup><br>Oct 24   |
| <b>Spring Term</b> | <b>By 8<sup>th</sup> January 2025</b>                      | <b>6<sup>th</sup> or 7<sup>th</sup><br/>Jan 25?</b>                     | Before<br>Christmas<br>holidays |
|                    | <b>By 2<sup>nd</sup> April 2025</b>                        | w/c 24 <sup>th</sup><br>March 25  | By 17 <sup>th</sup><br>March 25 |
| <b>Summer Term</b> | <b>By 4<sup>th</sup> June 2025</b>                         | w/c 19 <sup>th</sup><br>June 25<br>(Half term<br>w/c 26 <sup>th</sup> ) | By 12 <sup>th</sup><br>June 25  |



Music Hub Revenue Grant - Payment cond Arts Council England Grant Payment Conditions Schedule to feed into agenda items.

## 3. Agenda

- To support and challenge strategic decisions, for example on expenditure, focus areas, needs analysis and development of the Local Plan for Music Education
- To agree the strategic vision and oversee the values, objectives and policy direction (eg National Plan for Music Education)
- To undertake policy reviews and risk register reviews
- To implement robust processes to manage conflicts of interest between the executive board and senior leadership team.
- To receive regular progress reports of Hub activity and evaluate effectiveness to bring about improvement
- To support a cycle of reporting to be devised to ensure all major areas of work are covered each year, fitting in with the academic and financial years
- Training and development opportunities for Hub and Hub Board

Standing Agenda Items to include:

- ACE reporting requirements
- Events, Activities and reports from Board Members
- City Network Updates

| Suggested guidance for a timed agenda: |   |
|--|---|
| 00.00 - 10.00                          | Welcome and introductions, apologies, declarations of interest  |
| 10.00 - 30.00                          | Minutes of previous meeting, matters arising  |
| 30.00 - 60.00                          | Standing agenda items + Review of papers submitted in advance, questions etc.   |
| 60.00 - 110.00                         | Discussion point - a key issue or strategy linked to the strategic functions from National Plan for Music Education etc |
| 110.00 - 120.00                        | Any other business, next meeting etc.   |

Agenda and papers will be shared at least 1 week in advance of each meeting via email. Minutes will be taken by the hub administrator and disseminated approximately within 1-2 weeks after the meeting has taken place

#### 4. Operations and Decision Making

**Leicestershire** Music Hub Board is responsible for checking, challenging and championing strategic Hub decisions made by the HLO as well as overseeing that grant conditions are met by overseeing and directing the processes of making, implementing and reviewing decisions and for holding the HLO to account.

It is recognised that deadlocks and disputes can arise so the Chair / Vice-Chair will aim to resolve these in a fair and transparent manner. Open communication and active dialogue among board members is expected by encouraging respectful and constructive conversations to prevent deadlocks and disputes from escalating. Board members are asked to be committed to listening to each other's perspectives, valuing diverse viewpoints, and seeking common ground to reach mutually beneficial solutions.

In the event that a deadlock or dispute does arise, the Chair / Vice-Chair's role is to help identify underlying issues, explore potential compromises and seek a resolution that aligns with the best interests of **Leicestershire** Music Hub and its young people.

#### 5. Sub-committees

May meet as required between main meetings, via zoom or by other remote means. Small groups to work with one or two **Leicestershire** Music staff to go through deeper strategic detail, reporting back with headline information at the next Board Meeting may also be required.

## 6. Recruitment

The **Leicestershire** Music Hub board members will be recruited to any vacant positions and include a broad and diverse representation of board members who will demonstrate a range of perspectives, skills, experience and represent a range of protected characteristics.

Hub board members are to serve for a period of 3 years but can be re-elected for a further 3 years.

Membership includes some persons who are representatives of their constituent groups. These groups will delegate appropriate people to participate in the Board.

Recruitment is targeted to reach diverse demographics and from underrepresented areas based around appropriate representation, diversity of background and breadth of skills required to ensure robust accountability and decision making.

Equality and diversity characteristics of participants, volunteers, workforce and board are monitored and analysed via HR systems and surveys to inform recruitment and planning. See Annual Hub Board diversity questionnaire– Appendix 1

### Recruitment policy

**Leicestershire** Music adopts an inclusive, transparent and open selection process which ensures a broad range of skills and perspectives, with the aim of to attracting diverse board members who can contribute to the strategic direction and governance of **Leicestershire** Music hub.

Desired skills / areas of expertise for the board are outlined as:

- IDEA (Inclusion, Diversity, Equity and Access)
- Education including Early Years
- Safeguarding
- Youth voice
- Music Industry
- Business and finance
- Progression and musical development
- Arts and Culture industry

- Community engagement
- Strategic partner

### Vacancy Announcement

Prior to initiating the recruitment process, **Leicestershire** Music Hub will develop a clear and comprehensive vacancy announcement that outlines the board's expectations, roles, and responsibilities. The vacancy will be advertised through diverse channels, such as the music hub's website, social media platforms, local community organisations, professional networks, and relevant media outlets. All vacancies will highlight **Leicestershire** Music Hub Board's commitment to Inclusion, Diversity, Equity and Access.

### Application and Selection Process

An open and accessible application process that encourages a wide range of candidates to apply will be facilitated.

### Interviews

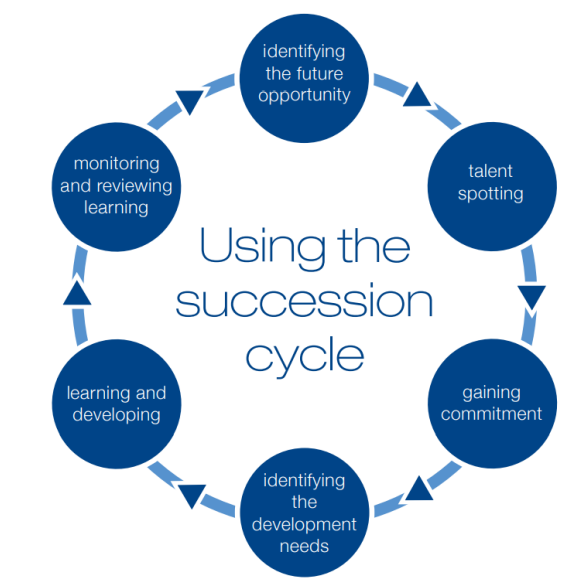
Online / in-person interviews will be conducted with shortlisted candidates to assess their suitability for the board position. There will be a diverse panel of interviewers available.

After evaluating all candidates, the most qualified individual(s) who align with the desired board composition and skills will be invited onto the board.

New Board members will be paired with an existing Board member to be inducted onto the Board as well as arrangements for them to spend time with LM representatives to be bought up to speed with key Hub plans and documents.

## 7. Hub board succession plan

The **Leicestershire** Music Hub board promotes a culture of succession and will ensure continuity by recruiting new members and encouraging learning and development in line with the support needs of the NPME and specifically LM Hub.



| Stages                             | Details   |
|------------------------------------|---|
| Identifying the future opportunity | <b>Leicestershire</b> Music Hub Board encourages members to be honest about their plans to step down and to be open about their ambitions.                |
| Talent spotting                    | Existing members are encouraged to feel able and confident enough to take on a chairing role. New volunteers may join and have future potential to Chair. |
| Gaining commitment                 | <b>Leicestershire</b> Music Hub offers honest conversations, which will hopefully gain board members / new members to commit to take on a chairing role.  |
| Identifying the development needs  | Regular agenda item includes training and development and is an opportunity to focus the board on development and succession.                             |
| Learning and developing            | As a board member, learning is always taking place. Learning opportunities are shared (eg Music Mark's Hub Chair Support programme)                       |
| Monitoring and reviewing learning  | Included as a sharing of learning in a board meeting or as part of the annual face-to-face training day.  |

## 8. Conflicts of Interest

Conflicts of Interest are managed in line with the **Leicestershire** Music Hub Board Conflict of Interest Policy. Members of the Hub Board are required to complete and sign a disclosure form at least annually or sooner, should any circumstances change.

A copy of the Conflicts of Interest form can be found on the website [here](#)

## 9. Payment & Expenses

- Attendance is on a voluntary basis
- Expenses may be claimed for attending meetings in exceptional circumstances. This will be addressed on a case-by-case basis by the Independent Hub Chair
- It is expected that organisations will release people to attend meetings and that employers will cover the cost this attendance



Appendix 1 - Annual Hub audit questions

**Appendix 1**

**Executive Board Diversity Monitoring**

We are committed to gaining an accurate picture of the diversity of the Hub workforce. The DfE annual return survey includes questions about the size of our governing board, their ethnicity, disability, age, gender, sexual orientation, neurodiversity and socio-economic background. As with the equivalent data for National Portfolio Organisations, this data provides the Arts Council and the sector with insights into the workforce and governance. These insights can be used to understand the potential support, development and talent pipelines needed to enable and maintain a strong and resilient sector. This data is used by the Arts Council to inform their policy development as well as evidence to support advocacy work, sharing the impact and successes from the sector.

Please complete the below anonymous survey. Each question has the option to select 'Prefer not to say' for anyone who prefers not to provide this information. Do feel free to use this option.

Any information provided will only be shared in an anonymous format with Arts Council England, the DfE, **Leicestershire Music Leadership Team** and yourselves, the Executive Board, as part of preparations for the DfE annual return.

|   |
|---|
| <p>What is your sex?</p> <p><input type="checkbox"/> Female</p> <p><input type="checkbox"/> Male</p> <p><input type="checkbox"/> Prefer not to say</p>  |
| <p>What is your gender identify?</p> <p><input type="checkbox"/> Woman</p> <p><input type="checkbox"/> Man</p> <p><input type="checkbox"/> Non-binary</p> <p><input type="checkbox"/> In another way</p> <p><input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Prefer not to say</p>   |
| <p>Is your gender identity different to the sex you were registered at birth?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Prefer not to say</p>  |
| <p>What is your sexual orientation?</p> <p><input type="checkbox"/> Bisexual</p> <p><input type="checkbox"/> Gay Man</p> <p><input type="checkbox"/> Gay Woman/Lesbian</p> <p><input type="checkbox"/> Heterosexual/Straight</p> <p><input type="checkbox"/> Queer</p> <p><input type="checkbox"/> In another way</p> <p><input type="checkbox"/> Prefer not to say</p> |
| <p>What is your age?</p> <p><input type="checkbox"/> 0-19</p> <p><input type="checkbox"/> 20-34</p> <p><input type="checkbox"/> 35-49</p> <p><input type="checkbox"/> 50-64</p> <p><input type="checkbox"/> 65-74</p> <p><input type="checkbox"/> 75+</p> <p><input type="checkbox"/> Prefer not to say</p>   |

What is your ethnicity?

White/White British

- White British
- White Irish
- Gypsy, Roma or Irish Traveller
- Any other White background

Mixed Background

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed background

Asian/Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black/Black British

- Black African
- Black Caribbean
- Any other Black background

Any other ethnic group

- Arab
- Latin American
- Any other ethnic group
- Prefer not to say

Disability & Impairment

- I identify as a deaf or disabled person, or have a long term health condition
- I do not consider myself to be disabled
- Prefer not to say

Neurodiversity

- I consider myself to be neurodivergent (e.g. Autistic, ADHD, Downs syndrome, Dyscalculia, Dyslexia, Dyspraxia, Intellectual disabilities, Bipolar Disorder, Obsessive-Compulsive Disorder, Social Anxiety, Tourettes etc.)
- I consider myself to be neurotypical
- Prefer not to say

What was the occupation of the main/highest earner in your household when you were 14?

- Modern Professional** e.g. Teacher/lecturer, nurse, physiotherapist, social worker, welfare officer, actor, artist, musician, police officer (sergeant or above), software designer
- Clerical and Intermediate** e.g. secretary, personal assistant, clerical worker, office clerk, call centre agent, nursing auxiliary, nursery nurse
- Senior Manager and Administrator** usually responsible for planning, organising and coordinating work for finance such as finance managers, chief executive etc
- Technical and Craft** e.g. motor mechanic, fitter, inspector, plumber, printer, tool maker, electrician, gardener, train driver
- Semi-Routine Manual and Service** e.g. postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, receptionist, sales assistant
- Routine Manual and Service Occupations e.g. HGV driver, van driver, cleaner, porter, packer, sewing machinist, messenger, labourer, waiter/waitress, bar staff
- Middle or Junior Managers e.g. office manager, , retail manager, bank manager, restaurant manager, warehouse, manager, publican
- Traditional Professional** e.g. solicitor, medical practitioner, scientist, civil/mechanical engineer
- Short Term Unemployed** e.g. Claimed Jobseeker's Allowance (or equivalent benefit) for a year or less)
- Long Term Unemployed** e.g. Claimed Jobseeker's Allowance (or equivalent benefit) for more than a year
- Prefer not to say

What is your current occupation (outside of the work you undertake for **Leicestershire Music**)?

- Modern Professional** e.g. Teacher/lecturer, nurse, physiotherapist, social worker, welfare officer, actor, artist, musician, police officer (sergeant or above), software designer
- Clerical and Intermediate** e.g. secretary, personal assistant, clerical worker, office clerk, call centre agent, nursing auxiliary, nursery nurse
- Senior Manager and Administrator** usually responsible for planning, organising and coordinating work for finance such as finance managers, chief executive etc
- Technical and Craft** e.g. motor mechanic, fitter, inspector, plumber, printer, tool maker, electrician, gardener, train driver
- Semi-Routine Manual and Service** e.g. postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, receptionist, sales assistant
- Routine Manual and Service Occupations e.g. HGV driver, van driver, cleaner, porter, packer, sewing machinist, messenger, labourer, waiter/waitress, bar staff
- Middle or Junior Managers e.g. office manager, retail manager, bank manager, restaurant manager, warehouse, manager, publican
- Traditional Professional** e.g. solicitor, medical practitioner, scientist, civil/mechanical engineer
- Short Term Unemployed** e.g. Claimed Jobseeker's Allowance (or equivalent benefit) for a year or less)
- Long Term Unemployed** e.g. Claimed Jobseeker's Allowance (or equivalent benefit) for more than a year
- Prefer not to say

Thank you for providing this information, we appreciate your co-operation.  
Please be assured, we will hold this information confidentially.

**Data Protection:** Personal data supplied on this form will be held on computer and will be used in accordance with the Data Protection Act 1998. The information you provide will be used for statistical analysis by Arts Council England and the Department for Education. Leicestershire County Council will not share any information collected in this survey with anyone other than LM Leadership, yourselves, Arts Council England and the Department for Education via the annual DfE Music Education Hub data return. The information will be held anonymously in accordance with the council's records management and retention policy. Information submitted above is not subject to disclosure under the Freedom of Information Act 2000.