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## **Developing Organisational Resilience A Guide for Music Education Hubs**

### **A Summary**

The education sector has not witnessed such turbulence as in recent times, from the continuing growth of schools' autonomy, through fragmentation of schools' constitutional arrangements, ever-increasing accountability measures, reductions in curriculum provision, difficulties in workforce recruitment, retention and downward financial pressures on schools and families. The cumulative impacts on music education in schools, and especially in the work of music education organisations, have been wide-ranging and continue to provide a number of challenges.

Music Mark, supported by Arts Council England, has commissioned this guide particularly for the lead organisations of Music Education Hubs, and it is hoped it may also be helpful for a range of delivery partners. It is part of a larger programme of training and support, focused on organisational resilience, and especially financial resilience, to enable colleagues to consider how they might meet the challenges borne of this turbulence now and in the future.

This guide is focussed on organisational strategic positioning and operational development. It attempts to define organisational resilience and then posits issues and poses questions on how it might be developed, based on six key areas of "knowing":

- Knowing yourself
- Knowing your environment and scanning the horizon
- Knowing your organisation and its role
- Knowing your customers and clients and what makes them tick
- Knowing your business model, business plan, and its numbers: Budgets and Financial Planning, Income and Expenditure, Pricing Services, Planning and Profiling Income and Expenditure, and Monitoring, Reporting and Reviewing Financial Positions
- Knowing your options: Scenario planning, , Maximising Income, Reducing/Changing Costs, and Other Options

The guide will be added to and refined over the coming months following the training and support programme organised by Music Mark. The guide does not constitute advice on how an individual organisation might proceed, or undertake specific actions.

In the current context of turbulence, and the political and economic uncertainties of what may lie ahead, music education organisations might want to consider how to develop their resilience. The guide provides a way for organisations to think about:

- what issues and opportunities are, or might be on the horizon
- what might be the potential impact of a range of “shocks” on their organisations and on their beneficiaries: schools, young people, parents and others,
- what they might do about it.

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