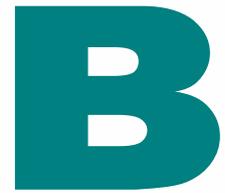




HILLINGDON  
LONDON



# Cabinet

**Date:** THURSDAY, 14 APRIL 2011

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 6 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE,  
UB8 1UW

**Meeting  
Details:** Members of the Public and  
Press are welcome to attend  
this meeting

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## Councillors in the Cabinet:

Ray Puddifoot (Chairman)  
*Leader of the Council*

David Simmonds (Vice-Chairman)  
*Deputy Leader / Education & Children's Services*

Jonathan Bianco  
*Finance, Property & Business Services*

Keith Burrows  
*Planning, Transportation & Recycling*

Philip Corthorne  
*Social Services, Health & Housing*

Henry Higgins  
*Culture, Sport & Leisure*

Douglas Mills  
*Improvement, Partnerships & Community Safety*

Scott Seaman-Digby  
*Co-ordination & Central Services*

**Published:** Monday 11<sup>th</sup> April 2011

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# Agenda

## **Cabinet Reports - Part 1 (Public)**

### **REASON FOR URGENCY:**

*This supplementary report has been circulated less than 5 working days before the Cabinet meeting and the item of business will only be considered if the Chairman agrees it to be urgent. In addition, under special urgency provisions in the Constitution which apply to this report, the permission of the relevant Policy Overview Committee Chairman has been sought. The reason for urgency is to give a level of certainty for pupils and their families going forward in relation to music courses and tuition fees from September 2011.*

**20** Hillingdon Music Service Update (Cllr Simmonds)

1 - 8

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## HILLINGDON MUSIC SERVICE UPDATE

<b>Cabinet Member</b>	Councillor David Simmonds
<b>Cabinet Portfolio</b>	Education and Children's Services
<b>Report Author</b>	Mark Braddock, Democratic Services
<b>Papers with report</b>	Terms of Reference of Working Group – Appendix A

### HEADLINE INFORMATION

<b>Purpose of report</b>	To receive an update on the Hillingdon Music Service and Working Group review, the plans to be put in place for the continuity of music tuition and early changes to the structure and efficiency of the Music Service to put it on a firmer financial footing.
<b>Contribution to our plans and strategies</b>	Putting our residents first
<b>Financial Cost</b>	The recommendations in this report present early proposals to provide efficiencies and savings in the Music Service.
<b>Relevant Policy Overview Committee</b>	Education and Children's Services
<b>Ward(s) affected</b>	All

### RECOMMENDATIONS

That Cabinet:

1. **Notes that an interim proposal to provide for the continuity of music tuition will be presented to Cabinet in May following the Working Group's review;**
2. **Agrees to delegate authority to the Deputy Chief Executive and Corporate Director of Planning, Environment, Education and Community Services, in consultation with the Leader of the Council, to amend fees and agree music tuition courses in order to give adequate notice and information to families and pupils for September 2011 onwards;**
3. **Notwithstanding the outcome of the Working Group's review, notes the initial structure and efficiency actions being recommended by officers in relation to the operation of the Music Service and authorises the Deputy Chief Executive and Corporate Director of Planning, Environment, Education and Community Services, in consultation with Leader of the Council, to implement the necessary changes.**

## **INFORMATION**

### **Reasons for recommendation**

To receive an update on the Hillingdon Music Service and Working Group review, the plans to be put in place for the continuity of music tuition and early changes to the structure and efficiency of the operation of the Music Service.

### **Background**

The Council currently provides support for music tuition via the Hillingdon Music Service. On the 17 February 2011, Cabinet considered the Council's budget proposals for 2011/12 and beyond. One of the proposals put forward a reduction in spend and change to the way Hillingdon Music Service operated.

Hillingdon residents must be satisfied that every Council service is of good quality and provides value for money. The provision of music tuition, like all areas of council activity, should not be immune from any review into how it operates or can be improved.

The Leader of the Council chaired a special meeting before Cabinet to listen to the views of those involved in the Service. At the meeting, he indicated that time would be set aside for a review of music tuition by a Working Group before any final decision is made.

Council on 24 February 2011 delegated authority to the Head of Democratic Services, in consultation with the Leader of the Council and the Champion for the Arts, to agree the Working Group's membership, terms of reference and operation. The approved Terms of Reference are set out in Appendix A to this report.

### **Working Group Review**

A considerable amount of information been analysed by Officers for the Working Group, setting out for the first time a comprehensive account of the Hillingdon Music Service, its finances, operation and management. Details of the take-up by pupils, musical offer, fee-levels and other benchmarking data with other local authorities / providers will also be taken into consideration by the Working Group.

Cabinet will note that the Working Group's review will be undertaken in two phases. Phase 1 will present an interim report to Cabinet to ensure the continuity of music tuition, particularly for those pupils part way through an academic course, e.g. A-Level, GCSE or Grade examination. Phase 2 will be undertaken later in the year on a more sustainable model.

The Working Group will be inviting relevant Council Officers, people representing the Music Service along with representatives from other Music Service providers outside the Borough to provide evidence at their meetings.

### **Tuition Fees**

Whilst the Working Group review is underway, it is important to give a level of certainty for pupils and their families going forward in relation to music courses and tuition fees from September 2011. Information on this is normally sent out in early May.

As the Working Group's interim report will not be considered by the Cabinet until 26<sup>th</sup> May, in the meantime it is recommended that delegated authority be given to amend the fees and agree courses in light of the emerging information being presented to the Working Group. This will enable adequate notice to be given to parents and pupils from the Autumn Term.

Officers and the Leader of the Council will consult closely with the Working Group on any proposals to amend fees and any decision made will be based upon the comprehensive financial information. Cabinet may wish to note that Hillingdon Music Service's current fees are not wholly in line with those of adjoining Boroughs.

### **Structure and Efficiency Actions**

Whilst the Working Group's review (particularly in Phase 2) will consider the entirety of the way and shape in which music tuition is provided, in the meantime some initial actions can be taken independently of the review by officers to seek efficiencies.

One action relates to the move of the Music Service to what is currently the Adult Education Service (to be renamed Adult Education and Community Learning). As these two areas have similar ways of delivering services to residents, there will be opportunities to streamline structures and processes to bring about better ways of working. As such, the Music Service would be located under the control of the Deputy Director, Education.

The second proposal is to look at changes to music staff contracts. Formal consultation has already taken place with Music Service staff, stemming from the earlier proposals relating to the Service put forward by the Cabinet. There are some compelling arguments to change the way existing contractual arrangements work to make efficiency savings.

### **Music Service Meeting**

The Leader of the Council has undertaken to hold a further meeting for those involved in the Music Service once the interim report from the Working Group is ready to be presented to Cabinet. A date is yet to be confirmed but it will be communicated in due course.

### **Financial Implications**

The recommendations in this report present early proposals to put the Music Service on a firmer financial footing. Initial actions taken on the structure and efficiency of the Service will deliver savings and the full financial implications of these and any other changes proposed by the Working Group will be presented to Cabinet in May.

## **EFFECT ON RESIDENTS, SERVICE USERS & COMMUNITIES**

### **What will be the effect of the recommendation?**

To provide greater assurances to pupils, parents and families that currently receive music tuition, particularly those part way through exams.

### **Consultation Carried Out or Required**

A Petition Hearing is to be held on 12<sup>th</sup> April 2011 by the Cabinet Member for Education and Children's Services. The Council's petition process allows residents to consult directly with

decision-makers. The Council has already held a public meeting for those involved in the Music Service and proposes to do this again. The Working Group reviewing support to music tuition will also undertake any consultation it feels is necessary.

## **CORPORATE IMPLICATIONS**

### **Corporate Finance**

There are no direct financial implications arising from this interim report. At the Council Tax setting meeting in February 2011 the 2011/12 music budget was reduced by £323k and the budgets for 2012/13 onwards by £449k. This related to the removal of the base budget subsidy for this service from the end of the 2011 summer term. The working Group are looking at potential ways of continuing the service with as little base budget subsidy as possible. Once the more detailed report to Cabinet in May is finalised it will be clearer as to the extent to which this objective can be met.

### **Legal**

'There are no specific legal implications arising from the report at this stage.

## **BACKGROUND PAPERS**

NIL

# **WORKING GROUP TO REVIEW SUPPORT TO MUSIC TUITION IN HILLINGDON**

## **Objective**

The Council currently provides borough-wide support for music tuition via the Hillingdon Music Service.

Hillingdon residents must be satisfied that every Council service is of good quality and provides value for money. The provision of music tuition, like all areas of council activity, should not be immune from any review into how it operates or can be improved. The Working Group will take up this challenge and report its findings to Cabinet.

## **Membership**

The Working Group will have the following membership:

- Cllr Judy Kelly (Chairman and Champion for the Arts)
- Cllr John Hensley
- Cllr Peter Curling
- Cllr Michael White
- Mrs Lynne Kauffman

## **Terms of Reference**

1. To review the delivery of music tuition in Hillingdon and whether it offers value for money and is cost effective;
2. To specifically review the structure, operating procedures, utilisation of staff and management (financial and general) of the Hillingdon Music Service;
3. To consider an interim structure to carry forward the delivery of music tuition in Hillingdon whilst a long term sustainable solution for the delivery of quality music tuition can be determined;
4. To present to Cabinet an interim report to ensure the continuity of music tuition, particularly related to those part way through an academic course, by the date of the May Cabinet meeting to enable Cabinet to determine how best to continue support for music tuition in Hillingdon;
5. To review alternative methods of delivering music tuition in Hillingdon and produce a second report to Cabinet with options / recommendations as to how good quality music tuition can be delivered on a cost effective, sustainable basis.

## **Status**

The Working Group is not a committee meeting and therefore is not required to meet officially in public to conduct its business or publish its minutes etc... However, it may call on members of the public and external witnesses to attend as it deems appropriate.

## **Operation**

### ***Reporting to the Working Group***

Before the Working Group meets in open session, it will be necessary to interview relevant music service staff and undertake a complete forensic analysis of the delivery of music tuition in Hillingdon. Officers reporting to the Deputy Chief Executive and Director for Planning, Environment, Education and Community Services will undertake this initial work and prepare a report. Research will also be undertaken by Officers to ensure best practice, comparative data and national policy analysis is considered.

The Leader of the Council has undertaken to ensure that this is carried out in a manner comparable with the Cabinet's wish for the delivery of music tuition in Hillingdon.

To meet its Terms of Reference, the Working Group will operate in two distinct phases as set out below:

### **PHASE 1**

#### ***Review of operation and value for money of the Hillingdon Music Service***

The first phase will review whether Hillingdon Music Service currently offers value for money and is cost effective and corporate in approach.

The Working Group will receive the necessary service, financial, organisational and benchmarking data including details on the take-up of the service and the way in which it is managed. It will look at tuition fee levels and how financial controls can be improved along with being smarter at collecting income. The Working Group will also review the services' compliance with corporate policies and procedures.

Witnesses may include:

- Cabinet Member for Education and Children's Services
- Corporate Finance Officer / Departmental Officers
- Representative from another music provider / local authority
- Staff delivering music tuition
- Pupils in receipt of music tuition
- Others that the Working Group feels appropriate

The Working Group will present an interim report to Cabinet in May as set out in the Terms of Reference.

### **PHASE 2**

## ***Sustainable delivery of quality music tuition in Hillingdon***

As set out in the Terms of Reference (no.5), the Working Group will look in detail, over a longer period, at different forms of delivering music tuition. It will produce a report to Cabinet with options and recommendations.

Witnesses may include:

- Education representatives
- Representative from other organisations delivering music tuition
- Others that the Working Group feel appropriate

### **Officer support:**

Support and advice to the Working Group will be given by officers in:

- Planning, Environment, Education and Community Services
  - Corporate Finance
  - Democratic Services
  - Other service areas as appropriate, e.g. BID Team
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