

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **LIFELONG LEARNING OVERVIEW & SCRUTINY COMMITTEE**  
**DATE:** **THURSDAY, 25 APRIL 2013**  
**REPORT BY:** **DIRECTOR OF LIFELONG LEARNING**  
**SUBJECT:** **SCHOOL MUSIC SERVICE – REVIEW OF BUSINESS MODEL**

### **1.00 PURPOSE OF REPORT**

1.01 To inform the LLOSC of the arrangements brokered with schools for an operating model to protect and develop the Flintshire Music Service, with a three year funding commitment by the Council from 2013/14 to 2015/16.

### **2.00 BACKGROUND**

#### **2.01 Scope**

Currently the Music Service delivers instrumental/vocal tuition to almost 2000 learners in schools across the County. The Music Service provides progression and performance opportunities for 500 learners through the County Music School. All young musicians who take lessons with the Service have access to the weekly rehearsals at no extra charge and are able to work in a wide range of ensembles, all performing at Senior, Intermediate and Training level. These include:

- 3 County Choirs;
- 3 Wind Bands;
- 3 String Orchestras;
- Jazz Orchestra; and
- 2 Harp Ensembles.

#### **2.02 Purpose**

The purpose of the Flintshire Music Service is to enhance the quality of life for the people of Flintshire by working in partnership to increase the quantity, range and quality of music services offered within a safe environment. All children and young people should be able to access music education that inspires, engages, challenges and supports them within their communities. Through partnerships we will strive to make music a life-long experience including Early Years and adult opportunities.

Working in partnership with parents/carers, schools and others we should aspire to every child or young person in Flintshire having the

opportunity to:

- learn a musical instrument;
- make music with others;
- learn to sing; and
- have the opportunity for progression to excellence.

Additionally, Flintshire's Music Service is organised to offer a range of other services including:

- commissioning CPD and support to school staff, particularly in supporting schools to deliver music in the curriculum;
- providing an instrument loan service; and
- providing access to large scale and / or high quality music experiences for pupils, working with professional musicians and / or venues.

Flintshire's Music Service should be the hub for schools, educational settings and the wider community, bringing together the expertise and social capital required to support all children and young people's musical interests and passions, in and out of school.

### **3.00 CONSIDERATIONS**

#### **3.01 Optimum Service Model**

A successful music service is underpinned by high quality artistic, educational and operational/ business leadership.

Flintshire's Music Service has strong and focused artistic and educational leadership. The benefits of this can be further maximised through working more closely with school based teams to create more joined up music education provision for children and young people, both in and out of school, enabling effective communication and ensuring that high quality musical experiences are available for all children and young people. Bringing schools and others into full partnership on service planning and commissioning will support this development.

The Service needs stronger and more resilient business management. Flintshire's Service has been hampered by poor quality management information about service delivery to individual schools and pupils. This leaves limited assurance in relation to:

- ability to plan efficient delivery of small group tuition; and ensembles;
- ability to appropriately deploy staff and instruments;
- ability to maximise efficiency;
- ability to communicate effectively with all stakeholders; and
- ability to maximise income to cover operating costs.

Additionally, the resulting complexity has resulted in additional administrative tasks being undertaken by the Music Service and others including Finance.

These issues are to be addressed by:

- reconfiguring service leadership to ensure sufficient focus on business management processes;
- introducing an annual planning cycle, with service demand for the following academic year being identified sufficiently early to enable service funding and staffing decisions to be taken;
- ensuring that a broader menu of services are in place to meet school needs at a sustainable charge;
- confirming a “cost recovery” hourly rate for Music Service support to schools. Schools will receive delegated funding from the County Council through a formula approach. Where the demand for music provision in a school incurs costs beyond their delegated funding, it is expected that the school may seek contributions from parents and deploy pupil deprivation and school effectiveness grant to cover costs;
- peripatetic Music Service staff being deployed efficiently to maximise contact time with learners and ensure value for money for both schools and families;
- Improved service planning and operational arrangements;
- renewing arrangements for communications and consultations with learners, parents/carers and school leadership teams; and
- clarifying the role of the Music Service within the hub of community cuts provision across the County.

### 3.02 **Securing Access**

As at present, the Service will be available to low income families through a remissions policy for learners who qualify for FSM. Schools will be able to apply for remission funding through the County Council.

### 3.03 **Services Available**

Schools will be offered a **menu of services** on a non-profit making basis, which will include:

- instrumental teaching to all school age ranges
- curriculum support on a commissioned basis and in partnership with GwE
- provision of County Schools’ Orchestras, Bands, Choirs and ensembles;
- education concerts/workshops
- provision and maintenance of all types of instruments; and
- advice on all aspects of music education

Instrumental teaching is available on all standard types of instruments.

We will be looking to extend provision for percussion and guitar. Within the overall umbrella of tuition available services include initial planning contacts to advise on:

- funding of lessons;
- suitability of pupils for all types of instruments;
- availability of instruments;
- group sizes;
- availability for school concerts;
- preparation for examinations; and
- general planning of instrumental work in relation to the curriculum

Curriculum Support will be available on a commissioned basis and in partnership with GwE, to all schools and includes:

- planning visits;
- music making for groups of children;
- preparation of schemes of work;
- inspection preparation debriefing;
- policy planning;
- curriculum Support teacher training;
- resource Packs/Books and CDs;
- whole class PPA cover for Primary schools, delivered by a specialist music teacher;
- directing / tutoring school orchestras, bands, choirs and ensembles;
- providing piano accompaniment for assemblies, examinations, concerts etc;
- providing live orchestral/ensemble performances for schools;
- instrumental support for concerts;
- aural training for ABRSM exams; and
- ABRSM Theory training up to Grade 5.

County Orchestras, Bands, Choirs and Ensembles provide young musicians with playing opportunities intended to develop their talents fully whilst complementing the work of school and community ensembles.

All standard types of instruments are available for loan to learners. The low charge for each instrument is intended to encourage as many pupils as possible to gain experience of playing a musical instrument. Normal wear and tear is covered in the charge of the instrument.

### 3.04 **Funding Model**

Schools will select and control the range of services they wish to purchase on an annual basis. Schools will be required to notify the Music Service about their detailed requests early in the preceding summer term in 2013 (and during the Spring term in future years), to enable appropriate staffing levels to be in place for September. It is

recognised that the Service requires the flexibility to respond to fluctuations in demand early in the Autumn Term.

The delegated funding to schools will be based on a formula which maintains the quality of the service and acknowledges current usage, as well as encouraging schools to use delegated funding for the purpose it is intended. It will also encourage growth and support schools in retaining their level of Service provision.

20% lump sum for all schools (Key Stage 2, 3 and 4)

40% based on pupil numbers (Key Stage 2, 3 and 4)

40% allocation based on previous year's usage of the Service

The Music Service will provide guidance to schools for Headteachers and Heads of Music. It will also recommend levels of charging for tuition, appropriate tuition group numbers and guidance on instrument provision. Brochures providing information about the Service, together with a pack of documentation for parents will also be supplied. Schools will be responsible for the collection of fees and for determining any additional remissions or subsidies they may wish to offer.

Funding for Post 16 activity is addressed through separate grant funding. More information on financial assurance is set out at 5.00

### **3.05 School Responsibilities**

The Music Service will thrive if schools continue to fulfil their role in service commissioning. Schools must continue to take action to ensure that the service is responsive to their need, cost efficient, effective and sustainable. There needs to be a collective and individual school commitment to supporting the revised operational model.

Schools have joint responsibility with the Music Service for the organisation of lessons and pupil attendance. Each school should identify a named contact person, through whom the service can exchange information, including that on pupil attendance and progress. Schools should also provide teaching locations and conditions suitable for the purpose of music teaching.

During the spring term, the Music Service will send provision forms to every school to enable requests to be made for services for the following academic year. It is to the mutual advantage of schools and the service that schools return these forms by the date specified. Timetabling Music Service staff is a complex process and whilst every effort will be made to accommodate schools' wishes, it may not always be possible to do so. Any requested adjustments to timetables will take place from the following September.

Once submitted, this form represents a binding request from the school for the required teaching for the whole of the following academic year. It is not possible to reduce teaching provision during an academic year.

Where a school passes on any element of the cost of instrumental tuition to parents, the governing body is responsible for ensuring compliance with the latest statutory requirements. Charges may only be made if the teaching is not an essential part of either the National Curriculum or a public examination syllabus being followed by the pupil(s).

The commitment of the Council to protecting and sustaining the service for a three year period has to be matched by a commitment by the schools community both to fund the service as set out in the report and to work within the business model of advance pupil planning and support. This commitment, which will be sought prior to the start of the new academic year, will be renewed annually by specific commitments to pupil numbers and the attached delegated funding. Should the commitment of schools not be maintained for this period the Council cannot guarantee the scale, quality and diversity of the operating model set out in this report and may have to conduct an interim review of the viability of the service.

#### **4.00 RECOMMENDATIONS**

4.01 That LLOSC monitors the operating model for the Flintshire Music Service as set out be adopted subject to (1) effective implementation of the business model changes set out in 3.01 and (2) a matched commitment by the school community.

#### **5.00 FINANCIAL IMPLICATIONS**

##### **5.01 Historical Budget Analysis**

	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
Income	-68,990	-293,734	-319,420
Expenditure	539,056	592,554	589,706
Net Budget	470,066	298,820	270,286

Due to the cost pressures in the service the budget has been increased by a recurrent £100k as part of the 2013/14 budget. The proposed operating model aims to reduce peripatetic staff costs by £85k. Realising this efficiency will depend on the establishment of the new model and completion of the amended staffing structure. The remaining £25k will contribute to the appointment of a business manager to the service which will be a permanent post.

## 5.02 Delegation of Funding

The funding delegated to schools will be an estimated £233k which represents the net direct cost of running the Music Service ie. music tutors, travel, supply costs. The budget for overhead costs such as service management, music school transport will be retained by the Local Authority reducing the financial risk to the Authority should schools decide to withdraw from the service.

The delegation of Music Service funding to schools will be 'notional' until September 2015. From September 2015 schools can choose to buy in or opt out of the service. This approach will ensure that the full allocation of funding for Music remains within the Service until September 2015 giving the Music Service time to implement the new model and reducing the risk to the Authority.

## 5.03 Charging

The model developed aims to sustain the music service within the identified base budget and shares the financial risk between the Authority and schools.

Schools will be charged an estimated £27 per half hour for music tuition and if the following assumptions are achieved schools will 'break even' on their delegated funding and the Authority will cover its costs:

- minimum average class size of 3;
- pupil tuition charge of £132 per academic year;
- delegated funding is fully utilised to purchase the maximum number of hours of tuition;
- additional hours purchased by the school equate to the number of hours purchased through delegated funding.

The level of charge to the pupil will be at the schools discretion and will depend on whether other sources of funding are deployed by the school and the class sizes above being achieved. Schools will be responsible for raising invoices for music tuition.

The key risk to the Authority is that schools buy less hours over time and income will not cover costs. Music tutors are currently employed on Teachers terms and conditions so the service cannot respond quickly to changes in staffing requirements. The risk of this is mitigated through introduction of the service planning cycle at 3.01 and 3.05 above.

Remissions for learners taking lessons from Flintshire Music School will continue to be funded by the Authority based on the eligibility criteria for Free School Meals. Schools will be responsible for making

claims on either a termly or annual basis. Schools can claim the average charge they make to parents up to a maximum of £132 per annum.

Musicians will continue to be charged a £25 annual maintenance fee for their instrument. The invoice for this charge will be raised by the music service.

Musicians who do not take lessons from the Music Service but wish to take part in the Flintshire Music School, will continue to contribute £60 per annum. The Music Service will continue to raise these invoices.

#### **5.04 Staffing**

To build capacity into the service a part time Business Manager post will be established to ensure the effective running of the service. It is anticipated that this will be funded from the existing budget but is subject to further review on the overall management of the service.

#### **5.05 Summary**

We are planning that the service and staffing changes (including provision of business support capacity) can be accommodated within the 2013-14 budget allocation for the service.

### **6.00 ANTI POVERTY IMPACT**

6.01 Low income families will continue to be protected through the County Council's remissions policy. Schools will also have the flexibility to offer additional discounts for siblings or second instruments through their Pupil Deprivation Grants. The Flintshire Friends of Youth Music parent's group have provided a limited number of bursaries and subsidies to enable learners from financially disadvantaged families to access foreign concert tours. A number of secondary schools also subsidise lessons for their GCSE students.

### **7.00 ENVIRONMENTAL IMPACT**

7.01 No impact from this paper.

### **8.00 EQUALITIES IMPACT**

8.01 All schools across Flintshire will have an entitlement to Music Service provision, including Primary, Secondary and Special. However, individual and small group tuition will not normally be offered to Foundation phase learners.

8.02 The Service will continue to deliver tuition to learners with a range of disabilities.



8.03 The gender balance is in line with other Music Services across Wales and currently delivers tuition to 1243 girls and 671 boys. A potential increased demand for guitar and percussion may improve the balance in future as the new model for the Service more easily accommodates diversification and growth.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 There is a potential imbalance between the Service's current staffing levels and the demand for specific instrumental /vocal expertise across the disciplines, requested by schools for the coming year. This balance fluctuates on an annual basis.

9.02 This will begin to be addressed when schools submit their detailed requests for provision early in the summer term. It may be necessary to reduce staffing levels in certain instrumental areas whilst increasing provision in others. Additional staff required to provide tuition in particularly popular disciplines may be recruited on a self employed basis. This will enable the Service to operate a more flexible and efficient workforce in the future.

## **10.00 CONSULTATION REQUIRED**

10.01 There will be ongoing consultation with headteachers, heads of music and music service staff as the revised model is implemented.

10.02 The service needs to build upon best practice elsewhere in improving consultation on service design and delivery with students and parents/carers.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 Consultation has taken place with primary and secondary schools at the Headteachers' Federation meetings.

11.02 Heads of Music have been consulted at their music forum meetings which are held each term.

11.03 There has been ongoing consultation with Music Service staff throughout the process.

## **12.00 APPENDICES**

12.01 Appendix A – Implementation Gantt Chart  
Appendix B – Annual Timeline

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985**  
**BACKGROUND DOCUMENTS**

None.

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