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INFLUENCING
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*Membership organisation,
subject association and charity*

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Spring Summit

‘To strengthen – to make someone or something stronger or more effective’

Thursday 2nd March 2017

Strengthening Organisations

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Governance

Needs

**Characteristics of
Strategic Lead
Organisations**

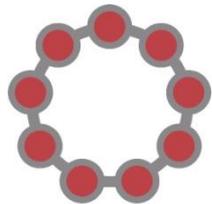
Partnerships

Resilience



Music Mark Spring Summit 2nd March, 2017

Governance in Music Educations Hubs Key Issues



Greater Manchester
MUSIC HUB

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Two key questions

1. Why effective Governance is important in helping Music Education Hubs become more resilient
2. What do we mean by effective governance in relation to Music Education Hubs

When we talk about Governance do we all mean the same thing?

- Ever since MEHs started 'Governance' has been highlighted as an important issue but the conversations have been too generalised
- Governance is context-specific – means different things to different people – there are many ways to secure **accountability, transparency** and **consistency**
- The vast majority of Hub lead organisations are also local Music Services – governance has been 'done to them' mostly in top – down / compliance models
- This works well for many single organisations – but not for partnerships



Governance considerations for a Partnership

- ‘Top-down’ model is not suitable
- ‘Bottom-up’ – some good principles but not good enough on its own
- It needs to be more subtle than either of these and the lead organisation must very clear about what it is trying to achieve with the specific group of partners involved – one model does not fit all Hubs

So what should the lead organisation be doing in respect of Governance?

- It is the responsibility of the LO to secure effective governance for the partnership, as distinct from the way in which it is governed as an individual organisation
- Governance for the Hub should:
 - allow ideas to be generated from all parties – partners should know where and how
 - these ideas should be tested through discussion and negotiation – transparency is important here
 - Decisions (where needed) made by appropriate body – must have the approval of all partners

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- Promote the shared understanding that all partners in the Hub have two key roles (a) ensuring the success of their individual organisation and (b) making a distinctive contribution to the work of the partnership as a whole
 - This understanding comes from a shared set of values which are non-competitive and allows each partner to do their best for the Hub partnership depending on their specific circumstances



How does the GM Music Hub respond to these issues?

1. *Local Leadership* – 9 local Music Services with LO as a lead partner
2. *Regional Subject Networks* – enable teacher / practitioner engagement
3. *Regional Collaborative Group (RCG)* – all Music services plus 15 partner organisations, additional resource / inspirational projects / large-scale events
4. *Regional Leadership Group (RLG)* – scrutiny, strategic development, 8 board members

Financial Controls

1. Each local borough receives its formula funding allocation
2. Small % given back to lead organisation to provide resource and sustainability
3. Lead organisation can withhold some of the funding if local delivery of the National Plan is compromised
4. Local Heads of Service are responsible for local financial management – shared financial reporting process captures all activity
5. Cost of all regional work at the GM level is shared by all local Music Service (1/9th)