



**Hertfordshire  
Music Service**

# Hertfordshire Music Hub

## Finance Committee Terms of Reference Version 1

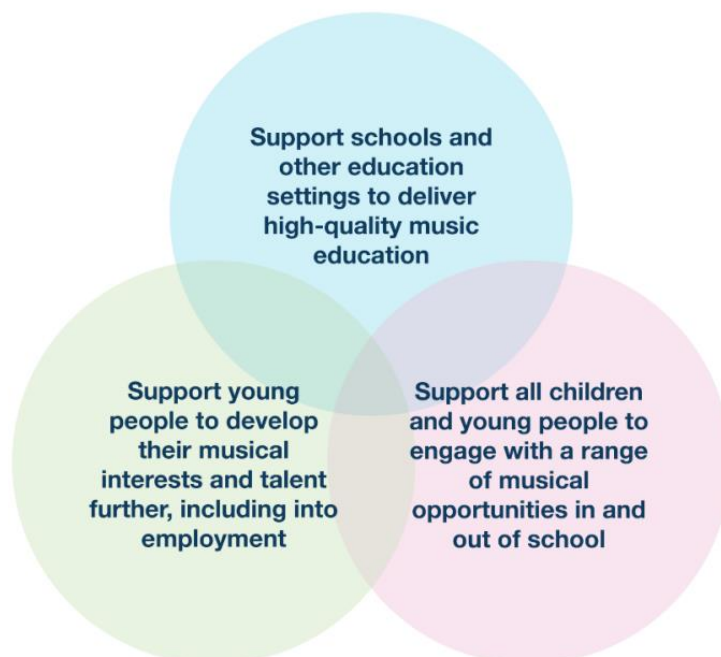
**Updated June 2025**

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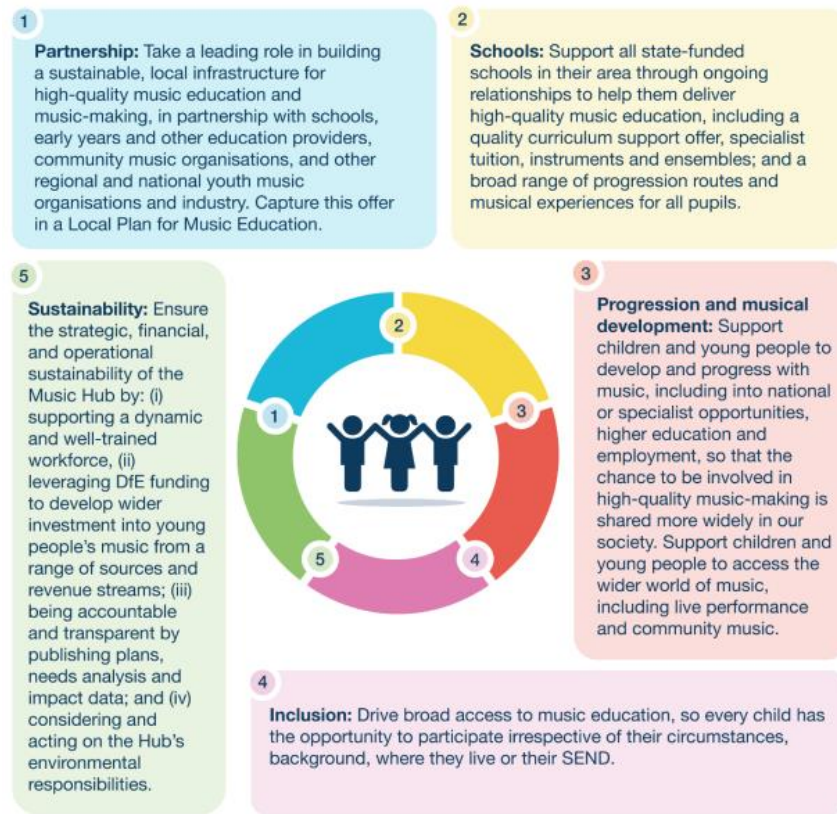
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## 1. Background and introduction

- 1.1. Effective governance is essential for the success of any organisation.
- 1.2. The Hertfordshire Music Hub Board is not the Hub Lead Organisation's governing body and executive. It is an Advisory Board that plays a vital role both in serving the effectiveness of music education for children and young people across Hertfordshire and in ensuring that music educators have access to first class training and Continuous Professional Development.
- 1.3. Hertfordshire Music Service (HMS) is the Hub Lead Organisation for the Hertfordshire Music Hub. Music Hub Lead Organisations are responsible for supporting, delivering, and enabling access to high quality music education activity for children and young people within a local area. In Hertfordshire this means that HMS will act as a gateway for local areas to create music education provision that works in a local context, both in and out of school. They help drive the quality of service locally, with scope for improved partnership working, better value for money, local innovation, and greater accountability.
- 1.4. On 25 June 2022, the Department for Education and Department for Digital, Culture, Media, and Sport (DCMS) published the [\*National Plan for Music Education 2022: The power of music to change lives\*](#) which sets out government's priorities for music education for children and young people until 2030.
- 1.5. From September 2023, Hubs will be required to start delivering against the vision, three aims and five strategic functions set out in the plan.
- 1.6. **Figure 1** shows the three aims of the NPME 2022



1.7. **Figure 2** shows the five strategic functions of the NPME 2022



1.8. The expectations for Hubs are described in a Funding Agreement, Relationship Framework and Performance Framework. The Terms of Reference (ToR) for the main Hertfordshire Music Hub (HMH) Board can be found here: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)

## 2. Role and responsibilities of the Hertfordshire Music Hub Board

2.1. For the role and responsibilities of the Hertfordshire Music Hub Board, please refer to the main HMH Board Terms of Reference (ToR): [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)

## 3. Hertfordshire Music Hub Board – Finance Committee

3.1. Hertfordshire Music Hub Board believes all children and young people should have the opportunity to enjoy, achieve, and celebrate through music.

- 3.2. We work with schools, music educators and a range of local, regional, and national partner organisations to provide an inclusive, diverse, and relevant music education offer for all children and young people.

### **3.3. Vision, Mission, Aims, Objectives, Values and Pledges**

- 3.3.1. The Committee adheres to the Vision, Mission, Aims, Objectives, Values and Pledges outlined in the main Board Terms of Reference and works in line with the stated understanding of the relationship of the Hub Board and its Committees to Hertfordshire Music Service.

3.3.1.1. Our aims align with those of the National Plan for Music Education and are:

3.3.1.2. To ensure every child and young person has equal access to music.

3.3.1.3. To help children and young people fulfil their musical potential.

3.3.1.4. To support all schools in delivering a broad and balanced curriculum, with music at its heart – to deliver educational, personal, social outcomes.

### **3.4. Finance Committee remit**

- 3.4.1. The Hertfordshire Music Hub Board Finance Committee has an advisory remit and uses its knowledge and experience to offer assurance, support and advise the Hub Board, and Senior Leaders including the HMS Head of Operations and Finance, by providing oversight of HMS's management of the ACE Music Revenue and Capital Grants including:

3.4.1.1. Use of funds.

3.4.1.2. The system of internal controls.

3.4.1.3. Business continuity.

3.4.1.4. Fundraising.

- 3.4.2. The Committee scrutinises policies and plans, offering constructive challenge and holding Hertfordshire Music Service, as the HLO, to account.

- 3.4.3. The Committee, challenges and supports the work of the Music Hub Lead Organisation in meeting the requirements of its Funding Agreement and making fair and transparent decisions.

- 3.4.4. The remit of the HMM Finance Committee will be reviewed as required.

## 4. Finance Committee role and responsibilities

- 4.1. The Finance Committee is established to focus on the following role and responsibilities:
- 4.1.1. To act as a sounding board and source of advice to the HMS CEO and the HMS Head of Operations and Finance on major areas of change, innovation, and development.
  - 4.1.2. To provide advice to the Board on the robust financial management of the Hub grant, and any remedial action required to ensure the grant achieves the desired impact in Hertfordshire.
  - 4.1.3. To receive and review routine reports on the use and impact of the Hub grant, including progress against agreed funding allocations and any reforecasting exercises.
  - 4.1.4. To consider and recommend the annual plan and funding allocations in respect (and in advance) of each academic year, for the approval of the main Board. Each funding allocation proposal shall cover all the planned activities pertaining to the use of the Hub grant, together with implications for the Hub grant (i.e. income and expenditure).
  - 4.1.5. To ensure that the main Board receives the quarterly ACE Management Accounts document in order to recommend for the approval of the Board quarterly returns to ACE
  - 4.1.6. In relation to fundraising:
    - 4.1.6.1. To approve fundraising plans associated with Hub activity and review on a quarterly basis.
    - 4.1.6.2. To monitor the Hub's income generation strategy and practices.
    - 4.1.6.3. To ensure that fundraising is carried out in compliance with legal requirements.
    - 4.1.6.4. To monitor and review fundraising activities.
  - 4.1.7. To feedback the Finance Committee's key findings, action points and recommendations to the main Board, at their next meeting
- 4.2. The role and responsibilities of the HMH Finance Committee will be reviewed as required.

## 5. Membership

### 5.1. Recruitment

- 5.1.1. All members of the Committee shall be main Hub Board members.
- 5.1.2. The HMM Board shall appoint members of the HMM Board to the Finance Committee, by nomination and majority vote through the HMM Board. The Finance Committee will then appoint a Chair and Deputy Chair from the Committee's membership.
- 5.1.3. The Finance Committee shall comprise of three main Hub Board members. The HMS Head of Operations and Finance will be invited to attend every committee meeting to address the committee and is not a Board member. Committee members reserve the right to convene a meeting alone (without inviting Head of Ops and Finance).
- 5.1.4. The main Hub Board Chair may be a member of the Finance Committee but may not be the Chair or Deputy Chair of the Finance Committee.
- 5.1.5. Every HMM Board member has the right to attend any Finance Committee meeting as an observer, regardless of whether or not they are members of the Committee.
- 5.1.6. The HMS Chief Executive Officer (CEO) is expected to be a regular attendee at the Committee meeting. Any member of the HMS Leadership Team may be invited to attend meetings of the Committee, as 'observers' or presenters, either routinely or for specific meetings, as agreed with the Finance Committee Chair.
- 5.1.7. Other non-voting observers/presenters may, at times, in agreement with the Finance Committee Chair be invited to attend all or part of any meeting, as 'observers' or presenters, as and when appropriate and necessary, either routinely or for specific meetings. They will not have any specific terms of office. These other observers/presenters could be, for example, other HLO officers or Hertfordshire Music Hub delivery partners.
- 5.1.8. Noted that funded Hertfordshire Music Hub delivery partner views will be represented effectively through Regional Engagement Plan management and Lead Organisation Reports.

### 5.2. Diversity of membership and skills audit

- 5.2.1. It is noted that the Committee's Recruitment and Diversity follow the model outlined in the main HMM Board ToR, in the Membership section: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)



### 5.3. Conflicts of interest

- 5.3.1. It is noted that the Committee's 'Conflicts of Interest' follow the model outlined in the main HMH Board ToR, in the Membership section: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)

### 5.4. Election of the Committee Chair and Deputy Chair

- 5.4.1. In such instances when the position of Committee Chair and Deputy Chair is vacant, the Inclusion Committee will appoint a Chair and Deputy Chair from the Committee's membership. Committee members can put themselves forward. The Committee Chair and Deputy Chair will then be elected and appointed by the Committee membership, via nomination and majority vote.

### 5.5. Role of the Committee Chair and Deputy Chair

- 5.5.1. The Chair of the Committee will ensure that meetings function properly, that there is full participation during meetings, that all relevant matters are discussed and that effective decisions are made and carried out.
- 5.5.2. The Committee Deputy Chair will support the Committee Chair as needed. The Deputy Chair will deputise for the Chair when required, for example, in instances where the Committee Chair cannot attend a meeting.
- 5.5.3. Both the Committee Chair and Deputy Chair will attend pre-meetings with the Lead Organisation as required.

### 5.6. Terms of office

- 5.6.1. **Chair and Deputy Chair:** Terms of office for the Committee Chair and Deputy Chair will be aligned to their terms of office for main HMH Board regardless of when they joined the Committee. See main HMH Board ToR: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk) or if they choose to step down.
- 5.6.2. **HMH Board Members:** Terms of office for Committee members will be aligned to their terms of office for main HMH Board regardless of when they joined the Committee. See main HMH Board ToR: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk) or if they choose to step down.
- 5.6.3. **Hub Lead Organisation members:** will have no specific Terms of Office.

## 6. Practicalities

### 6.1. Attendance

- 6.1.1. Members will be strongly encouraged to attend all meetings. Deputies may not be sent in a member's place.



- 6.1.2. Should the attendance of a member become a concern (i.e. more than two consecutive meetings are missed) the Committee Chair will have a conversation with the member.
- 6.1.3. Should a third consecutive meeting be missed then the member will be deemed to have resigned, and a replacement sought.

## 6.2. Changes to membership

- 6.2.1. As the role is voluntary members may leave the body at any time, but it is suggested that to provide some continuity at least one school term's notice is given.
- 6.2.2. In addition, memberships may be changed by a majority decision by the Committee as a whole. Any change in membership must be an agenda item with a clear written proposal for the changes circulated to members in advance.

## 6.3. Expectations of members' time commitments

- 6.3.1. HMS Concerts and Performances: Members are encouraged to attend HMS concerts and performances. Members will be provided with diary dates once known.
- 6.3.2. Frequency of meetings and dates: The Finance Committee will meet quarterly (four times a year), for up to 1 hour 30 minutes. The meeting will usually take place three weeks in advance of the main Hub Board meeting.
- 6.3.3. Meeting locations: The venue will rotate and may include an agreed Virtual Platform (usually MS Teams), Music Centres in Hertfordshire and other Hub Partner venues as agreed.
- 6.3.4. Communications and meeting papers:
- 6.3.4.1. Members will be expected to respond to occasional communications between meetings.
- 6.3.4.2. Members will be expected to read any meeting papers (documentation) which might be sent around in advance of meetings. Whenever possible this will be sent at least one week before the meeting that they relate to.
- 6.3.5. Additional Meetings: Members may be invited to additional Strategy meetings as required. In addition to routine meetings, the Committee may be convened at the request of the Committee Chair or any of its members, if they consider it necessary.

## 6.4. Agenda items

- 6.4.1. Setting the agenda: Responsibility for setting an agenda lies with the Chair and Lead Organisation officers, who will discuss this in advance of meetings. Members should notify the Chair two weeks prior to the known Committee

meeting dates if there are any items they would like included on the agenda of the next meeting.

- 6.4.2. Distributing the agenda: Unless otherwise agreed, notice of each meeting confirming the meeting venue, time and date, together with the agenda, and relevant meeting papers will be distributed to Committee members and any other person required to attend, by Hub Lead Organisation officers, no later than one week before the date of the meeting.

## 6.5. Quorum

- 6.5.1. A quorum necessary for the transaction of business shall be at least two Board members. Of note: the quorum does not include observers.

## 6.6. Decisions other than at meetings

- 6.6.1. If necessary, and by exception, the Committee may be consulted, make recommendations and take decisions about any matter within its power outside of formal meetings, provided that:

6.6.1.1. all members of the Committee receive the same information and have similar opportunities to feedback,

6.6.1.2. that any decision is communicated in writing to all members of the Committee,

6.6.1.3. that the decision is recorded in the notes of the next meeting.

AND

6.6.1.4. that the decision is reported back to Main Hub Board. For how to report to Board, see Section 6.7: 'Reporting - Reporting to main Hub Board'.

## 6.7. Reporting – minutes and updates to Hub Board

- 6.7.1. Meeting minutes: Responsibility for the writing of minutes lies with officers of the Hub Lead Organisation - a relevant officer will attend as a non-voting observer Clerk for this purpose.

- 6.7.2. Draft Meeting minutes will be reviewed by the Chair and Hertfordshire Music Service Head of Operations and Finance, and then approved by the Chair, before being circulated together with remaining meeting papers, to all Finance Committee members no later than five working days after the meeting to ensure they are complete in time for the next main Hub Board meeting. The minutes shall not be circulated if the Committee Chair (in consultation with the Chair of the Board) deems that to do so would be inappropriate.

- 6.7.3. Reporting to main Hub Board: After any meeting, the Committee will prepare a summary report on its meeting discussion and activities, and share it alongside the Committee meeting minutes, for the HMH Board to review at their next

meeting. A representative from the Hub Lead Organisation will assist with the preparation of the report, which will be approved by the Committee Chair.

## **6.8. Other matters**

- 6.8.1. The Committee shall have reasonable access to resources to carry out its duties, including access to administrative, and or other assistance from the Hub Lead Organisation.
- 6.8.2. The Committee shall oversee any investigation of activities which are within its terms of reference.
- 6.8.3. The Committee shall work and liaise with other Board committees, as necessary.
- 6.8.4. The Committee shall at least annually (every September) review these Committee Terms of Reference, to ensure it is operating at maximum effectiveness. The draft ToR will be agreed and signed off by the Chair and HMS CEO. The Committee Chair should recommend any changes considered necessary to the main Hub Board. The final draft ToR then needs to be distributed to Committee members with the papers of the next meeting, for the members to agree at that meeting.

## **6.9. Expenses**

- 6.9.1. It is noted that the Committee's expenses follows the model outlined in the main Hub Board ToR, in the Membership Section: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)

## **7. Dissolution**

- 7.1. The body will dissolve if one or more of the following occurs:
  - 7.1.1. Hertfordshire Music Service ceases to be the Lead Organisation in the Hertfordshire Music Hub;
  - 7.1.2. The structure and/or funding of Music Hubs changes substantially;
  - 7.1.3. The DfE or Arts Council England deems that such bodies are no longer required;  
AND/OR
  - 7.1.4. The body agrees that its role is no longer required.

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