

Music Hub Investment Programme

'How to Guide':

- **Music Hub Development Plan**
- **Partners Table**
- **Financial Information template**
- **Governance and management arrangements**

April 2024

Arts Council England



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Introduction

Welcome to the 'How to Guide' for the following:

- Music Hub Development Plan
- Partners Table
- Financial Information template
- Governance and management arrangements

This Guide will outline:

- what the various requirements are, and why we're using them
- the functions of each and what you need to tell us when you're filling them in
- how you submit or update each requirement

This document can also be used by any applicants considering applying to lead the Music Hubs in London South West and South Yorkshire, to understand the requirements to be attached to and/or included in their applications.

For any organisations reviewing this guidance as part of the funding agreement negotiation process, the following requirements will be reasonably familiar to you. Within your conditional offer notification on Grantium, you will find the versions of the Music Hub Development Plan and Partners Table you submitted at application stage, ready to be updated. It is possible that some plans and documents will only require minimal or even no changes to those submitted with your application.

Please note: the text may differ to the screenshots presented throughout this guide below, dependent on whether you are resubmitting this as part of the funding agreement negotiation, or as an applicant to the Investment Programme for the London South West and South Yorkshire Hub areas.

To access any templates required (eg the Financial Information template), or for more information about the Music Hub Investment Programme, please visit our **website** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment>).

Music Hub Development Plan

What is the Music Hub Development Plan and why are we using it?

The Music Hub Development Plan is an outline activity plan, which you should use to tell us about the key priorities and milestones that will enable you to plan, prepare and implement your Hub and its Local Plan for Music Education (LPME) over the funding period 1 September 2024 to 31 August 2025. You should provide details of the activity that you, as Hub Lead Organisation (HLO), will carry out or coordinate during this period.

You should also provide an outline of the activity your Hub will carry out during the funding period to meet the objectives you intend to set out in your LPME, for example, carrying out needs analysis, designing and delivering the programme of activity, commissioning delivery partners, writing/publishing key strategies or appointing Lead Schools for Music.

You can also include preparatory activities that will be carried out prior to the start of the funding period (and starting no earlier than 1 April 2024), which could include developing your Hub partnership, your Hub governance structure and/or beginning to plan some of the components of your LPME.

Within your Music Hub Development Plan, we are looking for evidence of activity and plans that:

- prepare partners in readiness for delivery, including the establishment of appropriate partnership agreements, resourcing plans and onboarding arrangements for key delivery staff
- communicate about your Hub to key partners/stakeholders
- manage the transfer of staff and/or assets, where applicable

We understand that organisations will have their own methods of preparing plans and mapping activity, and that ways of working can vary greatly. It is for this reason that we've provided a table that allows organisations to display the information required in a consistent format.

Please ensure that your plans, activities, and milestones have been considered and reflected in your Partners Table, budget in the Financial Information template and in other relevant sections of your submission on Grantium.

Music Hub Development Plan

To complete your Music Hub Development Plan, please find the 'Music Hub Development Plan' section within the section list on the left-hand side of Grantium.

The Music Hub Development Plan will look as shown in the image below.

If you are submitting this as part of the funding agreement negotiation process, you will find the version that you previously submitted at application stage, ready to be updated within your conditional offer notification on Grantium.

To add a row, please use the 'add new item to list' icon (displayed at the top left of the table).

Please use individual rows to describe each activity or milestone you want to tell us about.

The maximum amount of rows you can add is 50. It is not a requirement to enter information for all of the rows available, only input relevant information.

Adding an individual priority or milestone

When adding each individual priority or milestone, you will see the following sections as displayed below:

You should include relevant information only under each of the headings provided.

Date/Time Period

When completing this section, begin by selecting whether you wish to include a specific date (eg on or by 1 September 2024), or an estimated time period (eg August 2024 – January 2025), as detailed below:

*** Please enter either a specific date e.g By 1st September 2024, or an estimated time period:**

Choose one option that applies from the following list:

Specific date

Time period

If you select 'Specific date', you will be presented with a single field and a calendar icon to enter a singular date:


*** Please enter either a specific date e.g By 1st September 2024, or an estimated time period:**

Choose one option that applies from the following list:

Specific date

Time period

Date:

* 

If you select 'Time period', you will be presented with two fields – one for an estimated start date, and another for an estimated end date. Please complete both of these fields as necessary, using the calendar icon to select your preferred dates.


*** Please enter either a specific date e.g By 1st September 2024, or an estimated time period:**

Choose one option that applies from the following list:


Specific date

Time period

Estimated start date:

* 

Estimated end date:

* 

As a reminder, the activity you enter must take place no earlier than 1 April 2024 and no later than 31 August 2025, irrespective of which option you select.

You are not able to move rows around the table or reorder the information after it has been entered. So, where possible, please enter information in date order. If you forget to complete the table in a chronological order, please do not worry.

Activity/Plan

Please provide an outline of the activities and milestones you expect your Hub to carry out.

We have provided a limited character count within this text field of 700 characters (approximately 120 words).

Task Lead

Please tell us who the task lead is for each of the plans, activities, and milestones included.

- By '**task lead**' we mean the individual or organisation who is responsible for overseeing the work eg it could be a named Hub partner
- Please provide job titles and organisation names (where relevant), and avoid the use of personal names and acronyms

Risks

Please provide an outline of any risks you've identified with the activity or milestone and your planned actions to mitigate the likelihood or impact of those risks, where applicable

- By **‘risk’** we mean something that could affect the plan or activity from being carried out or that could impact the success of the plan or activity

For example, a risk could be failure to recruit suitable new staff members for key internal roles within the HLO and/or for the Hub partnership. This risk could be mitigated by diverse advertising of the role, extending the recruitment period, or following accessible recruitment procedures.

We have provided a limited character count within this text field of 700 characters (approximately 120 words).


You do not have to enter a risk against every activity if it is not appropriate to do so. However, you should provide appropriate mitigations for all risks identified in your plan.

Status

For some activities, it may be appropriate and/or helpful to demonstrate any progress made so far. HLOs going through the funding agreement negotiation process must provide a status update for any activity or milestones that occurs between April and August 2024 (ie those which have a specific or start date that falls between this period). An asterisk will appear, to denote that it is a mandatory requirement for those within this timeframe, next to the ‘Status’ dropdown field.

There is a dropdown field to support with this, and you can select the following options:

- Not started
- In progress
- Complete

* Status: 

-- select --

Not started

In progress

Complete

& Add A

st Back to L

For any activities or milestones which fall outside of the period specified above, the requirement to provide a status update is entirely optional.

Completing your Music Hub Development Plan

Once you have completed all the respective details for each priority/milestone, please click **‘Save & Back to List’** at the bottom of this screen to return to the Music Hub Development Plan, where you’ll be able to see all of the information you have entered. Or click **‘Save & Add Another’** if you wish to add another priority/milestone.

To delete a specific priority or milestone, click the red ‘X’ icon (‘Delete this list item’) at the end of that particular row, within the ‘delete’ column.

All	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Start date	End/Specific date		Activity/Plan										Task Lead	Risks	Delete	View										
																								⊗	🔍	
1													Back	Next												

To return to a specific priority or milestone to see or edit further details included within it, click the magnifying glass icon ('View this list item') in the final column

We would recommend that you regularly press '**Save**' often when filling out the details of each priority/milestone, to not lose any of your work. Please note that Grantium cannot tell when you are typing, it can only tell when you are clicking something. Grantium will view typing as inactivity, and will log you out after 20 minutes of inactivity. Therefore, please remember to click '**Save**' often. You will receive a warning on screen when you are getting close to being logged out.

If you wish to export your completed Music Hub Development Plan as a .csv file for your own records, please click the 'Export List' icon, displayed next to the 'Add new item to list' icon on the left-hand side of the table.

Once you have completed your Music Hub Development Plan in Grantium, click 'Next' at the bottom of the screen to view the subsequent section.

If you are providing an updated version of the Music Hub Development as part of the funding agreement negotiation process, you can continue to work on it in Grantium up until the deadline to submit all requirements (ie **28 June 2024**). If you wish to do so this, please save, but don't submit the information on Grantium.

Partners Table

What is the Partners Table and why are we using it?

The Partners Table allows you to tell us about the organisations and individuals you intend to include in your Music Hub (Hub) partnership, and who you will work with and fund to deliver the Hub aims.

This should include the names of partners, their roles and responsibilities (including their involvement in the development or delivery of the LPME), location, type (ie strategic and/or delivery) and whether the revenue grant will be used to fund the partner.

We understand that organisations will have their own way of establishing relationships and brokering partnerships, and that ways of working with partners can vary greatly. It is for this reason that we've provided a table that allows organisations to display the information required in a consistent format.

The Partners Table can also be used to provide information on any changes to Hub's partnership arrangements and for the Arts Council to monitor the arrangements during the funding period. It also enables us to receive this information 'live' during 2024-25 and sooner than the Hub annual survey.

Partners Table for the Hub

To complete your Partners Table, please find the 'Partners Table' section within the section list on the left-hand side of Grantium.

The Partners Table will look as shown in the image below.

If you are submitting this as part of the funding agreement negotiation process, you will find the version that you previously submitted at application stage, ready to be updated within your conditional offer notification on Grantium.

Please use an individual row for each partner you wish to include in the table. To add a row, please use the 'add new item to list' icon (displayed at the top left of the table).

Partners Table

Please use this screen to update the information you provided on the partnership arrangements you foresee within your geographic area.

You should use one row for each partner. The maximum amount of rows you can add is 50. To aid consistency of response, we have provided a limited character count within each text field of 700 characters.

How to Add Partners

To create the table, click the 'add new item' icon on the left of the screen to add a partner. To add more than one partner, use the 'save and add another' button.

The table at the bottom of the page will populate with the information you enter about the partnerships associated with your project.

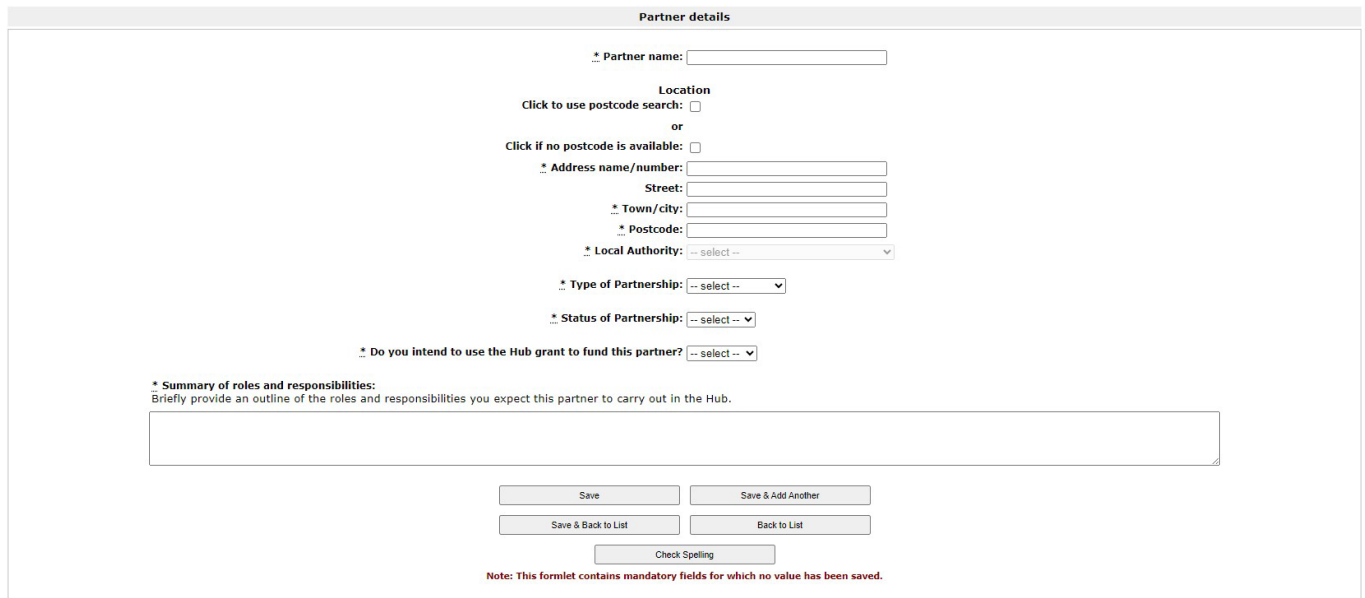
Name	Postcode	Local authority	Type	Status	Grant funded	Amount (if relevant)	Roles and responsibilities	Delete	View
------	----------	-----------------	------	--------	--------------	----------------------	----------------------------	--------	------

The maximum amount of rows you can add is 50. It is not a requirement to enter information for all the rows available - only input information relevant to your Hub's partnership arrangements.

We have provided a limited character count within each text field of 700 characters, where applicable.

Adding a Partner

When you have clicked on the 'add new item to list' icon to enter the details for each partner you wish to add, you will see the following sections:



Partner details

* Partner name:

Location
Click to use postcode search:
or
Click if no postcode is available:

* Address name/number:

Street:

* Town/city:

* Postcode:

* Local Authority: -- select --

* Type of Partnership: -- select --

* Status of Partnership: -- select --

* Do you intend to use the Hub grant to fund this partner? -- select --

* Summary of roles and responsibilities:
Briefly provide an outline of the roles and responsibilities you expect this partner to carry out in the Hub.

Save Save & Add Another
Save & Back to List Back to List
Check Spelling

Note: This formlet contains mandatory fields for which no value has been saved.

You should include relevant information under each of the headings provided.

Partner Name

Please include the name of the organisation or individual.

Location

Please include the specific address of the organisation or individual (eg their address/number and the town/city and Local Authority area that they are based within).

To assist with completing this section, you can use a postcode search. Alternatively, please enter the details manually.

If a partner has multiple offices, please provide the most appropriate location for your Hub. You can provide further details about the work they will do in your Hub area in the roles and responsibilities section of the table (see below for further details on completing this section).

You can include organisations who are not specifically located within your Hub area, eg if they provide national/regional coverage.

Address

Click to use postcode search:

or

Click if no postcode is available:

* Address name/number:

Street:

* Town/city:

* Postcode:

* Local Authority:

Type of partnership

We are aware that partnerships will be varied. The following headings allow you to categorise partners using the following drop-down options: **Delivery partner**, **Strategic partner** or **Both**

- By '**Strategic partner**', we mean organisations which can act as a critical friend to the Hub and can offer support and advice to help respond to the National Plan for Music Education and the musical needs of all young people in the Hub area. Strategic partners work with the Hub on planning, reviewing, and developing policies and strategies to further raise standards, broaden provision and strengthen progressive musical opportunities

- By '**Delivery partner**', we mean organisations which contribute to the Hub's co-development and/or delivery of activity which responds to the aims and strategic functions as set out in the National Plan for Music Education

We do not expect to see an exhaustive list of organisations that your Music Hub proposes to work with. Partners included in the table should have clear, identifiable roles and responsibilities that will be outlined in your Local Plan for Music Education (LPME) and overseen by your Hub board.

For example, we would not expect to see an organisation list every school or supplier their Music Hub intends to work with in the Partners Table. However, we would expect to see Lead Schools for Music included (where known) given their specific role(s) and responsibilities working across the Hub area.

You should include consortium members if they will also play an active part within the Hub partnership and will be receiving any of the core revenue grant to pay for their involvement in the development and/or delivery of your LPME.

Status of partnership

Under 'Partnership status', you must select from the dropdown list of options either: **Confirmed** or **Expected**.

- By '**confirmed**' we mean that a verbal or written agreement has been reached between you and the partner to enter into a formal partnership
- By '**expected**' we mean that no verbal or written agreement has yet been reached between you and the partner, but it is your intention to begin or continue discussions with the hope of reaching a formal partnership

Do you intend to use the Hub (core revenue) grant to fund this partner?

In this section, you should say whether you intend to fund this partner using the core revenue grant only. You can select: **Yes**, **No** or **Undecided**

If you have included a partner that you are intending to transfer some of the capital grant for musical instruments to, then only answer 'yes' to this question if you are also planning to fund the same partner using the core revenue grant.

Indicative funding amount

If you do intend to use the core revenue grant to fund a partner, we request that you provide an indicative funding amount.

We understand that this amount may still be subject to change.

Please ensure that you reflect these amounts in your budget in the Financial Information template.

Do not include amounts for the capital grant in this section.

Summary of roles and responsibilities

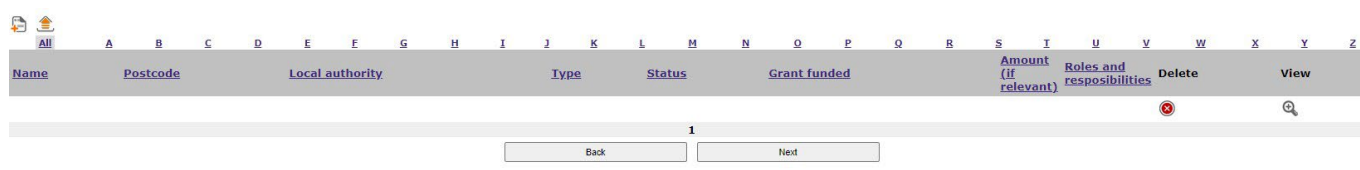
We ask that you provide us with a summary of the role and responsibilities you expect this partner to carry out for the Hub.



Please note that this text field is restricted to 700 characters per partner's roles and responsibilities.

Completing your Partners Table

Once you have completed all of the respective details for each partner, please click **'Save & Back to List'** at the bottom of this screen to return to the Partners Table, where you'll be able to see all of the information you have entered. Or click **'Save & Add Another'** if you wish to add the details for another partner.

To delete a specific partner, click the red 'X' icon ('Delete this list item') at the end of that particular row, within the 'delete' column.



Name	Postcode	Local authority	Type	Status	Grant funded	Amount (if relevant)	Roles and responsibilities	Delete	View
									

To return to a specific partner to see or edit further details included within it, click the magnifying glass icon ('View this list item') in the final column.

We would recommend that you regularly press **'Save'** often when filling out the details of each priority/milestone, to not lose any of your work. Please note that Grantium cannot tell when you are typing, it can only tell when you are clicking something. Grantium will view typing as inactivity, and will log you out after 20 minutes of inactivity. Therefore, please remember to click **'Save'** often. You will receive a warning on screen when you are getting close to being logged out.

If you wish to export your completed Partners Table as a .csv file for your own records, please click the 'Export List' icon, displayed next to the 'Add new item to list' icon on the left-hand side of the table.

Once you have completed your Partners Table in Grantium, click 'Next' at the bottom of the screen to view the subsequent section.

If you are providing an updated version of the Partners Table as part of the funding agreement negotiation process, you can continue to work on it in Grantium up until the deadline to submit all requirements (ie **28 June 2024**). If you wish to do so this, please save, but don't submit the information on Grantium.

Further guidance/resources

Where grant funding is being directed towards partners within a Hub, the Hub Lead Organisation will be expected to have robust partnership agreements in place to demonstrate how funding is being used in accordance with the **terms and conditions and additional conditions of the grant** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-6>), which will be made available via our website.

We have provided further guidance on **preparing a partnership agreement** (<https://www.artscouncil.org.uk/partnership-agreement-guidance>). Hub Lead Organisations will need to have formalised their partnership arrangements, including evidence of signed partnership agreements, to satisfy **first payment conditions** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-6>).

Financial Information template

What is the financial information template and why are we using it?

The financial information template is a tool for you to tell us about:

- your proposed plans for the Hub (for the period 1 September 2024 to 31 August 2025) through a detailed budget
- your Hub's income and expenditure (for the period 1 September 2024 – 31 August 2025), any significant variances, and how plans might change as a result (via projections/revised budget) through management accounts

You will use this template for providing an updated budget during the funding agreement negotiation process, and for providing your budget and management accounts during the 2024-25 funding period. There is also a separate tab for providing cash flow updates during the funding period for Non-Local Authority Hub Lead Organisations only.

We understand that many organisations will have their own ways of monitoring and reporting on the Hub's financial activity and progress, and that reporting formats can vary greatly. It is for this reason that we've provided a template for this information. The purpose of the template is to make sure the financial information you provide us with is consistent and comparable with others.

TAB: Budget & Management Accounts

The 'Budget and Management Accounts' tab will look as shown in the image below. You can zoom in to get a clearer view of the text in each cell.

Hub Name		Academic Year			Period			Annual Budget	Projection/Revised Budget	Notes		
		1 September 2024 – 31 August 2025										
	Programme of Activity (Delivery)	Year to -date			Annual Budget	Projection/Revised Budget	Notes	DIE Contribution towards YTD Actuals	% Hub Grant	DIE Hub grant contribution towards Annual Budget	% Hub Gra	
		Actual	Budget	Variance								
INCOME	ACER/DIE Hub Grant	£	£	-	£	£						
	Local Revenue Grant	£	£	-	£	£						
	Activity in and out of schools/other formal education settings											
	Income from Schools (e.g. Klaxoon/Instrumental Lessons, Individual/Small Group Lessons, Ensembles, Concerts/Performances)	£	£	-	£	£		£	100	£	100	
	Income from Parents (e.g. Music Centre Income, Individual/Small Group Lessons, Ensembles, Concerts/Performances)	£	£	-	£	£		£	100	£	100	
	Workforce Development Opportunities											
	Continued Professional Development	£	£	-	£	£		£	100	£	100	
	Access to Instruments											
	Instrument Loan Scheme	£	£	-	£	£		£	100	£	100	
	Other Income Sources											
	Partner Charitable Income	£	£	-	£	£		£	100	£	100	
	Partner Grant Income	£	£	-	£	£		£	100	£	100	
	Partner Trust and Foundations Income	£	£	-	£	£		£	100	£	100	
	Local Authority Income	£	£	-	£	£		£	100	£	100	
	Trust and Foundations	£	£	-	£	£		£	100	£	100	
	Other AICE Grants	£	£	-	£	£		£	100	£	100	
	Sponsorship	£	£	-	£	£		£	100	£	100	
	Other Earnings/Generated Income	£	£	-	£	£		£	100	£	100	
	Other Income	£	£	-	£	£		£	100	£	100	
	Total Income (autonom of subtotals above)		£	£	-	£	£		£	100	£	100
EXPENDITURE	Programme of Activity (Delivery)											
	Activity in and out of schools/other formal education settings											
	Classroom/Instrumental Lessons	£	£	-	£	£		£	100	£	100	
	Lessons	£	£	-	£	£		£	100	£	100	
	Ensembles	£	£	-	£	£		£	100	£	100	
	Concerts/Performances	£	£	-	£	£		£	100	£	100	
	Projects	£	£	-	£	£		£	100	£	100	
	Other	£	£	-	£	£		£	100	£	100	
	Workforce Development											
	Continued Professional Development	£	£	-	£	£		£	100	£	100	
	Access to Instruments											
	Instrument Loan Scheme	£	£	-	£	£		£	100	£	100	
	Instrument Purchases	£	£	-	£	£		£	100	£	100	
	Instrument Repair	£	£	-	£	£		£	100	£	100	

If you are completing this as part of the funding agreement negotiation process, or as an applicant considering applying to lead the Music Hubs in London South West and South Yorkshire:

- Please complete the annual budget column within the template (**Column H**) with your Hub's budget for the operating year 1 September 2024 – 31 August 2025
- We understand that some plans may still be unconfirmed, and that things may remain subject to change between now and the start of the funding period in September 2024
- Therefore, some aspects of your Hub budget may still be preliminary or draft, rather than finalised
- Where this is the case, please provide notes in **Column L**
- You can include any further updates within your budget as part of your first payment conditions in September

You should include your budgeted income and expenditure within the headings provided in the template. These include:

MUSIC HUB INCOME	ACE/DfE Hub Grant
	Core Revenue Grant
	Activity in and out of schools/other formal education settings
	Income from Schools (e.g. Classroom Instrumental Lessons, Individual/Small Group Lessons, Ensembles, Concerts/Performances)
	Income from Parents (e.g. Music Centre Income, Individual/Small Group Lessons, Ensembles, Concerts/Performances)
	Workforce Development Opportunities
	Continued Professional Development
	Access to Instruments
	Instrument Loan Scheme
	Other Income Sources
	Partner Earned Income
	Partner Grant Income
	Partner Trust and Foundations Income
	Local Authority Income
	Trusts and Foundations
	Other ACE Grants
	Donations
	Sponsorship
	Other Earned/Generated Income
	Other Income
Total Income (autosum of subtotals above)	

MUSIC HUB EXPENDITURE	Programme of Activity (Delivery)
	Delivery costs
	Activity in and out of schools/other formal education settings
	Classroom Instrumental Lessons
	Lessons
	Ensembles
	Concerts/Performances
	Projects
	Other
	Workforce Development
	Continued Professional Development
	Access to Instruments
	Instrument Loan Scheme
	Instrument Purchases
	Instrument Repairs
	Instrument Storage Costs
	Instrument Stock Management
	Other Instrument Costs
	Other Programme of Activity (Delivery) Costs
	Total Programme of Activity (Delivery) Costs (autosum of subtotals above)
	Overheads
	Admin and Management Staff Costs
	Communications
Storage, Premises and Running Costs (including IT/Utilities/Insurance)	
Access Costs	
Corporate Services	
Other Overheads	
Total Overheads (autosum of subtotals above)	
TOTAL EXPENDITURE	
Operating Surplus/(Deficit)	

While completing your budget, you should begin by entering the Hub core revenue grant figure in cell **H9**, so that it is reflective of our **Music Hub areas and grant allocations essential document** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-4>).

Please remember that all Hubs are required to generate income beyond the core revenue grant. Income from sources other than the core revenue grant must equal or exceed a minimum of 50 per cent of the Hub's total income, exclusive of any capital grant received, by the end of the 2024-25 funding period (ie. 31 August 2025).

We understand that some organisations may intend to budget and report on the Hub's finances in a different format than is set out here. This might mean you'll need to group types of income or expenditure together within the headings provided.

Programme of Activity (Delivery)	Year-to-date			Annual Budget
	Actual	Budget	Variance	
Delivery costs				
Activity in and out of schools/other formal education settings				
Classroom Instrumental Lessons	£ -	£ -	£ -	£ -
Lessons	£ -	£ -	£ -	£ -
Ensembles	£ -	£ -	£ -	£ -
Concerts/Performances	£ -	£ -	£ -	£ -
Projects	£ -	£ -	£ -	£ -
Other	£ -	£ -	£ -	£ -

As an example, programme of activity (delivery) costs may include fees for freelance practitioners and costs such as materials and resources, where relevant. Use the notes column to provide further information, where this is applicable.

Eligible Capital Expenditure

Please do not include any income or expenditure (ie purchases) relating to the capital grant for musical instruments in your annual budget for the core revenue grant. Any expenditure you do include in your budget submission relating to the purchase of instruments must relate to purchases made using the core revenue grant or other funding or income sources.

As HLOs are expected to administer the capital grant for musical instruments on behalf of their Hub, you should include whether you are intending to use the core revenue grant to support and fund any costs associated to the administration of the capital grant within your revenue budget.

In all circumstances, you should ensure that you adhere to the grant expenditure rules as outlined within our **Guidance for Applicants** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-3>), and **additional conditions and standard terms and conditions for 2024-25** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-6>) (which will be made available via our website), and as detailed below.

Grant Expenditure

You need to specify how much of the core revenue grant is being spent on each expenditure line, within **Column P**.

HLOs are required to direct a minimum of 80 per cent of the Department for Education (DfE) grant towards frontline activity, services and support delivered by or through the Hub partnership. Equally, a maximum of 20 per cent of the core revenue grant can be spent on strategic and/or administrative costs associated with the coordination and leadership of the Hub.

MUSIC HUB EXPENDITURE	Programme of Activity (Delivery)	DfE Hub grant contribution towards Annual Budget	% Hub Grant
	Delivery costs		
Activity in and out of schools/other formal education settings			
Classroom Instrumental Lessons	£ -		
Lessons	£ -		
Ensembles	£ -		
Concerts/Performances	£ -		
Projects	£ -		
Other	£ -		
Workforce Development			
Continued Professional Development	£ -		
Access to Instruments			
Instrument Loan Scheme	£ -		
Instrument Purchases	£ -		
Instrument Repairs	£ -		
Instrument Storage Costs	£ -		
Instrument Stock Management	£ -		
Other Instrument Costs	£ -		
Other Programme of Activity (Delivery) Costs	£ -		
Total Programme of Activity (Delivery) Costs (autosum of subtotals above)	£ -	£ -	-
Overheads		DfE Contribution	% Hub Grant
Admin and Management Staff Costs	£ -		
Communications	£ -		
Storage, Premises and Running Costs (including IT/Utilities/Insurance)	£ -		
Access Costs	£ -		
Corporate Services	£ -		
Other Overheads	£ -		
Total Overheads (autosum of subtotals above)	£ -	£ -	-
TOTAL EXPENDITURE	£ -	£ -	-

If you enter a figure to show an amount of the core revenue grant being spent on an expenditure item, the template will automatically convert that amount to a percentage of the overall core revenue grant in the adjacent cell (**Column Q**). This cell cannot be edited.

Cell Q72 automatically calculates the proportion of your Hub's total core revenue grant (i.e. the figure recorded in **Cell H9**) that has been accounted for in your proposed budget.

Cell Q72 will turn green if it matches the exact grant value figure provided in your proposed budget (i.e. the value recorded in **Cell H9**).

However, due to rounding, **Cell Q72** may display '100%', but will be highlighted in red if the grant value does not exactly match the same figure provided within the income section (i.e. in **Cell H9**).

It is therefore important to ensure that the value entered in **Cell H9** is the same as the figure displayed in **Cell P72**.

If your overall budget has an operating surplus or deficit, this will be reflected in **Cell H74**.

You may include brief, explanatory notes on grouped together or exceptional items in the relevant box using the notes column in the template.

Restricted Reserves

If you are a HLO that received funding during the 2023-24 funding agreement period and you will continue to act as the HLO in 2024-25, and as outlined in our **Guidance on transfer arrangements associated to the Music Hub Investment Programme** (<https://www.artscouncil.org.uk/MusicEducationHubs/Guidance#t-in-page-nav-3>), you are required to report on any income generated from activity funded through the 2023-2024 grant and/or previous year's grants (in **Cell H79**).

As per the standard terms and conditions, you must ringfence any income generated by activity funded through the grant and retain this within a restricted fund under the description of 'Arts Council Funding'. This income can only be used for the purposes of music education activity.

Management Accounts & Cash Flow Template

The remainder of the 'Budget & Management Accounts' tab (e.g. the Year-to-Date and projections columns), and the 'Non-Local Authority Cash Flow' tab will be used during the 2024-25 funding period and are not to be completed during the funding agreement negotiation period or for the Investment Programme for London South West and South Yorkshire. Further information on how to complete these is available in the 'Instructions' tab of the template.

Uploading your Financial Information Template

Once you have completed the template, please upload the document, in Excel format only, to the attachments page of your Grantium submission.

For further information on Grantium, please see our **website** (<https://www.artscouncil.org.uk/grantium-support>).

Glossary of financial terms

Budget

A plan of income and expenditure for a future period.

Cash flow forecast

Reports on the estimated sources of an organisation's income, how it plans to spend cash, when it will receive and spend it, and the resulting change in the organisation's cash balance.

Management accounts

Management accounts are an internal monitoring tool and present information for planning and control in the most helpful form for management and boards.

Overheads

Overheads refer to the ongoing strategic and administrative costs associated to the coordination and leadership of the Music Hub. Overheads should not include costs that are directly related to the delivery of the Music Hub's programme of activity.

Programme of activity (delivery) costs

Programme of activity (delivery) costs are costs associated to the delivery of the Music Hub's programme of activity. They can include salaries (and on-costs) and fees for permanent, temporary and freelance staff involved in the direct delivery of the programme activity, as well as other associated delivery costs (eg materials, resources).

Staff costs

Staff costs, within the overheads section, are for those not directly working on the Hub's programme of activity. Salaries are incurred regardless of the Hub's programme of activity. Examples: general management/administration staff.

Governance and management arrangements

What is the 'Governance and management arrangements' requirement and why are we using it?

Hub Lead Organisations will be expected to put appropriate governance and management arrangements in place during the 2024-25 funding period. These should support the oversight of the Hub and ensure the effective management of the funding agreement(s) with the Arts Council.

This includes:

- **implementing a Hub board**, which has the skills and authority to check, challenge and champion strategic decisions, and is led by an **independent chair**. Hub boards should meet the requirements set out in the additional conditions
- having appropriate **leadership and management arrangements** in place to manage and oversee the work of the Music Hub, including a senior leadership team and appropriate management structure
- ensuring appropriate **staffing, contracting and management arrangements** are in place within the Music Hub partnership, including consideration of relevant training needs, and alignment with partnership and/or consortium agreements and your workforce plan, where appropriate

You should ensure that appropriate progress is being made towards these requirements, and detail how your organisations will effectively manage and lead the Hub in your area. You should include the following, as a minimum, as part of the updated information to be submitted during the funding agreement negotiation process:

- a draft visual diagram which sets out your proposed Hub governance and management structure
- a draft Terms of Reference for the Hub board (or equivalent oversight group)

These can be submitted as either one or two short documents.

If you submitted a document with your proposed governance and management structure at application stage, such as a visual diagram, you only need to update the diagram in response to any feedback from your assessment and/or any changes to your arrangements since your application.

All information you include needs to be consistent with, and add further context to, your updated Music Hub Development Plan. This should incorporate a status update for any activities and/or milestones which fall between April 2024 and August 2024, and relate to the development of your Music Hub governance and management structure.

When producing the document(s) for the governance and management arrangements, you will need to consider:

- the feedback on your application (from the assessment and the feedback conversation with your Relationship Manager)
- the key requirements outlined within your negotiation letter
- the **additional conditions and payment conditions for 2024-25** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-6>)(which will be made available via our website)

Visual Diagram

The draft visual diagram you provide should effectively demonstrate the relationship between the HLO (including the organisation's board and executive), the Hub Board, and, where relevant, any sub-committees, steering groups and partner organisations. It should also include your leadership and management arrangements for the HLO/Hub, including senior leadership roles, where appropriate.

You may also wish to consider:

- Clarifying any decision-making processes and interconnections between the Hub Lead Organisation, local management teams, sub-groups, advisory groups and other stakeholders
- Providing further detail on the roles and responsibilities of Senior Leadership Teams, including any associated accountability structures and an overview of the lines of reporting

If you are applying on behalf of a consortium, this should include further information on your consortium arrangements.

Please note, anything provided that is not related to governance and management will not be reviewed as part of your updated submission.

Terms of Reference

As outlined in our **Governance and management arrangements essential document**

(<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-4>), we expect all HLOs to have a terms of reference for their Hub board, which are reviewed on a regular basis.

For funding agreement negotiation, we expect to see a draft terms of reference for your Hub board. This should be a live, dynamic document, which is reviewed by the HLO and Hub board members on a regular basis. It will also form part of the first payment conditions in September 2024.

The terms of reference must clearly set out the relationship between the HLO (including the organisation's board and executive), the Hub board, and, where relevant, any sub-committees, steering groups and partner organisations, to ensure that the purpose, objectives and responsibilities of the Hub board are clearly communicated and that any conflicts of interest are being appropriately managed.

Appropriate terms of reference should also include:

- the remit, purpose and objectives of the Hub board, including schemes of delegation and how the Hub board will work in relation to the governance of the HLO (where appropriate) as well as to other sub-committees or steering groups
- an agreed schedule for planned work (eg reviewing the Hub budget)
- the Hub board membership, including the description of any key roles (eg the name and role of the chair)
- how and when the Hub board will meet, how and when notice for meetings will be given, and how and when agendas with supporting papers will be distributed
- the quorum for meetings
- how meeting minutes and actions will be taken and shared
- how decisions will be taken, and any special arrangements for voting
- cross reference to the Hub's policies
- how deadlocks and disputes will be dealt with
- confirmation of plans for transitioning towards new entity and timeframe for this process (if appropriate)

Submitting your Governance and management arrangements

Once you have finalised this information, please upload the document(s) to the attachments page of your Grantium submission.

For further information on Grantium, please see our **website** (<https://www.artscouncil.org.uk/grantium-support>).

Further guidance/resources

You may also find it helpful to refer to the 2024-25 additional conditions, payment conditions, standard terms and conditions and the LPME guidance, which will be made available via our **website** (<https://www.artscouncil.org.uk/our-open-funds/music-hub-investment/music-hub-investment-programme-making-your-application#t-in-page-nav-6>).

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We welcome feedback so please get in touch!
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