

The Music Partnership - Strategic Board Terms of Reference

Purpose of the Strategic Board

- To provide clear and independent governance for The Music Partnership.
- To provide critical and constructive challenge to all partners and to Entrust Support Services Ltd. as the Hub Lead Organisation (HLO).
- To support and challenge the strategic decision making related to Music Hub grant expenditure.
- To provide and maintain oversight of the Hub's needs analysis, Local Plan for Music Education, policies and strategies.

The relationship between the Strategic Board and the Hub Lead Organisation

The legal governance for the Music Hub will be as required by the funding body, Arts Council England, and by the HLO, Entrust Support Services Ltd. (as the accountable body) including, but not confined to, its financial regulations, commercial and legal policies and procedures, procurement policy and employees' engagement, terms and conditions or performance review. A representative from the HLO, usually the lead officer, will convene and attend all strategic board meetings. The chair and the lead officer from the HLO will meet at least quarterly to discuss progress ahead of board meetings. The chair and vice chair are also available to meet with any partners as required, outside of meetings.

The Operational Steering Groups and the Strategic Board are concerned with the activity and development of The Music Partnership along with the allocation and spend of the Music Hub Core Revenue Grant. In practice, this means the Strategic Board will be proactively engaged in maintaining oversight of the performance of The Music Partnership, ensuring that music hub addresses the actions outlined in the needs analysis for the region. SMART Targets, delivery KPIs, the Local Plan for Music Education, and financial management accounts will be used by the board to assess the impact of grant expenditure.

Board Members

Board members will be intrinsically passionate about Music Education and the positive impact that music education can have for children and young people in the region. They will understand the Funding Agreement and will monitor the on-going performance of The Music Partnership at quarterly meetings and through regular dialogue with partners and stakeholders.

The Strategic Board will have independent membership, and chairing, that is representative of the region and the communities served by The Music Partnership's organisations. Independent board members will not be employees of funded organisations, customers, or direct beneficiaries of the Music Hub Core Revenue Grant.

The board will have eight independent members, a vice-chair and chair. It will be quorate, for decision making, when 50% or more of the independent members, including the chairs are present. Meetings can proceed without quoracy, but no decisions can be made by board members in this instance.

Other board members attend as 'Ex Officio' members or as 'Observers' and have no voting rights on board decisions.

The Strategic Board will demonstrate:

- Objective, consistent, and evidence-based decision making.
- Strong insight to help partners with efficient strategic delivery.
- Independence, impartiality, and appropriate accountability.
- A breadth of perspectives to ensure the Hub is responsive, participatory, and inclusive of all key stakeholders, including young people, schools, parents/carers, partners, and the wider arts/cultural, youth and the music industry sector.
- Oversight of robust and transparent quality assurance processes.

Strategic Board Membership

Independent Chair	Professor Darren Sproston
Independent Vice-Chair	Vacancy
Independent Board Member	Andrew Worrall Paul Johnson Jonathan Murphy Steph Owen Mandie Haywood Paul Williams Vacancy x 2
Hub Lead Organisation and Local Lead Partner	Entrust Support Services Ltd. John Callister
Local Lead Partners	The City Music Service, Stoke-on-Trent: Ruth Steele Telford & Wrekin Music: Sam Newth Shropshire Music Service: Dr Sarah Browne
Critical Friend	Representative from the Black Country Music Hub
Arts Council England (as observer)	Helen Mansfield
Clerk	Alison Buick
Additional invites as required	Operational Steering Group Representatives, Partners, Finance, Legal, Commercial, HR, Schools, Parents, Young People, and others by invite through the chair.

Role of the Strategic Board

- To provide advocacy for The Music Partnership and music education more generally at local and regional levels.
- To externally represent The Music Partnership and listen to the voice of stakeholders where appropriate.
- To monitor The Music Partnership's key strategies and advise on development, to ensure that The Music Partnership fulfils the roles defined in the National Plan for Music Education.
- To review and agree The Music Partnership's business plan, objectives, and budget.
- To monitor the success of The Music Partnership's strategies and policies.
- To ensure consultation with young people takes place on a regular basis and informs the needs analysis.
- To test The Music Partnership's strategies to assure value for money, musical integrity, and equality of access to activities and services.
- To help provide guidance on the values, standards, and quality of music education delivered by partners.
- To challenge and support leaders of all partners as they develop the work, reach and scope of The Music Partnership.

Powers

- To hold a view on the effective use of grant funding, to maximise the benefits for children and young people.
- To review and approve submissions to Arts Council England, including the Local Plan for Music Education, SMART Objectives, Performance Framework, Management Accounts, Commissioning Policy, and other policies and strategies.
- To review the annual data survey submitted to Arts Council England and formal feedback from Arts Council England, including information about The Music Partnership's risk rating.
- To receive reports from partners on partnership projects, services, and activities.
- To observe projects and activities and attend public events which are promoted as part of The Music Partnership's activity.
- To liaise with, and receive reports from, the Operational Steering Groups.
- To appoint sub-groups, which will be subject to these Terms of Reference and to a role description which this group will determine.

Concerns and Escalation

Concerns regarding the funding or operation of the Music Hub can be brought to the attention of the board through the HLO, via partners, to board members, or directly to the chair. The chair can be contacted via email – d.sproston@chester.ac.uk

The strategic board will escalate concerns or issues that cannot be resolved in meetings, through the chair, to senior members of funded organisations and to the board of the HLO. Senior managers for the HLO and for Local Lead Partners (LLPs) receive minutes as standard following all board meetings and may request to attend the board as an observer through the chair. The chair may also request senior members of funded organisation to attend meetings as required.

If the board is not satisfied with the response from funded organisations or is unable to agree a reasonable timeline for implementation of suggestions, it reserves the right to contact Arts Council England, as the fund holder, to highlight these points.

Conflict of interest

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 The Music Partnership or because of other possible impacts on them or their organisation due to the Strategic Board's decisions.

The conflicted member must not take part in any decision relating to the conflicted item 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. If 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 Strategic Board to preserve its independence.

Decisions other than at meetings

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

Dissolution

The group will dissolve if:

- The structure and/or funding for The Music Partnerships changes substantially.
- The group agrees that its role is no longer required.
- The group, Entrust Support Services Ltd. and Arts Council England agree on alternative arrangements for the governance of The Music Partnership

Frequency of meetings

The Strategic Board will meet quarterly in advance of quarterly submissions to Arts Council England and occasionally at other times as required.

Format of meetings

Dates of meetings will be set in advance and usually take place seven days following the Operational Steering Group. Agendas and board papers are circulated in advance of meetings.

Meeting notes (minutes) will be recorded and circulated to all group members. Minutes, or parts, may be disclosed if subject to a Freedom of Information request.

Recruitment

The Board undertakes a regular audit of skills and representation and will recruit to vacant positions and identified gaps accordingly.

The Chair/s is / are appointed by the board for a three-year term, which can be extended. The board reviews the job and person specification for the Independent Chair and recruits openly for this position. Travel expenses, at HMRC rate, are available for this position.

Independent members are recruited by the board and are appointed for a three-year term, which can be extended.

The Strategic Board may agree to co-opt further members and to invite guests as it determines will enhance its work. In the event of a member of the board leaving their post, it is expected that their successor would take on the responsibilities, unless otherwise agreed.

The Operational Steering Groups

To support and inform the work of the Strategic Board, several operational steering groups, administered by the HLO, will meet under specific brief to plan, and deliver areas of activity to meet the aims of The Music Partnership's Local Plan for Music Education. Minutes from these groups, where appropriate, or actions and summaries will be shared with the Strategic Board.

Steering Group

- This group is an open invite to the sector in addition to self-selecting from partners, schools, and young people. Any interested partner may attend the meeting to contribute to operational planning.
- Meetings are focused on identifying cold spots, responding to and implementing TMPs strategy, discussing new ideas and approaches and widening and diversifying the offer and partnership in response to need.
- The steering group will meet four times a year, with each meeting taking place in the week preceding the strategic board meeting.
- The HLO will administer and chair the steering group including producing and circulating meeting notes (minutes), reviewing the regional data, and updating the risk register for the Hub.
- Actions, proposals, and key questions from the steering group will be presented to the strategic board. The board paper and minutes will be circulated to all stakeholders following each meeting.
- This group will be supported by the LLP Forum

Local Lead Partners Forum

- This forum involves the four Local Lead Partners representing each upper tier local authority area in the region.
- Meetings take place weekly in term time. The draft remit of the LLP forum is to:
 - Discuss any changes to the use of grant funding
 - Debate and develop 'hub wide' strategies and policies, alongside the steering group

- Debate changes to the ACE relationship framework and generate options for consideration with the strategic board and operational steering groups.
- Consider response to needs analysis
- Debate the effectiveness of TMP's strategy
- Consider/propose areas for change and development
- Provide peer support
- Provide challenge where appropriate to the HLO, steering groups, strategic board, ACE and other hub partners
- Establish the TMP academic year calendar
- Plan and manage joint TMP activity
- Manage the wider steering groups
- Consider any potential new partners

Lead Schools Forum (when required, as an extension of the Steering Group)

- This group meets quarterly involving the appointed lead schools from each local authority area.
- The group provides guidance, support, and thought leadership from the Hub from the perspective of schools.
- Meetings will be coordinated by the HLO and LLPs.
- Representatives from the group will attend the Strategic Board.

Youth Council

- This group is drawn from bespoke creative music sessions that have been delivered across the region to reflect numerous different entry points to music making.
- Representatives from the local creative sessions will attend two board meetings per year to consider key questions and the Hubs plans.
- Feedback and actions will be produced for the Strategic Board with Board action to flow back to the Youth Council.

- Representatives from the group will attend the Strategic Board.
- Meetings are coordinated by the HLO, LLPs and with sector Youth Voice partners providing additional capacity and expertise.

Inclusion Action Group

- Drawn from a range of practitioners, partners, schools and sector experts, this group reviews and drives forward the Hub's Equality, Diversity, and Inclusion Strategy.
- Meetings take place quarterly, prior to the steering group and the strategic board.
- Actions and changing priorities are captured through the review of the EDI strategy.
- The HLO and LLPs coordinate meetings.

Scrutiny Groups

- Bespoke forums, requested by the Strategic Board to focus on further scrutiny of specific strands, topics, or areas of activity.
- The strategic board will set the terms, duration and agree those responsible for coordination and reporting.
- Meetings will be organised as required.

In Harmony Management Board

- Outside of the scope of the Core Revenue Grant, The Music Partnership's Strategic Board is also responsible for the oversight of In Harmony Telford & Stoke-on-Trent.
- In Harmony Management Board meeting consist of the HLO, LLPs, School Leaders, Programme Management, and other representation as required.
- The HLO coordinates these meetings which take place quarterly, following the hub's steering group session.
- Reports from the management board are reviewed by the Strategic Board.

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The Music Partnership
Entrust Support Services Ltd.