



**Hertfordshire
Music Service**

Hertfordshire Music Hub Board

**Terms of Reference
Version 12**

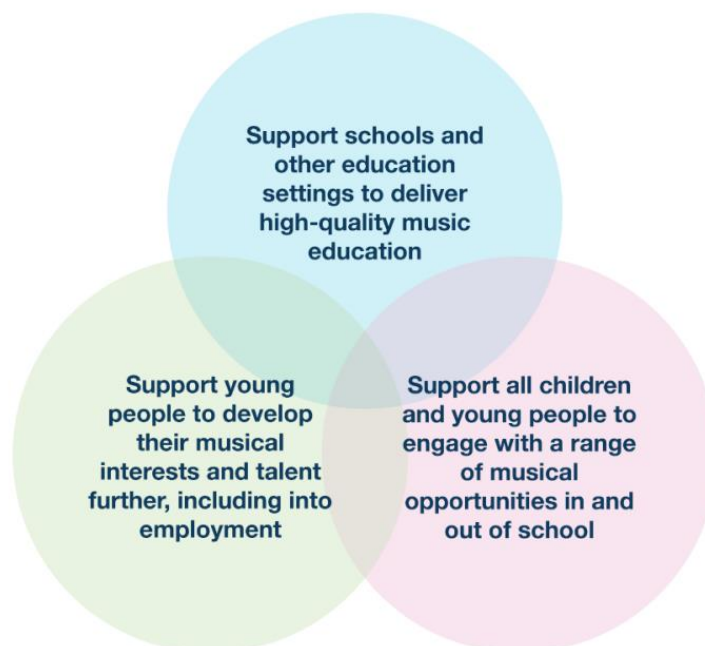
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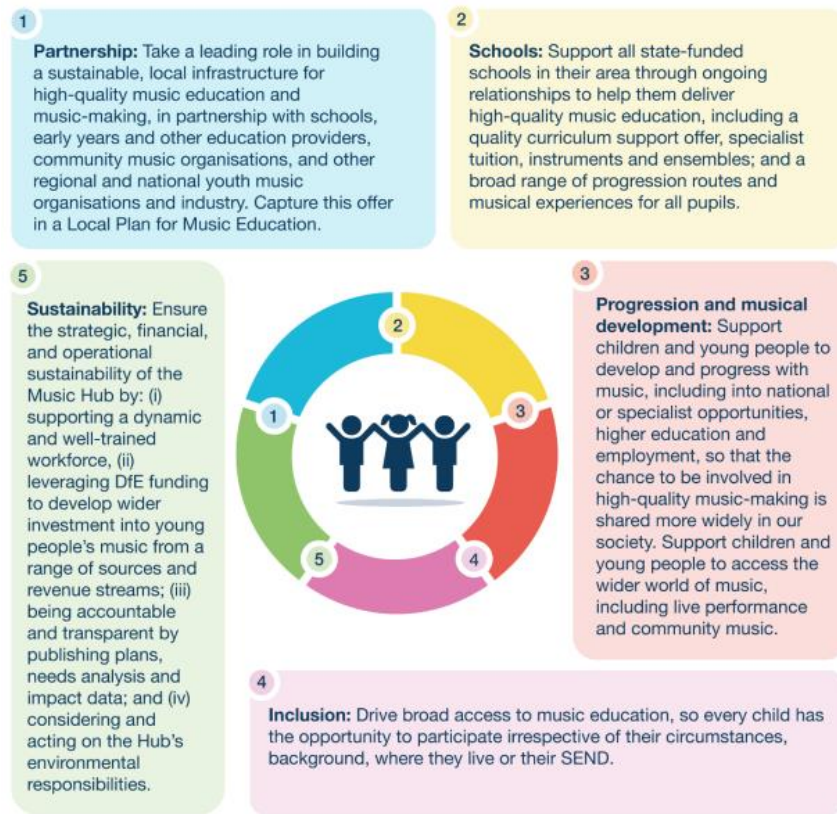
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1. Background and introduction

- 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 county of Hertfordshire. 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*](#). The plan 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 the [2024-2025 Funding Agreement, Relationship Framework and Performance Framework](#). Hertfordshire's Local Plan for Music Education and Regional Engagement plans set out how the Hertfordshire Hub will meet these expectations.

2. Role and responsibilities of the Hertfordshire Music Hub Board

2.1. Hertfordshire's Music Hub Board is a group of stakeholders who work strategically to hold Hertfordshire Music Service to account as Lead Organisation in the Hertfordshire Music Hub.

2.2. Our Vision, Mission, Aims, Objective (as a Board), Values and Pledges

2.2.1. Our vision

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

2.2.2. Our mission

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.

2.2.3. Our aims

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

- 2.2.3.1. To ensure every child and young person has equal access to music.
- 2.2.3.2. To help children and young people fulfil their musical potential.
- 2.2.3.3. To support all schools in delivering a broad and balanced curriculum, with music at its heart – to deliver educational, personal, social outcomes.

2.2.4. Our objective (as a Board)

Strong governance provided by support and challenge from a knowledgeable Board that represents the views of all stakeholders, particularly young people themselves.

2.2.5. Our values

The Board agrees to conduct business using the Public Standards Committee guidelines – these are:

2.2.5.1. Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family, or their friends.

2.2.5.2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

2.2.5.3. Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

2.2.5.4. Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

2.2.5.5. Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their

decisions and restrict information only when the wider public interest clearly demands.

2.2.5.6. Honest

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

2.2.5.7. Leadership

Holders of public office should promote and support these principles by leadership.

2.2.6. Our pledges

2.2.6.1. We challenge discrimination by being a positive role model to educate and demonstrate inclusive behaviours in a safe environment.

2.2.6.2. We recognise, understand and respect the experiences and abilities of all people enabling an inclusive and supportive environment for all.

2.2.6.3. We connect with all communities to support vulnerable and under-represented groups.

2.2.6.4. We foster a sense of belonging amongst members that empowers people of all backgrounds by encouraging them to share their voice and teach others.

2.2.7. The Board, 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.

2.2.8. The Board reviews and signs off HMS's plans, policies and budget and any other documentation required by Arts Council England in carrying out the implementation of the National Plan for Music Education in the County of Hertfordshire in its role as HLO.

2.2.9. The Board believe that all children and young people, regardless of background or circumstances, should have the opportunity to discover or develop their unique 'musical voice' and express themselves through the language of music.

2.3. Relationships of the Hub Board to Hertfordshire Music Service

2.3.1. The Hertfordshire Music Hub Board is concerned with the activity and development of the Music Hub. It is not empowered in matters which Hertfordshire Music Service is legally responsible for, such as statutory duties, the financial management of the Hub grant, the content of partnership agreements, procurement policy and employees' engagement (e.g. pay and conditions or performance review).

- 2.3.2. It is noted that the role of all representatives is to contribute to strategic discussions and decisions about the role of the Hub and not to act as representatives for themselves or others.
- 2.3.3. While HMS is a distinct entity with its own Governance arrangements the Music Hub Board may seek assurances about the financial sustainability of HMS in view of its role as Lead Organisation in the Hub.
- 2.3.4. Hertfordshire's Music Education Hub Board recognises that Hertfordshire Music Service, as a key provider of peripatetic staff supporting the music curriculum, must also ensure a cadre of well-trained staff with access to Continuous Professional Development (CPD).

2.4. The responsibilities of the Hertfordshire Music Hub Board are:

- 2.4.1. To review and scrutinise the work of Hertfordshire Music Hub through written and verbal reporting from Lead Organisation officers and where relevant, delivery partners.
- 2.4.2. To ensure that Hertfordshire Music Hub is delivering its funding requirements and the Aims and Strategic Priorities of the National Plan for Music Education 2022 and that the services being offered are of a high quality.
- 2.4.3. To help set and monitor key performance indicators/SMART Targets included in the Local Plan for Music Education or equivalent.
- 2.4.4. To advocate for the needs and priorities of the sector they represent and develop an understanding with colleagues about the wider needs of all stakeholders.
- 2.4.5. To offer feedback on Hertfordshire Music Hub performance to ensure stakeholder satisfaction and engagement with the services and opportunities being offered by Hertfordshire Music Hub.
- 2.4.6. To utilise knowledge and experience to offer strategic advice and support to inform future planning, prioritisation, and investment of Hub funding.
- 2.4.7. To support the HMS CEO and Leadership team by bringing specialist skills and expertise, including offering support to critical Hub activities.
- 2.4.8. To ensure transparency and accountability through questioning and constructive challenges.
- 2.4.9. To monitor financial performance against Music Hub budgets and ensure that Hub financial resources are being used effectively and appropriately.
- 2.4.10. To facilitate cross-sector ideas about best practice.
- 2.4.11. To champion the Hub and its work among the Boards personal networks for the purposes of both visibility and fundraising.

- 2.4.12. To proactively promote and advocate for the work of Hertfordshire Music Hub and the benefits of music education to associations, other schools and professionals and children and young people across Hertfordshire.

2.5. Hertfordshire Music Hub sub-committees: Inclusion and Finance

- 2.5.1. A sub-committee if the HMH Board members identify and agree that there is a current need at that time, to scrutinise a specific area/topic (raised at Board meeting/s) in more detail, where the time in Board meetings doesn't allow for level of in-depth scrutiny required.

- 2.5.2. Currently HMH Board has 2 committees:

2.5.2.1. The Hertfordshire Music Hub Board Inclusion Committee

The Committee uses its knowledge and experience to champion equality, diversity, and inclusion. It has its own Terms of Reference which are approved by the Hub Board. Please use this link to view the Inclusion Committee TOR: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)

The Committee offers strategic advice and guidance to Hertfordshire Music Service on inclusion practice and culture, in support of its role as Hub Lead Organisation in the Hertfordshire Music Hub. The Committee scrutinises policies and plans, offering constructive challenge and holding Hertfordshire Music Service, as the HLO, to account.

2.5.2.2. The Hertfordshire Music Hub Board Finance Committee

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:

- Use of funds.
- The system of internal controls.
- Business continuity.
- Fundraising.

The Committee has its own Terms of Reference which are approved by the Hub Board. Please use this link to view the Finance Committee TOR: [Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](https://hertsmusicservice.org.uk)

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

2.6. Safeguarding

- 2.6.1. There can be no greater priority than to ensure the safety and inclusion of the children and young people we work with.
- 2.6.2. HMS operates a strict Safeguarding Policy and champions safeguarding, equality, diversity, and inclusion. The Board receives annual safeguarding reports from HMS.

3. Membership

3.1. Recruitment:

- 3.1.1. The Hertfordshire Music Hub Board will ensure there is strong, diverse, and effective governance in place and pledges to follow good practice regarding recruiting Board vacancies, using the following cycle:
 - 3.1.1.1. Identification of need – via completion of an annual skills audit.
 - 3.1.1.2. Promotion of vacancy.
 - 3.1.1.3. Selection of candidate – by external advert, shortlisting, and interview.
 - 3.1.1.4. Confirmation & induction.

3.2. Diversity of Membership & Skills Audit:

- 3.2.1. The Board will ensure that wherever possible the membership reflects the diversity of the communities within Hertfordshire. The Board will ensure that there are no barriers to participation including exploring virtual meeting options and making all meetings accessible for those members with protected characteristics or additional needs.
- 3.2.2. Skills audit: To ensure a diverse, robust and breadth of experience and skill, all members will be expected to complete a skills audit which will be refreshed annually.
- 3.2.3. Membership will include a range of stakeholders; educational settings; and arts/cultural organisations or charities. This diverse membership will account for the interests and strategic priorities of both Hertfordshire County Council and Arts Council England and ensure accountability to both.

3.2.4. In addition to Lead Councillors¹ and Senior Leaders and Officers of Hertfordshire County Council², the Board will be diverse, reflecting the communities and stakeholders we are serving. Representatives from the following groups should be represented on the Board:

- 3.2.4.1. Early years - manager or practitioner;
- 3.2.4.2. Primary - Headteacher/s and/or Music Lead/s;
- 3.2.4.3. Secondary - Headteacher/s and/or Head/s of Music;
- 3.2.4.4. SEND - manager and/or Headteacher;
- 3.2.4.5. Alternative provision - Lead/Headteacher;
- 3.2.4.6. FE/HE/Tertiary - representation;
- 3.2.4.7. Industry professionals/professional musicians representation;
- 3.2.4.8. Governor/parent representation;
- 3.2.4.9. Community representation;
- 3.2.4.10. Youth voice representation.

3.4. Terms of Office

3.2.5. Term of Office for Board Members who are Elected Members of Hertfordshire County Council

The Term of Office for Board Members who are Elected Members of Hertfordshire County Council will be aligned to County Council election cycles. Board representatives for Hertfordshire County Council will be nominated by the Leader of Hertfordshire County Council following an Election.

3.2.6. Term of Office for Board Members who are not Elected Members of Hertfordshire County Council

Board Members who are not Elected Members of Hertfordshire County Council will serve for a maximum two terms of office which will be three years each in length, or if they choose to step down.

3.2.6.1. Non-School Memberships:

Non-school memberships will be sought via the recruitment process outlined in Section 3.1.1 above.

3.2.6.2. School Memberships:

All school memberships will be sought through appropriate associations:

¹ Up to 3 voting Board members.

² The HMS Chief Executive Officer will be a Voting Member of the Board, The HMS Director of Music will attend the Board as a non-voting member. A Children's Services Board Member will attend as a non-voting observer as required. Other HLO Officers may attend as non-voting Members for specific Board agenda items as required.

- Hertfordshire Association of Secondary School Heads (HASSH)
- Primary Heads Forum (PHF)
- Special Schools Heads Association (SSHA)
- This will ensure that the position is representative of the schools' sector.

We will strive to ensure that school membership covers a wide geographical spread and gives representation from across our large and diverse county. However, in nominating members, associations should seek out representatives with a passion for high quality music education and a track record in delivery such that Hertfordshire Music Hub Board adds significant value through its work.

3.2.7. Co-opted memberships

The Board may choose to co-opt additional members should additional skills or experiences be sought. Co-opted members serve for a maximum of two terms of three years each or may serve for an alternative agreed period on the basis of an identified need.

3.2.8. Hub Lead Organisation members

The Hub Lead Organisation will have one voting member, and one non-voting member. They will not have any specific Terms of Office.

3.2.9. Observers and presenters

3.2.9.1. In agreement with the Chair, other 'observers' or presenters may at times be invited to attend all or part of any meeting, as and when appropriate and necessary, either routinely or for specific meetings. Other observers/presenters could be for example other HLO officers or Hertfordshire Music Hub delivery partners. They will not have any specific terms of office.

3.2.9.2. Non-voting observers may be invited to attend Board meetings where applicable.

3.2.9.3. Note that funded delivery partner views will be represented effectively through Regional Engagement Plan management and Lead Organisation reports.

3.4. Role and election of the Chair and Deputy Chair

3.4.1. The Chair will ensure that meetings function properly, that there is full participation during meeting, that all relevant matters are discussed and that effective decisions are made and carried out.

- 3.4.2. The Deputy Chair will support the Chair as needed. The Deputy Chair will deputise for the Chair when required. (For example, in instances where the Chair cannot attend a meeting).
- 3.4.3. The Chair and Deputy Chair will be recommended for election by Board membership following an open recruitment process.

3.5. Conflicts of interest

- 3.5.1. The Chair and Deputy Chair should be independent from the officers of the Hub Lead Organisation and of delivery partners to ensure that conflicts of interest can be objectively resolved, and impartiality upheld. All members of Board should receive a copy of the Terms of Reference to support the understanding of their role in objectively scrutinising the work of the Music Hub in meeting its three aims and five strategic functions, making fair and transparent decisions and delivering funded activity in line with the Hub funding agreement.
- 3.5.2. Any conflicts of interest must be signalled to the Chair, no later than the start of the meeting in question. This includes conflicts of interest which arise because of payments to the individual or their organisation by Hertfordshire Music Hub or because of other possible impacts on them or their organisation of the Hertfordshire Music Hub Board's decisions.
- 3.5.3. The conflicted member must leave the meeting when the item is being discussed and must not take part in any decision relating to it and this must be noted in the minutes. These provisions also apply should an unforeseen conflict of interest become apparent during the meeting. Any report or advice the member gives in the matter, must be noted in full in the minutes.
- 3.5.4. In the event that the matter is likely to recur at regular intervals, or that member is frequently conflicted by different matters, the member should resign (or be asked to resign) from the Hertfordshire Music Hub Board to preserve the Board's independence.

4. Practicalities

4.1. Attendance

- 4.1.1. Members will be strongly encouraged to attend all meetings. Deputies may not be sent in a Member's place.
- 4.1.2. Should the attendance of a member become a concern (i.e. more than two consecutive meetings are missed) the Chair will have a conversation with the

member. Should a third consecutive meeting be missed then the member will be deemed to have resigned, and a replacement sought.

4.2. Changes to membership

- 4.2.1. As the role is voluntary, Members may leave the group at any time, but it is suggested that, to provide some continuity, at least one school term's notice is given.
- 4.2.2. In addition, memberships may be changed by a majority decision by the Board 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.

4.3. Expectations of Board members' time commitments

- 4.3.1. HMS Concerts and Performances: Members are encouraged to attend HMS concerts and performances. Members will be provided with diary dates once known.
- 4.3.2. Frequency of meetings: The Board will meet quarterly (four times a year) for up to 3 hours.
- 4.3.3. Meeting dates:
- 4.3.3.1. Meeting dates should be set one academic year in advance.
- 4.3.3.2. Criteria for setting Board meeting dates are as follows:
- dates required to report back to ACE,
 - sufficient time for producing management accounts where possible,
 - not in school holidays as some Board members' commitments beyond Hub Board meetings, follow the school terms,
 - this list is not exclusive and may need to be added to as and when ongoing or one-off factors arise.
- 4.3.4. Meeting location: The venue may rotate and may include Music Centres in Hertfordshire and other Hub Partner venues as agreed. All meetings will have an agreed Virtual Platform (usually MS Teams).
- 4.3.5. Communications and Board papers: Members will be expected to respond to occasional communications between meetings and read any documentation which might be sent around in advance of meetings. Whenever possible this will be sent at least one week before the next meeting.
- 4.3.6. Additional Meetings: Members may be invited to additional Strategy meetings as required. In addition to routine meetings, the Board may be convened at the request of the Board Chair or any of its members, if they consider it necessary.

4.4. Agenda items and minutes

- 4.4.1. Setting the agenda: Responsibility for setting an agenda lies with the Chair and Deputy Chair and Lead Organisation Officers who will discuss this in advance of meetings. Members should notify the Chair two weeks prior to known Board meeting dates if there are any items they would like included on the agenda of the next meeting.
- 4.4.2. 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 Board members and any other person required to attend, by Hub Lead Organisation Officers, no later than one week before the date of the meeting.

4.5. Quorum

- 4.5.1. A quorum necessary for the transaction of business shall be at least six Board Members. Of note: the quorum does not include observers.

4.6. Decisions other than at meetings

- 4.6.1. If necessary, and by exception, the Board may be consulted, make recommendations and take decisions about any matter within its power outside of formal meetings, provided that:
- 4.6.1.1. all members of the Board receive the same information and have similar opportunities to feedback,
 - 4.6.1.2. that any decision is communicated in writing to all Board Members,
- AND
- 4.6.1.3. that the decision is recorded in the notes of the next meeting.

4.7. Reporting

- 4.7.1. Meeting minutes: Responsibility for the writing of minutes lies with the Hub Lead Organisation Officers - a relevant Officer will attend each meeting as a non-voting observer Clerk for this purpose.
- 4.7.2. Draft Meeting minutes will be reviewed and approved by the Chair, Deputy Chair and Hertfordshire Music Service Chief Executive Officer before being circulated together with remaining meeting papers, to all Board members no later than two weeks (10 working days) after the meeting. The minutes shall not be circulated if the Chair deems that to do so would be inappropriate.

4.8. Other matters

- 4.8.1. The Board shall have reasonable access to resources to carry out its duties, including access to administrative, and/or other assistance from the Hub Lead Organisation.
- 4.8.2. The Board shall work and liaise as necessary with the Board committees.
- 4.8.3. The Board shall oversee any investigation of activities which are within its ToR.
- 4.8.4. The Board shall at least annually (every September) review these Board 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 final draft ToR then needs to be distributed to Board members with the papers of the next meeting, for the members to agree at that meeting. The final ToR will then be made available on HMS website:
[Hertfordshire Music Hub \(hertsmusicservice.org.uk\)](http://hertsmusicservice.org.uk)

4.9. Expenses

- 4.9.1. This role is voluntary and Hertfordshire Music Service as the Hub Lead Organisation is not able to cover Board member expenses. The Chair may however exercise discretion in exceptional circumstances to pay expenses via the Hub grant so as not to exclude members on financial grounds.
- 4.9.2. Members of the Board who travel more than 100 miles (return journey) from their usual residence to attend Board meetings, Hertfordshire Music Service events or to represent the Board at local, regional, or national events or meetings, shall be entitled to claim reasonable expenses.
- 4.9.3. Members of the Board away from their usual residence for more than ten hours in order to attend Board meetings, Music Service events or to represent the Board at local, regional, or national events, may claim reasonable subsistence and overnight accommodation.
- 4.9.4. Where possible travel should be by public transport.
- 4.9.5. Claim forms should be submitted to the HLO as soon after each journey, as is reasonably possible, especially near the financial year end.
- 4.9.6. All claims must follow the *HMH Board Expenses Policy* – please refer to this document for further information.

5. Dissolution

- 5.1. The body will dissolve if one or more of the following occurs:

- 5.1.1. Hertfordshire Music Service ceases to be the Lead Organisation in the Hertfordshire Music Hub.

- 5.1.2. The structure and/or funding of Music Hubs changes substantially.
- 5.1.3. The DfE or Arts Council England deems that such bodies are no longer required.

AND/OR

- 5.1.4. The body agrees that its role is no longer required.

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