

the :: hub

Cultural Industries Training Guide 2008

Arts Fundraising and Sponsorship

Legal & Financial Essentials

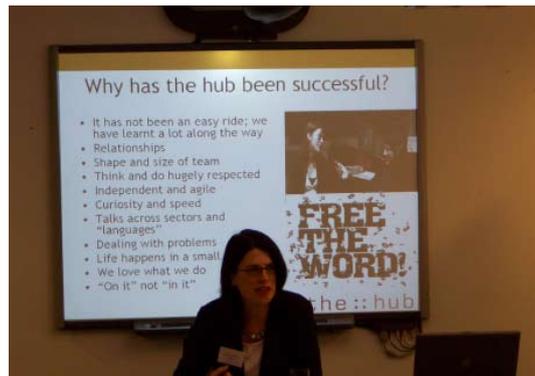
Business Planning & Visioning

Cultural Leadership

Digital Strategy and Production

Music Industry Essentials

Creative Production



"the hub has consistently provided highly competent and professional training in an accessible manner which is exactly what our clients need. Their specialist trainers and guest speakers add great value to each of their workshops. They design and run workshops which directly meet our specifications, and each hub trainer draws up, and happily shares, their own experiences in their fields providing invaluable 'inside information'. We rate them amongst some of the best trainers in town."

About the hub

We have a reputation for enabling others to better meet their potential

the hub is a dynamic and entrepreneurial arts and creative enterprise development practice. Our specialist 'think and do tank' model brings together a team of highly skilled, industry savvy trainers, consultants, researchers and creative producers.

We have a reputation for delivering excellent quality, highly practical, fit-for-purpose training for those working in the cultural sector. Clients include local authorities, regional training organisations and development agencies and national development organisations, umbrella organisations and industry bodies. Participants on our courses are a real cross-section of those who power the UK's arts and creative industries: artists, entrepreneurs, arts managers, promoters, producers, administrators and fundraisers.

Our mission is to develop new thinking and practice in the arts; to create and work on projects that excite us; to enable others to better meet their potential, and to share our knowledge to improve our cultural landscape.

What makes the hub's training offer unique?

We're practicing 'industry insiders'

All our trainers combine significant training expertise with up-to-the-minute practical experience of working as arts managers, producers, fundraisers, marketers or project managers. It's this that sets our training offer apart from others, and ensures its relevance and learning legacy for all participants.

"Great team, huge breadth of knowledge...Passionate people who...are so willing to share that knowledge."

Our approach to learning

We understand that learning is most effective when

participants are actively involved in the experience, rather than passive audience members. Our courses employ a workshop style where interaction and discussion is high on the agenda; we include real life case studies and encourage participants to share their experiences with, and learn from, each other.

"I've worked as a trainer and I don't look forward to being trained at all, but I really enjoyed the day and felt engaged at all times."

Sustained progression and the hub's online community

We do everything we can to sustain our participants' learning beyond their attendance at a course, and all our courses end with an exercise around participants' next steps. In addition, every participant can become a member of our online community, through which they can access our unique learning resources and stay in touch with us. Following each course, we regularly check in with participants, to check on their progress and offer further encouragement. We're proud that we're still in touch with lots of our participants; it's great to be part of a network of such enthusiastic, talented professionals.

Fully bespoke, fit-for-purpose training solutions for clients and participants alike

Each course that we devise is different, based on the needs of our clients and participants. This bespoke approach is one of the hub's training hallmarks; we have a reputation for providing practical, fit-for-purpose training and for sending our participants home with useful resources, big smiles and buzzing brains. Because the way we work with each client is different, our fees are different each time too, but we have a reputation for always being transparent in our financial dealings with clients, and for delivering 'best value' in all respects.

"Hugely informative and professional with an awareness of the group's needs...Pretty perfect!"

Why we've put together this guide

This is the first time we've published a training guide, and we've done so mainly in response to demand from existing clients. Up till now most of our clients have come to us via word of mouth recommendations, so our plan here is to give you an insight into our most popular courses - our 'top 20' (well, 23!) if you like.

We pride ourselves on developing bespoke courses which meet the needs of our clients and participants, so this guide is intended as a starting point for a conversation with you. You may already have a clear idea of the training needs of your clients, members, subscribers or staff, and how you might meet them. Alternatively, you might want some advice on how best you can support their training needs. Either way, we hope this guide will be a useful and inspiring read!

The course frameworks listed in this guide are just that; each course we design, although generally based on a framework described here, is contextualized to provide a totally bespoke training solution for each client and a personalised learning experience for participants. The guide is arranged into programme sections, each of which outlines example frameworks, content and learning outcomes.

We hope you like our first ever training guide, and look forward to talking with you soon.

Julia Payne
Wendy Smithers
Co-directors



Julia Payne & Wendy Smithers

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FUNDRAISING AND SPONSORSHIP

In today's climate it's never been more important for those working in the creative sector to be able to raise money - and to be able to do that in a variety of ways.

the hub's fundraising team has an unparalleled knowledge of the arts funding scene - from public funding and trusts and foundations, through to individual giving, sponsorship and venture capital, and has a reputation for delivering highly relevant, easily accessible and inspiring fundraising and sponsorship training.

Our fundraising courses are our most popular courses, and provide a progression route from introductory sessions for those new to fundraising to specialist sessions for more experienced fundraisers.

Courses

- F1: Introduction to fundraising and sponsorship**
- F2: Show me the money - advanced sponsorship**
- F3: It's all me - individual giving**
- F4: Writing Winning Applications**
- F5: Demystifying the EU's Culture Fund**
- F6: Advanced Arts Fundraising**

"Was much more interesting than I expected...Plenty of practical advice and valuable information. There was no time to get bored or drift off. I was keeping awake - in case I missed anything!"



F1: Introduction to fundraising and sponsorship

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 25

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a funding body or company*

Length: *1 day for a light-touch version or 2 days for a more in-depth experience*

What we'll cover

- What is a fundraising strategy and how do you create one?
- What does it mean to be 'fit for purpose' and 'funder-ready'?
- Understanding if and how local landscapes are relevant
- What are the different types of funding?
- Sponsorship - what it is and how to get it
- Public funding for the cultural sector - a national and local overview
- Trusts and foundations - how to maximise chances of success
- Individual giving; the biggest growth area in fundraising
- Fundraising in the digital age - how can you maximise results?
- Resourcing fundraising activity - what and who do you need to do the job?
- Looking after your funders
- Setting SMART fundraising objectives

What participants will go away with

- An overview and understanding of what funding is, the types that are available and what funders want
- A sense of what portfolio fundraising is, how to achieve the right balance for their organisation and what they need to do to be funder-ready
- An understanding of the human and financial resources required
- A key stages workplan to help take learning forward



"I don't normally deal with funding (as a dyslexic I find it all very confusing) but now I feel much happier."

F2: Show me the money - advanced sponsorship

Level: *Intermediate/Advanced (can be taken as a follow on from course F1)*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a corporate organisation*

Length: 1 day

What we'll cover

- Motivations for sponsorship activity; why should they give us money?
- What are the different types of sponsorship?
- Corporate social responsibility and the arts - an exploration
- Marketing and brand-led sponsorship - why and how
- PR and sponsorship
- Hospitality and sponsorship
- Donations and gifts from corporates - what's the difference?
- Engaging the corporate sector in true partnerships
- Defining your offer and ensuring its 'corporate-ready'
- What do sponsors want and how can you deliver it?
- Evaluation and servicing; it's all about building relationships
- In it to win it - a group exercise addressing presentation, negotiation and risk management of working with corporates

What participants will go away with

- A solid understanding of what sponsorship entails and what types of it are relevant for their organisation/ project
- Some real life examples of targeted sponsorship partnerships that will inform their own planning and selling
- An insight into engaging corporates in their work
- A defined offer framed appropriately for the corporate world
- An understanding of resource implications around working with sponsors
- The ins and outs of tax and corporates as well as a clarity on what is a gift and what is sponsorship
- A sense of their own strengths around presenting/ negotiating
- A key stages workplan to help take learning forward

F3: It's all about me - individual giving

Level: *Intermediate/Advanced (can be taken as a follow on from course F1)*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a corporate organisation*

Length: 1 day

What we'll cover

- What is individual giving?
- Types of individual giving
- Big gifts, small gifts - what's the difference?
- Motivations for giving
- Tax and giving including Gift Aid, payroll giving, gift of shares, legal definitions, incentives of giving
- Preparation, research and first steps
- Working with trustees and a development board
- Securing interest
- The ask
- Delivery and servicing
- Managing need and expectation
- The donor cycle - a group exercise addressing the stages of the cycle and risk management of working with donors
- Membership and Friends Schemes including a case study
- International donors
- Use of technology/systems to aid fundraising and marketing activity
- Setting SMART objectives for the next three months

What participants will go away with

- A good understanding of individual giving and the types of giving and donors
- An insight into why people give and the levels and ways of giving
- Knowledge of tax and implications around tax law and giving
- How to develop and prepare an individual campaign
- The tools of research and understanding who might be able to give and at what level
- How to maximise potential from a development team and a group of trustees and/or volunteers
- Skills around 'making the ask'
- Understanding what the donor cycle is and how to maximise it
- The ins and outs of running a membership scheme
- Securing and working with international/non-domicile donors
- Understanding how and why technology/systems might help securing and servicing donors
- A three month action plan

F4: Writing Winning Applications

Level: *Intermediate/Advanced (can be taken as a follow on from course F1)*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a corporate organisation*

Length: 1 day

What we'll cover

- Getting the preparation right
- Who can help you and who can you talk to?
- Research methods and tools
- Understanding the terms a funder might use
- Understanding your audiences/beneficiaries
- Using your events
- An overview of the winning ingredients
- It's all about telling a convincing story - a group exercise
- What needs to be in an application?
- Demonstrating the need
- Matching the funder's values and demonstrating eligibility
- Building credibility and profile
- Presenting project aims, objectives and milestones
- Project management skills
- Getting the budget right
- Evaluation and reporting
- What does a winning application look and sound like?
- Setting SMART objectives for the next three-six months

What participants will go away with

- Improved knowledge and confidence on writing funding applications
- Preparation and research skills
- Understanding of funding terms
- A better sense of how to define their audiences/beneficiaries and align them with groups targeted by funders
- Insight into the component parts of a strong application
- An ability to define and demonstrate need to a funder
- An understanding of how to best present budgets
- Knowledge of evaluation and servicing expectations and how to meet and exceed them
- A three-six month action plan

F5: Demystifying the EU's Culture Fund

Level: *Intermediate/Advanced (can be taken as a follow on from course F1)*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a corporate organisation*

Length: 1 day

What we'll cover

- An overview of working internationally and European policy
- Understanding where the arts and creative industries and the Culture Fund sit within Europe
- How is the money distributed and who gets the lion's share
- Finding and building relationships with international partners
- The 'Cultural Factor' - what is it and what does it mean for you?
- The insider's guide to the Culture Fund; the dos and don'ts, the pros and cons
- Solidifying and cementing partnerships
- The application and decision-making process
- Tops tips when applying
- Evaluation and reporting requirements
- Action planning and what next

What participants will go away with

- An understanding of what the Culture Fund seeks to support
- Whether your organisation or project is right for the Culture Fund
- How to build and secure effective partnerships
- An insight into how to write a strong application
- An understanding of procedures and timings around the application process
- A realistic sense of how they will need to evaluate the project and meet reporting requirements
- A next steps checklist



"An excellent breakdown and presentation of European funding and information systems which I've always found very complicated before today!"

F6: Advanced arts fundraising

Level: *Intermediate/Advanced (can be taken as a follow on from course F1)*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a corporate organisation*

Length: 3 days

What we'll cover

- We'll start with scenario planning, getting to know each other and introducing our projects/organisations
- Day 1 will focus on laying the groundwork by exploring fundraising resources, product and audiences. We will also look at fundraising strategies and targets and laying the groundwork for effective fundraising
- Day 2 will concentrate on sponsorship and individual giving; we'll look at the pros and cons of each type of funding and work out where our efforts are best invested
- Day 3 will look at public funding and trusts and foundations and lay out a programme of engagement with key funders

What participants will go away with

- A solid grounding in fundraising and how they can maximise opportunities
- An ability to pull together an effective fundraising strategy and adapt it
- An elevator pitch to wow future funders and sponsors
- An understanding of how fundraising will impact across their organisation
- Insight into sponsorship and how can they attract, secure and maximise corporate relationships
- An understanding of motivations and expectations behind individual giving, whether it is right for you, how to research and secure donors and what level of service they expect
- An overview of the public funding landscape and where efforts are best invested for maximum return
- Approaching and impressing trusts and foundations
- A good understanding of the landscape and key trends
- A fundraising action plan to take their learning forward



"...Made me enthusiastic about funding, rather than daunted!"

LEGAL & FINANCIAL ESSENTIALS Courses

Our learning approach, based on the needs of our participants, means that our trainers work hard to contextualise topics to enable participants to apply their learning to their own situations. Highly interactive, our sessions include plenty of time for individual questions and for group work and discussion.

Nowhere is this appreciated more than in our finance and legal training sessions - two absolutely key areas of knowledge for those working in the creative sector. The hub's financial and legal trainers have a reputation for de-mystifying - and, get this, making fun - topics such as budgeting, financial management, contracts and intellectual property.

Participants go away armed with enhanced knowledge and understanding and - absolutely key - a confidence in their own abilities.

LF1: Introduction to finance

LF2: Introduction to legal structures

LF3: Good governance & effective boards

LF4: Contracts, Copyright and Commerce



"It exceeded my expectation. I am actually looking forward to doing my budget. Hooray!"

LF1: Introduction to Finance

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from an arts organisation*

Length: 1 day

What we'll cover

- Definitions of common terms and financial practices
- Profit and loss
- Assets and liabilities
- Manual and computer methods
- Defining cost centres and income streams
- Guarding against fraud: ensuring the separation of authorisation, recording and reporting
- Budgets and actuals
- Project budgets
- Purchase order systems and invoicing
- Cash flow forecasting
- Bank reconciliation
- Management accounts - reporting to your manager and the board
- What is an audit?

What participants will go away with

- A thorough understanding of finance basics and good practice
- An ability to manage budgets and the means by which to do so
- An understanding of the systems they need to put in place to ensure best practice within their organisation
- A template for creating their own financial documents and a checklist to assess financial health and practice



"Now I can prepare a budget without having a breakdown - of the nervous, not numerical, kind!"

LF2: Introduction to legal structures

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 25

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from an arts organisation*

Length: *Half day*

What we'll cover

- Why you need to know about legal structures
- Ownership and partnerships in a legal context
- Understanding profit and not for profit organisations and the differences between them
- Unincorporated vs incorporated
- Operating as an individual/sole trader
- Partnerships, trusts and associations
- Incorporated structures; limited liability partnerships, share companies, companies limited by guarantee
- Social enterprise; community interest company
- Charities - the benefits, the drawbacks, the changing landscape and CIOs
- Case studies and examples in each type of legal structure
- Reasons to incorporate and reasons not to
- What next for your organisation?

What participants will go away with

- An understanding of the options open to them
- An ability to assess which type of legal structure suits which type of organisation
- A practical insight into the pros and cons of each legal structure
- An understanding of legal responsibilities in relation to organisational structure
- An insight in charities and reporting requirements
- A next steps plan

LF3: Good governance & effective boards

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 25

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a trustee*

Length: *Half day*

What we'll cover

- What is governance?
- Best practice governance from the day-to-day to the bigger picture
- Recruiting trustees whilst understanding what you need from your Board
- What do you need in a Chair? Who do you choose/find one?
- Roles and responsibilities of the Board team
- Give, get or get off - the American way
- Using trustees to help with fundraising and networking
- Enabling your Board to work as an effective team
- Setting some clear boundaries and codes of practice from which to move your organisation forward
- A next steps plan

What participants will go away with

- An understanding of what governance means and how they can implement best practice
- A sense of how to recruit, manage and retain trustees
- An ability to work with trustees effectively in order to deliver benefit to the organisation and help with key areas of operation
- A practical resource handbook including recommended codes of practice



"I didn't expect to understand anything but actually found much more of the session accessible than my prior expectations allowed for."

LF4: Contracts, Copyright and Commerce

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 25

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a trading organisation*

Length: *Half day*

What we'll cover

- The basics of contract law
- Terms and conditions
- Understanding the difference between contracts for services and grants and the tax and legal implications associated with each
- What is IP and how to protect and uphold it
- Ownership and licensing
- Knowing when you're ready to trade and what your options are
- An overview of trading restrictions for charities

What participants will go away with

- An understanding of contract law and the differences between contracts and grants
- An insight into IP and how to protect themselves and their work
- An understanding of trading in a legal context and the different options available
- A practical resource handbook including recommended codes of practice



"Humour was helpful - always makes it easier to take in complex information."

BUSINESS PLANNING AND VISIONING

'Business planning'...What do those two words mean to you? Chances are you'll immediately think of budgets, plans, outputs, targets; not very exciting.

the hub's business planning training aims to take the fear out of business planning, and to help participants to understand how the planning process can be a valuable exercise for them rather than something done simply to satisfy the bank manager or a funder.

Our trainers help participants to understand that business plans are as much about ideas, passion and values as they are about numbers and performance indicators; and - whether it's our entry level session or 'The Big One' - they skillfully guide participants through the process, using interactive exercises and group discussions to take it apart and contextualise it in a way that is relevant and useful.

Courses

BP1: Business Planning - the health check

BP2: The Big One: Creating your business plan



"My brain's buzzing with ideas and I feel much more ready. I gained a lot from the enthusiasm and advice of the speakers."

BP1: Business Planning - the health check

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 20

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a creative industries organisation*

Length: 1 day

What we'll cover

- A 'blue skies' start to the day
- Our mission - what is at the core of what we do?
- Our vision - where are we trying to get to?
- Understanding our organisations as they currently stand; strengths, weaknesses, opportunities, threats - a SWOT analysis
- A look at external influences (political, environmental, social, technological) and their potential impact on us
- Drawing out some overall aims
- Identifying some key objectives that will enable us to realise our aims
- Understanding the human, operational and financial considerations of our plan
- Drawing up some key milestones
- Wrapping up what we've learnt and where next

What participants will go away with

- A renewed sense of what they are trying to achieve and an outline pathway to help them get where they're going
- A clearer sense of mission and vision
- A SWOT and PEST analysis
- Aims and objectives for their organisation
- The human, operational and financial implications of their vision
- An outline business plan workbook that they can take away to continue their work



"I liked the honesty of the hub team, having the balls to share their own SWOT analysis with the group."

BP2: The big one: creating your business plan

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 15

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a creative industries organisation*

Length: 5 days (can be taken consecutively across a week or over a longer period of time)

What we'll cover

- Day 1: understanding our organisation, our motivators, values and key drivers, organisational goals and dreams, mission and vision, SWOT and PEST analysis
- Day 2: drawing out key priorities and biggest challenges, defining aims and objectives, identifying stakeholders and users, risk analysis
- Day 3: what's the financial and/or operational shortfall of achieving our vision and how can it be overcome
- Day 4: how can marketing and PR be most effectively implemented to get us where we need to be; developing a brand, understanding our customers and ensuring we're sending consistent and targeted messages
- Day 5: how do the numbers add up? Putting together a budget that brings our plan to life, some golden rules of finance, cashflow

What participants will go away with

- An outline business plan that incorporates mission, vision, aims, objectives, risk and a basic budget
- An understanding of why business planning and a strategic focus is important for development and growth
- An action plan that they can take away to continue their work and flesh out the details

CULTURAL LEADERSHIP

What does it mean to be a leader in the creative and cultural industries? How can you ensure you are providing your business and your team with effective leadership that brings stability at the same time as allowing for growth and entrepreneurial decision making? We'll be taking a look at what it means to be an effective leader in the creative industries.

We'll help you find ways to get the most out of your staff, your volunteers and your trustees. We'll be putting our experience as owner-managers of a creative business on the frontline and helping you to define what it means to be an inspiring and successful leader.

Courses

CL1: Management and Leadership in the cultural sector

"The balance of presentation and interaction was great; the trainers achieved a supportive environment for high quality learning. A very professional, very enjoyable day that left me with so much to consider."



CL1: Management and Leadership in the cultural sector

Level: *Owner-managers, freelancers, directors, leaders of companies/ teams*

Maximum number of participants: 20

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a creative industries organisation*

Length: 1 day

What we'll cover

- Sharing our experiences; we've been in business for six years, we've learnt a lot along the way and we're not shy about sharing the good and the bad bits with you
- Businesses are driven by passion and we'll work with you to capture your key drivers and motivators so you can remind yourself where you started out and why you do what you do
- What does it mean to be an entrepreneur and is it important?
- An overview of the sector; what are the key issues and what can we capitalise on?
- Your responsibilities as an employer and a manager
- Are you a manager, a coach or both?
- Understanding the different ways that people learn and responding to them
- Communicating and delegating
- Effective networking
- Understanding what makes a good leader and different leadership styles
- Enabling change and planning for growth; an eye on the bigger picture

What participants will go away with

- An improved knowledge of management and leadership tools
- An understanding of what's driving them and therefore their business
- An insight into varying learning styles and how they can positively respond to them
- An insight into their responsibilities as an employer
- An understanding of the cultural leadership landscape
- An action plan that they can take away to continue their work and flesh out their plan within the context of their own business

DIGITAL STRATEGY AND PRODUCTION

Digital technology is revolutionising the way we all create, distribute and consume culture. For those working in the creative sector, an unparalleled pace of change means that entire business models are being over-turned.

As funders begin increasingly to require the organisations they fund to have a digital strategy, many organisations are struggling to understand how they could and should be using new technology, either as a means of producing or showing work or of communicating to a wider 'community'.

Our digital team already has a tried and tested reputation for helping creative organisations to 'think digitally', and for delivering 'hands-on' training sessions which help participants to develop practical production skills.

Courses

D1: Get Digital and Stay That Way

D2: Digital savvy on a shoestring

D3: Building and using your digital toolkit

D4: The Penniless Podcaster



"I'm buzzing right now at the possibilities ahead."

D1: Get Digital and Stay That Way

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: *10-15 dependent on levels of experience*

Format: *Presentation led but incorporating interactive exercises and relevant case studies and a guest speaker*

Length: *Full day*

What we'll cover

- Introductory session which looks at all things digital and why and how we need them
- How to refocus your organisational aims and goals within a digital context and translate them into digital objectives
- How could what you do be extended in digital terms?
- Ensuring you reach key demographics, your audiences and beneficiaries with maximum online impact
- Translating what you do and what you have into digital content and maximising its use
- Creating and using a digital communications strategy incorporating podcasting, blogging, e-communications and other relevant media
- Creating live blogs and commenting on them in groups
- Looking at the impact of digital activity across the organisation and getting buy-in from every level from trustees to volunteers; use of evidence and statistics to demonstrate relevance and importance of digital activity
- An outline plan for a digital strategy and key next steps

What participants will go away with

- An understanding of why taking the digital initiative is important and an a solid overview of the digital world
- An insight into why and how they implement a digital way of thinking and doing across their organisation rather than a digital sticking plaster
- An ability to maximise the use, reach and potential of digital content
- How to create and exploit their digital strategy to have maximum impact
- An ability to create blogs and podcasts
- Knowing how to get buy-in to a digital strategy across an organisation
- A strategic framework to use when they get back to their desks

D2: Digital savvy on a shoestring!

Level: *Beginner/Intermediate*

Maximum number of participants: *10-15 dependent on levels of experience*

Format: *Presentation led but incorporating interactive exercises and relevant case studies and a guest speaker*

Length: *Full day*

What we'll cover

- Introductory session which looks at all things digital and why and how they can be relevant to our work
- Podcasting, blogging and social media
- Looking at the internal and external resources we have available and how we can maximise them on a limited budget
- A look round the websites of the participants and some case study examples
- What's the difference between good and excellent quality digital activity and podcasting; establishing best practice to get the premium result
- Making the most of what we do; recording and capturing live activity in audio and/or video - it's all in the planning
- Archiving and access to our work through digital means
- Ongoing digital promotion and integration of what we do
- Action planning and what next

What participants will go away with

- An understanding of why taking the digital initiative is important and an a solid overview of the digital world
- An insight into podcasting; why you should do it and how you should do it and effectively use the results
- Knowledge of free online resources and how to maximise opportunities and digital content on a limited budget
- Top tips on website design, content and optimisation
- An understanding of how they can go the extra mile to ensure their digital content is of the highest quality
- Knowledge of how to maximise their work through audio, video and archiving production
- How to ensure their digital knowledge is embedded and utilised across their organisation or product
- An action plan to use when they get back to their desks

D3: Building and using your digital toolkit

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: *10-15 dependent on levels of experience*

Format: *Presentation led but incorporating interactive exercises and relevant case studies and a guest speaker*

Length: *Full day*

What we'll cover

- An introduction to all things digital and what they mean for your organisation
- Blogging and social media
- Good communications
- Guerilla marketing and aggregation
- Using digital stationery
- Audio and video; maximising content and opportunity
- The key stages of pre and post production
- Building the digital element into all your projects
- Archiving images and audio effectively
- Health and safety and best practice
- Using free information and statistics to help you
- An action plan for what next

What participants will go away with

- An understanding of the digital tools available
- Knowledge of how to communicate effectively using digital means
- Understanding how to maximise and promote digital content
- An insight in to how to digitise any archive materials
- An overview of health and safety issues in relation to digital activity
- An action plan to help with what next when participants are back at their desks

D4: The Penniless Podcaster

Level: *Beginner/Intermediate*

Maximum number of participants: *10-15 dependent on levels of experience*

Format: *Presentation led but incorporating interactive exercises and relevant case studies*

Length: *Half day*

What we'll cover

- Introductory session which explores the digital world and gives an insight into blogging and social media
- What is a podcast?
- How can we make one with no budget - a look at the free online resources available
- Making it happen; the key component parts of a podcast and how we put one together
- Checklist of terms of reference, key stages in making a podcast and what next

What participants will go away with

- An understanding of what podcasting, blogging and social media mean and how they can be maximised within their work
- Knowledge of free online resources
- An insight into the key components of a podcast and how to create one
- A checklist to use when they get back to their desks



"There's a real DIY punk type ethic which I'm (A) pleased and (B) surprised to see!"

MUSIC INDUSTRY ESSENTIALS

With industry models shifting at an unparalleled rate, those working in every part of the UK's music industry supply chain are having to re-imagine and monetise in new ways what they do and just how they 'fit in'.

the hub's music industry essential courses are aimed squarely at those in the thick of it - at artists wanting to make the DIY model work, and at entrepreneurs more generally looking to reap the rewards of treading the independent path. Our intention is to better equip participants to better navigate the industry's choppy waters.

We explore the current UK market place, unpicking its structures and supply chain, getting inside the terminology and deals which keep the wheels going round and exploring the potential to exploit new income streams. We also take participants back to business basics - looking at strategic planning, finance and investment and legal matters - to give them the tools to make their music business sustainable.

Courses

MI1: Grow your music business

MI2: Making money from your music

"(I went) away with lots of ideas, contacts, inspiration and starting points for developing projects... and for my own professional development."



MI1: Grow your music business

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 20

Format: *Presentation led but incorporating interactive exercises, case studies and guest speakers from creative industries organisations*

Length: 5 days (can be taken consecutively across a week or over a longer period of time)

What we'll cover

- Day 1: Setting the Direction and Basic Business Planning; explore your mission and values; examine where you are now; identify your strategic aims and objectives
- Day 2: Fundraising and Income Generation; identify the quickest routes to money; which sorts of funding/investment are relevant for you?
- Day 3: Marketing and Digital Essentials; getting the right 'marketing mix'; identifying and communicating brand 'values'; making digital technology work for you
- Day 4: Financial and Legal Essentials; basic financial management and budgeting tools - how and when to use them; an overview of contracting, copyright and trading
- Day 5: Industry Essentials; insider's guide to making the industry work for you; unpick industry structures; get inside terminology and deals and explore the potential to exploit new income streams
- Ends with an action planning session where learning is captured and taken forward

What participants will go away with

- A renewed sense of what they are trying to achieve and how to grow their business
- An outline business plan workbook they can take away to continue their work
- A solid overview of where they should invest their time to get their business where they want it to be
- A solid understanding of the most likely sources of finance to grow their business
- A good grasp of basic financial management and budgeting tools
- Clear sense of their brand 'values' and target markets, and how to reach them via on- and off-line marketing
- A clear sense of what their digital strategy should be
- Insight into key industry issues, models and deals and how to monetise their role
- An action plan they can take away to continue their work and flesh out their business plan



"Great course - really helpful to meet people in the same boat who understand! Good to increase sense of value and motivation."

MI2: Making money from your music

Level: *Beginner/intermediate/refreshers, tailored to needs of participating artists*

Maximum number of participants: 15

Format: *Presentation led incorporating interactive exercises, pro formats and worksheets, case studies and (where relevant) industry guest speakers.*

Length: 1 day

What we'll cover

- The day will break in to four main sections designed to interlink and enable delegates attending to gain a full picture of their business, its artistic context within the marketplace and potential to develop within the creative industries
- Contextualising the artist - a detailed look at the market place and an analytical approach to the contextual and cultural forces affecting the artist. Through this the artist can begin to understand the marketplace
- Understanding the market place - the music industry's ever-changing trends and fads can make it feel like a treacherous place for artists. In this section we will promote an understanding of business structure and approach within the UK music industry
- Income streams - a close look at potential income streams available to the artist, how to maximise earning potential across them, and exploit other opportunities available through their music
- Looking forward - how to manage change in a rapidly evolving music industry. In this DIY era, an artist's 'business model' must be able to adapt to changes in the industry, and exploit them for their own good. This section will give artists the tools they need to plan for the future and create a sustainable career

What participants will go away with

- A deep understanding of the relation between their music and its commercial potential; an understanding of their music within the context of the industry and its ability to generate revenue
- An understanding of the full range of revenue streams available to musicians and information on how to exploit these to maximum gain
- An action plan for personal and career development that they will be able to adapt and tailor at each stage of their artistic and career development

CREATIVE PRODUCTION

the hub's creative production team has years of experience of putting on events of all shapes and sizes, both in the UK and overseas. Our events training is a must for programmers and producers, venue managers and those involved in event production.

Our event-focused sessions provide participants with top tips in areas such as contracting, health & safety, insurance and budgeting, plus details about relevant legislation.

Meanwhile, as the world gets smaller our 'bigger picture' sessions offer practical advice on why and how to work internationally and the opportunities presented for cultural organisations via the 2012 Olympics.

Courses

CP1: The event checklist

CP2: Event health & safety and ogistics

CP3: An introduction to working internationally

CP4: Making the Olympics work for you



"...Real passionate people who talk about what they do, and are so willing to share their knowledge."

CP1: The event checklist

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 20

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a production or promotions company*

Length: 1 day

What we'll cover

- Introductory session which explores definitions, roles and responsibilities associated with producing and promoting live events
- Types of deals that can be done with partners and venues
- The artistic idea - does it stand up and will it sell tickets? We'll also take a look at contracting artists and partnership deals
- Do the numbers add up? A look at budgeting events
- You're likely to sell out but there's still a shortfall; where, how and when fundraising and income generation can make all the difference to a successful event
- The marketing and PR of an event and how to maximise interest and ticket sales
- It'll be all right on the night; technical and presentation issues, how to mitigate against risk and ensure you've done the right amount of forward-thinking, delegation and preparation to ensure a great event

What participants will go away with

- A solid understanding of the key components of a successful live event
- An understanding of how to identify key risks and mitigate against them
- A sample production schedule
- A checklist for putting on events



"I received much more information than I expected; you don't always get such useful and practical insights at these sorts of events."

CP2: Event health & safety and logistics

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 20

Format: *Presentation led but incorporating interactive exercises, case studies and a guest speaker from a festival*

Length: 1 day

What we'll cover

- Introductory session which explores what we mean by festivals and events and what our motivations are for putting them on
- Key logistical considerations
- Permissions to use sites/venues
- Licensing; numbers, alcohol, trading, noise, timing
- Local impact on residents and services
- Fire safety and police involvement
- Site structures and fencing
- Risk assessment
- Team management and communications
- Alcohol and drugs
- Security and stewards
- Insurance
- Amenities
- A checklist to take forward when planning your next event or festival

What participants will go away with

- A solid understanding of the key components of a successful event or festival
- An ability to communicate the right information to the right people at the right time from licensing officers to policemen, local residents to travel companies
- An understanding of how to identify key risks and mitigate against them
- A checklist for putting on their own festivals and events



"I really liked the whole presentation style of the hub; they are serious without taking themselves too seriously which is a danger in some arts set-ups."

CP3: An introduction to working internationally

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 20

Format: *Presentation led but incorporating interactive exercises and relevant case studies and a guest speaker who is an international practitioner*

Length: 1 day

What we'll cover

- What are our motivations for working internationally?
- What are the barriers and obstacles we might face?
- An overview of government policy and the main agencies
- International partnerships
- Key networks
- The legalities of working internationally
- Communications; working remotely and with non-native English speakers
- An overview of the EU and funding sources
- International budgets
- International co-production agreements and budgets
- Identifying key milestones for developing international projects
- A next steps action plan to take the learning forward

What participants will go away with

- An understanding of why and how they should be working internationally
- Knowledge on government policies and agencies
- An insight into researching, instigating, developing and nurturing international partnerships
- Knowledge of key networks and support organisations and how to access them
- An understanding of the legal essentials when working internationally
- A guide to the dos and don'ts of communications
- An understanding of the EU and its funding sources
- Established milestones for their projects and an action plan within which they can take them forward

CP4: Make the Olympics work for you

Level: *Beginner/Intermediate/Refresher*

Maximum number of participants: 25

Format: *Presentation led but incorporating interactive exercises and relevant case studies and a guest speaker from a relevant Olympic body*

Length: 1 day

What we'll cover

- An overview of what the Games mean for our sector
- Get involved or ignore; what is your view? How can the 2012 Games help you develop your organisation and its reach into the future? A look at motivations and relevance
- Sports and arts; where and how can they interact and some best practice collaborations
- UK-wide impact of London 2012
- The five key London Olympic boroughs and their priorities (emphasis dependant on geographical location of delegates)
- The Cultural Olympiad and its key values
- Eligibility criteria for being part of the Olympiad
- Partnership working
- Creative programmers across England and how to make contacts in your region
- Funding and partnership opportunities and possibilities beyond the 2012 organisation such as 2012 Sounds, Artists Taking the Lead and working with regional development agencies
- An action plan for next steps

What participants will go away with

- An understanding of what the 2012 Games could do for their organisation
- An insight into policies, partners and the potential
- An understanding of the key players and how and why to interact with them
- A reason to pick up the phone to their regional contact and how to develop a relationship
- An overview of funding and partnership opportunities and relevant procedures
- An action plan to take their knowledge forward

"Wish I had known this stuff before..."

the :: hub

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**We think.
We do.
We learn.
We share.**