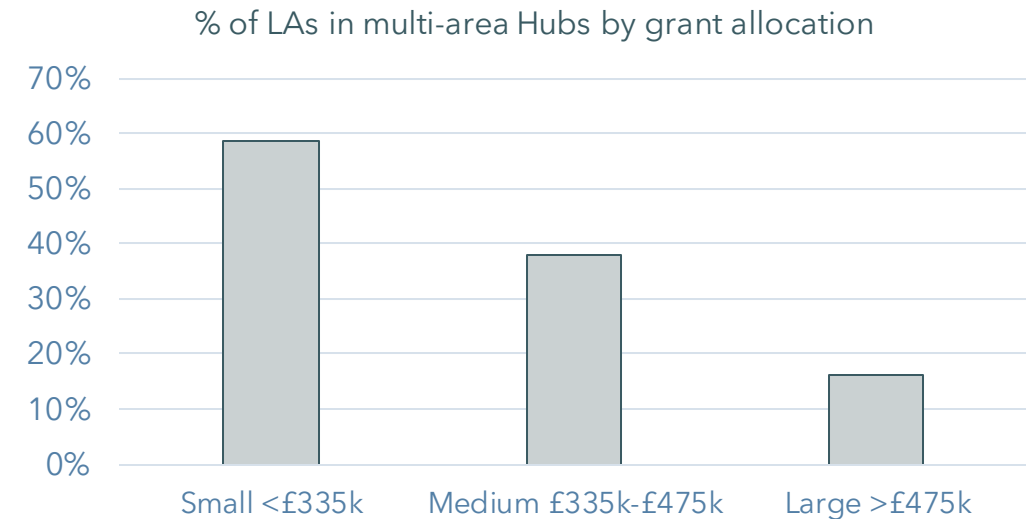
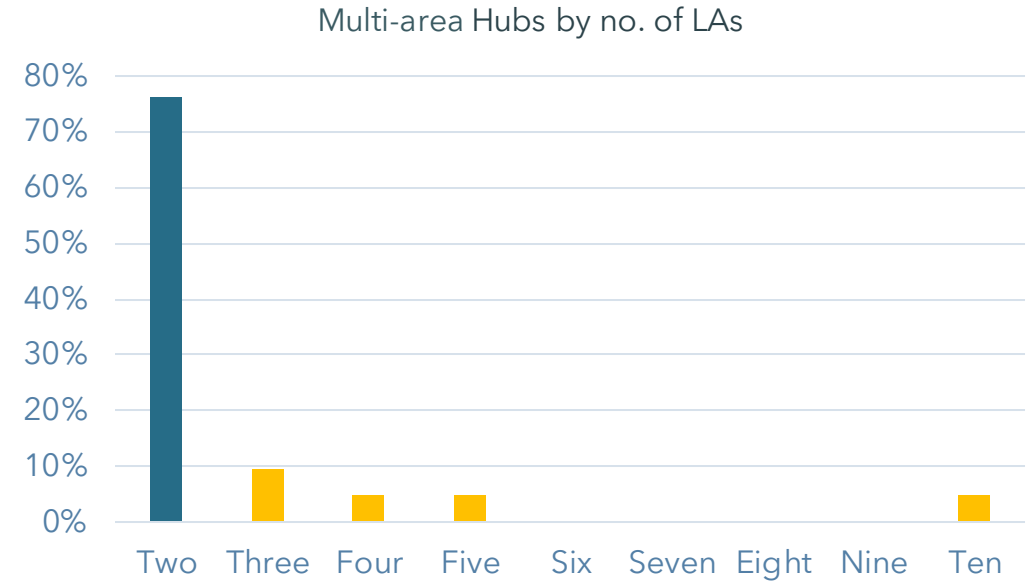
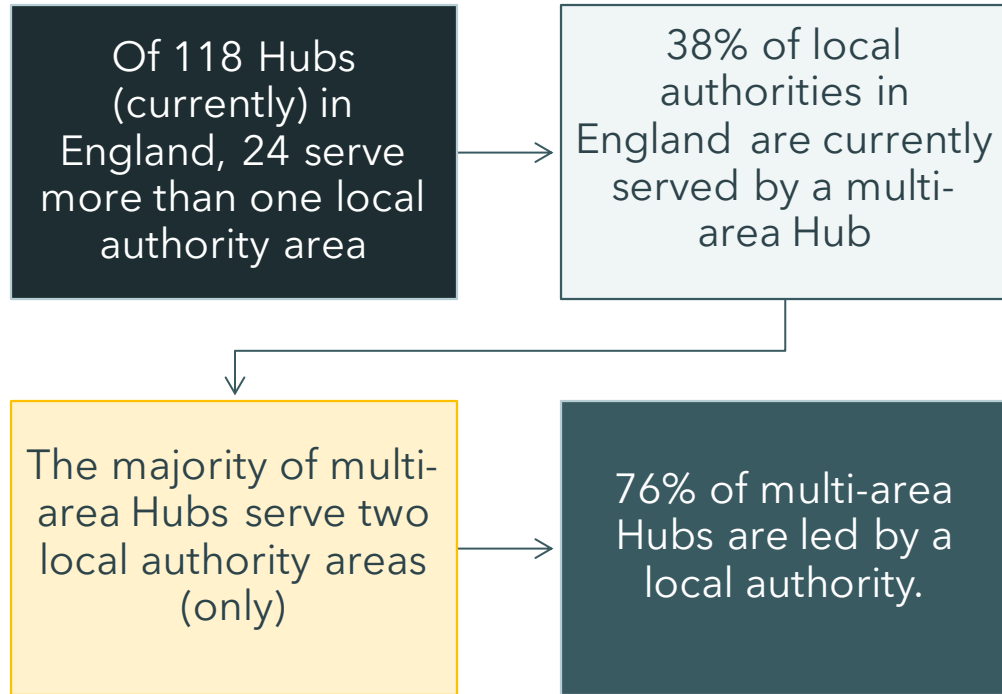




Multi-Area Hubs in England

ANDREA SPAIN, Sept 2022

About multi-area Hubs



3 Hub Models (so far)



Collaboration ← → Integration

The Umbrella Hub



A single, shared Hub, local lead partners retained

Strategies, plans & reporting are shared

Collaborative approaches to e.g. CPD, ensembles & performances

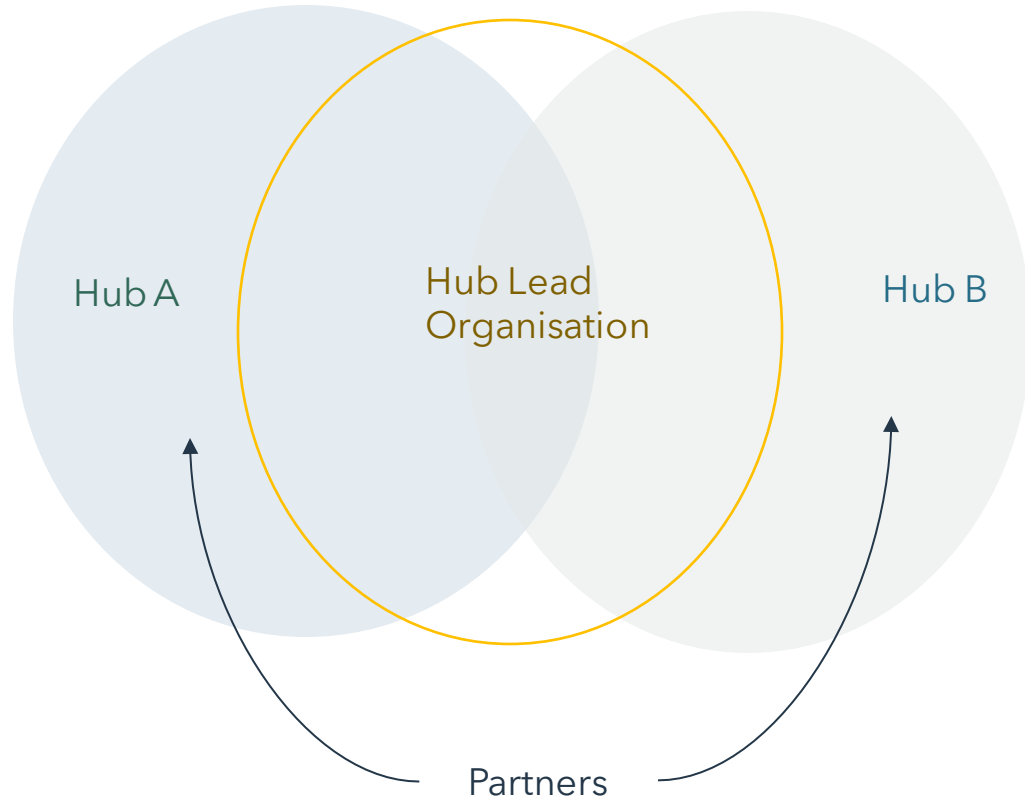
The Hub has its own governance with local representation

Hub grant is 'top sliced' (typically 2 - 3 %) before being devolved locally

Requires trust - evolution not revolution

Great for peer to peer learning & support and avoiding duplicate reporting

The Hub Family



A group of Hubs with the same lead organisation

Local identity, partnership, governance, and plans

Leadership is shared but may include area-specific management roles.

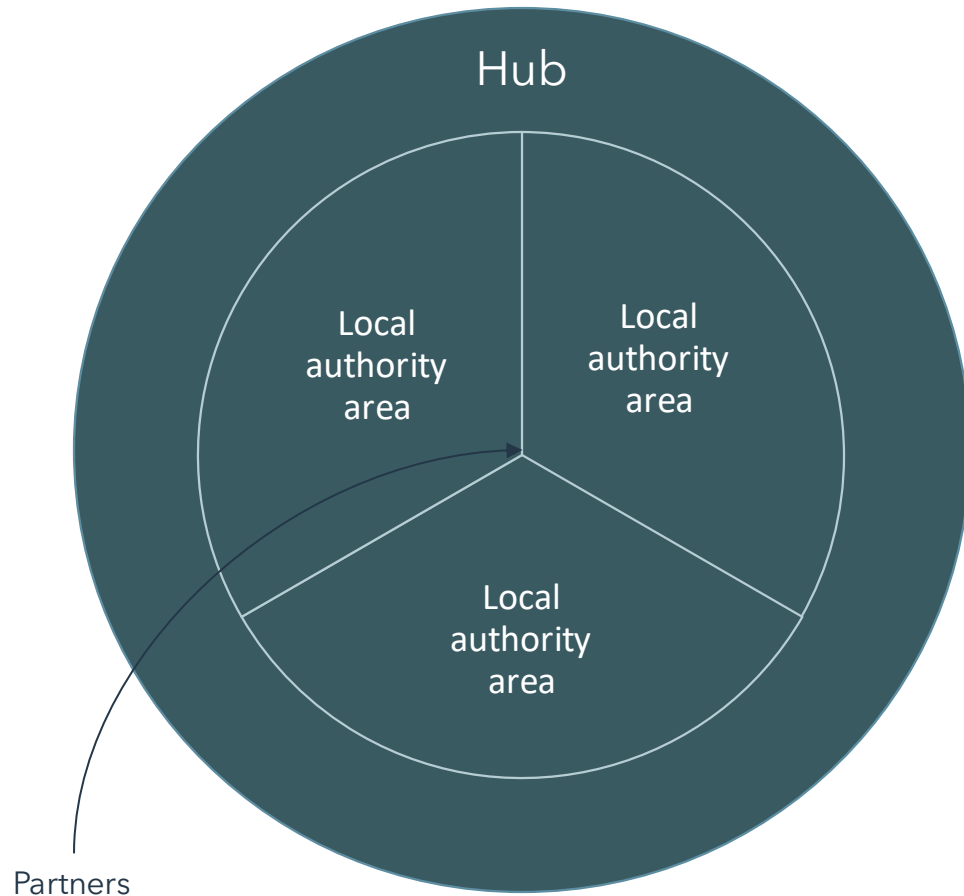
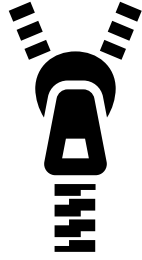
Various structures e.g. shared leader, organisational merger, subsidiary charity

Flexibility to separate, collaborate or integrate roles

Scope to reduce central costs and reallocate resources

Duplication of Hub governance, reporting, strategies (although some sharing is possible)

The Full Merged Hub



Governance, organisation and delivery of Hub roles are all shared

Single, consistent offer and progression model

Localised approaches remain possible

Highly efficient

Significant upfront workload where the result of a merger

Benefits of multi-area Hubs

Collaboration that is day to day and built into Hub operation

Operational

- **Reduced duplication**
 - Reporting & admin
 - Representation
- **Shared budgets & purchasing power**
 - Joint commissioning
 - Collaborative investment
- **Enhanced reputation and influence**
 - Buy in from partners
- **Improved resilience and sustainability**

Workforce

- **Larger staff pool overall**
 - More diverse skills and networks
- **Restructuring**
 - Management teams
 - Attractive roles / career progression
- **Professional learning**
 - Peer to peer support
 - CPD, partners & consultants

Musical & educational

- **Connecting young musicians**
 - Ensemble & performance opportunities
 - Enhanced progression routes
- **Driving innovation**
 - joint problem solving, sharing of expertise

Challenges of multi-area Hubs

Workload of
collaboration &
transition

Relationship
management &
political support

Differing local
policies and
systems

Travel & transport,
costs & access

Branding &
identity

Data collection

Also in the report...

- Seven case studies
- Organisation of Hub roles
 - Popular areas for collaboration, separation and integration
- Making the success of multi-area Hubs
 - Being partnership ready, choosing partners, making the transition

[Click here](https://www.artscouncil.org.uk/our-open-funds/music-hub-investment-programme) to access the full report or visit <https://www.artscouncil.org.uk/our-open-funds/music-hub-investment-programme>



SKY Music Hub concert 2018. Photographer: Alan Edwards

Multi-Area Music Hubs in England

Andrea Spain, August 2022

Guest Speakers



Umbrella Hub

Case Study: Greater Manchester Music Hub
Gemma Price, Bury Music Service



Hub Family

Case Study: Kingston Upon Hull & North East Leicestershire
James Dickinson, Hull Music Service



Fully Merged Hub

Case Study: Create Music (Brighton & Hove and East Sussex)
Peter Chivers, Create Music