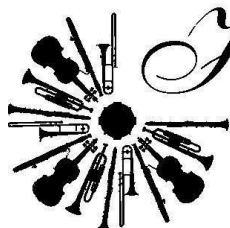


# Herefordshire Music Service

## Staff Consultation

**3 February 2011**



*Herefordshire Music Service*

Lugwardine Court, Lugwardine, Hereford, HR1 4AE

Tel: (01432) 260840 • Fax: (01432) 260839

Email: [music@herefordshire.gov.uk](mailto:music@herefordshire.gov.uk) • Website: [www.herefordshire.gov.uk](http://www.herefordshire.gov.uk)

HEAD OF SERVICE: CLIFFORD WOOLLARD

## **Introduction**

Herefordshire Music Service, in line with all other services for children and young people in Herefordshire, is completely redesigning its model of business and support available to our young people. This includes addressing peripatetic teacher's contracts as part of Phase 3 of the Restructure and Development of the Music Service. Key decisions will have to be taken in direct response to the changes in funding to Local Authorities and Music Services.

As part of this process, an extensive amount of research has been undertaken by the Head of Music Service over several months – looking at a wide variety of business models in other Music Services. We still continue to listen to feedback from key stakeholders (in particular schools, staff and young people).

Herefordshire Music Service has already made many changes in the first two phases of its Restructure and Development. The final part of this process was to consider changes to the terms, conditions and contracts of its peripatetic music teachers.

Due to the considerable accumulating deficit and the large reduction in Government funding (both for LAs and Music Services), the changes made will have to go well beyond the original remit for Phase 3 (staff contracts). This will almost certainly include an entire new model of business/organisation

## The National Picture

On 24 September 2010, Michael Gove (Secretary of State for Education) commissioned Darren Henley (Managing Director of Classic FM) to review music education (including instrumental music provision). This report was due to be published at the end of December 2010, but was delayed until the end of January 2011. The report has still not been published, but it is understood that it will be out within the next couple of days.

As a result of the Henley Review, the announcements for the Music Standards Funds were also delayed until the report was published. Thus, the announcement for Music Standard Funds is yet to be announced for April 2011 onwards.

Nearly every Music Service in the country is cutting back and/or redesigning its business model. Other services are threatened with closure or changes to staff pay and conditions. At the time of writing this report, Music Services who are charities seem most at threat of closure, whilst many LA Music Services are looking to severely cut back. As a result, within the last couple of months **over 40 Music Services across the country have served their staff with Section 188 notices (notifying the possibility of redundancy).**

See Appendix 1

## The Local Picture

Government policy has been to remove significant funding from LAs and give this directly to schools for them to decide how they wish to spend their resources. As a result, there are currently major changes taking place within the Children and Young People's Directorate. This will include some redundancies. The Local Authority will be making significant changes to ensure that it can provide its statutory duties. Music Services ceased to be statutory in the early 1990's and therefore are at increased risk with budgets so tight. Whilst the LA no longer funds the Music Service, it still provides other LA resources e.g. payroll, finance and Human Resources. It is likely that the LA will no longer be able to freely provide these services and that in the future a charge will be made to the Music Service to pay towards this.

Several schools have or are considering changing to Academy Status. These schools are independent from the LA and thus the LA ceases to receive any central funding for those schools. Herefordshire Music Service should therefore be charging the full cost to Academies (approx £40 per hour). The Music Standards Funds is not 'top sliced' for Academies at present - Under the Henley Review/MSF announcements, this could change.

## **Music Service Evaluation Partner and other Developments**

Herefordshire Music Service has participated in the Music Service Evaluation Partner scheme, which is organised by FMS (Federation of Music Services). This has involved an external moderator visiting the Music Service, meeting with the Head of Service, discussing the SEF (Self Evaluation Framework), Meeting with Managers, Coordinators, Office team, Peripatetic staff, Schools, Pupils and LA Officers. It also included several lesson observations. The MSEP process is Peer Moderation and not an inspection, although it does grade in several areas.

Following the first MSEP (May 2009), Herefordshire Music Service was noted as not 'meeting the Governments aspirations' for Music. The quality of teaching and learning and the breadth of access and provision (including lack of Wider Opportunities projects) were the main areas of concern.

The second MSEP was conducted between May and September 2010. Progress in lesson observations and vocal strategy was evaluated as 'considerable.' There were many positive comments about the developments in the Wider Opportunities projects - including noting how many more pupils/schools are accessing the scheme (now that the funding for this has been given to the Music Service from schools). As a whole, the MSEP noted a 'Policy of continuous improvement' and said that Herefordshire Music Service 'can justifiably claim to be a satisfactory music service.' This clearly is an excellent turn-around.

The moderator did note the following concern: 'The instability of its current financial position as a traded service and the resistance from schools to accept an increase in charges for delivery is putting the service in an increasingly unviable position.'

Other notifiable developments include supporting 100% of primary schools to sign up to SingUp, many of whom benefited from a variety of other activities from this. Increasing the uptake of Wider Opportunities from 6% to 27% of primary schools.

The audit of 2009 also concluded that the Music Service was 'unsatisfactory' in its procedures. A follow-up visit in January 2011 has shown 'considerable' progress – a final grading is yet to be published.

## Financial & Budget Situation

Herefordshire Music Service receives the full Standards Funds for Music of £219,000 per year. This is non-inflationary, so reflects a real term reduction of approximately 3%pa. In addition the Music Standards Funds of £73,000 for Wider Opportunities was taken out of school budgets and given to the Music Service (as in the majority of music services) from April 2009.

For six years up until March 2007, the LA gave additional funding averaging £150,000 pa to the Music Service at the end of each financial year. In March 2008 they were unable to do this and announced that they were no longer able to financially support the service. This resulted in an immediate deficit of £123,000. It was agreed to raise the cost of the hourly rate to schools from £27 to £32 an hour to help plug the gap. However, this was overturned at the Schools Forum in June 2009. Therefore, a further deficit amounted. The current cumulative deficit is predicted to be approximately £240K by March 2011.

The table below shows the income for the last 5 years and the projected income for the next financial year. It does not include the 73K Wider Opportunities, as this is ring-fenced for the projects.

Financial Year(s)	Funding from LA	Music Standards Funds	Total Funding	Deficit	Cumulative Deficit
2002-2008	150K (average)	219K	369K	0	0
2008-2009	0	219K	219K	123K	123K
2009-2010	0	219K	219K	37K	160K
2010-2011	0	219K	219K	80K (Approx)	240K
2011-2012	0	?	?	50K (Approx)	290K

The above table shows the reduction in LA funding reducing the Music Service's grants by 40% each year between 2006-2010

None of the above take into account inflation and pay increases etc.

**The result of this significant loss of funding is that the Music Service has now to be 100% traded i.e. what we provide has to be covered within the charges to schools/parents etc.**

What actions has the Music Service taken to try and address the annual deficit?

- An hourly charge to schools increase from £27 an hour to £32 an hour in 2009 was vetoed at Schools Forum because it was deemed to be too expensive. Several High Schools also indicated that they would withdraw from the Music Service if it went through

- A proposal to Schools Forum requesting a one-off payment of £100,000 to help with the deficit was proposed in December 2009 (as there was an under-spend of £1.2M in the school's DSG budget). This was declined
- Removal of entire Middle Management Team of Coordinators (4 redundancies), saving approximately £70k pa
- Continued in-house savings e.g. internally producing marketing information, improved budget monitoring and project fore-casting
- Sing Up grant of £7k, half of which paid towards management time
- Selling surplus instruments, raising £30k since November 2010 (ongoing)
- Keeping administrative costs low - HMS is approximately 0.5 post under capacity administratively compared to the national average
- Keeping management costs low – Management costs are in line with the average nationally
- Members of SMT are used for cover to save money (as this saves the cost of paying staff to cover)

## Hourly Rate Pay for Peripatetic Staff

Previously, the funding has been used to subsidise the hourly rate paid to staff. In addition the Music Service has not received any additional funding to cover the costs of workforce reform (PPA and Threshold). The cost of PPA adds around £45K per year to the teaching costs (over £3 an hour). Examples of pay-scales are as follows:

Scale	Hourly salary	*on costs @ 22.1%	Total cost to Inc 10% PPA
UQ	19.78	24.15	26.56
HMS UQ**	23.45	28.63	31.49
M1	17.07	20.84	22.92
M2	18.42	22.48	24.73
M3	19.90	24.29	26.72
M4	21.43	26.16	28.78
M5	23.11	28.22	31.05
M6	24.94	30.45	33.50
UPS1	27.02	32.99	36.29
UPS2	28.02	34.21	37.64
UPS3	29.06	35.48	39.03

\* Employer NI and pension contributions

\*\*HMS previously adopted a policy of paying unqualified staff on the qualified pay-scheme (£3.67 extra per hour-£4.93 with on-costs)

Note: approximately 1/3 of staff are qualified teachers, 2/3 of staff are unqualified teachers

Incorporated Society of Musicians		Musician's Union		Herefordshire Local Private Rate
UK Rates (outside London area)	Hourly Rate	All UK rates	Hourly Rate	£25 an hour?
Maintained schools	£21:00 - £29:00	Visiting schools tuition.	£20.40- £29.75	
Music Services	£23.50 - £25.50	NA	NA	

Clearly, the gap between staff pay and income generation for teaching is the biggest contributor to the budget deficit. **We are in effect, under-charging/not covering our costs.** If parents and schools only want to pay the going rate of £25 an hour for a private teacher, then the question is, who pays for the additional pay, employer pension & NI contributions and also the mileage costs? Who pays for the management and office costs?

Aspect	Individual cost per hour	Accumulated cost per hour
Peri teacher salary (qualified, M6)	24.94	24.94
Peri teacher NI & Pension	5.51	30.45
PPA	3.05	33.50
Mileage	1.70	35.20
*Management, Premises, School liaison, Music Centre, Administration & Back Office Costs etc.	12:05	47.25

\*Cost divided by 19,200 hours of teaching

For a 100% traded service, under the above/current system at a charge rate of £29 per hour there is a shortfall – £6.20 an hour if you do not include back office costs. Bizarrely, that means the more successful the teachers are in increasing the provision to young people, the more the deficit is increased!

The shortfall of £6.20 an hour X 19,200 hours teaching per year

**= £119,040 overspend**



## **Phase 3 Restructure & Development**

**Herefordshire Music Service finds itself in a serious situation due to the loss and reduction in its funding. Under the current model of business, it is not financially viable. Therefore, the Music Service cannot continue in its current format and an entirely new model of structure and delivery has to be found.**

**If there is no financially viable solution, the Music Service will almost certainly be closed on 31 August 2011**

The Head of Music Service has considered the various options for Phase 3 which are based upon extensive research into other Music Services, their structures and their staff's terms and conditions. This includes over 10 different models of business, including meetings and communications with several other Heads of Music Service. Specific advisory support has been acquired from two differently organised Music Services (Somerset and Derbyshire). In addition a report by Ernst & Young on Music Service Models of delivery (commissioned by Federation of Music Services in the Summer Term 2010) has also been extensively researched.

Numerous meetings have taken place over the last few months with many of these including senior LA officers. At least two of these meetings have been with David Sanders, Interim Director of Children's Services (until 31 Jan 2011).

The situation will be discussed at the Schools Forum\* on 2<sup>nd</sup> March 2011. Various scenarios will be presented in the document. It is likely that Schools Forum might make a decision on the Music Services' future/models of delivery at this stage.

\*Note Schools Forum is a public meeting, where Headteachers (voted-in representatives of all schools) and senior LA Officers meet to discuss budgets, funding, policies and other issues etc. This is an open meeting, with councillors, members of the public and local media able to attend.

### **Proposal Details**

**To consider the following proposals to solve the budget deficit and funding issues within Herefordshire Music Service:**

(in no particular order)

1. Significantly raising the hourly rate charge to schools
2. Changing pay and conditions of peripatetic staff to the Herefordshire Council pay-scale
3. Accredited Teacher Scheme
4. Non Accredited Teacher Scheme
5. Externalising/Contracting Out the Music Service
6. Requesting Schools Forum to contribute towards the current deficit
7. Closure of the Music Service

## Details on the proposals

### 1. Significantly raising the hourly rate charge to schools

- Retain teachers on School Teachers Pay & Conditions Contracts
- Moving unqualified staff to the unqualified teacher pay spine (loss of approx £4 an hour)
- Increase charges to schools of between £36 and £40 an hour

Using M6 as an example, the hourly rate to cover PPA and employer Pensions and NI contributions is £33.50. Adding mileage (£1.70 per hour) is £35.20

An additional cost would need to be added if the Music Service is required to pay employee benefits such as sick pay, maternity pay etc under the new contracts. To cover this, we would need to add (5%) approximately £1.65

Therefore, the total minimum charge to a school would have to rise to £36.85 per hour - This would be an increase of over 20%

Dependent upon the funding situation, consideration would have to be given as to whether the hourly rate should also include an amount towards management and administrative cost.

### 2. Changing pay and conditions of peripatetic staff to the Herefordshire Council pay-scale

- This could be moving teachers onto permanent variable or part time contracts under Local Government
- There are changes to pensions under this scheme
- Herefordshire Council Scale is approximately £11:50 - £17:45 per hour (HC7-HC9)

Many music services do not pay teachers on School Teachers Pay and Conditions as there is the understanding that the role carried out is different to that of a classroom teacher. In addition, many Music Services feel that because the role is different musicians who are highly qualified and experienced, but not qualified teachers, lose out significantly in terms of pay. There have been various legal discussions both ways on this.

### 3. Accredited Teacher Scheme

- Remove individual/paired and group instrumental lessons from the Music Service provision to schools (90%+ of all teaching), leaving the provision to the private market
- Providing an Accredited list of peripatetic music teachers for schools, ensuring quality assurance is maintained through a lesson observation, carrying out 1 CRB check, providing safeguarding training for private Accredited Teachers and also offering voluntary paid training. This supports both teachers and schools, whilst ensuring the cohesive approach across the county continues
- The Music Service would continue to provide Wider Opportunities, Music Centre and other projects
- This would result in the redundancies of up to 53 peripatetic teachers. It is assumed that they would all move to the Accredited Teacher pool.
- Some of these staff could still be employed for Wider Opps or Music Centre, although pay-scales/contracts could still change

This is partly based upon the Derbyshire Music Service Accredited Teacher Model

#### 3.1 Accredited Teachers - Outline

- Each peripatetic teacher would become self employed
- Schools would choose their teacher from the HMS list of Accredited Teachers
- Teachers could choose whether they wanted to work in a school or not
- They would be free to change any of their instrumental teachers when they wanted (possibly the SLA could say half a term's notice?)
- HMS would provide an annual training day, up to date LA CRB, safeguarding training and a set of policies and guidelines for Accreditation
- HMS would put in place a system to support teachers where there were concerns over quality of teaching and learning or other issues.
- Schools would pay a fee to HMS to cover the cost of QA, training, safeguarding training
- Schools would save time and money by not having to invoice parents directly. They would also no longer carry the financial risk for covering for over-ordering or undercharging. In addition, it would remove the difficulties that schools face when parents do not 'pay up.'
- Lessons could start and stop at any point – offering greater flexibility for pupils and schools, but more risk for a private teacher

#### 3.2 Lesson process

- When a pupil/parent requests a lesson, they fill in a form, enclose a cheque and return it to the teacher. The form could be a school or standard HMS version. Pupils could initially sign up for ½ a term trial, then be invoiced a term in advance.
- Any missed lessons would be credited off the next bill or if the pupil wanted to stop, then they would be given the extra lessons at the start of the next term and then terminate. This saves any loss of income or queries over missed lessons.

### 3.3 Instruments

- Instruments would be hired out directly to parents by the Music Service (i.e. saving the school administrative time and streamlining the system). However, instrumental teachers could collect from the Music Service if they wished.

## 4. Non-Accredited Teacher Scheme

- Remove individual/paired and group instrumental lessons from the Music Service provision to schools (90%+ of all teaching), leaving the provision to the private market
- The Music Service would continue to provide Wider Opportunities, Music Centre and other projects
- Making all peripatetic teachers redundant (53 staff)
- Some of the above staff could/would still be employed for Wider Opps or Music Centre, although pay-scales/contracts could still change
- This would be a much reduced service offering approximately 10-15% of what we currently provide

Note that there is no support for peripatetic teachers or quality assurance for schools under this scheme

### 4.1 Non-Accredited Teachers - Outline

- Each peripatetic teacher would become self employed
- Schools would choose their teacher from the open market (whether formally HMS or not)
- Schools would be free to change any of their instrumental teachers when they wanted and without notice
- Teachers could choose whether they wanted to work in a school or not
- There would be no quality assurance, safeguarding training, CPD or support for instrumental teachers
- There would be no support for schools unless this is paid for in an advisory capacity
- Schools could pay a fee to HMS to cover the cost of QA, training, safeguarding training for their instrumental teachers
- It would be up to schools whether they decided to employ instrumental teachers directly – most would probably choose the self-employment route
- Lessons could start and stop at any point – offering greater flexibility for pupils and schools, but more risk for a private teacher

Instruments would be hired out directly to parents by the Music Service (i.e. saving the school administrative time and streamlining the system)

## 5. Externalising/Contracting Out the Music Service

- Moving the Music Service from LA control out to a private organisation, company trust etc
- It would be free from LA control and but would clearly have to report regularly to it. The LA would give the standards funds grant to the organisation to help run it
- A private organisation would only 'take on' the Music Service if it could break even financially.
- The 'new' service would have to address the peripatetic teacher pay shortfall. It would probably consider using one of the options proposed (1-4)
- Some staff could be personally transferred across under TUPE regulations

The reduction in time (and thus savings) spent on LA work, meetings, policies and procedures would have to be carefully balanced against the risk of not having the support of the LA if there are difficulties etc.

There is a steer from Government for private enterprise to take on some public services. If this is the preferred model for Herefordshire, it would be best to leave the options widely open e.g. charity, trust, private company etc.

The Music Service would still have to change its model of business, because no organisation would take on a Music Service with an annual overspend and reducing future budgets. There is also the opportunity for future investment of course

The organisation would tender (bid) for the opportunity to run the Music Service for a set period of time e.g. 3 years. It would not make sense to split the Music Service up into sections of different organisations – this would cause much confusion for schools and would be much less cost effective e.g. management, staff overlapping in schools, instruments/resources etc. In addition, the cohesive approach would be lost.

Consideration would have to be given to the tendering process and the time-scale for this.

## 6. Requesting Schools Forum to contribute towards the current deficit

- Schools Forum to be requested to pay off the accumulated deficit of approximately £270K

This is very unlikely given the current financial climate and also because the SF turned down our request for £100,000 to help our situation in December 2009

A new business model would still have to be found

## 7. Closure of the Music Service

- Closing Herefordshire Youth Music (all bands, orchestras and ensembles) from May 2011
- Ending the Wider Opportunities Projects from July 2011
- Ending all instrumental music lessons from July 2011
- Closing the Music Service and all other provision for pupils in its entirety from August 2011
- Making all employees redundant (Head of Service, 2 senior managers, 3 Office staff and 53 peripatetic teachers)

### Other Points to Consider

**As a result of the proposals, serious consideration will also need to be given to changes affecting other aspects of the service. These are:**

- Changes to the Management Structure in order to further reduce the amount of management in the Music Service. This will almost certainly require a reduction to the Senior Management staffing
- To consider changes to the Office Structure of the Music Service in response to the change of model of business. This could include a reduction in the numbers of staff required in the Office or changes to Job Descriptions etc.
- To improve the monitoring and trading of resources. Consideration needs to be given to streamlining and improving instrument hire, inventory, data inputting etc. The way duties overlap or are split between external technicians and the Office Team need improving and developing.

### **Further Thoughts for Consideration**

The monthly pay-claim system is very time-consuming and is not cost effective. It takes up approximately 2 weeks of each month to complete the whole process. This would be negated under the changes.

An examination fee (£3) has been added per candidate. The real cost is around £8. Should the real cost be added to the exam fee?

The amount of administrative time spent preparing for the Malvern Residential Course is extensive. Although some of this is factored into the budget, the fees would need to be increased by 10% to cover this. Should this cost be added to the fees?

Administering the pupil bursaries will cease in July 2011. This is because the Music Service will no longer be able to provide bursaries for tuition. Schools will be able to use the 'Pupil Premium' for this

## **Risks in not moving to new arrangements**

The employment contracts for peripatetic teaching staff cannot be covered under the current funding. With a further reduction in funding, the budget deficit will simply grow at a faster rate. The LA cannot support the deficit any longer.

If HMS does not make major changes to staff contracts, management and model of business, it will probably close on 31 August 2011

- Loss of cohesive music education for Herefordshire
- Loss of support and training to instrumental teachers
- Loss of support to schools, head teachers and music coordinators
- Loss of quality assurance of peripatetic music lessons
- Reduction in numbers of pupils learning and the quality will affect GCSE Music take up and grades
- Loss of effective free Wider Opportunities projects for pupils
- Loss of, reduction in provision of services to 3000 pupils per week
- Loss of bands orchestras and ensembles and it's associated effect on 350 pupils, parents and the community as a whole
- Loss of coordination of other musical experiences such as tours, SingUp, vocal, samba projects etc.

## **Risks in moving to new arrangements**

The risks associated with moving to the new arrangements will vary greatly according to the model chosen.

These could include:

- Security of teaching work for peripatetic teachers
- Small schools losing out to large schools when trying to attract staff or because their order is not large enough to fulfil a minimum requirement
- Closure would mean an open market place, lack of a cohesive approach to music education in the county and lack of direction for all music teaching
- Possible reduction in quality assurance and support for teachers
- Reduced provision in primary schools having an effect on pupil attainment which. This will have a knock on effect when they begin High School – and consequently on GCSE results

## **Other Information**

This document has been prepared by the Head of Music Service (with the support of Human Resources, Finance Team, Legal Services and Senior LA Officers (Steve Rogers, Head of Improvement & Line Manager to the Head of Music Service and Kathy Roberts, Assistant Director of the Children and Young People's Directorate).

## Formal consultation process

Under employment legislation employers have a statutory duty to consult with employees, and recognised trade union representatives about any proposal where employees may be made redundant. The statutory consultation periods are as follows:

**30 days consultation** where it is proposed to dismiss at least 20 employees by reason of redundancy at one establishment within a 90 day period

**90 days consultation** where it is proposed to dismiss over 100 employees by reason of redundancy at one establishment within a 90 day period.

Therefore, the formal consultation period will be **30 days** with effect from **3 February 2011 until 3 March 2011**. During this period we will be actively consulting with staff, unions and key stakeholders on the proposed service changes. Given that a number of the music service proposals have potential implications for redundancy and potential service closure there is need to consult fully on the proposals with employees and unions.

The formal consultation stage is an opportunity for staff and representatives to gain clarity on the proposals, provide opinions and ask questions on the music service proposals. In order to support this period we have included a consultation meeting for employees on 15<sup>th</sup> February 2011. We are also meeting with unions throughout the formal consultation stage in order to have detailed dialogue regarding the music service proposals, and to look at ways to mitigate against the potential of compulsory redundancies.

During the formal consultation stage staff will also be supported by Senior Management Team for Improvement and Inclusion and Music Service, together with human resources, who will be available to talk to staff about the service proposals and its potential impact.

## What are we consulting on?

We are consulting on the music service proposals as outline in options 1 – 7. In summary the options regarding the music service are:

- Option 1 - Raise the charging rate
- Option 2 - Change the pay and conditions of staff
- Option 3 - Accredited scheme
- Option 4 - Non-accredited scheme
- Option 5 - Contracting out the Music Service
- Option 6 - Request a contribution from DSG from schools forum
- Option 7 - Closure of the Music Service



**The timescale for implementation of the proposals is:**

Date	Time	Venue	Activity
Thurs 3 Feb 2011	4:30pm – 6:30pm	<b>Committee Room 1,</b> Shirehall, Hereford	Formal Consultation Begins  Consultation Meeting with all staff Union colleagues Invited
Fri 4 Feb	Staff unable to attend the above meeting will be sent consultation document in post		
Tues 15 Feb	3:30pm - 4:30pm	<b>Room 3,</b> Blackfriars ** Education Centre, Blackfriars St, Hereford	Consultation Meeting with Union colleagues only
Tues 15 Feb	4:30pm – 6:00pm	<b>Room 3,</b> Blackfriars ** Education Centre, Blackfriars St, Hereford	Consultation meeting for all staff. Union colleagues invited Opportunity to put forward any further ideas or to discuss any thoughts/concerns Human Resources will also be available to support
<b>Thurs 3 March</b>	-	-	<b>Staff Consultation Ends</b>
Thurs 10 Mar	4:30pm – 6:30pm	<b>Committee Room 1,</b> Shirehall, Hereford	Staff meeting - confirmation of decision(s) Human Resources will also be available to support
Fri 11 March	Staff unable to attend the above meeting will be sent decision document in post		
Sept 2011	-	-	Proposed implementation of changes

Please consider these proposals and if you wish, discuss them with your colleagues and union representatives. You are welcome to arrange individual or group meetings with Cliff Woollard and/or with a member of the HR (Human Resources) Team.

Any feedback (both positive &/or negative) or further ideas would be welcome. Please send to Cliff Woollard via email ([cwoollard@herefordshire.gov.uk](mailto:cwoollard@herefordshire.gov.uk)) or letter (marked Private & Confidential).

**Please send your comments to arrive no later than Thursday 3 March 2011**

\*\* Please park in Merton Meadow car park (£1.00 parking charge, next to the football ground as there is no parking at Blackfriars), or the Multi Storey car park at Garrick House

## Appendix 1

### Music Service's National Statistics

The following information was gathered by Richard Hallam (DFE - National Music Participation Director) and circulated in an email to Heads of Music Services. The information is based on raw responses simply to aid Heads of Music Services in their planning at this difficult time.

Survey of 158 Music Services, of which 124 responded

Excerpts from the report:

Staffing – 'There is a move away from full and part-time contracts to self employment and hourly paid work in order to reduce cost. (50%), an increase of 6%, plan to engage self employed staff to fulfil various tasks'

Current situation: 2010/2011 - 42 LAs (34%) have been issued at risk or Section 188 notices;

Administration: 6.5% average of gross budget spent on this. Herefordshire is 4.7% (and yet should be higher than average due to the additional numbers of schools as a proportion of the numbers on role)

Management and other central costs: 16.8% average of gross budget spent on this. Herefordshire is 19.6% (not taking into consideration managers 'covering')

Front line delivery: 76.5% average of gross budget spent on this. Herefordshire 75.7%