

# Terms of Reference

## Leicestershire Music Hub Board

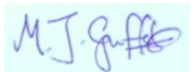
(V.1 August 2023)

***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: 25<sup>th</sup> August 2023

Next Review Date: 31<sup>st</sup> August 2024

**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

**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 lead partner of the Hub (Hub Lead Organisation (HLO))
- the recipient of the Hub grant from Arts Council through the Local Authority
- a significant deliverer 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. Operations and Decision Making

Leicestershire Music Hub Board is responsible for the management of processes for making, implementing and reviewing decisions and for holding leaders 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**.

## 2. Membership

| Position   | Current position Held by                             | Notes  |
|--|--|--|
| Chair  | Vacant (covered by Vice-Chair)                       | Vice Chair is stepping up as chair whilst recruitment for permanent chair is ongoing |
| Vice Chair   | Mike Griffiths                                       | LMCT   |
| HLO reps   | Sharon Jagdev Powell<br>Chris Bale                   | <b>Leicestershire Music</b>  |
| LA reps  | Justine Roberts<br>Vacancy                           | Leicestershire County Council<br>Leicester City Council                              |
| Education / School reps  | Nazma Jassat<br>Vacancy<br>Vacancy<br>Vacancy        | City Primary Head<br>County Secondary Head<br>Special School Head<br>HE Head or rep  |
| City Network reps  | Vijay Umrao  | Eava FM  |
| Early Years rep  | Vacancy  | To be recruited  |
| Hub Partner rep (Strategic)  | Vacancy  | To be recruited – LMCT?  |
| Hub Partner rep (Delivery)   | Hema Badger (Debbie Longley-Brown - Maternity Cover) | Pedestrian   |
| Youth Voice reps   | Leah Tully<br>Vacancy                                | To be recruited x1   |
| Culture rep  | Kay Hardiman   | Curve Theatre  |
| Music Industry   | Vacancy  | To be recruited  |
| Parent Rep   | Vacancy  | To be recruited  |
| 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 and minutes will be shared via email to the rest of the board members within 1 week of the meeting taking place. Minutes will also be available to stakeholders on the **Leicestershire Music** website.

**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

**3. Meeting schedule**

|             | ACE Quarterly Funding Conditions & Agenda Items   | Exec Board Meeting  | Papers to Be Circulated  |
|-------------|---|---|--|
| Autumn Term | <p><b>By 1<sup>st</sup> September 2023</b></p> <ul style="list-style-type: none"> <li>• Most recent board papers or equivalent management report, including <b>management accounts</b> (using the 2022-23 mandatory template), that meet the requirements as set out in the Additional Conditions and are no older than three months.</li> <li>• <b>Detailed budget</b> for the period 1 September 2023 to 31 August 2024 using the mandatory 2023-24 financial reporting template.</li> <li>• <b>Your LPME for the period 1 September 2023 to 31 August 2024</b> that meets the requirements and includes the associated plans and policies as set out in the Additional Conditions, <b>including SMART objectives and performance ratings</b> using the 2023-24 mandatory template.</li> <li>• <b>Risk Register Review</b></li> <li>• <b>Policy approval</b></li> <li>• <b>Strategic / Operational Decisions</b></li> </ul> | <p>25<sup>th</sup> August 2023</p> <p><b>2:00pm – 4:00pm via Zoom</b></p>   | <p>w/c 21<sup>st</sup> August 2023 (or as soon as available)</p> |
|             | <p><b>By 12<sup>th</sup> October</b></p> <ul style="list-style-type: none"> <li>• Deadline for Submitting Bid to be HLO from Sep 24</li> <li>• Sign-off by Board</li> <li>• Annual Data Return</li> <li>• Training &amp; development needs for Jan Training</li> </ul>  | <p>27<sup>th</sup> September</p> <p><b>9:30am – 11:30am via Zoom</b></p>    | <p>13<sup>th</sup> Sept 2023 (or as soon as available)</p>       |
|             | <p><b>By 1<sup>st</sup> December 2023</b></p> <ul style="list-style-type: none"> <li>• Most recent board papers or equivalent management report, including <b>updated 2023-24 SMART objectives template</b>, that meet the requirements as set out in the Additional Conditions and are no older than three months.</li> <li>• <b>Management accounts</b> using the mandatory 2023-24 financial reporting template as set out in the Additional Conditions and updated within the last three months.</li> <li>• Evidence of publishing the whole, or a summary, of the Hub's <b>inclusion strategy</b> and <b>charging and remissions policy</b>.</li> <li>• Outline <b>progression strategy</b> as set out in the Additional Conditions.</li> <li>• <b>Risk Register Review</b></li> <li>• <b>Policy approval</b></li> <li>• <b>Strategic / Operational Decisions</b></li> </ul>   | <p>28<sup>th</sup> November 2023</p> <p><b>2:30pm – 4:30pm via Zoom</b></p> | <p>14<sup>th</sup> November 2023</p>                             |

|             |  |   |                                    |
|-------------|--|---|------------------------------------|
| Spring Term | <p>Training Day<br/>Development and training requirements TBC with Board</p>   | <p>w/b 22<sup>nd</sup><br/>Jan</p> <p><b>In person –<br/>Venue TBC</b></p>      |                                    |
|             | <p><b>By 1<sup>st</sup> March 2024</b></p> <ul style="list-style-type: none"> <li>• Most recent board papers or equivalent management report, including <b>updated 2023-24 SMART objectives</b> template, that meet the requirements as set out in the Additional Conditions and are no older than three months.</li> <li>• <b>Management accounts</b> using the 2023-24 mandatory financial reporting template as set out in the Additional Conditions and updated within the last three months.</li> <li>• <b>Risk Register Review</b></li> <li>• <b>Policy approval</b></li> <li>• <b>Strategic / Operational Decisions</b></li> </ul>  | <p>15<sup>th</sup> Feb 24</p> <p><b>9:30am –<br/>11:30am via<br/>Zoom</b></p>   | <p>1<sup>st</sup> Feb 24</p>       |
| Summer Term | <p><b>By 1<sup>st</sup> June 2024</b></p> <ul style="list-style-type: none"> <li>• Most recent board papers or equivalent management report, including <b>updated 2023-24 SMART objectives</b> template, that meet the requirements as set out in the Additional Conditions and are no older than three months.</li> <li>• Additional <b>update to your SMART objectives template to address all practical considerations associated with the transition to the 2024-2025 Music Hub investment period</b>, as set out in the Additional Conditions.</li> <li>• <b>Management accounts</b> using the mandatory 2023-24 financial reporting template as set out in the Additional Conditions and updated within the last three months.</li> <li>• <b>Risk Register Review</b></li> <li>• <b>Policy approval</b></li> <li>• <b>Strategic / Operational Decisions</b></li> </ul>             | <p>22<sup>nd</sup> May 24</p> <p><b>4:00pm –<br/>6:00pm via<br/>Zoom</b></p>    | <p>8<sup>th</sup> May 24</p>       |
|             | <p><b>By 1<sup>st</sup> August 2024</b></p> <ul style="list-style-type: none"> <li>• If continuing in your role as HLO from 1 September 2024, you must have logged on and started the 2023-24 annual survey for submission by the published deadline.</li> <li>• If you are ceasing to be a HLO from 1 September 2024, you must complete an annual data survey template and provide written confirmation from the new HLO that they have received this from you alongside a knowledge and asset transfer that has been requested by either the Arts Council or the new HLO.</li> <li>• A written statement confirming whether any underspends are anticipated for the grant allocation for the 1 September 2023 – 31 August 2024 funding period.</li> <li>• <b>Risk Register Review</b></li> <li>• <b>Policy approval</b></li> <li>• <b>Strategic / Operational Decisions</b></li> </ul> | <p>26<sup>th</sup> June 24</p> <p><b>9:30am to<br/>11:30am<br/>Via Zoom</b></p> | <p>12<sup>th</sup> June<br/>24</p> |

#### 4. Agenda

- To support and challenge strategic decisions, for example on expenditure, focus areas, needs analysis and development of the business plan
- To agree the strategic vision and oversee the values, objectives and policy direction (e.g. 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.

#### Previous 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   | Review of papers submitted in advance, questions etc.          |
| 60.00 - 110.00  | Discussion point - a key issue or strategy 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

#### 5. 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.

## 6. 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.

## 7. Recruitment

The **Leicestershire** Music Hub board is working towards recruiting a hub independent chair and to 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 maximum of 3 years.

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)
- Safeguarding
- Youth voice
- Music Industry
- Business and finance
- Progression and musical development
- Engagement
- 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.

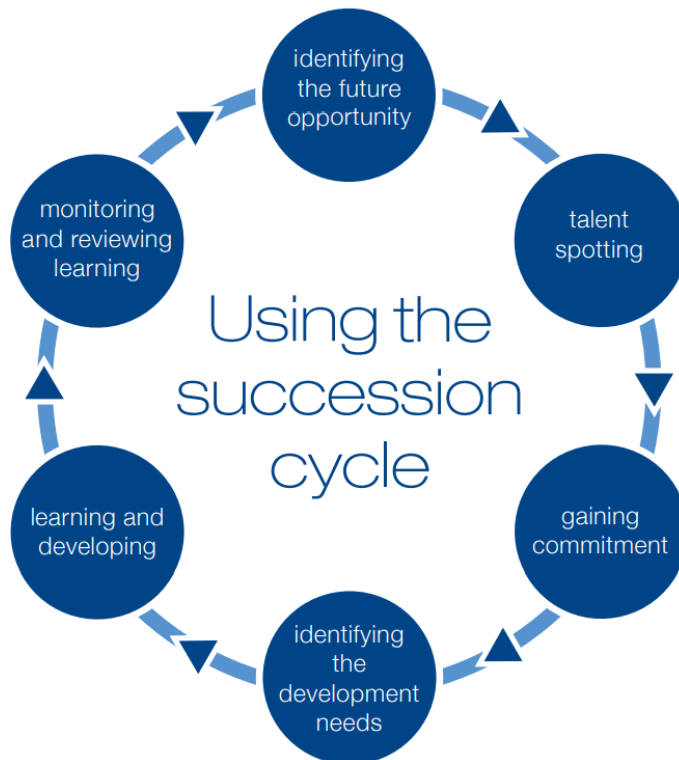
### Interviews

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.

### 8. 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.





| 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.  |

## 9. 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 at <https://leicestershiremusicshub.org/lpme>

## 10. 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

Executive Board Diversity Monitoring Questions 2023/2024

|  |
|--|
| <p>What is your sex?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Female</li> <li><input type="checkbox"/> Male</li> <li><input type="checkbox"/> Prefer not to say</li> </ul>  |
| <p>What is your gender identify?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Woman</li> <li><input type="checkbox"/> Man</li> <li><input type="checkbox"/> Non-binary</li> <li><input type="checkbox"/> In another way</li> <li><input type="checkbox"/> Not applicable</li> <li><input type="checkbox"/> Prefer not to say</li> </ul>   |
| <p>Is your gender identity different to the sex you were registered at birth?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> <li><input type="checkbox"/> Prefer not to say</li> </ul>  |
| <p>What is your sexual orientation?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Bisexual</li> <li><input type="checkbox"/> Gay Man</li> <li><input type="checkbox"/> Gay Woman/Lesbian</li> <li><input type="checkbox"/> Heterosexual/Straight</li> <li><input type="checkbox"/> Queer</li> <li><input type="checkbox"/> In another way</li> <li><input type="checkbox"/> Prefer not to say</li> </ul>   |
| <p>What is your age?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 0-19</li> <li><input type="checkbox"/> 20-34</li> <li><input type="checkbox"/> 35-49</li> <li><input type="checkbox"/> 50-64</li> <li><input type="checkbox"/> 65-74</li> <li><input type="checkbox"/> 75+</li> <li><input type="checkbox"/> Prefer not to say</li> </ul>   |
| <p>What is your ethnicity?</p> <p>White/White British</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> White British</li> <li><input type="checkbox"/> White Irish</li> <li><input type="checkbox"/> Gypsy, Roma or Irish Traveller</li> <li><input type="checkbox"/> Any other White background</li> </ul> <p>Mixed Background</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> White and Black Caribbean</li> <li><input type="checkbox"/> White and Black African</li> <li><input type="checkbox"/> White and Asian</li> <li><input type="checkbox"/> Any other Mixed background</li> </ul> <p>Asian/Asian British</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Indian</li> <li><input type="checkbox"/> Pakistani</li> <li><input type="checkbox"/> Bangladeshi</li> <li><input type="checkbox"/> Chinese</li> <li><input type="checkbox"/> Any other Asian background</li> </ul> <p>Black/Black British</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Black African</li> </ul> |

|  |
|--|
| <input type="checkbox"/> Black Caribbean<br><input type="checkbox"/> Any other Black background<br>Any other ethnic group<br><input type="checkbox"/> Arab<br><input type="checkbox"/> Latin American<br><input type="checkbox"/> Any other ethnic group<br><input type="checkbox"/> Prefer not to say   |
| Disability & Impairment<br><input type="checkbox"/> I identify as a deaf or disabled person, or have a long term health condition<br><input type="checkbox"/> I do not consider myself to be disabled<br><input type="checkbox"/> Prefer not to say  |
| Neurodiversity<br><input type="checkbox"/> 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.)<br><input type="checkbox"/> I consider myself to be neurotypical<br><input type="checkbox"/> Prefer not to say   |
| What was the occupation of the main/highest earner in your household when you were 14?<br><input type="checkbox"/> <b>Modern Professional</b> e.g. Teacher/lecturer, nurse, physiotherapist, social worker, welfare officer, actor, artist, musician, police officer (sergeant or above), software designer<br><input type="checkbox"/> <b>Clerical and Intermediate</b> e.g. secretary, personal assistant, clerical worker, office clerk, call centre agent, nursing auxiliary, nursery nurse<br><input type="checkbox"/> <b>Senior Manager and Administrator</b> usually responsible for planning, organising and coordinating work for finance such as finance manages, chief executive etc<br><input type="checkbox"/> <b>Technical and Craft</b> e.g. motor mechanic, fitter, inspector, plumber, printer, tool maker, electrician, gardener, train driver<br><input type="checkbox"/> <b>Semi-Routine Manual and Service</b> e.g. postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, receptionist, sales assistant<br><input type="checkbox"/> Routine Manual and Service Occupations e.g. HGV driver, van driver, cleaner, porter, packer, sewing machinist, messenger, labourer, waiter/waitress, bar staff<br><input type="checkbox"/> Middle or Junior Managers e.g. office manager, , retail manager, bank manager, restaurant manager, warehouse, manager, publican<br><input type="checkbox"/> <b>Traditional Professional</b> e.g. solicitor, medical practitioner, scientist, civil/mechanical engineer<br><input type="checkbox"/> <b>Short Term Unemployed</b> e.g. Claimed Jobseeker's Allowance (or equivalent benefit) for a year or less)<br><input type="checkbox"/> <b>Long Term Unemployed</b> e.g. Claimed Jobseeker's Allowance (or equivalent benefit) for more than a year<br><input type="checkbox"/> Prefer not to say |
| What is your current occupation (outside of the work you undertake for <b>Leicestershire Music</b> )?<br><input type="checkbox"/> <b>Modern Professional</b> e.g. Teacher/lecturer, nurse, physiotherapist, social worker, welfare officer, actor, artist, musician, police officer (sergeant or above), software designer<br><input type="checkbox"/> <b>Clerical and Intermediate</b> e.g. secretary, personal assistant, clerical worker, office clerk, call centre agent, nursing auxiliary, nursery nurse<br><input type="checkbox"/> <b>Senior Manager and Administrator</b> usually responsible for planning, organising and coordinating work for finance such as finance manages, chief executive etc<br><input type="checkbox"/> <b>Technical and Craft</b> e.g. motor mechanic, fitter, inspector, plumber, printer, tool maker, electrician, gardener, train driver<br><input type="checkbox"/> <b>Semi-Routine Manual and Service</b> e.g. postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, receptionist, sales assistant<br><input type="checkbox"/> 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