

Hertfordshire Music Hub

Board member recruitment pack



Hub lead organisation
**Hertfordshire
Music Service**

Supported using public funding by



Department
for Education



**ARTS COUNCIL
ENGLAND**

I Welcome

A letter from Richard Jones, Chair of the Board

Dear Applicant

Thank you for your interest in joining the Board of the Hertfordshire Music Hub, led by Hertfordshire Music Service (HMS).

For over 40 years HMS has successfully delivered musical opportunities to generations of young people throughout Hertfordshire. The service is now one of the largest in the country with many thousands of young people involved in our weekly musical activities, supported by hundreds of teachers.

In September 2024 HMS was confirmed as the Hub Lead Organisation (HLO) for Hertfordshire. HMS receives funding from the Department for Education through Arts Council England and, as Hub Lead Organisation, is charged with delivering the National Plan for Music Education in Hertfordshire. In addition to support from HMS, the HLO receives generous wider support from Hertfordshire County Council (HCC) to provide world class music tuition to the residents and families of Hertfordshire.

We are focused on building a musical future that guarantees our support for many more young people, providing musical opportunities across Hertfordshire in a manner that is relevant, sustainable and ensures their musical development will provide them with a lifelong appreciation of, and participation in musical activities.

The need for strong and supportive governance has never been more important. Working in close partnership with the HMS Chief Executive Officer, Leadership Team, and wider colleagues, we are now seeking new members to join our Board and oversee the activities of the Hub. We are looking for exceptional individuals who can bring experience and complimentary skills to the governance of the Hub.

Again, thank you for your interest in the Hertfordshire Music Hub Board and I look forward to receiving your application.

Kind regards



Richard Jones
Chair of the Board





About Hertfordshire Music Service

Hertfordshire Music Service (HMS) is the Hub Lead Organisation (HLO) for Hertfordshire. 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 as part of the National Plan for Music Education.

In Hertfordshire this means that HMS as a HLO will support local areas to create music education provision that works in a local context, both in and out of school. This will help drive the quality of service locally, with scope for improved partnership working, better value for money, local innovation, and greater accountability.

Our 2023 - 2024 Annual Review is available on our website - hertsmusicservice.org.uk.

Learn more
about HMS



What are Music Hubs and Hub Lead Organisations?

A Music Hub is a partnership coordinated by a Hub Lead Organisation, in this case HMS, that is responsible for supporting, delivering, and enabling high quality music education for children and young people within a local area.

The Hub programme, delivered by The Arts Council England on behalf of the Department for Education, funds a network of 43 Music Hubs which cover every area of England.

Hubs play a critical role in fulfilling the vision and goals as set out in the 2022 National Plan for Music Education (NPME).

To achieve this, HLOs are awarded two ring-fenced grants:

- the **revenue grant**, which is core funding to co-ordinate and support the delivery of music education provision through a Hub partnership in line with the vision, aims and strategic functions for Hubs as set out in the NPME.
- the **capital grant**, which is funding to increase the volume, range, relevance and accessibility of musical instruments, equipment, and technology in the Hub area.



Hub lead organisation
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Relationships of the Hub Board to Hertfordshire Music Service

The Hertfordshire Music Hub Board is responsible for the activity and development of the Hertfordshire Music Hub. It does not have responsibility for the legal duties of HMS, such as statutory duties, the financial management of the Hub grant, the content of partnership agreements, procurement policy and employees' engagement.

The role of all members is to contribute to strategic discussions and decisions about the role of the Hertfordshire Music Hub and not to act as representatives for themselves or others.

While HMS is a distinct entity with its own governance arrangements, the Hertfordshire Music Hub Board may seek assurances about the financial sustainability of HMS in view of its role as Lead Organisation in the Hub, and also ensure HMS has a group of well-trained staff with access to Continuous Professional Development (CPD).



National Plan for Music Education

The power of music to change lives - A National Plan for Music Education

The National Plan for Music Education sets out the government's vision to enable all children and young people in England to learn to sing, play an instrument and create music together, and have the opportunity to progress their musical interests and talents, including professionally.

The plan sets out how this vision will be achieved by 2030, emphasising the importance of partnerships between education settings, music hubs, music organisations working with young people, music and creative sector, the music industry and others.



I Our vision

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

I Our purpose

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

I Our values

Children first: we put children at the centre of our vision for music in Hertfordshire, make them our priority, involve them in shaping our work, and listen to their voices.

The Board agrees to conduct business using [The Seven Principles of Public Life \(www.gov.uk\)](https://www.gov.uk/government/publications/the-seven-principles-of-public-life) – these are:

Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.





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| 2024 Local Plan for Music Education

The Hertfordshire Music Hub Board scrutinises, challenges, and supports the Hertfordshire Local Plan for Music Education and advocates at local, regional, and national level for the benefits of a strong musical offer in our schools and in the wider community.

The Local Plan is extensive and includes activities run not only by HMS but a number of partner organisations.

These activities include:

- Individual and small group instrumental and vocal tuition.
- Get Playing and Keep Playing Programme.
- First Access – whole class instrumental teaching.
- Ensemble provision in music centres and county groups.
- Singing activity.
- Flagship performances.
- SEND and music therapy.
- Digital music.

| The Board

The Hertfordshire Music Hub Board plays a pivotal role in guiding HMS to fully implement the National Plan for Music Education and to operate at the highest professional standards.

The primary role of the Board is to work constructively with Board members, including HMS Lead Organisation officers, and HMS staff to support the good governance of the HLO, and operates to its own Terms of Reference which are approved by all Board members.

Safeguarding

HMS operates a strict Safeguarding Policy and champions safeguarding. The Board receives annual safeguarding reports from HMS.

Board Sub-committees

The Board is supported by two sub-committees. Both have an advisory remit and their own Terms of Reference each, which have been approved by the Board members:

Inclusion Committee

HMS champions equality, diversity, and inclusion.

The Inclusion Committee offers strategic advice and guidance to HMS on inclusion practice and culture, in support of its role as Hub Lead Organisation in the Hertfordshire Music Hub.

Finance Committee

The Finance Committee offers assurance and support, advises the Hub Board, and HMS Senior Leaders including the HMS Head of Operations and Finance; 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; and fundraising.

The responsibilities of the Hertfordshire Music Hub Board are:

- To review and scrutinise the work of Hertfordshire Music Hub through written and verbal reporting from Lead Organisation officers and where relevant, delivery partners.
- To ensure that the Hertfordshire Music Hub is delivering its funding requirements, the aims and strategic priorities of the National Plan for Music Education 2022, and the services being offered are high quality.
- To help set and monitor key performance indicators/SMART targets included in the Local Plan for Music Education 2022 or equivalent.
- 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.
- Offer feedback on Hertfordshire Music Hub performance, to ensure stakeholder satisfaction and engagement, and opportunities being offered by Hertfordshire Music Hub.
- Utilise knowledge and experience to offer strategic advice and support to inform future planning, prioritisation, and investment of Hub funding.
- To ensure transparency and accountability through questioning and constructive challenges.
- To monitor financial performance against Music Hub budgets and ensure that Hub financial resources are being used effectively and appropriately.
- To facilitate cross-sector ideas about best practice.
- To proactively promote and advocate for the work of the Hertfordshire Music Hub and the benefits of music education to associations, other schools, professionals, children and young people across Hertfordshire.



| About you (the applicant)

We are actively seeking to increase the diversity and representation of our Hub Board and sub-committees with new members who will complement our wide range of experience and skills.

We are dedicated to Board diversity and equal opportunity, and we welcome applications from anyone who has the experience and passion to join our team. We are keen to have people on our Board who have experiences of music and education.

The Hertfordshire Music Hub Board recognises the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage Board member applications from people of all backgrounds, and we strongly encourage applicants who, for example, have protected characteristics or are from global majority backgrounds.

We are seeking to recruit new Board members from the following sectors, but these are not necessarily exclusive:

- **Finance professional** - a background in strong financial management, experience in senior finance roles, who hold a professionally recognised finance qualification, who have great communication skills, and have an ability to present complex financial information to non-finance stakeholders.
- **Inclusion experience** - a background and/or strong interest in inclusion, or relevant lived experiences of inclusion, or experience of overcoming barriers to musical inclusion. There are no specific qualifications required to become an Inclusion Committee member.

We also expect members to:

- be passionate about supporting young people
- maintain the highest standards of integrity
- be dedicated to serving as an active member of a high-performing Board
- align to our values
- devote the necessary time and effort to their duties as a Board member
- possess strong and independent judgement skills
- think creatively and communicate clearly
- have the moral courage to speak their mind
- work effectively as a team member.

| Minimum expectation

Board membership is a responsibility that requires significant commitment and diligence. To maintain the high standards of the current Board, the Board Chair expects all members to dedicate sufficient time and energy to the role.

Board members are encouraged and expected to agree to performing the following duties throughout their term:

- Attend a full Board meeting, each quarter (four times a year)*.
- If applicable attend the additional sub-committee meetings:
 - Finance Committee – each quarter (four times a year)*.
 - Inclusion Committee – termly (three times a year)*.
- Dedicate sufficient time to read, contribute to documents that support Board meetings.
- Attend an in-person strategy day, once per year.
- Encouraged to attend at least one HMS event (for example, a concert) per academic year.
- Support critical activities as required.
- Support the HMS CEO and Leadership Team, by bringing your specialist skills and expertise.
- Champion HMS within your own network, for the purposes of both visibility and fundraising.
- Support and share HMS social media campaigns.

| Commitment

Board Members serve a term of office consisting of three years and can be re-elected once (i.e., serve for up to two terms (a total of six years)).

| Meetings

*All meetings are hybrid (in person or online), with the first meeting of the academic year in person.

| Board documents

All Board documents are sent electronically to Board Members at least one week before meetings.

| Email communication

All Board members use either their professional or private e-mail addresses.

| Expenses

Board Members are entitled to receive reasonable expenses in relation to appropriate and Board-related travel, and where necessary accommodation, and meals. Please refer to the HMH Board Volunteer Expenses policy for details.

| If you have any questions

For a confidential conversation about the opportunity to join the Hertfordshire Music Hub Board, please use the contact details below, depending on which sub-committee you are applying to become a Member of once you are a Board Member:

Finance Committee - Richard Jones, Board Chair: hubchairing@yahoo.com

Inclusion Committee - Alison Saunders, Board Deputy Chair: alison@saunders-online.net

For both - Lisa Quinlan-Rahman, HMS CEO: HMSAdmin@hertfordshire.gov.uk

| How to apply

We would like to hear about your motivation for applying and how your skills, knowledge and experience meet the requirements of the role of Board member, as set out in the brief, please submit:

- an up-to-date CV, and
- a supporting covering letter of no more than two sides of A4, or a video lasting no longer than two minutes

Optional information:

To allow the interview panel to fully recognise your skills and abilities, please feel free to include:

- any relevant training, qualifications or lived experience.
- examples of where you have demonstrated the requirements/criteria in the brief.

Applications should be emailed to MusicHR@hertfordshire.gov.uk with reference - **Hertfordshire Music Hub Board member application**.

- Applications will close at 11.59pm on Tuesday 7 October 2025.
- Interviews will take place from w/c Monday 20 October.
- Interviews will be held in person at Mid Herts Centre for Music and Arts, Hatfield (online via MS Teams is also an option) and will last for no longer than one hour.
- Successful candidates will be invited to join their first meeting as a Board member at the Hub Board meeting on Wednesday 3 December 2025 - 4.30pm - 6.30pm.
- Additional Inclusion and Finance committee meeting dates will be shared at the Hub Board meeting, an expectation will be for the successful candidates to attend either committee.

The Hertfordshire Music Hub Board recognises the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage Board member applications from people of all backgrounds.

If you require any reasonable adaptations to the materials to support you during the application process or at the interview stage, please email us at MusicHR@hertfordshire.gov.uk.

Disability confident

We are proud to be disability confident and guarantee an interview to anyone disclosing a disability whose application meets the minimum criteria for the post.

For further information, please visit our website: www.hertsmusicservice.org.uk. Our 2023 - 2024 Annual Review is available on the HMS website - [About Hertfordshire Music Service \(hertsmusicservice.org.uk\)](http://www.hertsmusicservice.org.uk).

We look forward to hearing from you!