

## The Highland Council

### Redesign Board: Music Tuition

19 September 2017

#### SCOPE

##### Background

The current approach of the Music Service is to promote and nurture access to music for children and young people in Highland, contributing to their creative education entitlement.

The service comprises:

- Instrumental Music Tuition – delivered weekly by Highland Council visiting music instructors in schools (admin by Highland Instrumental Unit)
- School and Area Music Groups – extra-curricular groups run by HC Music Instructors on a voluntary basis
- Highland Young Musicians (regional music groups) – financed by participants membership fees
- Youth Music Initiative (YMI): funded by Creative Scotland with four projects, all aimed at primary-school level, providing introductory music sessions – some projects cover all primary schools, others a proportion of schools. This is funded by Creative Scotland on behalf of Scottish Govt.

Instrumental Tuition, as one component of this overall approach, is delivered to more than 3,000 pupils per annum; about 10% of all pupils. Instrumental Tuition is provided to pupils in 82% of schools (all secondary schools, 79% of primary schools, none of our 3 special needs schools).

The service is non-statutory with about 70% of pupils paying for the Service. 30% receive the services for free who are working towards an SQA Music qualification and/or their families are in receipt of certain (financial / welfare) benefits. Highland Council fees are in the top quartile in Scotland.

The expenditure budget for 17/18 is £2.386m. The forecasted income budget is £1.296m, however this can vary year on year. The cost to the Council of the overall service is therefore around £1.09m per year. The table below presents the budget in some more detail over the services delivered.

Budget figures (shown in £m)	Instrumental Music Tuition	Highland Young Musicians	YMI (Funded from Creative Scotland)	Overall Total
<b>Spend</b>	£1.837	£0.062	£0.487	£2.386
<b>Other Income</b>	(£0.747)	(£0.062)		(£0.809)
<b>Grant Income</b>	-	-	(£0.487)	(£0.487)
<b>Grand Total</b>	<b>£1.090</b>	<b>£0.000</b>	<b>£0.000</b>	<b>£1.090</b>

There are 39.3fte delivering the Instrumental Tuition lessons with YMI activities directly employing 7fte (exclusive of administration overheads) managed by Norman Bolton, Music Development Officer in Care & Learning.

In February 2017, Council agreed savings of £0.07m as part of the budget setting process for 17/18.

##### Care & Learning

Name	Designation
Jim Steven	Head of Education
Norman Bolton	Music Development Officer

## Review Team

Name	Designation
Allan Gunn	Head of Revenues & Business Support
Alison Clark	Acting Head of Policy
Douglas Wilby	Head of Performance (HLH)
Lucy Lallah	Technical Business Analyst
Rob Farmer	Music Instructor
John Gibson	Union representative
Councillor Davidson (Council Leader)	Redesign Board Member
Councillor Cockburn	Redesign Board Member

## Supported by:

William Gilfillan, Director of Community Services

## Objectives

1. Review current strategic aims and objectives of the Music Tuition service
2. In-depth appraisal of current financial management and business planning
3. In-depth appraisal of current business and administrative processes
4. Identify and evidence the financial and non-financial benefits that Music Tuition can deliver
5. Review relationships and partnership working with council and other services (e.g. Looked After Young People, delivery of curricular music, third sector organisations)
6. Consider the 10 options for service delivery
7. Provide detailed service delivery options appraisals of those most likely to deliver the greatest benefit in terms of affordability, efficiency and customer service across Highland
8. Within the detailed options appraisal, include as appropriate recommendations including for the strategic aims, pricing strategies, business processes
9. Recommend the preferred option, including direction for further business planning

## What will not be included

- The review will not consider the possible impact of the Scottish Government's Education Review in Scotland nor will this be taken into consideration in the option appraisals or recommendation.
- Whilst the review will consider the links with curriculum provisions we will not review curriculum delivery in its own right.

## Methods that will be used to undertake this review

1. Desk-top analysis of existing information, reports and methods of delivery etc. (not limited to Scotland)
2. Meetings / workshops / focus groups with staff and managers
3. Stakeholder engagement – for example school based staff, Friends of Highland Young Musicians
4. Customer engagement – parent, pupil and past pupils (where possible) (including surveys and focus groups, as appropriate)
5. Visits to see the service being delivered
6. Discussions with other councils (service providers)
7. Presentations of information, as required

## Appendix – Peer Review 10 options

### 10 Options for Service Delivery

Peer reviews will consider the following options for service delivery:

1. **In-house services** – running these better, more efficiently and identifying where a Lean Review should be undertaken.
2. **In-sourcing** of services currently contracted out.
3. **Shared services** – both provided by us and provided for us.
4. **Outsourced services** – see if a different approach is needed e.g. commissioning by outcomes, payment by results, a shared or coordinated approach.
5. Services delivered in **partnership and/or integrated** with others, this could be place-specific.
6. **Arms-Length External Organisation** or other Council owned or created organisation to enable freed up, commercial or more sustainable practice.
7. **Commercial opportunities** within the service. By generating more income we can off-set grant reductions and support services and jobs across the region.
8. Transferring to a **community-run** service. This could be place specific.
9. **Reducing demand** for the service or more preventative approaches.
10. **Reducing service standards** (re-setting these with affordability in mind) **or stopping services**.