

ANGUS COUNCIL

SPECIAL CHILDREN AND LEARNING COMMITTEE – 15 FEBRUARY 2018

SPECIAL ANGUS COUNCIL – 15 FEBRUARY 2018

REVIEW OF INSTRUMENTAL MUSIC SERVICE

PAULINE STEPHEN, HEAD OF SCHOOLS AND LEARNING

ABSTRACT

This report summarises the outcomes of a review of Angus Schools' Instrumental Music Service (IMS) and seeks approval for recommended changes to service delivery.

1. RECOMMENDATIONS

1.1 It is recommended that Children and Learning Committee:

- (i) Agrees to the removal of vacant posts within the Instrumental Music Service;
- (ii) Agrees to the removal of the Instrumental Music Service Coordinator's post;
- (iii) Agrees to the creation of the post of Senior Instructor; and
- (iv) Agrees to maintain music tuition fees at the current level.

1.2 It is recommended that Angus Council:

- (i) Notes the consideration of Angus Children and Learning Committee on 15 February 2018;
- (ii) Agrees to the removal of vacant posts within the Instrumental Music Service;
- (iii) Agrees to the removal of the Instrumental Music Service Coordinator's post;
- (iv) Agrees to the creation of the post of Senior Instructor; and
- (v) Agrees to maintain music tuition fees at the current level.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the following local outcome contained within the Angus Local Outcomes Improvement Plan and Locality Plans:

- A skilled and adaptable workforce

3. BACKGROUND

3.1 Angus Instrumental Music Service (IMS) provides Angus children with opportunities to learn a musical instrument and provides platforms at school and regional levels to help children develop their musical skills. In school session 2016 to 2017, 6% of Angus pupils (932) accessed the IMS. The IMS is a subsidised Council service and costs £722,698 to run. £150,000 of revenue was raised through fees in 2016-17. The standard annual charge to learn an instrument is currently £231. A £30 charge for hire of an instrument has been introduced and there are reduced fees for second and subsequent children in the same family taking up learning an instrument. There is no cost to families receiving benefits. Young people studying music as part of their senior phase curriculum also receive free tuition. In addition the IMS offers free targeted group sessions to children and young people with additional support needs. Approximately 70% of children and young people receiving tuition pay for it. Children and young people are guaranteed 28 lessons per school session from a possible 39.

- 3.2 The Council budget setting process for 2014 to 2017 approved a small efficiency saving of £24,000 for the Instrumental Music Service (IMS). This was applied in the financial year 2014 to 2015 as detailed in Angus Council Revenue Budget Report number 84/14. At that time the schools and learning service was also tasked with reviewing the IMS in order to identify the impact of any additional future saving. A service review group was established in April 2014 with the remit of analysing current IMS provision and determining the likely impact of additional future budget savings.
- 3.3 A key challenge for the group at this time was how the music service would operate effectively in the context of staff reductions and continue coverage across 8 secondary and 53 primary schools. Engagement with stakeholders centred on questionnaires and consultation discussions. Information was also accessed from other local authorities through Heads of Instrumental Teaching Scotland on how change has been managed and how it had impacted on music service delivery. There was substantial satisfaction from stakeholders with the IMS. Learning a musical instrument is perceived as a benefit and force for good in children's lives.
- 3.4 Models were worked up to analyse the impact of service delivery with a service cohort of 7, 9 and 11FTE music instructors. The advantages and disadvantages for each model were explored alongside different models of IMS delivery. The conclusion of this work in 2014 was that an IMS size of 11FTE was recommended to sustain a viable service.
- 3.5 The recommendation to reshape the IMS was presented to Children and Learning committee in January 2015 and subsequently was subject to debate by full Council in 2015. The recommendation to redesign the service was not approved.

4. CURRENT POSITION

- 4.1 In the context of further budget efficiencies the need to revisit potential savings in this non-statutory area of service provision was identified as part of Angus Council's Change Programme in June 2017. Saving targets were identified of £80,000 in 2018-19 and £60,000 in 2019-20 giving an overall saving of £140,000.
- 4.2 A reduction of the IMS supports the Council's requirement to deliver a balanced budget whilst retaining most of the service as the benefits of learning an instrument and maintaining an effective music tuition service are recognised.
- 4.3 The current staffing level of the IMS is 16.6 Full Time Equivalentents (FTE) music instructors. including 3 vacancies - two in wood wind and one in lower strings. The current structure of the IMS team is:

Instrumental Music Instructor Co-ordinator	1.0 (including 0.4 woodwind instruction)
Strings (upper)	4.6
Strings (lower)	1.8
Woodwind	2.0
Brass	3.2
Percussion	1.0
Guitar	1.0
Piano	1.0
Pipes	1.0
Total FTE	16.6

There are 7 full time and 12 part-time instructors. The instrumental service covers all 8 secondary schools and as far as practical all 53 primary schools depending on up-take in rural areas. In general, strings and piano lessons begin in P4, brass, woodwind, pipes and guitar lessons in P5 and percussion in S1. Children can be taught in groups of up to six in early stages but more advanced pupils can receive one-to-one especially those seeking places at conservatoire or university. Around 218 pupils take part in the IMS bands and orchestras programme and 49 pupils attend the Angus Youth Orchestra for which there is a fee of £35.

- 4.4 As extensive work had already been done in this area, as outlined in section 3 of this report, the starting point to meet savings targets was to analyse the original service review. This was tasked to a Service Manager who had no involvement in the original review in order to provide a degree of objectivity. It was identified that it would be possible to recommend the implementation of this original review. However the Service Manager then worked in partnership with the IMS team of tutors to jointly consider the implications of this and whether there were alternative approaches to meeting budget efficiencies.

The proposals outlined in section 5 of this report summarise an alternative approach as a result of this work.

5. PROPOSALS

- 5.1 There are currently three vacant instructor posts. Vacancies remain despite several recruitment attempts. It is proposed that savings will be achieved through not filling these posts. This saving will be made in 2018-19. It is anticipated that a further 0.4 vacancy will be created by April 2019 due to natural staff turnover and this will provide a further saving. Any further unplanned vacancies or future vacancies in specific instrument disciplines will be assessed for like for like replacement. That is, in order to maintain as far as possible, a balance of instruments on offer, decisions will be made to focus on targeted recruitment in certain disciplines. It is however acknowledged that it is not always possible to recruit to certain disciplines, as evidenced by current service staffing levels.
- 5.2 In addition, it is proposed to remove the post of a fulltime IMS coordinator. Coordination of activities would instead be under taken by a senior instructor. The senior instructor would be appointed from within the music instructor cohort. An allocation of management time would be provided to undertake specific tasks. This senior instructor would be paid on point 1 of Principal Teacher post for teachers.

6. FINANCIAL IMPLICATIONS

- 6.1 The current IMS costs £722,698 to operate, £703,698 for staffing and £19,000 for other expenses. This currently includes a slippage target of 1%.
- 6.2 The future costs for operating an IMS within the proposals as detailed in 5.1 and 5.2 are:

Projected Budget 2018-19

Budget	Costs £	Income
13.2 FTE @ £42,133 per unit	556,156	0
Coordinator	56,221	0
Repairs, replenishment, ushers	10,000	0
Travel expenses for Instructors	7,000	0
Income projection	0	150,000
TOTAL	629,377	

Projected Budget 2019-20

Budget	Costs £	Income
12 FTE @ £42,133 per unit	505,596	0
Senior Instructor	49,950	0
Repairs, replenishment, ushers	10,000	0
Travel expenses for Instructors	7,000	0
Income projection	0	150,000
TOTAL	572,546	

- 6.3 Reducing the service as outlined in accordance with the above proposals would result in the following savings:

	Proposed Savings £	Target £
2018-19	116,746	80,000
2019-20	33,406	60,000
Overall saving	150,152	140,000

6.4 The phasing of the savings is as follows:

- 2018-19 initial budget saving of £93,321.
- By November 2018 there will be additional part year budget saving of £23,425 as result of the removal of the IMS coordinator's post. The full saving realised in 2018-19 will be £116,746.
- In 2019-20 the full year budget saving is £33,406.
- By 2019-20 the overall identified savings will be £150,152.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

REPORT AUTHOR: Pauline Stephen, Head of Schools and Learning
EMAIL DETAILS: PEOPLE@angus.gov.uk