



Strategic functions for Hub Lead Organisations

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Partnerships

Music Hubs are expected to take a leading role in building a sustainable, local infrastructure for high-quality music education and music-making, in partnership with schools, early years and other education providers, community music organisations, and other regional and national youth music organisations and industry.

To demonstrate this HLOs should put in place the following:

Partnership arrangements	<p>HLOs will be responsible for establishing appropriate Music Hub partnership arrangements to support and enable the successful development and delivery of the Music Hub's LPME. The possibilities for partnership should be broadly conceived and can include:</p> <ul style="list-style-type: none">• music education organisations• music industry partners and employers• private music tuition providers• CPD deliverers, education training organisations, and initial teacher training providers• youth and community organisations and services• local cultural organisations• specialists in certain genres, traditions, or instruments• national providers and/or touring organisations• place-based partnerships <p>The partnership should also connect to a wide range of educational institutions, including higher education institutions, further education colleges and independent schools (including specialist schools for music and Cathedral schools).</p>
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	<p>The range of partners within the Music Hub should be determined at a local level (with relevant input and support from the Music Hub’s board or equivalent oversight group), with HLOs taking a proactive and flexible approach to the identification, recruitment and retention of Hub partners. This is to ensure the Music Hub:</p> <ul style="list-style-type: none"> • can evolve in response to changing context and need • is representative of a wide range of services and organisations which impact on the lives of children and young people • is representative and reflective of the different localities and local authorities within the Hub area • provides the broadest range of opportunity, capacity, and expertise • connects to local, regional, and national opportunities and structures <p>The partnerships resource on our website has been developed to help you find other organisations interested in being part of a new Music Hub.</p>
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Commissioning arrangements

HLOs will be expected to secure and/or commission an appropriate range of Music Hub partners to support and deliver the Music Hub's programme of activity and strategic functions.

Grant funding from the DfE should be used to support and fund diverse partnership delivery. The HLO will be required to establish formal partnership agreements and/or sub-contracting arrangements that can be appropriately monitored and evidenced by the HLO and, where appropriate, by Arts Council England.

Procurement and commissioning arrangements should be published in a dedicated policy for the Music Hub. This should clearly outline how partners and services will be appointed and secured by the HLO, how quality and performance will be monitored, and how funding will be distributed and monitored to support the delivery of the Music Hub's LPME. It should also include how opportunities to join the partnership and/or deliver Hub activity will be promoted to ensure the Hub evolves in response to the developing needs and context of the Hub area.

The HLO will need to be commissioned via this policy if it also plans to deliver some of the programme of activity within the Hub area.

National collaboration	<p>HLOs will be expected to identify, implement and sustain relationships with national partners, including other Music Hubs and National Music Hub Centres of Excellence, so that national collaboration can be increased and improved.</p>
Voluntary Ambassador for Music Education	<p>Each HLO is expected to appoint a local Voluntary Music Ambassador, who will support and advocate for the work of their Music Hub. Lead organisations will need to ensure the individual who is appointed is:</p> <ul style="list-style-type: none"> • a professional musician (where possible) and be a role-model and advocate for music education • able to connect schools and young people to careers and opportunities • able to promote the work of the Hub partnership, the LPME, and the opportunities it provides <p>Voluntary Music Ambassadors are expected to have been appointed by the end of 2024.</p>

Schools

Music Hubs are expected to support all state-funded schools in their area through ongoing relationships that help them to deliver high-quality music education, including a quality curriculum support offer, specialist tuition, musical instruments and equipment, and ensembles, and a broad range of progression routes and musical experiences for all pupils.

To demonstrate this HLOs should put in place the following:

School Engagement Strategy	<p>HLOs will be responsible for ensuring that relationships with all state-funded schools, multi-academy trusts and other relevant educational establishments are developed and appropriately monitored through the work of the Music Hub partnership. The HLO will be expected to outline these arrangements in a School Engagement Strategy, which forms part of the Music Hub's LPME, and:</p> <ul style="list-style-type: none">• describes how the Music Hub will sustain responsive and collaborative partnerships with all state-funded schools and multi-academy trusts, including special schools and alternate provision in their area/s• identifies the mechanisms the Music Hub will use to communicate and collaborate with settings of all types and phases• describes how risk to delivery and engagement will be identified, monitored and mitigated• tracks the reach of the Music Hub's work to support the development of their schools' School Music Development Plans as set out in the NPME
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- responds to feedback from schools on the quality of the support provided by the Music Hub
- is regularly updated to reflect stakeholder needs and experience

It will be the responsibility of the HLO to understand the needs of schools and identify and commission partners that can support each school to execute their plans to deliver a high-quality music curriculum, such as the Model Music Curriculum, and enable schools to improve their co-curricular and extra-curricular offer to support progression and widen participation.

Specific approaches and interventions should be identified for increasing engagement with schools that have not historically engaged with activity or provision delivered through Music Hubs.

HLOs will need to set clear and ambitious targets which demonstrate how the Music Hub will engage with all schools and/or to increase school engagement year on year. The DfE's ambition is for the Hub programme to engage with at least 95% of all state-funded schools nationally, and for all schools to receive key information and an offer of appropriate support from their local Music Hub¹.

The engagement between Hubs and schools should be proportionate and reflect the needs of schools and the non-statutory nature of the relationship.

¹ The definition of engagement will be set out as part of data guidance for the 2023-24 survey for current Music Education Hubs which is due to be published in July.

	<ul style="list-style-type: none"> You may also find it helpful to refer to the Working with schools guidance for current Music Education Hubs.
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Lead Schools for Music	HLOs will be responsible for identifying and appointing Lead Schools for Music on behalf of their Music Hubs. Read our essential document on Lead Schools for Music for further information.
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Progression and musical development

Music Hubs are expected to support children and young people to develop and progress with music, including through regional, national and/or specialist opportunities, higher education and employment, so that the chance to be involved in high-quality music-making is shared more widely in our society. Music Hubs should support children and young people to access the wider world of music, including live performance and community music.

Progression and musical development can be informed by models such as graded music exams for instruments and voice. It should also include a range of performing opportunities in and out of school, such as choirs, ensembles and bands.

To demonstrate this HLOs should put in place the following:

Progression Strategy	HLOs will be expected to develop and publish a Progression Strategy for their Music Hub as part of their LPME, which outlines the strategic approach to enabling children and young people to progress their interests and potential as far as they would like, across a range of genres and traditions.
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A Progression Strategy should reflect the fact that musical progress and progression routes are different aspects; with the routes being the journey that a child or young person takes in order to progress musically.

It should take as a starting point the ambition that every child should be able to experience music and to make progress as musicians over time.

An effective Progression Strategy should ensure that all children and young people are:

- supported in their musical progression from a young age, with foundations being laid between the ages of 5-11
- offered a rich and varied musical education that nurtures fundamental musical techniques alongside building musical knowledge
- offered clear pathways towards mature musical understanding through well-defined opportunities in and out of school, and when they leave school
- are taught staff notation where appropriate, as this complements developing aural skills, improvisation, memorisation and composition

You may find it helpful to refer to the section on “How Music Hubs should support progression” in the [National Plan for Music Education](#)

In developing the Progression Strategy, HLOs will be expected to:

- outline the specific support made available for all children and young people across the Music Hub area, including the current gaps in provision or expertise
- set out how the skills and capabilities of Music Hub partners at a local, regional and national level, including the partners of schools and multi-academy trusts partners, would support the implementation of the strategy
- demonstrate how progression will be embedded across the Music Hub and ensure this work is adequately resourced, in relation to partners, staffing and financial support

- draw on examples of good practice, evidence and research, to support the design of high-quality programmes and opportunities that support good progression over time
- describe how the HLO will work with partners, schools (and other education providers) to establish appropriate feedback methods on the quality of provision and effectiveness of progression offered by the Music Hub. Feedback methods should be fit for purpose and proportionate, drawing on existing data and evidence where available
- set out how the Music Hub will work with schools (and other education providers) to establish mechanisms which can monitor progression into further study, employment and/or engagement
- signpost children, young people and parents/carers to a broad range of training, support, resources, equipment, facilities and opportunities which will support their development. This should include signposting to high-quality provision that Music Hub partners offer in their local area, as well as to regional, national and/or more advanced opportunities, such as through the Music and Dance Scheme or national ensembles
- set out how it connects to other relevant elements of the LPME, including programme of activity, Inclusion Strategy, the workforce plan (including the CPD offer), communications and engagement plans, performance management/quality frameworks, charging and remissions policies and the instrument stock and management policy

It is the responsibility of HLOs to ensure the Progression Strategy is appropriately resourced and monitored, however ultimate responsibility for the strategy lies with the Hub Board or oversight group. HLOs will be expected to ensure that there is appropriate accountability built into their strategy, and that it is a dynamic document, at least annually reviewed for its effectiveness and relevance.

You can also draw on the emerging findings of the future Music Progression Fund to inform your Progression Strategy.

You may also find it helpful to refer to the [Progression Strategy guidance for current Music Education Hubs](#).

Inclusion

Music Hubs will drive broad access to music education, so every child has the opportunity to participate, irrespective of their circumstances, background, location or their special educational needs or disabilities.

To demonstrate this HLOs should put in place the following:

Inclusion Strategy	<p>Each HLO will be expected to develop and publish their strategic approach to inclusion and widening participation as part of their LPME, which outlines how the Music Hub will respond to the barriers faced by all children and young people with a range of needs in the Music Hub's geographic area.</p> <p>The Inclusion Strategy should:</p> <ul style="list-style-type: none">• outline the specific support made available for children and young people who are eligible for Pupil Premium, including looked-after children and/or those who are care experienced, and those who have an identified special educational need or disability (SEND)• demonstrate how inclusion and widening opportunity will be embedded across all activity, plans and policies, including provision, leadership, workforce, governance, charging and remissions and ensure this work is adequately resourced, in relation to partners, staffing and financial support• draw on examples of good practice, evidence, research and to support the design of high-quality programmes and activities which are inclusive and improve opportunity and access
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	<ul style="list-style-type: none"> • set out and connect to other relevant elements of the LPME, including the programme of activity, Progression Strategy, the workforce plan (including the CPD offer), communication and engagement plans, performance management/quality frameworks, charging and remissions policies and the instrument stock and management policy • be accessible via the Music Hub's dedicated website or online platform/s. • map against and respond to the Music Hub's needs analysis and consultation procedures <p>HLOs will be expected to appoint a designated and named Inclusion Lead. Further information on their specific role can be found in section three in the Guidance for Applicants.</p> <p>All Music Hub partners should support the Inclusion Strategy and contribute to its implementation.</p> <p>Ultimate responsibility for inclusion lies with the Hub Board or oversight group, which will oversee and monitor the Inclusion Strategy.</p> <p>You may find it useful to refer to Inclusion Strategy guidance for current Music Education Hubs.</p>
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Sustainability

The strategic, financial, and operational sustainability of each Music Hub will be ensured by: appropriate charging and remissions policies; leveraging DfE funding to develop wider investment into young people's music from a range of sources and revenue streams; supporting a dynamic and well-trained workforce; being accountable and transparent by publishing plans, needs analysis and impact data; and acting on the Hub's environmental responsibilities.

To demonstrate this HLOs should put in place the following:

Charging and Remissions Policies	<p>HLOs are expected to implement appropriate and transparent charging and remissions policies, which reflect and respond to the financial barriers experienced by children and young people within the areas covered by the Music Hub.</p> <p>HLOs must ensure information about the Music Hub's charges for activity and support (e.g. lessons, CPD, instrumental hire and music groups), including any free or subsidised support offered to targeted groups of children and young people, is communicated and published via appropriate communication channels (e.g. via targeted communications to schools and via the Music Hub's dedicated website).</p> <p>Music education provision and support must be made available free of charge for Looked After Children, as set out in <u>The Charges for Music Tuition (England) Regulations 2007</u>.</p> <p>The Music Hub's charging and remissions policies must contain evidence of dialogue across Music Hub boundaries to support moves towards consistent charges and subsidies.</p>
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<p>Financial Sustainability</p>	<p>Music Hubs are expected to be financially sustainable. They should have appropriate and resilient income streams that enable the leveraging of DfE funding to garner further investment and revenue from a range of sources including fee-based programmes, donations, charitable fundraising and other kinds of public funding and investment.</p> <p>HLOs will be responsible for ensuring the financial resilience and sustainability of their Music Hub and must implement and maintain a Financial Sustainability Strategy, which identifies potential income sources, provides analysis of opportunities and challenges, considers appropriate resourcing and capacity, and includes a clear action plan to increase the financial resilience of the Music Hub. It should evidence how at least 50 per cent of the Music Hub's total income, exclusive of any capital grant received, should come from sources other than the core revenue grant provided by the DfE by the end of the 2024-25 funding period.</p>
<p>Supporting and sustaining the Hub workforce</p>	<p>Music Hubs are expected to support and sustain a dynamic and well-trained workforce, in line with appropriate sector guidance.</p> <p>HLOs will be responsible for considering the ways in which a broader range of individuals can be supported into music education careers and how rigorous quality assurance processes and development opportunities are made available for staff employed by both the HLO and those working for or on behalf of Hub partners.</p>

	<p>HLOs may wish to consider signposting and/or supporting staff to complete a high-quality professional qualification, such as the Certificate for Music Educators.</p> <p>Any CPD offer should be made available for both specialist and non-specialist school-based workforce, as well as other non-school based educators, artists and practitioners.</p>
<p>Impact Framework</p>	<p>Each HLO will be responsible for developing an Impact Framework and quality assurance mechanisms to cover the work delivered and supported by the Music Hub. This should include an indication of the standards the Music Hub expects to use, reference to the Arts Council's Performance Framework for Hubs, and/or including the use of the Arts Council's Quality Principles and/or other relevant frameworks.</p> <p>The Impact Framework will be supported by data collection to sufficiently evidence the reach and impact of the Music Hub's work. Appropriate mechanisms should be in place to gather data and feedback from a range of sources to help evidence the use and impact of the Hub grant, and to inform strategic and sustainable business planning.</p> <p>Our reporting requirements and expectations for data capture and analysis are published annually. Broadly this will cover participant numbers and characteristics, staffing and board statistics, data about the range of activities provided and income and expenditure.</p> <p>You may find it useful to refer to the Annual survey guidance for current Music Education Hubs.</p>

<p>Business continuity</p>	<p>HLOs will be responsible for ensuring they have appropriate business continuity plans in place that specifically relate to the functions of the Music Hub and/or their role as the lead organisation.</p> <p>This should include:</p> <ul style="list-style-type: none"> • ensuring accurate records are kept, and made available, for employees that may be eligible to transfer under “TUPE” in the event of the HLO role transferring from one organisation to another • Where musical instrument stock is held by the HLO or a Hub partner on behalf of the Music Hub, the HLO will ensure accurate records are maintained in relation to type and level of stock, purchasing and repairs, loans, sales, transfers and disposal.
<p>Musical instrument purchase, storage and maintenance</p>	<p>HLOs will be responsible for ensuring the Music Hub offers appropriate access to well-maintained musical instruments for children and young people, including accessible and adapted/adaptive instruments for young people with special educational needs or disabilities.</p> <p>HLOs will be expected to secure appropriate access to suitable and sufficient instruments and adapted/adaptive instruments through their Music Hub partnership and/or other appropriate providers.</p> <p>Where instrument stock is held by the HLO or a Hub partner on behalf of the Music Hub, then the HLO will need to ensure accurate and up-to-date records are maintained in relation to type and level of stock, purchasing and repairs, loans, sales, transfers and disposal.</p>

	<p>Any instrument stock purchased using the Music Hub core revenue grant or capital grant must adhere to the <u>essential document on purchasing and maintaining musical instruments</u>.</p>
<p>Environmental responsibility</p>	<p>HLOs are expected to lead the way in their approach to environmental responsibility and considering the Hub's environmental impact. You should consider the <u>DfE's Sustainability and Climate Change Strategy</u> and how you will contribute to this strategy's aims. HLO's will be responsible for ensuring their Music Hub has appropriate plans and strategies in place.</p> <p>You may also find useful information on the Arts Council's <u>Investment Principles Resource Hub</u>.</p>