

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

10th October 2014

**JOINT REPORT OF THE GROUP DIRECTOR CORPORATE SERVICES
AND THE DIRECTOR OF EDUCATION AND LIFELONG LEARNING**

**AUTHORS: Chris Lee, Group Director Corporate Services (01443 424026)
and Chris Bradshaw, Director of Education and Lifelong Learning (01443
744001)**

MEDIUM TERM SERVICE PLANNING – SERVICE CHANGE PROPOSALS

MUSIC SERVICE

1.0 PURPOSE OF REPORT

1.1 This report will outline the service change proposals in respect of the Music Service. These changes are required as part of the Council's Medium Term Service Planning arrangements, specifically in the context of the need to reduce spend and enable the Council to fulfil its statutory responsibility and set a balanced budget.

2.0 RECOMMENDATIONS

2.1 It is recommended that Cabinet agree to initiate consultation on the service change proposals in respect of the Music Service as outlined in paragraph 8.

2.2 To receive a further report detailing the results and feedback from the consultation process (including the results of the Equality Impact Assessment undertaken) in order to determine whether and how it wishes to progress with the proposals.

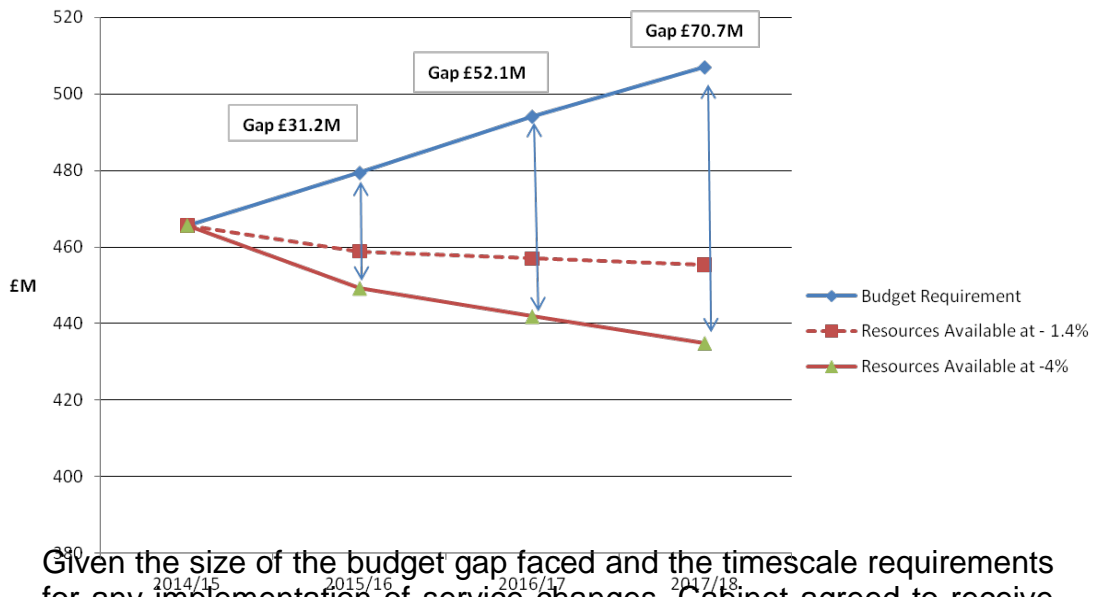
3.0 BACKGROUND

3.1 Cabinet have continued to receive regular updates on the projections of the Council's revenue budget position for the period to 2017/18 (current financial year 2014/15 and a 3 year projection), as part of the Council's Medium Term Service Planning arrangements.

3.2 The latest assessment of these projections indicates an estimated budget gap over the 3 years from 2015/16 to 2017/18 of £70.7M with

an initial 2015/16 gap totalling £31.2M. This assessment continues to reflect assumptions on likely settlement levels in light of recent correspondence received from Welsh Government. The provisional Local Government Settlement itself is due to be announced on the 8th October 2014. The current projection is illustrated in Figure 1 below:

Figure 1: Medium Term Financial Planning Modelling Update (2015/16 to 2017/18)



3.3 Given the size of the budget gap faced and the timescale requirements for any implementation of service changes, Cabinet agreed to receive reports on potential service change / cut proposals as soon as these become available, given the need to balance an estimated remaining gap of over £23M (after the implementation of Phase 2 proposals, the decision taken in respect of Leisure Services and the planned delivery of £4M of efficiencies) for 2015/16.

3.4 This report provides details of a service change proposal in respect of the Music Service.

4.0 MUSIC SERVICE PROVISION – CURRICULUM TEACHING AND INSTRUMENTAL & VOCAL TUITION

4.1 The Music Service is a discretionary service within the Education and Lifelong Learning Group. It delivers Classroom Curriculum teaching and Instrumental and Vocal tuition to schools who are charged £33 and £26 per hour, per service, respectively. Schools then decide whether or not to recharge the cost of tuition to parents.

4.2 Some schools pass some or all of the costs on to parents and others do not. Where schools charge, some do not charge pupils entitled to free school meals, whereas others do not make that differentiation.

There is no Council policy on charging for this service – it is at the discretion of the school.

4.3 In 2013/14 the Music Service provided the following to schools:

School	Curriculum Teaching			Instrumental & Vocal Lessons		
	No. of Schools using the service	Hours bought	No. of Schools <u>not</u> using the service	No. of Schools using the service	Hours bought	No. of Schools <u>not</u> using the service
Nursery	0	0	1	0	0	1
Primary	38	2,922	72	70	6,203	40
Secondary	0	0	19	18	11,301	1
Special	0	0	4	1	69	3
Total	38	2,922	96	89	17,573	45

4.4 The following shows the usage of the service by schools in percentage terms:

School	Curriculum Teaching		Instrumental & Vocal Lessons	
	Schools using the service %	Schools <u>not</u> using the service %	Schools using the service %	Schools <u>not</u> using the service %
Nursery	0	100	0	100
Primary	35	65	64	36
Secondary	0	100	95	5
Special	0	100	25	75
Total	28	72	66	34

4.5 Increasingly, the Music Service has had difficulty in meeting the needs of schools, which has resulted in fewer schools using the service over recent years. At Secondary level, with an ever increasing focus on educational performance, pupils are frequently not allowed out of lessons to attend instrumental and vocal lessons. In Primary schools, there is in some cases, reluctance and in others refusal, to allow instrumental or vocal lessons in the mornings because of commitments to literacy and numeracy at this time.

4.6 Some schools source Curriculum Teaching and Instrumental/Vocal tuition from other providers.

5.0 OTHER PROVISION

5.1 The Music Service also organises various activities and events. These are as follows:

- Extra Curricular Activities – 15 groups throughout the week across Rhondda Cynon Taf engaging 425 children. Staff are paid additional hours to deliver this and it is offered free of charge to children;
- 4 Counties' Youth Music – Partnership with Merthyr, Caerphilly and Bridgend to offer advanced pupils workshop days and residential courses;
- Festivals – Various events such as the Festival of Christmas Music and the Schools' Music Festival and other smaller events throughout the year;
- Collaborative Projects – Various projects as they arise, including working with Cultural Services, BBC National Orchestra of Wales, Welsh National Opera, Ty Cerdd (Music Centre Wales based in the Wales Millennium Centre) and the Royal Welsh College of Music & Drama;
- Examination Centre Facilitation – the service has free use of Garth Olwg Lifelong Learning Centre to facilitate termly instrumental and vocal examinations.

6.0 **BUDGET & RESOURCES**

6.1 The 2014/15 budget for the service is £0.474M which is analysed below:

Budget	£,000
Employees	1,093
Premises	1
Transport	10
Supplies & Services	3
Gross Expenditure	1,107
Income	(633)
Net Budget	474

6.2 The gross cost of the service is £1.107M with income of £0.633M (largely from schools) which results in a subsidy to the service of £0.474M.

6.3 The current instrument stock satisfies the current demand for instrumental lessons. Purchase of new instruments is minimal.

7.0 **OPTIONS FOR CHANGE – LONG LIST OF OPTIONS**

7.1 The following options were considered in relation to changes to the Music Service:

Options for Change	
1a	<p>Discontinue the Music Service</p> <p>The Music Service is non statutory and the responsibility for music in the curriculum lies with individual schools. Currently, 104 schools buy into the RCT Music Service (38 for Curriculum Teaching and 89 for Instrumental/Vocal tuition, with some schools buying both services). If this service was discontinued these schools would need to make alternative arrangements. Schools could source providers from alternative music tuition companies or use the skills/expertise of existing staff in schools/clusters.</p>
1b	<p>Discontinue the Music Service and centrally commission music tuition from other providers</p> <p>As per option 1a but a centrally administered contract could be tendered for rather than individual schools making their own arrangements. Resources could also be retained for extra curricular activities and projects. A further consideration would be the introduction of a charge for these activities (see option 8) which could ultimately mean no additional cost to the Council. A management and administration review would be necessary to ensure the correct structure is in place to manage the remaining central services and contract management.</p>
2	<p>Employ all staff on Local Pay and Conditions excluding curriculum teachers</p> <p>Currently, staff are employed on either teachers or instructors terms and conditions. Changing to RCT terms and conditions would standardise terms and conditions. Curriculum teachers would be retained. The service would be more flexible and able to meet the changing needs of schools.</p>
3	<p>Employ all staff on Local Pay and Conditions & cease to offer curriculum teaching</p> <p>As per option 2 and discontinuing the Curriculum teaching service.</p>
4a	<p>Re-launch Music Service paying staff an hourly rate term time only</p> <p>Currently, staff are paid for school holidays which cannot be recharged to schools. Paying staff an hourly rate would reduce the subsidy required assuming hours bought are sustained. Staff would only be paid for the hours they tutor, however they would retain RCT employment rights and benefits (pension, sickness scheme etc).</p>
4b	<p>Re-launch Music Service paying staff an hourly rate term time only plus travel expenses</p> <p>As per option 4a with the addition of travel expenses being paid in addition</p>

	to the hourly rate.
5	Re-launch Music Service as an agency for Approved Music Tutors (self employed) Currently, staff are paid for school holidays which cannot be recharged to schools. Tutors would be engaged via procurement and contract process for the hours required thereby reducing the subsidy needed.
6	Reduce the subsidy of the Music Service Reduction in the subsidy would result in an increased charge to schools.
7	Independent management structure review This could be carried out as a stand alone review or combined with any other option.
8	Introduce a charge to parents for extra-curricular activities Extra-Curricular activities are currently free of charge. Introducing a charge to parents would reduce the subsidy required. A charging policy would need to be developed with potential discounts for siblings or multiple activities.
9	Cease to run extra-curricular activities Stop providing the 15 extra-curricular groups currently provided to 425 children per week, no longer incurring hourly overtime costs in addition to basic salary costs to provide the service.
10	Consideration of Partnership Working A Welsh Government report “Arts in Education in the schools of Wales”, March 2013, (which includes Music services) recommends that more partnership working is established across Wales in the form of Creative Learning Networks and Professional Learning Communities which reflect the four regional education consortia.

7.2 Appendix 1 provides an analysis of the advantages and disadvantages of each option and the reasons for progressing or not progressing with each.

8.0 PROPOSED OPTION – DETAILS

8.1 The proposed option is option 1a, which is to discontinue the Music Service.

- 8.2 Schools could source provision from alternative music tuition companies or individuals (some schools already do this) or use the skills/expertise of existing staff in schools/clusters.
- 8.3 Currently only 35% of the primary schools buy music support from the Music Service, the other 65% secure advice, guidance and curriculum support from within the school, from other schools or from other arrangements with independent individuals or independent music service providers. No issue has been raised by Estyn in its inspection of our schools in respect of schools not meeting their statutory curriculum requirements for music.
- 8.4 In secondary schools, the majority have music departments that can meet the curriculum requirements. Where specialist music tuition is required, the opportunity exists for this to be secured through the 14-19 collaborative networks of local schools or through other arrangements with independent individuals or independent music service providers.
- 8.5 Schools could work together to facilitate any additional provision, including extra curricular activities on a cluster/regional basis.
- 8.6 The proposed option would deliver savings, in a full year, of **£0.474M**.

9.0 CONSULTATION

- 9.1 It is crucial that the Council consults fully with the public, staff and other interested stakeholders on this proposal.
- 9.2 It is proposed that a formal eight (8) week consultation process be initiated in relation to this proposal. This will be facilitated through a number of methods, ensuring that all who wish to provide feedback and respond to the proposal are able to do so.
- 9.3 The results of the consultation process will be presented to Cabinet to ensure that a fully informed decision is made on this proposal.

10.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 10.1 A full Equality Impact Assessment (EIA) will be prepared alongside and supported by the consultation process for this proposal. The EIA will consider the potential impact of the proposal contained in this report on the designated protected groups and identify any potential mitigation either in place or which can be put in place to limit any impact.
- 10.2 As per the consultation outcomes, the EIA will be presented to Cabinet once completed to ensure that a fully informed decision is made on this proposal.

11.0 STAFFING

11.1 The staffing related implications from this proposal would be carried out in accordance with the Council's statutory obligations and Managing Change policy. Staff and trade unions would be fully consulted at the appropriate time.

12.0 CONCLUSION

12.1 The Council is facing an unprecedented financial challenge over the next 3 years and all services and their delivery are being reviewed.

12.2 The Music Service is a non-statutory service. This report provides Cabinet with a number of options to change the service whilst making savings to contribute towards the budget gap.

12.3 The proposed option would deliver savings, in a full year, of £0.474M.

APPENDIX 1

ADVANTAGES & DISADVANTAGES OF OPTIONS

Option		Advantages	Disadvantages	Recommended to be taken forward
1a	Discontinue the Music Service	<ul style="list-style-type: none"> • Independent providers are available to Schools. • £474k saving. 	<ul style="list-style-type: none"> • If schools do not utilise independent providers then the only access will be through private Music tuition. • Consistency of provision of instrumental and vocal teaching across areas of RCT may reduce. • Musical heritage and culture may be diminished. Although schools may buy in other independent providers and individuals, schools will be responsible for overseeing the quality of the provision. • The benefits of learning an instrument and singing or playing with others may be lost including the impact on learning and supporting numeracy and literacy, social cohesion, identity and mental health and well-being. 	Yes
1b	Discontinue the Music Service and centrally commission music tuition from other providers	<ul style="list-style-type: none"> • Greater flexibility of working hours to better meet the needs of schools e.g. offering more teaching outside the school day and provision in school holidays. • Employment issues would be the responsibility of the private provider 	<ul style="list-style-type: none"> • Potential loss of commitment and goodwill to the Service and schools from staff as they may not contribute to school concerts, examinations or shows for example if they are paid hourly. • Central management and administration of one contract for all schools would be at a cost 	No

		<p>(clearances and safeguarding training, performance management, equality of pay, sickness/maternity cover, employments benefits, recruitment/retention etc).</p> <ul style="list-style-type: none"> • Schools could decide on the method of service provision tailored to their circumstances (e.g. parents deal directly with the provider and the provider charges parents the set rates, or schools pay the provider and set their own rates and policies regarding charging, including FSM subsidies). • Tendering for a Council wide contract could achieve a cheaper hourly rate than schools independently sourcing providers. • £271k saving 	<p>to the Council or would need to be recovered from schools at an extra cost to them.</p>	
2	<p>Employ all staff on Local Pay and Conditions excluding curriculum teachers</p>	<ul style="list-style-type: none"> • No affect on service provided, instrumental and curriculum teaching still offered to all schools. • Standardisation of terms and conditions of all staff (excluding curriculum teachers who are still employed on the teaching grades for full classroom tuition). • Less expensive service provision whilst still maintaining positive working conditions for staff who can only work during term time. 	<ul style="list-style-type: none"> • Some staff may not accept the new terms and conditions therefore some expertise may be lost. • If staff leave there may be some disruption or lack of continuity of tuition for pupils. 	<p>No</p>

		<ul style="list-style-type: none"> • Greater flexibility of working hours to better meet the needs of schools e.g. offering more teaching outside the school day and provision in school holidays. • £93k saving. 		
3	Employ all staff on Local Pay and Conditions & cease to offer curriculum teaching	<ul style="list-style-type: none"> • As above, plus: • Equality of access to quality instrumental and vocal teaching and support for teachers. • £112k saving. 	<ul style="list-style-type: none"> • As above, plus: • Schools may seek curriculum teaching from lesser qualified organisations. • Schools and children may potentially not receive the level of music engagement that they currently benefit from. 	No
4a & b	Re-launch Music Service paying staff an hourly rate term time only	<ul style="list-style-type: none"> • Greater flexibility of working hours to better meet the needs of schools e.g. offering more teaching outside the school day and provision in school holidays. • Saving with no travelling expenses: £378k. • Saving with travelling expenses: £368k. 	<ul style="list-style-type: none"> • Potential loss of quality staff and provision as they may choose not to accept these terms and conditions. • Absence of Curriculum Music Teaching in schools may lead to an increase of poor music teaching in schools and fewer children accessing quality provision. • Potential loss of commitment and goodwill to the Service and schools from staff as they may not contribute to school concerts, examinations or shows for example if they are paid hourly. 	No
5	Re-launch Music Service as an agency for Approved Music Tutors	<ul style="list-style-type: none"> • Greater flexibility of working hours to better meet the needs of schools e.g. offering more teaching outside the school day and provision in school holidays. 	<ul style="list-style-type: none"> • Continuity of staff may not be retained which could impact on children's learning. • Administratively time consuming (both resources and financial) as schools may change their requirements from term to term. 	No

		<ul style="list-style-type: none"> • Saving of approximately £200k. 	<p>Staff have flexibility to move on from term to term, so new appointments and changes to provision can be made termly.</p> <ul style="list-style-type: none"> • Potential loss of commitment and goodwill to the Service and schools from staff as they may not contribute to school concerts, examinations or shows for example if they are paid hourly. The Service will not be able to deliver CPD to staff as the cost of paying additional hours for training will not be covered. Staff will therefore not be kept up to date in current teaching trends and developments. • Management/admin of agency including tax returns and other employment issues. • Procedures would have to be put in place to ensure that the self employed tutors have the appropriate checks and training to work with pupils individually and in groups. • Staff do not have the ability to work during the holidays as schools are closed. 	
6	Reduce the subsidy of the Music Service (thereby increasing charge to schools)	<ul style="list-style-type: none"> • Reduction in subsidy (savings amount dependent on the effect of price increase on demand). 	<ul style="list-style-type: none"> • Reduction in subsidy will result in an increased charge to schools potentially reducing the demand for the service. • Service needs to ensure it remains competitive with other private providers. 	No
7	Independent management	<ul style="list-style-type: none"> • Ensures a management structure that is fit and able to run the service (subject 	<ul style="list-style-type: none"> • Management structure would need to reflect the level of service to be provided and in light 	No

	structure review	to any service change to be implemented). <ul style="list-style-type: none"> • Saving dependent upon level of service (£115k current cost). 	of any service change to be implemented.	
8	Introduce a charge to parents for extra-curricular activities	<ul style="list-style-type: none"> • Improved attendance and commitment from children. • Other areas where a charge has been introduced have not experienced a drop in demand for the extra-curricular activities. • Saving of up to £21k. 	<ul style="list-style-type: none"> • Potentially reduced attendance to groups due to charge (although not the case with other areas). 	No
9	Cease to run extra-curricular activities	<ul style="list-style-type: none"> • Schools could work together on a cluster/regional basis which might improve access opportunities for some children if they are held more locally. • Saving of £21k. 	<ul style="list-style-type: none"> • Children cease to have the range of opportunities offered for free or at an affordable rate. • Standards of performance drop. • Opportunities for pupils to access National Ensembles cease. • Opportunities to pursue further study and employment in the arts and other forms of work through the skills obtained such as communication, self confidence, presentation and team work, are reduced. 	No
10	Consideration of Partnership working	<ul style="list-style-type: none"> • Economies of scale due to shared management and administration. • Wider scope of expertise. • Shared physical resources (premises, instruments). 	<ul style="list-style-type: none"> • Potentially a less personal and tailored service for schools. • A much longer term consideration which will not deliver any savings in the short to medium term. 	No

