

*Interim Restructuring*  
*Outline Paper*

*EA Music Service*

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## 1. INTRODUCTION

- 1.1 The Education Authority Regional Music Services make a significant and valued contribution to the development of young people and society. They operate across and beyond all school sectors in both formal and informal settings. This places them in a key position from which to influence the lives of young people throughout and beyond their formal educational experience.
- 1.2 Since they were first established, the ELB Music Services have consistently achieved exceptionally high performance standards in all instrumental disciplines across a wide range of ensembles. This was evidenced through local concerts, participation at national festivals and outstanding performances at some of the most prestigious international concert venues throughout Europe and North America.
- 1.3 EA believes that greater breadth of musical choice should be available to the learner at all stages of development. This broader range of opportunities would be appropriate to local needs and would help promote life-long learning. The professional expertise within the EA Regional Music Services leaves them ideally positioned to work in partnership with others to deliver and expand services. In terms of quality assurance, progression, continuity, leadership and management, current skills are well recognised and have been acknowledged by the support of schools and parents.
- 1.4 With targeted support, appropriate resources and inspirational leadership, a single EA Music Service can continue to provide excellence in terms of teaching and learning and deliver maximum positive impact on the lives of children, young people, adults and the wider community, planting the seeds of new artistic, cultural and economic growth.

- 1.5 The EA Music Service has the opportunity to build on the long established cross community dimension of music education, providing unique and meaningful opportunities for all those from diverse backgrounds and cultural traditions.
- 1.6 In providing a musical experience that is relevant and engaging for *all*, the EA Music Service will work in partnership with other stakeholders to provide sustainable, clear pathways for the benefit of children, young people, adults and the wider community.
- 1.7 The **key aim** of the EA Music Service is: *'to provide all children and young people, whatever their background and wherever they live, with the opportunity to avail of a musical education of the highest quality'*.
- 1.8 The EA Music Service has translated its vision into a number of **strategic goals**. These goals are key outcomes and deliverables for Music Service customers and partners. They outline what the Service aims to achieve, namely to:
- provide access and inclusion for every child to the world of music making;
  - provide relevant, effective and accessible progression routes for children and young people into the world of music and the creative industries;
  - establish agreed priorities to engage with children and young people throughout N.I.; and
  - expand current Music Service provision catering for the musical needs of ALL children and young people.

## 2 HISTORICAL AND CURRENT DELIVERY

- 2.1** The former Education and Library Boards Music Services were established with the principle aim of providing instrumental tuition for children and young people. Following a selection process, pupils were taught in small groups or on a one to one basis and once the necessary skills were developed opportunities for ensemble performance were made available.
- 2.2** Whilst practices and structures differed from board to board, typically pupils receiving school based tuition were supported by a team of locally based Instrumental Tutors in a variety of disciplines. The work of these teams was co-ordinated by a Senior Tutor/Manager, reporting directly to a Head of Service. Whilst there are common features within the five managerial structures details of differing arrangements have been identified.
- 2.3** With the introduction of charges for aspects of music services in 1997 the climate of music education in Northern Ireland changed radically. It was no longer the case that instrumental tuition, the hire of instruments, or the opportunity to perform were available free of charge to those who were selected.
- 2.4** As this new practice evolved across the five Education and Library Boards, each one of which was a discreet and autonomous entity, differences developed in respect of both the services provided and the cost of these services to pupils in schools and music centres. Whilst some Music Services focused on the development of whole class provision, resulting in a reduced unit cost to each pupil, other Services continued with more traditional delivery of small group and individual lessons resulting in a correspondingly higher unit cost per pupil. In turn this has influenced the evolving role of the Tutor, resulting in differing approaches across Regions i.e. a focus on whole class tuition or on the more traditional individual or small group tuition.

- 2.5** Differences also arose in respect of a charging policy for those pupils entitled to Free School Meals, reflecting the individual Boards' position on subsidisation, thereby creating a situation where currently there is no uniformity of approach.
- 2.6** As a result, it is clear that across the five EA Regions, as a legacy of differing practices and approaches of the five Education and Library Boards, there is inconsistency in the following:
1. Managerial Structures;
  2. The role of the Music Service Tutor and the organisation of services; and
  3. The charging policy.
- 2.7** These issues will be addressed through a fundamental review of the Service. The purpose of this paper however is to put forward proposals for a new, interim and streamlined managerial structure for the Education Authority (EA) Music Service. This represents tranche one of an overall exercise to remodel the entire Service on an EA wide basis, focusing initially on a management structure which is:
- “fit for purpose” in a Northern Ireland wide context, ensuring equitability of access to music service provision for pupils and schools;
  - cost effective in that it reflects a significant reduction in the current number of managerial posts across the five Regions through optimisation of Voluntary Severance; and
  - effective in how it deploys the remaining staff within the Service, following a reduction in posts achieved through Voluntary Severance.
- 2.8** Establishing an effective managerial structure will enable the necessary change to take place in respect of issues 2 and 3 above.

### **3 CURRENT MANAGERIAL STRUCTURE AND COSTS**

- 3.1** Currently, there are a total of 35 managerial posts within the five Regions' Music Service structures from first to third tier.
- 3.2** Within the current complement of 35 posts in existing structures, there is the initial scope to reduce the number of posts by eight through Voluntary Redundancy on or before 31 March 2016 for those who have expressed an interest i.e., (six) and through ensuring that any current vacancies are suppressed i.e., (two). Such a reduction would result in a residual of 27 managerial posts.

## 4 CONTEXT FOR DEVELOPMENT OF INTERIM MANAGERIAL PROPOSALS

4.1 In considering the need to establish a regionalised management structure for an EA Music Service, the proposals are based on a more streamlined and cost effective arrangement which maximises the potential for Voluntary Severance and mobilises remaining staff.

4.2 Furthermore, such proposals are being progressed on an interim basis for the following reasons:

- It is not appropriate at this stage to propose an enduring structure without the involvement of the Director. This approach is similar to that applied to the interim restructuring exercise of the School Development Service.
- In addition, it is highly probable that the Head of the Music Service will report to an Assistant Director, and in the absence of confirmed salary arrangements for this post means that there is a risk in implementing a permanent structure which may impact and indeed conflict with the final salary scale for the Assistant Director post/s.

4.3 In appointing a new managerial structure on an interim basis, the following issues also need to be highlighted:

- Unlike the progression of the School Development Service, on an interim basis, where staff remaining after Voluntary Severance were mobilised within existing grade, remit and location to form a regionalised service, the remaining numbers and configuration of the most senior staff within the Music Services, i.e. on different salaries and even terms and conditions of employment, does not provide for easy identification of a senior leadership cadre. As such, the establishment of a new regionalised managerial structure,



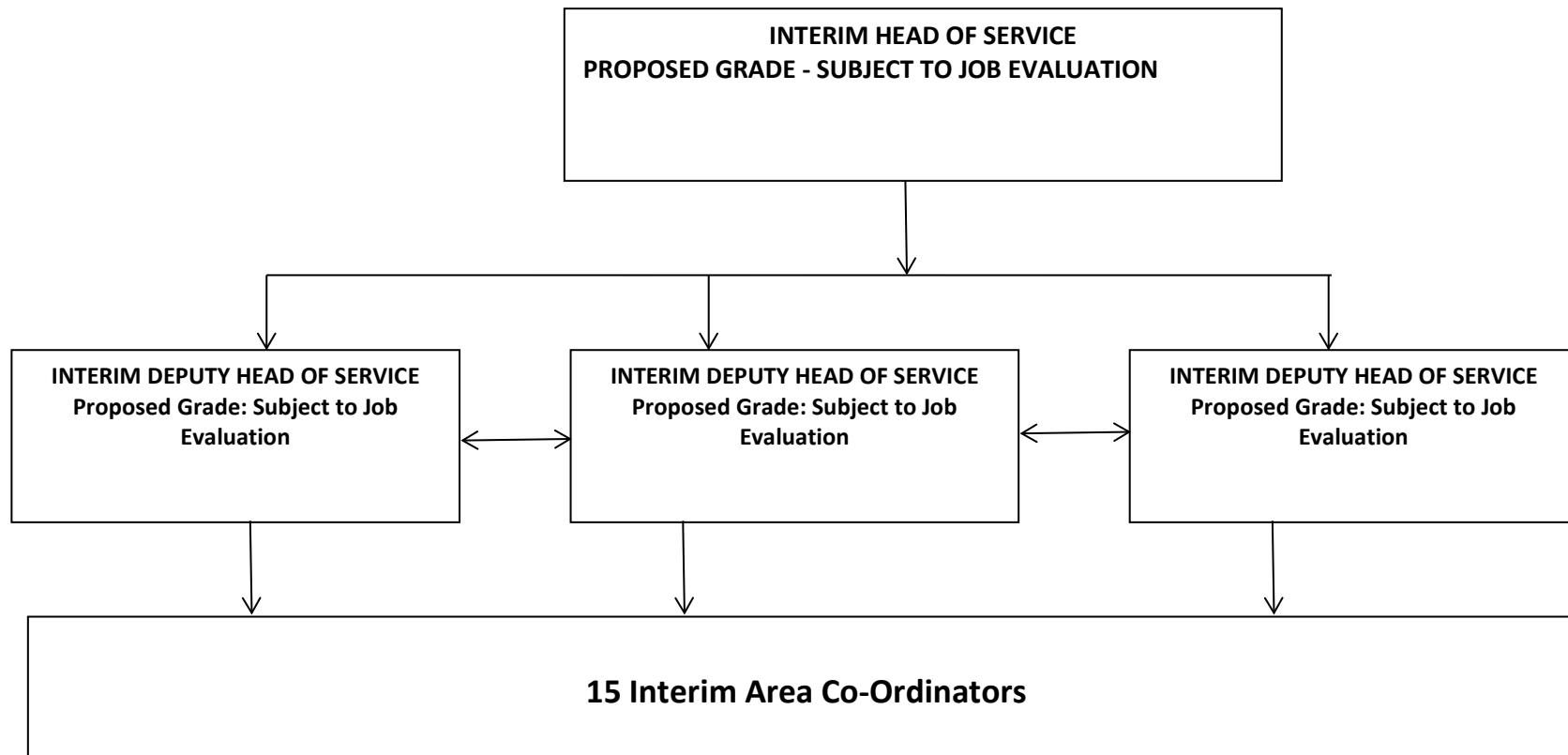
on an interim basis, will require appointment to posts through a limited internal trawl.

- In establishing interim arrangements through competition, appropriate job descriptions which reflect managerial responsibilities within an EA context, will either have to be sourced from the existing suite of NJC job descriptions or (if unsuitable and unavailable) drawn up as new documents and job evaluated through the Greater London Provincial Council Job Evaluation Scheme.
- Initial consideration of existing job descriptions would indicate that it is unlikely that job descriptions exist which could be easily applied to these new posts with an EA wide remit. Therefore, it would appear that the posts will have to be job described as new, requiring DE and DFP approval in accordance with the EA Financial Memorandum, and prioritised for completion within a relatively short time-frame. It is vitally important that the grade ascribed to the Head of Service post, even on an interim basis, does not conflict with salary arrangements, not yet confirmed, for the Assistant Director post.

## **5 PROPOSED INTERIM MANAGERIAL STRUCTURE AND COSTS**

- 5.1** Having set the context for change, the proposals below form the basis of a new, interim structure for management arrangements within EA Music Service.
- 5.2** It should be highlighted that the total number of managerial posts proposed, from first to third tier, totals 19 out of a potential residual number of 27 posts.
- 5.3** As there is a surplus of current post-holders vis a vis posts available within a new streamlined managerial structure, a focused exercise should be undertaken, as a matter of priority, to optimise any further potential for Voluntary Severance in order to ensure minimum displacement.
- 5.4** The proposals are set out as follows:
- One Interim Head of EA Music Service – appropriate grade to be confirmed through a Job Evaluation exercise.
  - Three Interim Deputy Heads of Service – appropriate grade to be confirmed through a Job Evaluation.
  - 15 Interim Area Co-ordinators based on existing Instrumental Tutor pay scale with the payment of two management allowances.
- 5.5** The maximum number of residual posts is eight – refer to 5.2.

## EA Music Service - Proposed Interim Managerial Structure



## 6 KEY ROLES AND RESPONSIBILITIES

**6.1** The key responsibilities of the interim **Head of Service** will be to:

- Manage the transition from five Music Services to one;
- Examine current delivery within the five regions and to lead the harmonisation process of the different services provided, with a particular focus on:
  - the variety and quality of provision
  - consistency of approach to include charging policy
  - skills development
  - capacity building
  - value for money;
- Oversee the establishment of the new EA Music Service Management Team;
- Establish a clear vision for the future of music education in NI, particularly in relation to the entitlement agenda for all children and young people;
- Lead on the Business Planning process for the EA Music Service;
- Ensure that appropriate processes are in place for staff recruitment, induction and development; and
- Report to the relevant Assistant Director and liaise with EA SMT to ensure consistency of approach in all aspects of service provision across Northern Ireland.

**6.2** The role of the interim **Deputy Heads of Service** will be to:

- Support the Head of Service in all of the above;
- Ensure consistency of provision and delivery in the respective areas;
- Develop relationships and fulfil the role of key liaison personnel with clients (schools and parents) and partners (other music providers such as the Ulster Orchestra and Ulster Youth Choir, BBC education, the ACNI, etc.);
- Oversee the management of local and regional Music Centres; and
- Have management responsibility for a team of Area Co-ordinators.

In addition to the above, the Deputy Head of Service will also assume functional operational responsibility for one of the following key areas across EA:

**(i) Instrumental**

- Strings
- Woodwind
- Brass
- Percussion (to include World Drumming)
- Ensembles

**(ii) Curriculum**

- Pre-school/Early Years
- Primary
- Post-primary
- Special education
- Examination and assessment

**(iii) Operations**

- General administration
- Business planning
- Finance
- Marketing
- Transport
- Summer schools, courses and tours

**6.3 The interim Area Co-ordinator's role will be to:**

- Assume responsibility for Music Service for a designated number of schools, ensuring as far as possible an equitable workload, and reporting to one of the three Deputy Heads of Service; and
- Focus on music service delivery, to include both instrumental and curriculum activities, however a percentage of time will be attributed to ensuring, through co-ordination and management activities, consistency of approach across all service delivery, recognised through the payment of management responsibility points.

## **7 PROCESS AND TIME FRAME FOR IMPLEMENTATION**

- 7.1** To progress implementation of a new interim managerial structure would require drafting two job descriptions, one for the Head of Service and a second for the Deputy Head/s of Service. As new posts, they will need to be Job Evaluated to confirm grade and as afore-referenced, it will be necessary to undertake this task even though the proposal is for an interim structure. This is on the basis that there are no suitable, existing job descriptions that could be applied to what are essentially new posts with a new EA wide remit. To arbitrarily assign a grade to these posts, in the absence of any consideration of Job Evaluation, could be problematic and if not addressed at the outset may hamper progress. Ever mindful that the interim structure may be reviewed and modified by the Director and Assistant Directors once appointed, it should be clearly stated that the remuneration arrangements for the interim positions may be subject to review in line with decisions taken regarding enduring structures, hence providing the flexibility for change at the point at which it is required.
- 7.2** There would be no requirement however, to draft new job descriptions for the third tier posts as they are based on the current Instrumental Tutor scale plus the payment of additional management allowances.
- 7.3** Once the grade of the top Two tier posts is confirmed, an internal appointments process would follow to appoint to the Interim Head of Service post and the Three Interim Deputy Heads. Appointment of the Head of Service would facilitate phased release of the existing Regional Heads of Music interested in Voluntary Redundancy and appointment to the second tier in turn would facilitate release of current second tier managers within Regions.
- 7.4** In respect of the management posts at first and second tier in the new structure, i.e. Head of Service and Deputy Head of Service, it is not proposed to specify a particular base; rather following the appointments process, determine base in consultation with the employee and the need to have an equitable spread of senior management positions across EA.

**7.5** It is reasonable that the top two tiers of the structure could be implemented before end March 2016, thereby releasing immediate savings of £337,378 through the suppression of eight senior posts. In addition, having in place an embryonic management structure on a timely basis would provide for continuity of service delivery and facilitate any future necessary change within the Service.

## **8 OTHER CONSIDERATIONS**

- 8.1** In the reconfiguration of managerial arrangements, it should be highlighted that careful consideration needs to be given to incorporating the Belfast School of Music into any new model of service delivery and at this stage there is no proposal to fundamentally change current arrangements.
- 8.2** However, it should be highlighted that in implementing a new interim managerial structure, the prevailing arrangements for the Belfast School of Music are different and unique to arrangements in other Regions. A predominant number of staff are employed as Teachers on Teachers' pay and terms and conditions of employment, not NJC terms and conditions and pay as is applicable to the majority of Instrumental Tutors. The proposals for remuneration of interim managerial posts, subject to Job Evaluation, may result in pay arrangements which are equal or indeed less than the salaries of the Teaching staff currently employed within the School of Music; the understanding being that this is a natural consequence of EA inheriting legacy arrangements from the former five Education and Library Boards.



## 9 TRANSITION TO INTERIM MUSIC SERVICE - RISK ASSESSMENT

9.1 The identified risks involved in transition to the new interim EA Music Service are outlined in the table below, along with actions as to how the identified risks will be reduced or mitigated.

RISKS TO TRANSITION TO INTERIM MUSIC SERVICE					
Risk no.	Detail of Risk	Mitigating Action	Risk Owner	Risk Dashboard	
1	Loss of management and staff expertise within the EA Music Service.	The EA Music Service clearly identifies management and staff expertise requirements to deliver the new model.	Interim Director	Inherent Risk Score	20
				Residual Risk Score	10
2	Reduction in services to schools.	The EA Music Service clearly identifies a revised model of services to schools, which focuses on identification of clear priorities.	Interim Director	Inherent Risk Score	20
				Residual Risk Score	15
3	Unwillingness of staff to accept revised remits.	Revised roles will be undertaken following appointment, through due process, to an interim managerial structure and it is expected that there will be sufficient competent candidates to undertake such roles.	Interim Director	Inherent Risk Score	20
				Residual Risk Score	6
4	Lack of strategic alignment with any broader regional restructuring.	EA Music Service is fully compatible with strategic proposals for revised models of service delivery and voluntary severance.	Interim Director	Inherent Risk Score	16
				Residual Risk Score	6

5	Increased travel time and costs associated with greater geographical spread.	The EA Music Service delivery model is designed to optimise accessibility of existing staff to schools, ensuring minimum travel time and change to existing work base. The Service will continue to promote the use of technology, including videoconferencing and desktop MS Lync for communicating across wider geographical areas.	Interim Director	Inherent Risk Score	12
				Residual Risk Score	8
6	School expectations not aligning with the model of service delivery.	The new model of service delivery and the remit of staff is being clearly communicated to all schools across the EA Region, in advance of implementation of change.	Interim Director	Inherent Risk Score	20
				Residual Risk Score	9

**Risk Matrix**

		IMPACT				
		1 MINOR	2 MODERATE	3 SIGNIFICANT	4 MAJOR	5 CRITICAL
LIKELIHOOD	1 UNLIKELY	1	2	3	4	5
	2 REMOTE	2	4	6	8	10
	3 POSSIBLE	3	6	9	12	15
	4 PROBABLE	4	8	12	16	20
	5 ALMOST CERTAIN	5	10	15	20	25