

York Music Hub: Terms of Reference

1.0 York Music Hub is a strong, inclusive partnership of key providers of music education across the city of York, working with Arts Council England (ACE) to support the delivery of The National Plan for Music Education (NPME) and to promote musical diversity as well as musical excellence.

2.0 Vision and Mission

2.1 York Music Hub is committed to achieving the highest standards and the best possible opportunities for children and young people to achieve their musical potential.

2.2 Through partnerships within York and with wider musical networks, York Music Hub aims:

- To develop sustainable, high quality, diverse and accessible musical experiences to enable all children and young people in York to have at least some experience of making music, and the opportunity to develop their skills further if they wish
- To enhance the education, life experiences and self-confidence of all children and young people through music
- To foster a life-long love of music for all.

3.0 Governance Structure

3.1 The Music Hub is a Charitable Incorporated Organisation (CIO) led by a Board of Trustees, supported by an Advisory Panel and working with and through a wide range of partners, including delivery partners, in the Music Hub Network.

3.2 The CIO is operated in line with its Foundation Constitution, a copy of which is available on the Charities Commission website (*add link when available*). The Terms of Reference should be read in conjunction with the Constitution.

3.2 The CIO will act as the lead organisation for music education in the City of York and as the Accountable Body for compliance with all requirements including policy, procedures and monitoring from ACE and other funding bodies¹.

4.0 Charitable Purposes of the CIO – The Objects

4.1 For the public benefit, to advance the musical education of children and young people aged 0-18 (and up to 25 for those who are not in employment, education or training, are at risk and/or have special educational needs and disabilities), in the City of York and surrounding area, in such ways that the charity trustees think fit, including by:

¹ Current proposal for CIO to take on commissioning responsibility from 1st June 2017 and accountable body responsibility from 1st April 2018 – subject to ACE approvals

- developing sustainable, high quality, diverse and accessible musical experiences to enable all children and young people in York to have at least some experience of making music, and the opportunity to develop their skills further if they wish to;
- enhancing the education, life experiences and self-confidence of all children and young people through music within and beyond their school experience;
- fostering a life-long love of music for all;
- working with partners in promoting a varied range of music opportunities for children and young people.

5.0 CIO Board of Trustees

5.1 The responsibilities of the Board are to:

- Operate the CIO in line with its constitution and its charitable purposes and objects
- Ensure that funding and resources are sourced and used to fulfil the aims and objectives of the charity as set out in the constitution
- Source funding, including from ACE and fundraising, and through supporting other organisations to raise funds, to implement the vision
- Be responsible for financial management and governance of the Hub, including budget monitoring and reporting and the production of accounts in line with charities legislation²
- Be responsible, as lead partner and the accountable body, for communicating with and reporting to funders on finance and performance
- Lead the strategic vision for music education in the city of York
- Champion music education in the city and ensure all stakeholders are engaged and involved in the Hub and its activities
- Facilitate a network of music education providers
- Oversee the delivery of music education across the City by commissioning the delivery of provision with a range of providers and establishing robust performance management
- Support workforce development
- Oversee the bid to ACE for funding to support the Hub, including the preparation of a Strategy and Business Plan for the Hub
- Oversee the commissioning and delivery of professional services and executive leadership of the Hub in line with the Hub's aims and objectives

5.2 Trustees

5.2.1 The Board will include a minimum of three trustees (including the Chair). Board Members will be elected in the first instance for a term of three years, with the option to serve for a further three years. Any member of the Music Hub Network may nominate someone to sit on the Board as and when a vacancy becomes available.

5.2.2 Trustees will have a strong commitment and interest in music education and will have experience of working strategically in similar organisations. Trustees will be

² May need separate section on Financial Governance

nominated based on their experience for the role and appointments will be made to ensure the Board maintains an appropriate mix of skills, knowledge and expertise.

- 5.2.3 Specifically, the Board will ensure it has access to appropriate financial expertise in order to provide appropriate scrutiny on financial issues, to ensure transparency and mitigate any potential conflicts of interest. This may be by appointment of either a trustee with financial expertise, or by securing the services of an individual with suitable expertise as a non-board member.

5.3 Board Meetings

- 5.3.1 The Board of Trustees will meet as a minimum quarterly (i.e. four times a year). Meetings will normally be scheduled on the same day as the Advisory Panel, usually following on directly from the Panel. As appropriate, the Board and Advisory Panel may meet jointly to enable effective communication and ensure members of the Advisory Panel are fully engaged and empowered in the work of the Hub.

5.4 Decision Making

- 5.4.1 The charity trustees are the only voting members of the CIO and they make all the key decisions on behalf of the charity. In reaching decisions, they will take advice from members of the Advisory Panel. Agreement will be reached by consensus. In the event of a clear decision not being reached the Chair will have the deciding vote.

6.0 Advisory Panel

- 6.1 The Advisory Panel have a key role as part of the Music Hub to support and work alongside the Board of Trustees. The panel members will have associate (non-voting) membership of the CIO, as outlined in the Constitution.

- 6.2 The responsibilities of the Advisory Panel are to:

- Advise the Board and bring expertise on developing a diverse range of music activities for children and young people in the city of York
- Contribute to the development of the Strategy and Business Plan for the Music Hub
- Feedback on the range and quality of musical experiences available, including the range, reach and quality of Hub activities in line with ACE requirements
- Contribute to the strategy and plans for fundraising
- Contribute to the development of the CPD programme by identifying needs and expertise within and beyond schools
- Be ambassadors and advocates for music activities and the work of the Music Hub in the City
- Identify and Disseminate good practice through networks and partnerships

6.3 Advisory Panel Members

6.3.1 Members of the Advisory Panel will be drawn from the wider Music Hub Network and will include representatives from key stakeholder groups including partner music organisations, music education providers and beneficiaries:

- Primary Schools x2
- Secondary Schools x2
- Further Education x1
- Higher Education x1
- Music Providers x2
- YAE/Lead provider x1
- Approved Tutor x1
- SEND x1
- NPO x1
- Parents/Carers x1
- Arts Council x1

6.3.2 The Advisory Panel will include between 12-15 members at any one time, with flexibility to co-opt additional representatives as required, to ensure the membership remains relevant and current and the Panel reflects the communities it serves. Advisory Panel members will be nominated in the first instance for a term of three years, with the option to serve for a further three years. Members may step down by giving at least one month's notice in writing to the Chair. Membership may be terminated for failure to attend meetings within a six month period.

6.3.3 Members of the Advisory Panel will provide substantial expertise and knowledge of music education in the City, contribute to delivering key elements of the Music Hub Strategy and Business Plan, and/or reflect stakeholder views of needs and issues which the Hub should be addressing. Members will be involved in working with and through networks and working in partnerships and collaborations.

6.3.4 The Hub is strongly committed to ensuring that the voice of children and young people influences its work. Rather than being represented on the Panel, arrangements will be made to effectively engage with children and young people through other mechanisms eg youth forums.

6.4 Meetings

6.4.1 The Advisory Panel will meet as a minimum quarterly (i.e. four times a year). Meetings will normally be scheduled on the same day as the meetings of the Board, usually immediately before the Board. As appropriate, the Board and Advisory Panel may meet jointly to enable effective communication and ensure members of the Advisory Panel are fully engaged and empowered in the work of the Hub. Any member of the Advisory Panel may suggest items for the agenda prior to meetings.

6.4.2 A Board Trustee will Chair the Panel to ensure robust links between the Board and the Advisory Panel.

7.0 Membership of Hub Network

7.1 Any organisation or individual who supports the Music Hub Vision and Mission and wishes to further the objectives of the Music Hub may become a partner within the Music Hub Network. Partners will receive publications and communications such as regular Hub bulletins and the termly Hub newsletter and will be able to participate in networks and capacity building.

8.0 Delivery Partners

8.1 The Music Hub will commission the delivery of a range of sustainable, high quality and diverse musical activities provision with a range of providers in order to deliver its Strategy and Business Plan. The Hub will not provide services itself but will invite organisations to tender for work. This will include:

- Commissioning a key delivery partner to deliver all core and some extension activities as listed in the NPME
- Commissioning a range of other providers to deliver activities which meet needs, as identified in needs analyses and articulated in the Hub's commissioning strategy

8.2 Any organisation may bid for funding in line with the commissioning strategy and on receipt of funding will automatically become a partner of the Music Hub Network. The Hub is committed to working in a mutually beneficial partnership with all its delivery partners to deliver shared objectives. As well as delivering music services, delivery partners will have a key role in contributing to the development of the Hub and promoting the Hub and its activity.

8.3 Any individual/organisation in receipt of funding will be subject to a contract for services, which will set out clear quality and performance criteria.

Individuals/organisations will be required to:

- Comply with relevant health and safety requirements including safeguarding
- Provide relevant and timely data which meets the conditions of the contract with ACE
- Report to the Board of Trustees on a regular basis