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# **OXFORDSHIRE COUNTY COUNCIL MUSIC SERVICE**

## **MUSIC MAKING FOR ALL**

Whatever your age, whatever your musical interests, our aim in the Oxfordshire County Council Music Service is to be able to help you to meet your musical needs. We offer opportunities from rock to classical, steel pans to samba, courses for mothers and babies to classes for adults, and most things in between.

### **WE PROVIDE:**

Instrumental Tuition • Vocal Tuition  
Choirs and Ensembles, Orchestras and Bands  
Projects and Workshops  
Residential and non residential courses • Advice and support

### **AIMS:**

The underlying aims and philosophy of the core activities of the Oxfordshire County Council Music Service can be summarised as follows:

- To enable all those who so wish to have the opportunity of learning to sing or to play an instrument of their choice.
- To enable all those who so wish to develop further their love for music, their technical skills, and their singing and playing proficiency to the highest level possible.
- To provide suitable opportunities for orchestral and group playing and singing with others.
- To provide the groundwork which might lead to a career in music.

## **Introduction by Richard Hallam, MBE, Director of Music**

### **Welcome!**

This Report on the work of the County Music Service for the period April 2006 to March 2007 again includes all the reports and statistics that have received such a positive response in the past. I am particularly indebted to all the named contributors and through them, the superb teams of people who make up our service – teachers, administrative support, voluntary helpers and other colleagues, not forgetting those from Bayards Hill Primary School, for the musical, personal and social opportunities they have helped us to bring to the people of Oxfordshire through our service.

Not everything is a ‘good news’ story. It is as important for us to articulate those areas that have not gone so well. Of course, in all aspects of our work we constantly strive to maintain and improve on what we do. We know we will rarely if ever achieve everything we would like to do, to the standards we would like to do it, but that will never stop us trying. For this reason, we are also including information from our monitoring reports.

One of the themes running through our report this year is collaboration and partnership. These are most meaningful when they result in better activities and experiences for you, our clients, so rather than have a separate section on partnership, references have been made to partnership and collaborative events in the text around those events.

Finally, since we are a County Music Service, committed to serving the needs of Oxfordshire’s population (see our aims opposite) we have also included a response form to make it easier for you to let us have your comments on what you would find helpful to know about in next year’s report and what you think we should be doing as Oxfordshire’s County Music Service, now and in the future.



## **Introduction by Richard Munro, Head of Cultural and Adult Learning Services**

This year’s report reveals yet again the rich variety of work done by the County Music Service, touching the lives of so many members of the community, and bringing pleasure to all.

The County Council is committed to offering Oxfordshire people of all ages a wide choice of opportunities for learning and for fulfilling their creative potential. The Music Service contributes greatly to that offer. Young people learn to play an instrument or sing in schools; they get together outside of school time to practise and perform in groups; they are able to show off what they are capable of at local, national and even international events; families learn how much fun is to be had be making music together; and adults, who perhaps always meant to get around to developing some musical talent, get their chance too.

In short, these activities enrich lives and bring communities together.

Everyone involved – the staff of the Music Service, the learners and those who support the Service in a voluntary capacity – all deserve our thanks and congratulations on a job well done.





## **Introduction by Chair of the County Council, Councillor Lesley Legge 2006-2007**

It is a real pleasure to be invited to write an Introduction to the County Music Service Annual Report. I served on the Music House Committee for several years and discovered the huge complexities with which the Service lives and thrives, supporting people of all ages from real beginners to talented musicians. This covers fitting teachers to the requirements of individual and group instrument lessons, musical experiences for Foundation Stage, older pupils at Primary schools and adults, Saturday Music Schools, orchestral tours both here and abroad and last but not least the support it gives to the Chairman and the County Council at a range of events around the County with young talented musicians entertaining guests. I have particularly valued their input on these occasions, they act as wonderful ambassadors for the Music Service and the County Council whilst gaining valuable experience and life skills.

The County Music Service has had another extremely successful year in its achievements at all levels. This year the County Youth Orchestra was invited to introduce the Youth Proms in the Albert Hall with the Fanfare from La Peri and to end the evening with the traditional finale of Elgar's rousing Pomp and Circumstance. A wonderful event reflecting the high esteem that the County Music Service is held in nationally and internationally!

The new Music Centre, now in its third year, has added so much to the achievements of the Service enabling them to also work more effectively with partners in the range of experiences they can bring to our young people and adults as well. I have received many compliments over the year from people who have attended a whole variety of concerts in many different locations and so I would like to end with my congratulations to Richard Hallam, Liz Stock and everyone in the Service and to all that it achieves.

## **1. Staffing**

During the year 132 people were employed to work for the Music Service.

### **1.1 Instrumental and Vocal Teachers**

111 instrumental and vocal teachers were employed by the Music Service during the year April 2006/March 2007. Of these twenty-six were employed on full time contracts, and eighty-five had a percentage of a full-time contract. 18 held posts of responsibility and managed particular areas of the Music Service (see Appendix 1 for list of those employed). Each week an average of 1103 hours of instrumental and vocal teaching was undertaken. This represents a reduction of 60 hours per week following the requirement to introduce 10% Preparation, Planning and Assessment (PPA) time for teachers.

### **1.2 Other Music Service provision offered to schools**

In addition to the work of the advisory teachers 8 teachers offered music curriculum support in schools and 13 teachers conducted ensembles, choirs and clubs in schools too.

### **1.3 Ensemble and Orchestral Conductors and Coaches**

As in previous years, most of the full time instrumental teachers, and many of those employed part time, also worked at one or more of the after school ensembles, Saturday morning activities, workshops or special courses organised by the Music Service. Each week an average of 270 hours was spent in this way. A total of 10,283 hours were deployed for courses, workshops and ensemble activities.

### **1.4 Advisory Teachers**

The Assistant Head, in her capacity as advisory teacher, the part time advisory teacher and the Head of Service all offered support, training and advice to the schools through the Oxfordshire Quality Schools Association. The advisory teacher worked with the ICT advisory team to provide courses. The Assistant Head also worked with the ethnic minority advisory team to plan joint work. To support the on-going secondment of the Director of Music to the DfES, 4 experienced Heads of Music were also engaged to support work in secondary schools. These were Alison Henderson (St Gregory the Great), Maureen Idowu (Langtree), Kevin Pankhurst (Gillotts) and Diana Southcombe (The Warriner).

### **1.5 Administrative and Financial Staff**

Ten full time, six job-share and one part-time staff supported the Music Service. These colleagues undertook a range of vital administrative and financial functions in support of our music making.

Please refer to Appendix 1 for more information.

## 2. Work with Schools

Each state school in the County was offered the opportunity to receive an input from the Music Service. This was accessed in one or more of 6 different ways; instrumental/vocal teaching, coaching, conducting, curriculum support, in service training and singing workshops with partnerships of schools.

### 2.1 Instrumental Teaching

Pupils from the majority of schools received tuition individually, in small and large groups and VIP or as part of an ensemble. Teachers offered tuition on a range of instruments including voice, keyboard, saxophone, guitar, drum kit as well as the standard orchestral instruments. Some pupils received support through the music curriculum, music clubs and ensembles. During the course of the year over 8,000 pupils (including those involved in the Vocal and Instrumental Project) received instrumental tuition through the County scheme. As part of its quality assurance procedures, the Music Service has continued to monitor its tuition in relation to ethnicity. The following table gives a breakdown of pupils currently in receipt of tuition.

	% of pupils learning
Any other Asian background	0.39
Any other black background	0.08
Any other mixed background	1.45
Asian or Asian British – Bangladesh	0.11
Asian or Asian British – Pakistani	0.21
Black or Black British – African	0.53
Black or Black British – Caribbean	0.36
Chinese or other ethnic group – Chinese	0.83
Chinese or other ethnic group – other	0.44
Irish	0.41
Mixed White and Black – African	0.53
Mixed White and Black – Caribbean	0.59
White British	86.56
White other	3.56
No trace	3.95
TOTAL	100

### 2.2 Oxfordshire Academy of Music

Following consultation with parents, staff and students, the Academy arrangements were revised with new offers, more tailored to the needs of students at different stages of their learning, through the creation of Junior and Senior Academy places.

All Academy students have continued to benefit mainly from extended individual lessons and participation in a number of nationally acclaimed ensembles. In total, 42 students were members of the Academy, Students were aged from 11 to 18, covering grades 5 to 8 and played the following instruments: Cello; Clarinet; Flute; Harp; Oboe; Trumpet; Violin and Saxophone.

Our links with the Birmingham Conservatoire have continued to grow with students from the conservatoire working with our students on 4 occasions throughout the year.

### 2.3 Recorder Teaching

Group recorder tuition has continued to be popular and several members of the Music Service staff have run recorder groups and/or clubs in the schools. Several partnerships have featured recorder ensembles in their partnership primary school concerts. Two Saturday workshops for all ages and abilities of recorder playing attracted a total 192 people during the year.

## **2.4 Coaching and Conducting**

Eighteen schools have used staff to conduct school orchestras and/or ensembles, or lead out of school clubs. This was either in addition to, or in place of, instrumental teaching.

## **2.5 Foundation Stage Music Support**

A team of teachers from the Music Service has continued with their work with foundation stage children. Some establishments have sought weekly music education for their children, whilst other places have used the expertise of the Music Service teachers as INSET for their own staff. The Assistant Head in her capacity as an advisory teacher has continued to work closely with the Schools Development Service Early Years Team in providing whole day in-service training for colleagues working in the foundation stages. Many nurseries and early years units came to the twice yearly visits of the Obelan Puppet Theatre Company.

One member of the team has been leading a Youth Music First Steps project in the Barton community. (see Community Projects in Barton).



## **2.6 General Music Curriculum Support**

The Director, Assistant Head/Advisory teacher, and part-time advisory teachers have continued to support teachers in schools. Schools have received support before and after inspections. Many more teachers have attended the INSET courses provided by the advisory teachers than in previous years. Some schools have sought advice as part of their school's development plan.

## **2.7 Music Curriculum Support in Primary and Secondary Schools**

The Music Service has employed twelve part-time teachers to deliver curriculum support in twelve schools where specialist input was requested. In-service training courses have continued to be popular and well attended by teachers. These have included a day course for Music Co-ordinators and a half day course on Listen, Let's get Rhythmic. There have also been twilight sessions for Christmas songs and activities, Kick Start your Choir and Music for the Desperate.

## **2.8 Music Technology**

Music technology, is an area that is beginning to be developed across the county.

We have been working closely with the ICT team at Cricket Road to look for opportunities to support young people in Oxfordshire and the primary INSET sessions were delivered in partnership with the ICT consultants.

In addition, negotiations with 'Gigajam' have resulted in a pilot programme being established at St Gregory the Great School, running from September 2006. (Gigajam is a piece of specialist software that has already won several awards and supports learners in playing guitars, keyboards and drums).

Chuck Lloyd, with his beginner band, (see page XX for a report on this pilot) has made successful use of Smart music, a programme that enables pupils to play along with backing tracks and then email the result to their teacher for assessment, or even relatives and friends for fun.

At the Centre for Music our recording control room is up and running. Keith Boyce, Alex Hehir, Mike Skitt and Tom Morter have all be trained in using the equipment which was used to great effect both at Music Service functions and also by some outside groups.

We were also delighted that Alex Hehir, who works with the Oxfordshire Youth Arts Partnership and has supported work, particularly in the area of 'Rock and Pop' and with young people at risk, including those at Huntercombe young offenders institution, has also worked with us on music and technology. We look forward to this collaboration developing over the next academic year. Links with the music technology work being developed through the National Association of Music Educators is also proving to be invaluable.

## **2.9 Partnership & Area Singing Workshops and Festivals of Music**

The primary advisory teachers ably supported by the curriculum support teachers arranged forty-one area workshops. Partnerships of primary schools assembled during the school day to work to a performance of material prepared in their schools. Some of these culminated in a festival concert in the evenings in a variety of venues in Witney, Abingdon, Chipping Norton and Oxford. These concerts also sometimes included secondary school pupils. Primary schools also included other items for example recorder groups, orchestral groups, dance, poetry, steel pans and African drumming. These were supported by Music Service staff.

## **2.10 Schools' Concerts**

During the year four concerts were arranged specifically for primary school children. The County Youth Orchestra performed the first two in the Centre for Music in July 2006. The other two were performed by the Central Music School Sinfonia in the Sheldonian Theatre in February 2007. Over 2700 pupils from 51 different schools attended these concerts and heard a varied repertoire of pieces including 'William Tell Overture, The Four Sea Interludes, Star Wars and Superman March'.

Children not only listen to the concerts but have the opportunity to learn about the instruments of the orchestra and sing with the whole orchestra. These are compered by the Assistant Head of Service.

## **2.11 Vocal Strategy**

Free singing lessons taken up during the school day at six schools for students in years 10, 11, 12 & 13 have continued. Many students were successful in singing examinations. A singing workshop for all ages took place on a Saturday afternoon (see workshop report). The area choirs continued to thrive.

## **2.12 Vocal and Instrumental Programme**

The county's Vocal and Instrumental Programme has been growing in maturity this year. As well as the 20 schools involved from the previous year, the managers have been busy consulting with all the primary schools in the county with a view to expanding the programme to the whole county.

The year long programme is part of the government's Wider Opportunities initiative which aims to give every child the opportunity to learn a musical instrument.

In the coming years, this programme will impact significantly on the work of the music service and in the profile of music in many primary schools. Last July a great celebration of music making was held at the Centre for Music where many of the children involved in the year's project joined together to perform to each other and in a very large group the pieces they had been learning.

## **2.13 Beginner Band**

The beginning Band pilot is now in this third year. There are two groups meeting during the week and on Saturday mornings at the Kidlington Area Music School. A new Beginning Band group started in September 2006, after school, at West Kidlington School on Tuesdays from 3:35-4:15. Beginning Band I has two flutes, three clarinets, one trumpet, one trombone, and one percussion student. The group grows to five flutes, four clarinets, one alto saxophone, one trombone, and one percussion player on Saturday mornings. Beginning Band I is taught by two OCMS teachers, Chuck Lloyd (Woodwind), and Pete Jeeves (Brass).

Beginning Band II now meets on Wednesdays, after school, at Gosford Hill School. Beginning Band II is also taught by two OCMS teachers, Chuck Lloyd (Woodwind) and Pete Jeeves (Brass). This group is a continuation of Beginning Band I and now includes two flutes, four clarinets, four trumpets, two cornets, one baritone, and three percussion students. On Saturday mornings the group expands to nine flutes, eight clarinets, four saxophones, five trumpets, two cornets, one baritone, one guitar, and two percussion students. This group has begun to rehearse full band arrangements. They are currently working on Ceremonium by Robert W. Smith.

Many students from last years group have moved on and receive smaller group lessons at local secondary schools, most still attend Kidlington Area Music School on Saturday morning. The beginning Bands use Essential Elements 2000 as a band method book. This book is on the ABRSM exam syllabus. It also includes the computer software, SmartMusic that helps to encourage practice by providing interactive items such as backing tracks that change tempo, self assessment, pitch tuner, and the ability to record student's performances in a MP3 format to send to friends and family via email.

These groups are progressing extremely well and the Beginning Bands have provided instrumental tuition this year to twenty-six students, from smaller schools that would not have had the musical opportunity. This pilot has resulted in a large increase in wind students at KAMS. Both of these beginning groups perform three times a year during the KAMS concerts.

### **3. Work within the Community**

The Music Service has continued to provide singing and playing opportunities for students once they have reached a suitable standard. These have happened in four ways, after school ensembles, Saturday morning music schools, evening activities, and courses/workshops and have been open to all pupils whether or not they received tuition through the Music Service scheme. Throughout the report you will notice several references to where our groups have linked with community groups throughout Oxfordshire in a variety of ways. Please refer to Appendix 2 for a full list of the groups.

#### **3.1 After School Activities**

These instrumental activities are of an elementary level and designed for pupils who had been learning an instrument for one or two terms until they reached grade 2/3 standard. Each week 3 activities have taken place in towns and villages across the County, and several of the music schools have offered elementary level activities on Saturday mornings. (see following reports).

##### ***Carterton Young Musicians***

CYM is an ensemble of musicians, from beginners through to the higher grades - all levels are welcome; though it is suited more to children with at least a few terms of lessons behind them. We meet at The Gateway primary school (Carterton) Mondays from 3.30 – 4.30. Orchestra members generally attend primary and secondary schools in and around Carterton and southwest Oxfordshire.

Standards have always been high with this group, who perform concerts twice a year; at Christmas and before the summer break. These concerts consist of solo performances, and ensemble pieces. The staff make a point of providing both playing opportunities and quality advice in theory and technique, whilst maintaining a welcoming and friendly atmosphere.

##### ***Didcot Young Musicians***

Didcot Young Musicians has flourished this year with a significant increase in membership, particularly of violinists and flautists.

We welcome players from beginners to about grades 3 to 4 and our activities include full orchestra, sectional rehearsals and even occasional singing sessions. The group is well balanced with the recent addition of some cellists but we would welcome more brass players particularly. Our end of term concerts generally include solo and ensemble performances from the young musicians, giving them valuable and enjoyable experiences.

We look forward to our imminent move to the brand new Greenmere School where we will meet on Wednesdays from 4 till 5.15pm.

##### ***Theory Tuition***

All Area Music Schools, except Oxford Area Music School, provided theory tuition at the end of the Saturday morning activities. For the Oxford area theory tuition continued to take place on a Tuesday evening. Many children chose to take Associated Board theory exams of different grades.

### ***South Oxfordshire Starter Choir***

SOSC continued to meet on Wednesday evenings at Thomas Reade School, Abingdon.

Summer 2006 was a particularly enjoyable and beneficial term for the choir, culminating in a performance at the National Festival of Music for Youth in Birmingham Symphony Hall. The choir rose to the challenge of performing at the National Festival, working with commitment and enthusiasm throughout the term. Parents backed the choir with tremendous support, too.

At the beginning of the Autumn term many of our older members moved on to join the South Oxfordshire Young Singers but membership built up again during the term. The Christmas season saw us once again joining the Oxford Bach Choir for their annual Christmas concert in the Sheldonian Theatre, Oxford and a number of choir members also sang at the Lord Mayor's Carols in Oxford Town Hall.

The spring term culminated with a performance at the Music for Youth Regional Festival and a joint OYS – South concert at the Abingdon Baptist Church, along with SOYS and SOYPA.

### ***Oxfordshire Young Singers - City***

The City OYS continue to meet on Thursday afternoons at St Andrew's School, Headington.

During the summer term the choir learnt songs from Jan Holdstock's 'Christopher Columbus' which they performed to parents at the end of term.

The highlight of the Christmas term was our performance at the Sheldonian Theatre, Oxford, where we joined up with the two Abingdon groups, SOSC and SOYS, to sing at the Oxford Bach Choir's annual carol concert. The choir sang with conviction and rose to the challenge of singing in a large public venue to an audience of 500. Some choir members also sang at the Lord Mayor's Carols in Oxford Town Hall.

During spring 2007 we extended our membership to include year 3 singers, so we now cover the whole KS2 age range.

### ***Oxfordshire Young Singers - Kidlington (NOYS)***

2006-2007 was another busy year of rehearsals and concerts, in which the members of North Oxfordshire Young Singers rose enthusiastically to new heights of achievement. The choir consists of children from year 3 to year 9, which gave considerable scope for a varied repertoire, bridging the primary through to secondary sectors.

Boys are well represented in the choir and enjoyed, amongst other songs, the popular Alan Simmons song 'Fifteen of the Best.' This song extols the merits of rugby union with the choir achieving a degree of success as yet unmatched by the England rugby team in the 6 Nations Tournament! The end of term concert was great fun and the parents were encouraged to join in with a hearty rendition of 'Swing low, sweet chariot' cleverly woven in with several other songs.

Earlier in the year the children captivated the capacity audiences with their rendition of 'Christmas Chopsticks' and 'the Song of the Star' by Keith Harris at the Kidlington Amateur Operatic Society annual charity Christmas concert. It was another splendid occasion and a delight to have Keith in the audience for one of the performances. This high profile concert is always a wonderful event, as the children are given the opportunity to sing with an adult choir and orchestra as well as providing their own guest items. This year's joint venture was Rutter's 'Star Carol' which was very much enjoyed by all.

### ***Oxfordshire Young Singers - South (SOYS)***

The South Oxfordshire Young Singers meet on Wednesday evenings at Thomas Reade School in Abingdon.

During Summer term 2006 the group worked on some songs from 'Honk' which they performed at the drama theatre at St Helen's School, along with the other OYS – South groups. It proved to be a very rewarding concert, performed 'in the round'.

The autumn term ended with the choir's performance of carols at the Sheldonian Theatre, Oxford, as part of the Oxford Bach Choir's annual Christmas concert. The beginning of the new year saw the choir under new direction, having said goodbye to their former leader, Margaret Probert, at the end of the Autumn term. After an enjoyable and fruitful term, they performed at the Music for Youth Regional Festival in March.

### ***South Oxfordshire Young Performing Arts (SOYPA)***

South Oxfordshire Youth Performing Arts enjoyed a successful year with a most varied musical diet.

In July 2006, SOYPA presented a potted version of Disney's 'Beauty and the Beast' in the Studio Theatre at the school of St. Helen and St. Katherine.

We were pleased to be able to invite parents to this mini-musical accompanied by some stunning lighting effects in an authentic theatrical space.

The students were very committed to the project and this came across in a lively and moving performance.

The singing was of a high standard in our Christmas concert. This took place in the chapel at Brookes' University Westminster site. The group performed two original carols by Debbie Rose and Keith Harris, and sang 'Gaudete' and the 'Zither carol' boosted by Music P.G.C.E. students from Brookes.

The Easter term was spent working on the theme of slavery. Gospel and soul songs helped to improve singers' tone colour and phrasing as well as developing part-singing. This work culminated in three events; a very successful concert in Abingdon Baptist Church with dramatic sketches, movement and drama performed to excellent effect; a workshop with the group 'Black Voices' at the Centre for Music, developing vocal skills via spirituals and gospels, and a service in Christ Church Cathedral the next day to mark the 200th Anniversary of the Abolition of Slavery in Britain performing material learnt in the workshop.

## **3.2 Music Schools**

These take place on Saturday mornings in term time, in Abingdon, Banbury, Bicester, Chipping Norton, Kidlington, Oxford, Thame, Wallingford, Wantage and Witney. Each music school offers a range of activities and ensembles, including orchestra, wind band, choir, and theory classes, designed to cater for pupils up to grade 6 standard. Pupils of grade 6 standard are encouraged to apply to attend the Central Music School, held in Oxford. The following paragraphs give a short overview by the Director of each music school, about some of their activities.

### ***Abingdon and Vale Music School – (AVMS)***

AVMS continues to provide a variety of musical activities from 9.00-11.30am on Saturday mornings at John Mason School. This includes junior and senior wind bands, string ensembles and orchestras.

All pupils at AVMS performed in three concerts during the year; the traditional Christmas concert and two summer lunchtime concerts. The final concert included items to commemorate the anniversary of Abingdon's Town Charter 450 years ago. This concert also included a visit from the Music Service's Early Music Group who played and talked about their unusual instruments.

### ***Bicester Area Music School - (BAMS)***

The period of April 2006 – March 2007 has been a time of change for Bicester Area Music School. In April 2006 we welcomed Estevan Ellul as our Bicester Music School Director, who was a great asset to the Music School with his contagious energy and enthusiasm. He was then appointed District Manager for West Oxfordshire, which meant that his time at Bicester sadly came to an end. In September 2006, I was pleased to have been given the opportunity to become the Acting Director for BAMS. We introduced some changes to the activities on offer, taking into account the children's range of musical interests and abilities with the focus on providing a more holistic and inclusive musical experience. A folk group was created, as well as a hand-chime, a bucket drumming and a music and movement group. We continued to offer an advanced recorder group, junior choir, music theatre, and junior/senior string and wind orchestra. The changes were welcomed by both children and parents alike, and culminated in an exciting and very successful Christmas concert at the end of the Autumn term. The hard-work, commitment and talent of the staff were clearly evident in the high standards that the children achieved and continue to raise today.

Over the year we lost two of our long-serving staff: Melanie Cuthbert and Katherine Maitland. Their contribution to BAMS will always be remembered and valued. We were particularly grateful to have been loaned Alice Palmer and Brian Pinnell, from NOMS and AVMS respectively, who have enhanced the Music School with their expertise and experience.

As well as some new faces amongst the staff, we have been very pleased to welcome 20 new members, who have enhanced the musical and social life of the school. We are always grateful to the long-term commitment that our veteran members continue to provide, as well as those parents and other adults who contribute to the smooth running of the school.

### ***Chipping Norton Area Music School – (CNAMS)***

Chipping Norton Area Music School continues to strengthen and develop. As part of Family Learning Weeks 2006, Music School members and their families enjoyed an African Drumming workshop lead by the Music Service's Debbie Rose. In December, the Music School ensembles held their own Christmas concert in Chipping Norton School Hall. Forthcoming events include the annual Chipping Norton Schools Choirs concerts on March 19th and 20th which is part of the Chipping Norton Music Festival, in which the orchestras have once again been invited to perform.

### ***Kidlington Area Music School – (KAMS)***

Kidlington Area Music School continues to meet at Gosford Hill School. Kidlington, on Saturday mornings from 9 to 11:30am. The theory group meets from 11:30-12:00noon.

KAMS had many of the older students move on to Central Music School after our Christmas concert. We are in a new building stage as most of the KAMS students are now year 8 and younger. The first violin section in the orchestra has completely changed in membership. The viola section is strong due to last years development focus. We are now focussing on developing the low wind and low string sections of KAMS. A few older students are left in the wind section of the Orchestra.

The Jazz Band now has two young kit players, a new trombone player and keyboard player. New students have joined during the Spring term: eight strings, two flutes, one clarinet, one saxophone, one trumpet, and one guitar.

There has been a renewed focus on recorders during the general music sessions. The three concerts a year are always well attended. The 2006 Christmas concert was packed with parents, family and friends. On the programme were the Jazz Band, Beginning Band, Junior Strings, Soloist Spotlight, Senior Strings, Junior Winds, Senior Winds, and Senior Orchestra. Senior Orchestra featured an original composition. Bertie Baigent, a KAMS cello student, composed a work for our Orchestra that was premiered at our Christmas Concert. This composition is titled "Allegro" and scored for full orchestra. It is in an early classical style with the main theme moving around the sections of the orchestra. Bertie had the opportunity to listen to his work, and make alterations during our rehearsals. This project was greatly enjoyed by the students, staff, and audience at the concert.

Kathy Blackwell, our upper strings teacher, was awarded the Music Industries Associations award for Best Education Publication, for her book Cello Time Sprinters. The award was sponsored by Classic FM and was voted for by UK music retailers.

Many thanks to the parents who staff the refreshments table each concert. The KAMS students greatly enjoy the free seasonal refreshments, - mince and apple pies, hot cross buns, choc-ices and ice lollies.

### ***North Oxfordshire Music School – (NOMS)***

NOMS meets in Banbury School on Saturday mornings, offering high quality and varied ensemble playing, singing and theory tuition, with regular performance opportunities, for all young musicians in the north of the county.

Our 'Internal Performance Morning', which presents the opportunity for everyone to perform to and to hear everyone else, was a great success and is due to become a regular event at the end of the Spring Term.

The Summer Term brought with it the chance to play at the 'Midsummer Music Concert' in partnership with the Rotary Club and local primary schools. On this occasion an orchestra comprising all Junior and Senior members played to a full and appreciative audience at St. Mary's Church in Banbury. A Percussion Workshop was held at the end of the term at which a vast array of instruments was presented and demonstrated by Les Lawrence, who then led us all in a short but invigorating massed performance.

Members brought friends and family along to our Family and Learning Week event in October, a number of whom joined us permanently.

Concerts were given in Broughton Hall at Banbury School at the end of Summer and Autumn terms. Both were well received though the themed Christmas Concert was particularly successful, given an extra-special ambience by its informal seating

arrangements, table decoration and Christmas Story. Special thanks go to staff Sarah Bourne –Taylor and Hazel Rafter for their energy and organisation.

In January, we had to bid a temporary farewell to Mrs Palmer, who has taught at NOMS for many years, so that she could assist at Bicester Music School. Mrs Palmer has been missed both personally and professionally and we all look forward to her return. My thanks to Mrs Bolton King for taking for taking-on virtually all wind-only ensembles in Mrs Palmer's absence.

As usual, a number of members left NOMS for new pastures and will be missed but I am glad to report seeing many new faces on Saturday mornings and a significant increase in numbers, especially since January 2007. With the planned take-up of the Vocal and Instrumental Programme in the Banbury Partnership I look forward to seeing many more young musicians learning and NOMS going from strength to strength in the coming years.

Many thanks and congratulations go to the staff, pupils, parents and helpful caretakers at Banbury School for all their support, which altogether contribute to making Saturday morning Music School so worthwhile for so many.

### ***Oxford Area Music School – (OAMS)***

The music school covering the Oxford city area, has seven staff. 124 students from beginner to grade 5, engaged in activities ranging from orchestras, to rock, folk, brass, early music, flute, percussion and vocal groups.

We met at Oxford Community School, our home for the past three years, but are soon to move to St Gregory the Great School, to work closely with it in its bid to become a specialist music college.

Our musical standards have continued to be high, but we aim to strike a balance with good social interaction and enjoyment through music. Our parents have been very involved and supportive, and were invited to regular performances during the year.

### ***South Oxfordshire Music School - (SOMS)***

It was our 5th birthday in 2006 and we decided to celebrate in style. We had an African and Folk workshop, which was a great success. SOMS members were able to improvise, sing and play folk music, with a professional folk musician, David Oliver, and experiment playing the African drums with Debbie Rose. There was an informal concert for parents, which was very lively with everyone either playing or dancing, even the teachers and parents, and we were joined by dancers from the Thames Valley Drama and Dance School. In the Autumn term we were visited by Mostyn Music who kindly allowed us to try a variety of music and led the senior and junior windbands.

Our Summer concert was our big birthday bash. We invited ex-directors of SOMS to attend, and Chris Martin who started SOMS, where she worked for the County Music Service, came from Kent to join us. All concert pieces had to have some link to '5', which led to teachers being quite inventive! Junior choir sang '5 green bottles', the children from junior strings composed their own piece based on the pentatonic scale. The big finale was with every SOMS member playing "Take Five".

Our numbers have been steadily increasing, by Christmas 2006 we had 22 beginners. We have been focussing on increasing numbers in brass and upper strings, and we now have 4 bassoon players as well. We are looking forward to another fun packed year at SOMS.

### ***Thame Area Music School - (TAMS)***

Numbers have remained stable this year, with approximately 100 on role.

Staffing this year has seen a number of changes. Jill Gillespie retired after many years service, and was replaced by Paul Herrington on secondment from AVMS, and in turn, was later replaced by Ian Fawcett as a result of reorganisation of the area music schools' staffing.

A high point in the calendar was the Family Learning Weekend, in which a Jazz workshop was held. This was led by "Alan Beechy's All Stars of Jazz". The morning consisted of an introductory concert from the All Stars, followed by two workshops, which enabled all students from complete beginners to the very advanced to fully participate and experience a wide variety of jazz styles including improvisation. The morning concluded with a short celebratory concert from the workshop groups, finishing with a massed item. This event was attended by a number of visitors in addition to the normal members of TAMS. The feedback from both students and parents was universally positive, with a large number of people commenting on the quality achieved in such a short period of time.

We have continued to offer a wide variety of performance opportunities this year, from every group including the recently formed "Junior Jazz Band" in each of our three concerts, with the music ranging from Gilbert & Sullivan to the Pirates of the Caribbean, Shostakovich, and the usual Christmas favourites. Each concert has always been well attended-often to the point of standing room only!

Thanks are also due to the many students which continue to run the well supported "Tuck Shop" and staff of TAMS for their hard work throughout the year, and to all the parents who continue to support our activities.

Thanks are also due to the many students who now run the well supported "Tuck Shop". I would like to thank all the members and staff of TAMS for their hard work throughout the year, and of course to all the parents who continue to support our activities.

### ***Wantage Area Music School – (WaAMS)***

Since last April 87 young musicians have been members of Wantage Area Music School and more pupils are coming to Wantage on a Saturday morning from Faringdon and the surrounding villages and not just from Wantage itself.

Our concerts have been very well supported by families and friends and a new feature of these events has been "pre-concert music". While audience members partook of mince pies or strawberries and cream, depending on the season, members of WaAMS gained valuable experience by performing solos, duets and trios. We held concerts in July and December in which eight different ensembles took part directed by five staff. In December 2006 the County Bassoon Ensemble was our guest. It was there to promote interest in the bassoon which is an "endangered species" instrument.

In Family Learning Week we ran our usual timetable but invited parents and younger brothers and sisters who play instruments to join in the ensembles. The younger siblings have since become regular members of WaAMS.

We like to finish the Spring Term with a different activity and in March 2006 Advisory teacher Debbie Rose spent a morning teaching us some African drumming patterns, songs, and even a dance. In March 2007 Les Lawrence gave a lecture demonstration of a vast array of instruments from the percussion family.

We also run a Theory class which currently has 15 members.

### ***Witney Area Music School – (WAMS)***

Witney Area Music School saw a change at its helm in September 2006 with Pete Jeeves opting to step aside, yet stay on as a teacher at the school. This was indeed very helpful for his successor as it ensured a smooth transition, as well as very useful advice when it was needed.

The schedule and groups remained largely unchanged, with Junior and Senior Orchestras and Bands running at either end of the morning. Smaller ensembles, including a Big Band rehearsed in mid-morning.

The year got off to a cracking start preparing for a major concert which took place on the 25th November. This concert was sponsored by the Carterton Lions Club and was held jointly with the Music Department of Wood Green School. Many groups from WAMS performed on the night including some of the junior ensembles, including, the Junior Orchestra which performed Schubert's 'March Militaire'. The evening also included a guest appearance by the Oxfordshire Bassoon Ensemble, directed by Lucy Woolf. This was closely followed by the Christmas Concert where every group performed to a large audience of appreciative parents and friends.

Involvement with the local community continued to grow with a number of events. During 'Family Learning Week' a Rock Band night was held, being attended mainly by rock guitarists and parents. The Clarinet and Flute Ensembles put in an appearance at a Fairtrade Market organised at the Corn Exchange by the Fairtrade Group, in March. An 'Open Morning' was also held, giving parents the opportunity to witness music making at first hand, with some parents taking the opportunity to have a sit-in and play along.

Thanks must go to the very supportive parent committee at WAMS. This group of dedicated parents help out in the weekly running of the school, as well as support major events and initiatives. Music staff work hard during these busy mornings and their initiative, dedication and humour is also much appreciated.

### ***Oxfordshire Youth String Orchestra – (OYSO)***

This year the Oxfordshire Youth String Orchestra has moved to a workshop format in the same way that the wind band did in the previous year. Although this removes the weekly rehearsals, the sessions are more intensive and longer when we do meet.

Students signed up at the beginning of the year for all the dates and we ended up with a good, balanced orchestra of 20 players with the exception of having no bass. This was overcome by careful selection of repertoire.

Tom Morter has led the sessions ably assisted by Andrew Bettle. The session on February 10th was a baroque day led by Mark Levy to introduce the players to a wide range of repertoire and give some of them the chance to play concerti movements.

In March, the orchestra played part of Britten's Simple Symphony at the CMS spring concert and also at the Regional festival of Music for Youth. The adjudicators were fulsome in their praise commenting on 'fine, powerful playing' and 'beautifully controlled piano', as a result of which they have been invited to participate at the National Festival of Music for Youth in July in Birmingham.

### ***Central Music School – (CMS)***

Thanks to the revised arrangements, the 206 CMS students have astonished staff and audiences alike with the maturity and professionalism of their playing. Not only have the standards improved significantly in the two orchestras, the students have transferred these improvements in their playing to all other ensembles and solo work.

The Youth String Orchestra (19 members) has joined the County Youth Wind Band (56 members) and both ensembles now meet on a number of Saturday afternoons. The various chamber groups, for the more committed students who want to take their playing even further, have continued to meet weekly during the evening or as part of one of our workshops, and we now have a Clarinet Choir and a Flute Choir in addition to string quartets, a brass ensemble, 2 percussion ensembles and 2 bassoon ensembles. 30 students take part in these groups.

All of the now regular events took place again to great acclaim: there were the Schools' concerts to over 1600 pupils in the Sheldonian Theatre, the Commonwealth Remembrance Service, fund-raising concerts such as the one at Banbury to raise money for local charities and various receptions.



The success of the changes was again endorsed in July when several groups were again invited to perform in the National Festival of Music for Youth in Birmingham. All groups played extremely well and OCYO was awarded a special certificate for a Highly Commended performance which in turn led to both the brass ensemble and the Youth Orchestra performing in the Schools' Prom at the Royal Albert Hall in November.

This occasion was made even more special with the orchestra being asked to accompany Professor Lord Robert Winston in a live recording of 'The Old Castle' from 'Pictures at an Exhibition' by Mussorgsky, for broadcast as part of a BBC series in the Spring of 2007.

### ***Oxfordshire Youth Windband***

The Oxfordshire Youth Windband met on approximately ten Saturday afternoons throughout the school year and catered for the many wind, brass and percussionists learning throughout the County. In addition to the Saturday afternoons the band met for a whole day course in the February break which gave much more time for detailed work in the Windband genre.

The band performed at CMS concerts and at the regional Festival of Music for Youth held each year at the Music Service. The Windband is conducted by Mike Skitt, Senior Manager assisted by Jess Booker Area Manager for Chipping Norton. The band concentrated its repertoire on music specifically written for windband this year rather than arrangements.

### 3.3 Evening Activities

#### *Oxfordshire Bassoon Ensemble*



The ensemble rehearses on a weekly basis, every Wednesday evening of term. This year we played pieces by more conventional composers such as Mozart and Bach, as well as widening our repertoire to popular tunes by Lennon and McCartney, pieces involving playing just on reeds, and arrangements by our own members. Notably, student member Robert

Digweed had a number of arrangements played in concerts, including 'Mamma Mia' by ABBA.

The addition of the Oxfordshire Youth Bassoon Quartet has also meant that we were able to represent the County Music Service at a number of functions throughout the county, including the opening of the Castle complex in Oxford in the presence of Her Majesty the Queen, and at receptions in the County Hall.

The year has once again included participating in the National Festival of Music for Youth, which was a chance to show off our endangered species instrument to a wider audience.

#### *Oxfordshire Youth Brass Ensemble - (OYBE)*

The Oxfordshire Youth Brass Ensemble rehearsed on Wednesday evenings as part of Central Music School. This year the ensemble consisted of four Trumpets, four French Horns, three Trombones and two Tubas. This line up enabled us to play large force Symphonic Brass Ensemble works. The ensemble played at the opening of the Castle complex in Oxford which was attended by Her Majesty the Queen in May.



November saw the group invited to play the opening Fanfare at the Music for Youth Schools' Proms at the Royal Albert Hall conducted by Simon Gray.

Once again they were asked to accompany the Hymns and play the Last Post and Reveille at the Remembrance Day Service at the Commonwealth War graves cemetery in Botley. In January the group performed at the schools concerts at the Sheldonian Theatre Oxford as well as at the usual Music School concerts and the regional Festival of Music for Youth held at the Centre for Music.

### ***Oxfordshire Youth Big Bands***

All three Big Bands continue to develop strong ensemble players and young improvisers. Over 90 students are now attending the Big Band sessions ages 11-18. This has highlighted the need for additional percussion instruments, a new baritone saxophone, and new charts. The performances at this year's Music for Youth Festival demonstrated our focus on developing extra percussion parts and Latin jazz. Trombones are now listed as "endangered" and this is clear on Tuesday nights. An extensive recruitment drive for trombone players is essential, whilst saxophones are abundant. Interest in Big Band jazz, and combo groups is growing. Our smaller jazz group has played at a variety of County Council functions and is much sought after for these types of events.

The training band has proven to be essential for the development of basic sight-reading and improvisational skills necessary for the School's and Youth bands. The members of the training band are generally young, although some are learning saxophone as a second instrument. This group gives valuable ensemble experience that these students do not often have outside OCMS. The standard of the training band has shown strong improvement and the effect on the School's Band, from old training band members, was clear at the Christmas Concert. The Schools Band ensemble playing was very tight and exciting. The Youth Band has enjoyed playing challenging Buddy Rich Big Band charts. These were provided by the Youth Band kit player and greatly enjoyed by the band and audience. The Chairman of Oxfordshire County Council, Lesley Legge, also understands the importance of the bands on a Tuesday night, "I always enjoy the three parts of the Big Band concerts and it is also wonderful to see the progression in development and maturity of the players." Evidence of the increasing high standards is that more of our students continue their jazz studies at University, organise their own gigs, and participate in the National Youth Jazz Orchestra (NYJO). The bass player from the OCMS Schools Band was recently showcased at a NYJO concert in Witney.

### ***Oxfordshire Youth Percussion Ensemble – (OYPE)***

Oxfordshire Youth Percussion Ensemble enjoyed yet another successful year. Following the Regional Festival Series organised by Music for Youth, they were invited to play at the National Festival in Birmingham in July. Quite a logistical problem getting all the instruments onto the stage at the Adrian Boult Hall, but it was a very successful performance with very positive comments about the group from the adjudicators. A great experience indeed for all the players.

The group, grades seven and eight players, all meet on Friday evenings at the Centre for Music and play a wide variety of ensemble music composed for percussion ensemble. In recent years they have played for schools concerts in Oxfordshire, at the Royal Festival Hall and the Royal Albert Hall, London.

### ***Oxfordshire County Clarinet Choir***

This new ensemble started up in September 2006 and uses all the members of the clarinet family from the little Eb clarinet to the mighty contrabass clarinet. Between these two extremes we use the regular Bb clarinet, the alto clarinet and the bass clarinet. A new high quality alto clarinet was recently purchased and put straight to good use in the Choir. The Choir's debut concert was at the Centre for Music in December where they played Grundman's 'Caprice' and arrangements of Hava Nagila and Elgar's 'Moths and Butterflies'.

The Choir took part in the Regional Festival for Music & Youth in March, and plan to play in a concert in Beckley Church in June 2007.

### ***Oxfordshire County Flute Choir***

This lively and capable group of young players was formed in September 2006 and range from grade 6 level and higher. Bass flute, alto flutes, piccolos and standard concert flutes all combine to give the unique flute choir sound.

They have been exploring a wide variety of both light and serious repertoire, from Baroque through to Jazz and the experimental sounds of contemporary composers.



They recently performed Handel's 'Arrival of the Queen of Sheba' and 'Golliwog's Cakewalk' by Debussy at the Regional Festival of Music for Youth held at the Centre for Music.

### ***Oxfordshire Youth Music Theatre – (OYMT)***

The Oxfordshire Youth Music Theatre enjoyed a successful 2005-6 season, culminating in an impressive production of 'The Sound of Music' at the Theatre at Headington in April.

The company played to full houses on Friday and Saturday nights, and received a complimentary review in the Oxford Times: 'the cast proved themselves more than ready for life in the West End, taking on all manner of yodelling, ballroom dancing and even Latin chanting with enthusiasm'. Lindsay Dale as Maria was described as 'excellent, with her beautiful voice showcased to perfection', and other performances from lead characters 'impressive...commendable...heartfelt.' A large band made up of County Youth Orchestra players accompanied the cast.

Audiences were invited to sing along to 'The Lonely Goatherd' and 'Edelweiss' at the end of the show, which they did with gusto, providing a rousing end to each performance.

OYMT also performed to acclaim at the Regional Festival of Music for Youth and at the 1st Anniversary of the Grand Opening of the Centre for Music.



### ***Adult Ensembles***

Oxfordshire Adult Ensembles continued to grow and develop throughout the past year and added a guitar group to the ensemble activities offered. Many of the original members of the beginners' saxophone group which started two years ago progressed and moved on to join the more advanced group, a fantastic achievement for all concerned.

### 3.4 Courses

During the year the Music Service organised seven groups, each of which offered courses during the school holidays. These ranged from the Oxfordshire Young Musicians, (OYM), four and five day holiday courses designed for junior school children, to the County Youth Orchestra, a full sized symphony orchestra catering for pupils of the highest ability. The following reports give a brief outline by the administrator of each of the orchestras.

#### ***Oxfordshire Young Musicians – (OYM)***

In summer 2005 there were four Young Musicians Courses at the beginning of the summer holidays based in Abingdon, Banbury, Oxford and Wallingford. The children mainly aged 8-11 all had great musical fun and as well as singing, playing recorders and taking part in an orchestra, played musical games, did some African drumming, played steel pans and did dance and drama. Each course had a concert for parents and friends at the end, demonstrating some of their work during the week.

#### ***Oxfordshire Schools' Orchestra – (OSO)***

The orchestra draws its students from those between grades 3-5, to form a balanced symphony orchestra. This is a long established group, with high standards, and a dedicated staff of specialist coaches. The orchestra has just over 100 members at present, and meets for three courses per year, one of which is residential. Many of our students go on to play in the county's other two orchestras, and we are proud of the grounding in orchestral playing and experience they receive with us. The orchestra is also a tribute to the great instrumental teaching and learning going on throughout the county.

#### ***Oxfordshire Schools' Senior Orchestra – (OSSO)***

The orchestra comprised 96 young musicians under the baton of Mr Paul Willett. There was a three day residential course at Easter 2006 at Sibford School, near Banbury, followed by an informal concert at the Centre for Music.

The main focus of the year is always the summer tour and in July 2006 OSSO, together with nine staff, travelled to Poland to give three concerts in Krakow and Zakopane. All the concerts were in churches and were well attended both by local residents and by tourists. Extra publicity was gained when Paul Willett was interviewed for the local Krakow TV station and the audience total for the three concerts was nearly 1,000 people. On its day off the orchestra visited the Wieliczka Salt Mine and the site of the concentration camp at Auschwitz.



The repertoire included Strauss's 'Die Fledermaus Overture', Britten's 'Soirees Musicales' and Khachaturian's 'In The Circus'. The orchestra wanted to include a contemporary British piece and Northamptonshire based composer Nick Planas provided a suite based on his incidental music to 'A Midsummer Night's Dream'.

The highly successful tour concluded with a concert at the Centre for Music for parents and friends of the orchestra. In summer 2007 OSSO plans to visit Paris and Meaux.

## ***Oxfordshire County Youth Orchestra – (OCYO)***



This was another excellent year for Oxfordshire County Youth Orchestra, culminating in an invitation to play at the Royal Albert Hall for the Music for Youth Prom series in November. The orchestra's performance calendar also included concerts at the Centre for Music, a family concert at the Didcot Leisure centre, Birmingham Symphony Hall, Oxford Town Hall and prestigious venues in Paris. The well subscribed concerts for children in Oxfordshire were enjoyed by many of the County's primary schools children.

Works performed this year included the highly descriptive 'Four Sea Interludes', by Britten, greatly enjoyed by the children, Faure's beautiful 'Pavane' and Debussy's 'La Mer'. The popular 'Festive Overture' of Shostakovich and Dvorak's 'New World' Symphony proved a highly popular second half to the Annual Gala concert in July.

The highlight of the year was performing at the Royal Albert Hall, with the brass section of the orchestras opening this very special occasion with a fanfare played high in the 'gods' of the hall. The orchestra were greatly privileged to be asked to accompany Sir Robert Winston playing the saxophone for a movement from Mussorgsky's 'Pictures at an Exhibition' before playing for the exciting finale that we are all used to enjoying for any last night of the Proms concert.



### 3.5 Workshops

The Music Service continued to operate workshops on Saturday afternoons. The workshops were suitable for all ages and abilities and each workshop had its own unique formula of activities including master classes and performances led by a team of specialists from existing Music Service staff and musicians from all over the world:- Chamber(1), Recorder(2), Guitar(2), Singing(2), Jazz(1), Strings(1), World Music(1)

#### ***Rock & Pop***

This year featured our 6th annual Rock & Pop Workshop, attended by 54 guitarists, bassists, drummers, keyboardists and singers. Sessions offered included singing and music technology and the workshop concluded with a 'gig' in which each of the 11 bands performed a song they had composed during the 2-day workshop. The 'gig' was recorded and CDs were made available to participants.



### 3.6 Other Concerts, public performances and special events

#### ***Second birthday of the Centre for Music***



Chair of the County Council, Councillor Lesley Legge, hosted a reception to celebrate two years since the opening of the Centre for Music. This was followed by a short concert to illustrate some of the Music Service activities from the last year.

The concert started and closed with lively contributions from Oxfordshire Youth Percussion Ensemble. Also taking part was Isla Mundell-Perkins, joint winner of the Muir Mathieson competition,

Oxfordshire Youth Music Theatre, the clarinet group from South Oxfordshire Music School, the bassoon ensemble and the Headington Quarry Morris men, who worked with the service for last year's Schools' Day of Dance.



#### ***Rock & Pop Gig***

124 musicians in 30 bands auditioned during January this year for the 4th Rock & Pop Festival. The standard was particularly high and bands auditioning performed songs covering the whole range of rock & pop styles including Punk, Metal, Prog Rock, Funk, Ska and Grunge. 14 bands were selected to perform in the **Rock & Pop Festival Gig** on March 23rd at the Centre for Music, in front of a large audience with full lights and professional PA. The gig was recorded and a CD was made available to the participants.

### ***Obelan Puppet Theatre***

The Obelan Puppet Theatre Company returned to the Centre for Music once again to perform two of their shows 'The Singing Storycloth' and 'The Singing Pigs, suitable for children aged 3-9. These are exciting and colourful shows, using a mix of rod, glove and muppet-style puppets with the vivid costumes and masks, songs and raps. The children, teachers and parents came from nurseries, pre-schools and schools from all around the county.

'Delightful to see the total involvement and absorbed expressions of the children'



### ***Ensemble Week***



During this week groups of County Music staff worked together to offer performances to Oxfordshire schools. The hour long presentations included varieties of musical styles, from Jazz to Rock and Folk to Early Music, as well as classical. The instruments were also demonstrated both as individuals and with their sections.

### ***Family Learning Week 2006***

The Music Service organised 23 events during Family Learning Week in October 2006. The Saturday morning music schools opened their doors for families to come and join in their usual activities and some put in extra activities eg. African drumming workshop. A very popular event was the Jazz improvisation workshop held in Thame for all ages.

### ***Regional Festival***

The Music Service were again asked by the national organisation, Music for Youth, to host a regional festival for musical groups all over Oxfordshire to take part. It was spread over two days at the weekend. As usual over a thousand musicians performed, playing and singing in a variety of styles; in the hope they would be chosen to perform at the National Festival to be held in July in Birmingham.

The Music Service entered 16 groups. Four of these were chosen to take part in the National Festival.

### ***Gigs***

Smaller groups of our musicians have been in great demand over the year. The string quartet, bassoon quartet and jazz combo played at a number of County Council receptions, dinners and leaving parties. The Ilex quartet also played at the celebration for the life of Chris Leigh, one of the curriculum advisers.

### ***Muir Mathieson Memorial Competition 2007***

This was a magnificent evening with high quality performances from all of the players. Isla Mundell Perkins (violin) and Sabrina Shortland (cello) were selected as worthy winners, and Peter Stradling (trumpet) as 'runner up'. The adjudicator, Les Lawrence who recently retired from the County Music Service, following over 30 years of commitment to young people's music making in Oxfordshire. Les had known Muir and it was a fitting tribute for him to be able to choose the winners on a night of such high standards from all participants.



In 1969 Muir Mathieson became the conductor of the Oxfordshire County Youth Orchestra (founded by his brother John in 1968) a position he held until his death in 1975.

The competition is open to students who are about to leave the Central Music School and have reached grade 8 standard. Other competitors, all of whom gave excellent performances, were Cathryn Kozlowski (violin), George Eveleigh (piano), Tom Henderson (percussion), Michael Lynch (cello), Peter Whitehouse (trombone) and Chris Hadland (timpani).

All competitors were again invited to play at Dorchester Abbey in June to an audience of primary school children and their parents, at the Festival of Voices.

### ***Black History***

Children from six primary schools chose to take part in this project this year. It was delivered by TAPS (Traditional Arts Projects) and the project culminated in the children coming together for a day to perform and rehearse the items. The singing of shanties by two schools was led by Debbie Rose and there was African drumming and this year the added element of dance.



## ***Community Projects in Barton***

The Music Service has continued to provide a variety of singing and playing opportunities available to the local community at the Centre for Music.

This year, Linda Brown was appointed to the Music Service to develop new projects to widen the scope of music opportunities in order to include as many people from the local community as possible.



September saw the start of the successful First Steps project in which the Music Service has collaborated with the Roundabout Family and Community Centre and Bayards Hill School to provide weekly music workshops for parents with babies and young children. 75 children and 25 parents have enjoyed joining in with the singing, playing and listening activities led by Anne Paul Jones.



Also in September, a group of 35 year 4 pupils at Bayards Hill School started on a two term multicultural arts project provided by the Music Service in collaboration with Oxfordshire Museum and the Library Service. The children took part in six African drumming workshops, led by Sue Lawrence and gave a lively performance to the school and parents at the Christmas concert. A further series of after school workshops was enjoyed by pupils and their parents in the Spring term. The pupils also enjoyed a full day learning Indian Dance.

Music activities were also extended into the school holidays with three mornings of music activities for 5-7 year olds who enjoyed singing and playing music on the theme of pirates.

By contrast, the Music Service worked in partnership with Barton Learning Community to provide a series of taster workshops in Music Technology. Since January, young adults have been enthusiastically involved in learning to sequence and mix tracks under the guidance of Alex Hehir. The course has been so successful that the students will be continuing their work into next term.

Once a year, Barton organises a community celebration or "The Barton Bash". This year, the Music service contributed by providing African Drumming workshops for all ages.

The Music Service has worked closely with Bayards Hill School throughout the year by providing teachers for curriculum music and the Foundation Course. In the last year, this has been extended to supporting the school in performing two well attended concerts for parents and members of the retired community. A class of year 5/6 pupils also took part in a week's Education Project led by the Oxford Leader Festival, in partnership with their curriculum teacher, culminating in a performance at the Jacqueline du Pre concert hall of a song they wrote.



### ***Day of Dance***

In July, schools were invited to attend a Day of Dance at the Centre for Music held in conjunction with the Headington Quarry Folk Club. Four schools took part with 140 children and their teachers. In the morning there was a choice of workshops; sword dancing; Morris dancing; maypole dancing and Irish dancing and schools could choose three. After lunch the schools all took part in a barn dance in the main hall.



### ***Excellence in the Cities Concert***

In its 8th year, the Excellence in the Cities primary schools concert was better than ever. The Assistant Head led vocal workshops in the schools and the



songs were selected from 'Yanamano' by Conran & Rose. As usual there were two items of dance connected to the theme. Also there was a display of salsa dancing, steel pans as well as a group of violinist and cellists playing. As usual there was a packed house.

### ***Music is Special 2007***

Over 60 pupils from four Oxfordshire Special Schools came together to perform at the Centre for Music in March. Wallingford school pupils



accompanied the songs and provided entertainment for the children who attended. This was the third year that this event had taken place.

### ***Black Voices visit to the Centre for Music***



The County Music Service were host to the internationally renowned group, Black Voices, who came on 24 March to do a workshop with some of our students who sing regularly with our area vocal groups. This was in preparation for a performance in the service at Christchurch Cathedral for the 200th

Anniversary of the Abolition of Slave Trading. It was an extremely successful afternoon and culminated in a stunning performance by the students and Black Voices. They performed 'I hold on/wade in the water' and a medley of spirituals.

### ***Oxford Lieder Project***

The Music Service were approached by Oxford Lieder festival to take part in a new educational project. Our curriculum staff supported the children in schools where they work in a compositional vocal project which culminated in a concert at Jacqueline du Pré Hall.

## **3.7 Charitable Support for the County Music Service**



### ***Friends of the Young Musicians***

During the year the 'Friends of the Young Musicians Trust' (FYMA) have donated money to support the Music Service in the purchase of a new Morley harp.

### ***Chief Officers Fund for Music***

The CEO Fund for Music supports children who would like to learn to play an instrument with the County Music Service but whose parents/carers are not entitled to free provision and could not cover the whole cost. The trust met twice in the year and supported new children and continued to support nine children.

## Spring Festival Events March 2007

Fri 9th 7pm	Muir Mathieson soloists competition for Central Music School Sinfonia leavers
Sun 11th 9am – 5pm	Music for Youth Regional Festival (1) The best of local musical talent
Mon 12th 6.30pm	Second Birthday celebrations, Chair of County Council reception
Weds 14th 10.15am & 1.30pm	Obelon Puppet Theatre Company. 2 showings of the ever popular 'Three Singing Pigs'
Thurs 15th 10.15am & 1.30pm	Obelon Puppet Theatre Company. 2 showings of the ever popular 'Three Singing Pigs'
Fri 16th 10am – noon	Music is Special 2007 – Special schools' event
Sat 17th 9am – 5pm	Music for Youth Regional Festival (2) The best of local musical talent
Fri 23rd 7pm	Rock and Pop Festival – The best of Oxfordshire's young bands
Sat 24th 2-6pm	World Music workshop – a chance to try out Samba drumming, African drumming and Steel pans
Sat 24th 2pm – 6 pm	Black Voices Workshop
Sun 25th 6 pm	Choirs taking part with Black Voices at Christ Church Cathedral at the service to commemorate Abolition of Slave Trading
Weds 28th 6pm	Concert for Excellence in the Cities schools
Sat 31st All day	Oxfordshire County Youth Orchestra, Oxfordshire Schools' Senior Orchestra and Oxfordshire Schools' Orchestra Easter courses start

## **4. Parental/Carer Involvement**

The Music Service continued to recognise the importance of parenta/carer involvement. During the year emphasis was again placed on improving still further the communication between the parents/carers and the service, and on greater parental/carers involvement.

### **4.1 Parent/Carer Teacher Contact**

As in previous years, the service continues to have a policy of open invitation for the parents to contact their child's instrumental teacher any time throughout the year. The type of contact varies and includes face to face meetings, telephone conversations and written correspondence.

### **4.2 Reports**

The same system of reports continues to be used. The parents of each new pupil received a short report at the end of the pupil's first term of tuition. At the end of the academic year, all pupils received a fuller report.

### **4.3 Music Service Calendar**

The Music Service guarantees to offer thirty lessons within the school year. At the beginning of the academic year, the parents/carers of each pupil are sent a copy of the Music Service calendar, to enable them to know which weeks lessons are due to take place, and when staff are unavailable to teach, due to other commitments such as examinations, curriculum projects and courses during the school holidays. The calendar is also reproduced on the reverse of the pupil record book.

### **4.4 Record Books**

Pupil record books have continued to be improved, and now contain a wealth of useful information as well as providing an easy opportunity for two-way communication.

### **4.5 Piper Magazine**

The Music Service continued to publish this termly newsletter, which was sent to the parents/carers of each of the pupils, the schools, the libraries, advisors, county councillors and other interested parties. The newsletter contained articles about the Music Service and its activities, and the names of pupils who had obtained the highest passes in the instrumental examinations.

### **4.6 House Committee**

This is the Music Service's equivalent of a board of governors. It comprises of representatives from the parents/carers, the headteachers, the County Council, the Music Service staff and students. During the year the committee met on several occasions to receive reports from the Director of Music and make recommendations to the Director for Learning and Culture. The names of the committee members are listed in Appendix 3.

## 5. Instrumental Examinations

The start of the Academic year 2006/7 saw Trinity change some of the requirements of the Joint Assessment Scheme which is run jointly with the Music Service. Indeed, they changed the name to the Joint Assessment Grades. This resulted in an increase in the number of pieces candidates have to prepare, and a greater choice of supporting tests such as aural, sight-reading etc.

The overall format of the exam system remains unchanged with teachers assessing roughly half the exam during lessons and an external, Trinity examiner assessing the remainder in a single session.

The exam system remains an integral part of the service offered by the music service and it remains included in the cost of lessons so there is no discouragement on the grounds of cost. (See Appendix 4)

## 6. Professional Development

The Music Service actively encourages professional development. Members of staff regularly worked during the year with national organisations including the National Association of Music Educators (NAME), the Federation of Music Services (FMS), Incorporated Society of Musicians (ISM), the Qualifications and Curriculum Authority (QCA) and the Department for Education and Skills (DfES). Some staff have led in-service training sessions within Oxfordshire and for other Music Services including workshops at regional and national level.

### 6.1 Staff Development

Staff development is an important part of the Music Service and is linked very closely to staff Performance Management, Appraisal and the wider County development plans. In service training is made available to all staff both full service and individual training needs. There are five statutory training days for all teachers which are carefully tailored to meet both individual, service and County wide development needs.



There are a number of staff who are currently undergoing PGCE training with Canterbury Christchurch whilst still teaching, supported by the Music Service.

All in service training is evaluated from questionnaires which then alongside Performance management informs future training needs.

Staff have been working hard honing their non specialist instrument skills in preparation for the delivery of the Vocal and Instrumental Programme which is happening in schools as part of the Wider Opportunity Programme.

### 6.2 Induction

New staff appointed to the Music Service are given an extensive induction programme where Music Service procedures and systems are explained in detail. They are also introduced to their schools by the Area or District Manager and accompanied during their first week where possible to the schools they will be teaching in. The staff handbook provides a comprehensive guide to procedures and who is who. All new staff are also provided with a Personal Employment folder so they can begin to compile a profile of their work with the Music Service which can be used as part of the Threshold process and to provide some evidence for Upper Pay Spine (UPS) progression.

## **6.3 Mentoring**

The Music Service Mentoring programme has two basic principals:

1. To provide an opportunity for **anyone** in the Music Service to discuss **any** aspect of their work in a non-judgmental way, without the need to approach line managers, unless they prefer to do this. The structure of the service enables communication through the Area and District Managers to Senior Managers, Assistant Head to the Director. Its main functions are to help and support, and to provide answers. Problems not sorted by the initial conversation may then be referred to the Music School Director who may pass the query or problem to the relevant person if he or she cannot solve it.
2. To enable the Music Service to listen to any problems, criticisms, difficulties, concerns raised via the mentor route with the aim of alerting SMT to these concerns so that they can try to solve the issues raised if possible.

Colleagues may have other colleagues to whom they address their problems. The mentoring system is very much in addition to this, and in no way replaces that, it is some where to turn when all else seems to fail.

## **7. Service Development**

### **7.1 Staff**

Several teachers who have been with us for many years retired this year or moved on to new jobs. In July 2006 James Gardner (percussion), Mark Newns (woodwind) and Gideon Van der Merwe (guitar) left. In December Paul Herrington (keyboard) and Beverley Judd, who worked at one of our Saturday morning music schools, and Margaret Probyn (choir) left. We welcomed new faces during the year to replace some teaching staff who have moved on – Katherine Adcock (keyboard), Lorne Pearcey (percussion), Susanna Perkins (woodwind), Nicholas Griffiths (percussion) and Luis Lopez (percussion) all of whom joined us in September. In October Alison Whitehead (strings) joined the team and in January Rory McInroy (keyboard) started with us. In January we also welcomed back Wendy Marks who has taken on some keyboard teaching.

### **7.2 Service Policies and Procedures**

The Music Service development plan continued to be implemented and evaluated. Several new working practices or procedures were introduced during the year. The staff handbook is currently being revised to reflect these changes.

### **7.3 Performance Management and Appraisal**

The Music Service continued to emphasise the importance of quality assurance mechanisms. Performance Management for the teaching staff continued. This involved the setting, monitoring and evaluation of annual targets and objectives. This process of Performance Management was supplemented by the system of monitoring visits by the Managers. The administrative and financial staff continued to be subject to the County Council's system of staff appraisal and during the year the office staff were appraised within this system.

## Appendix 1: Who Was Who - 2006/2007

**Director of Music**.....Richard Hallam, MBE  
**Assistant Head** .....Liz Stock

### Senior Management Team:

Director of Music: .....Richard Hallam, MBE  
Assistant Head:.....Liz Stock  
Strings/Guitar/Harp/Keyboards.....Tom Morter  
Woodwind/Brass/Percussion .....Mike Skitt  
Senior Finance Officer.....Steve Quartermain  
Senior Administrative Officer.....Pat Forster

### Directors of Music Schools

Abingdon and Vale....(AVMS) .....Rosie Bruce  
Bicester .....(BAMS) (Acting from Sept 2006) .....Lisa Callejo Patterson  
Kidlington .....(KAMS) .....Charles Lloyd  
North Oxfordshire.....(NOMS).....Ian Smith  
Oxford .....(OAMS) .....Stewart Attwood  
South Oxfordshire .....(SOMS) (to Dec 2004) .....Les Lawrence  
South Oxfordshire .....(SOMS) (from Jan 2005).....Yvonne Townshend  
Thame.....(TAMS).....Mike Edwards  
Wantage.....(WaAMS) .....Susan Moss  
Witney .....(WAMS) (until July 2006) .....Peter Jeeves  
Witney .....(WAMS) (from Sept 2006).....Estevan Ellul

### District Managers

Oxford City .....Stewart Attwood  
South Oxfordshire .....Mike Edwards  
Cherwell.....Chuck Lloyd  
West Oxfordshire (until July 2006).....Peter Jeeves  
West Oxfordshire (from Sept 2006) .....Estevan Ellul  
Vale of the White Horse .....Susan Moss

### Area Managers

Abingdon .....Rosie Bruce  
Wallingford .....Yvonne Townshend  
Banbury.....Ian Smith  
Chipping Norton .....Jessica Booker  
Bicester (from April 2006) .....Estevan Ellul

## Office Staff

Senior Administrative Officer.....	Pat Forster
Senior Finance Officer .....	Stephen Quartermain
Finance Support Officer (until Dec 2006).....	Cheryl McCarron
Administrative Officer (from Jan 2007) .....	Cheryl McCarron
Administrative Officer (until July 2006).....	Suzanne Rigby-Jones
Administrative Officer (from Aug 2006) .....	Rachel Hawes
Administrative Officer maternity cover (from end Feb 2006) .....	Rachel Hawes
Administrative Officer (job-share since Feb 2007) .....	Emma Phillips
Administrative Officer (job-share since Jan 2007) .....	Francesca Moore
Administrative Officer (job-share until July 2006) .....	Sheila Wigglesworth
Administrative Officer (job-share until April 2006) .....	Clarisse Van-Kiele
Administrative Officer (job-share since July 2006) .....	Margaret Jowett
Administrative Officer (job-share since Aug 2006).....	Catherine Harris
Administrative Officer (temporary since Aug 2006) .....	Emma Spreadbury
Projects Officer (until July 2006).....	Rachel Fryer
Projects Office (since July 2006).....	Jo Hammond
Administrative Support Officer (until July 2006) .....	Jo Hammond
Administrative Support Officer (since Aug 2006) .....	Miriam Norman
Premises and Resources Manager.....	Keith Boyce
Development Officer .....	Linda Brown

## Teaching Staff (full and part-time)

Katherine Adcock (from Sept 2006) .....	Keyboard
Keith Allen.....	Woodwind
Vivienne Arnold .....	Music School
Nikki Attwood .....	Strings
Stewart Attwood .....	Strings
Phillip Augar.....	Strings
Sue Baker .....	Choir
Valerie Balfour.....	Music School
Gill Beecher .....	Strings
Andrew Bettle.....	Strings
Kathleen Blackwell.....	Strings
Celia Bolton-King .....	Woodwind
Jessica Booker .....	Woodwind
Sarah Bourne-Taylor .....	Strings
Rosie Bruce .....	Strings
Elizabeth Callejo Paterson .....	Strings
Ann Capstick.....	Choir/Music School
Rebecca Carpenter .....	Music School
Susan Cooke.....	Brass
Stephen Cooper.....	Woodwind
Felicity Cormack.....	Strings

Andrew Cowburn .....Woodwind  
 Melanie Cuthbert .....Music School  
 James Dawson.....Guitar  
 Shirley Day .....Music School/Big Band  
 Stephen Dunstone.....Music School  
 Michael Edwards.....Brass  
 Esteval Ellul .....Woodwind  
 Rhiannon Evans.....Strings  
 Ian Fawcett.....Woodwind  
 Jon Fletcher .....Guitar  
 Brian Forster.....Woodwind  
 Peter Foster.....Music School  
 Sean Frankcom.....Music School  
 James Gardner (until July 2006).....Percussion  
 Simon Gray .....Brass  
 Nicholas Griffiths (from Sept 2006) .....Percussion  
 Jenny Grinham .....Curriculum  
 Jane Haine .....Curriculum/Music School  
 Keith Harris .....Music School  
 Anna Hayward .....Choir  
 Jenny Hellyer.....OYMT  
 Paul Herrington (until Dec 2006) .....Keyboard  
 Kathy Hinde .....Curriculum  
 Caroline Hobbs-Smith .....Woodwind  
 Poppy Hughes .....Music School  
 John Hunter.....Music School  
 Pete Jeeves .....Brass  
 Jenny Jones.....Classroom/Music School  
 Richard Jones .....Choir  
 Piotr Jordan .....Strings  
 Beverley Judd(until Dec 2006) .....Music School  
 Doug Lamb .....Woodwind  
 Sue Lawrence.....Percussion  
 Robert Legg.....Music Schol  
 Mark Levy .....Strings  
 Jill Lloyd.....Strings  
 Charles Lloyd .....Woodwind  
 Elisabeth Hobbs .....Woodwind  
 Anna Lockett.....Harp  
 Luis Lopez (from Sept 2006).....Percussion  
 Sue Lynn .....Music School  
 Hilary Mackintosh.....Music School  
 Rachel McCubbin .....Woodwind  
 Rory McInroy (from Jan 2007).....Keyboard  
 Katherine Maitland .....Woodwind

Wendy Marks (from Jan 2007).....Keyboard  
 Marilyn Mitcham.....Vocal  
 Jan Morter .....Brass  
 Susan Moss .....Woodwind  
 Joseph Newman .....Guitar  
 Mark Newns (until July 2006).....Woodwind  
 Bridget Owen.....Music School  
 Alice Palmer.....Woodwind  
 Elizabeth Parkin.....Strings  
 Janet Parsons .....Strings  
 Anne Paul Jones .....Curriculum  
 Russell Payne.....Guitar  
 Lorne Pearcey (from Sept 2006).....Percussion  
 Susannah Perkins (from Sept 2006) .....Woodwind  
 Brian Pinnell .....Drumkit  
 Andrew Pitts.....Keyboard  
 Edward Pooley .....Strings  
 Margaret Probyn (until Dec 2006) .....Choir  
 Sally Quantrill.....Woodwind  
 Johnny Race .....Guitar  
 Hazel Rafter .....Strings  
 Julie Rigal.....Strings  
 Maria Robertson.....Choir  
 Debbie Rose.....Curriculum/OYMT  
 David Rule .....Woodwind  
 Leigh Seedhouse .....Music School  
 Clive Sieling.....Strings  
 Megan Skinner .....Woodwind  
 Ian Smith.....Strings  
 Geoff Smith .....Music School  
 Philomena Solomon .....Music School  
 Phil Tarrant .....Brass  
 Yvonne Townshend .....Woodwind  
 Elizabeth Tunney .....Woodwind  
 Gideon Van der Merwe (until July 2006) .....Guitar  
 Andrew Walker .....Music School  
 Judith Ward .....Keyboard  
 Kath Watson.....Keyboard  
 Janet Way .....Woodwind  
 Alison Whitehead (from Oct 2006) .....Strings  
 Ronan Whyte .....Guitar  
 Paul Willett.....Music School  
 Lucy Woolf.....Woodwind  
 Nicholas Wright .....Guitar

## **Appendix 2: Community Groups**

### **After School Activities - 2006/2007: (*Starting before 6pm*)**

Banbury Big Bass Band  
Carterton Young Musicians  
Chipping Norton Young Musicians  
Didcot Young Musicians  
Henley Young Musicians  
Oxford Theory Group  
Oxfordshire Young Singers (City)  
Oxfordshire Young Singers (Kidlington)  
South Oxfordshire Starter Choir  
South Oxfordshire Young Singers (Abingdon)

### **Evening Activities (*Starting after 6pm*)**

Adult Music Ensembles – Clarinet, Saxophone, Flute, Strings and Guitars  
Oxfordshire Training Big Band  
Oxfordshire Schools' Big Band  
Oxfordshire Youth Big Band  
Oxfordshire Bassoon Ensemble  
Oxfordshire County Clarinet Choir  
Oxfordshire County Flute Choir  
Oxfordshire Youth Music Theatre  
Oxfordshire Youth String Orchestra  
Oxfordshire Youth Brass Ensemble  
Oxfordshire Youth Wind Band  
South Oxfordshire Youth Performing Arts

### **Music Schools (*Saturday morning*)**

Abingdon and Vale Music School  
Bicester Area Music School  
Central Music School  
Chipping Norton Music School  
Kidlington Area Music School  
North Oxfordshire Area Music School  
Oxford Area Music School  
South Oxfordshire Music School  
Thame Area Music School  
Wantage Area Music School  
Witney Area Music School

## **Holiday Courses**

Oxfordshire Young Musicians courses in Abingdon, Banbury, Oxford and Wallingford  
Oxfordshire Schools' Orchestra  
Oxfordshire Schools' Senior Orchestra  
Oxfordshire County Youth Orchestra

## **Workshops**

Chamber, Recorder, Guitar, Keyboard, Singing, Jazz, Strings and World Music

## **Appendix 3: Music Service House Committee Members - 2006/2007**

Mr Dave Green	(Chair)
Cllr A Armitage	(County Council – Liberal)
Cllr K Stone	(County Council – Conservative)
Cllr D Seale	(County Council – Conservative)
Mr J Johnson	(Primary Headteacher)
Mrs K O'Keefe	(Secondary Headteacher)
Mr K Ponsford	(Bayards Hill Headteacher)
Mr M Prowen	(CMS parent)
Mr R Munro	(Director for Culture)
Dr A Hawkins	(Parent - County Youth Orchestra)
Mrs J McMullin (from June 2004)	(Parent – Area Music School)
Mr R Hallam	(Director of Music)
Mr M Skitt	(Senior Staff)
Mr S Attwood	(Director of Music School)
Mr N Wright	(Teaching Staff)
Mr A Brett	(Student)

## Appendix 4: Academic year 2004/05 Exam Results

These results are for exams entered under the scheme linked with Trinity College London  
Pass Levels by Grade (all instruments)

<i>Family</i>	<i>Grade</i>	<i>Number</i>	<i>Pass</i>	<i>%</i>	<i>Merit</i>	<i>%</i>	<i>Distinction</i>	<i>%</i>	<i>Fail</i>	<i>%</i>
Woodwind	1	186	45	24	94	51	42	22	5	3
Woodwind	2	192	5	3	147	77	38	19	2	1
Woodwind	3	125	42	34	75	60	4	3	4	3
Woodwind	4	76	15	20	48	63	12	16	1	1
Woodwind	5	63	24	38	35	56	4	6	0	0
Woodwind	6	51	18	35	25	49	6	12	2	4
Woodwind	7	16	5	31	6	38	3	19	2	12
Woodwind	8	22	5	23	11	50	5	23	1	4
Brass	1	34	4	12	20	59	9	26	1	3
Brass	2	49	14	29	20	41	13	27	2	3
Brass	3	38	15	39	17	45	6	16	0	0
Brass	4	17	7	41	8	47	2	12	0	0
Brass	5	16	10	63	6	37	0	0	0	0
Brass	6	10	2	20	6	60	2	20	0	0
Brass	7	5	2	40	3	60	0	0	0	0
Brass	8	4	3	75	1	25	0	0	0	0
Strings	Initial	129	23	18	53	41	50	38	3	2
Strings	1	106	22	21	65	61	17	16	2	2
Strings	2	107	33	31	60	56	13	12	1	1
Strings	3	60	11	18	33	56	14	23	2	3
Strings	4	34	9	26	23	68	2	6	0	0
Strings	5	34	18	53	13	38	3	9	0	0
Strings	6	14	2	14	7	50	4	29	1	7
Strings	7	11	3	27	7	64	1	9	0	0
Strings	8	1	0	0	1	100	0	0	0	0
Drum kit and percussion	1	9	3	33	6	67	0	0	0	0
Drum kit and percussion	2	11	6	55	4	36	1	9	0	0
Drum kit and percussion	3	10	6	60	4	40	0	0	0	0
Drum kit and percussion	4	10	5	50	4	40	0	0	1	10
Drum kit and percussion	5	6	4	67	0	0	0	0	2	33
Drum kit and percussion	6	10	4	40	6	60	0	0	0	0
Drum kit and percussion	7	0	0	0	0	0	0	0	0	0
Drum kit and percussion	8	7	1	14	5	72	1	14	0	0

<i>Family</i>	<i>Grade</i>	<i>Number</i>	<i>Pass</i>	<i>%</i>	<i>Merit</i>	<i>%</i>	<i>Distinction</i>	<i>%</i>	<i>Fail</i>	<i>%</i>
Electronic Keyboard	Initial	41	6	15	17	41	16	39	2	5
Electronic Keyboard	1	12	4	34	6	50	1	8	1	8
Electronic Keyboard	2	10	5	50	5	50	0	0	0	0
Electronic Keyboard	3	14	10	71	4	29	0	0	0	0
Electronic Keyboard	4	4	0	0	4	100	0	0	0	0
Electronic Keyboard	5	2	0	0	0	0	0	0	2	100
Electronic Keyboard	6	0	0	0	0	0	0	0	0	0
Electronic Keyboard	7	1	0	0	0	0	0	0	1	100
Electronic Keyboard	8	4	2	50	1	25	0	0	1	25
Guitar	1	20	7	35	6	30	5	25	2	10
Guitar	2	17	4	24	10	58	2	12	1	6
Guitar	3	11	4	37	3	27	3	27	1	9
Guitar	4	0	0	0	0	0	0	0	0	0
Guitar	5	2	0	0	2	100	0	0	0	0
Guitar	6	0	0	0	0	0	0	0	0	0
Guitar	7	0	0	0	0	0	0	0	0	0
Guitar	8	1	0	0	1	100	0	0	0	0

## Appendix 5: Music Service Business Plan

### Service & Resource Planning : Business Plan 2007/08 – 2010/11

**Service Area:** Music Service

**Service Delivery Manager:** Dick Hallam

**Head of Service:** Richard Munro

**Service Definition:** *The Music Service provides instrumental and vocal tuition to children and adults, opportunities for making music together and music teaching support to schools.*

**Our Customers:** *Children and adults who want to participate in music making as performers and / or audience*

#### Introduction

I have been Director of Music in Oxfordshire for over 20 years. In that time the service has moved from being an instrumental teaching service, offering only Western orchestral instruments to fewer than 3000 pupils in schools, to a community music education service offering tuition and musical experiences in a wide range of musical genres to members of Oxfordshire's community from mothers and babies through to the elderly. The number of area music schools has grown from 5 to 11. More than 7000 pupils received regular tuition and this figure is set to grow.

We now need to continue to offer the existing range of opportunities, in response to local demand, to more people, more locally, and to extend our work into the South Asian musical tradition, which is the one remaining area in which we currently do not offer any musical experiences. 2007/2008 will see a concerted effort to take this work forward in collaboration with the leading national agency associated with this work.

As a non-statutory service the County Music Service has moved from being totally funded by the County Council to the current situation whereby over 60% of our gross budget is now achieved through income generation.

Quality has been an essential element in everything we do. In order to recruit and retain high quality teachers to our county we have to offer the best pay and conditions. This makes us more expensive than self employed, free lance musicians and teachers. We therefore quite simply have to be the best. Receipts of national awards and success in the international field of music making has earned the service the reputation of being the 'Jewel in the Crown' of the County Council.

All of this has only been possible due to the excellence of our staff, both teaching and administrative.

My work over the past 4 years as part-time music adviser to the Department for Education and Skills, leading on the Music Manifesto, has enabled Oxfordshire's example and vision to be shared nationally. We lead the way, but there is still much that we wish to do.

The adoption of the Music Manifesto by Central Government and by the County Council, changes to the charging legislation and the new Music Standards Fund which, in 2007/2008 will enable, over time, every primary pupil who so wishes to learn a musical instrument after a year's free trial provides an unparalleled opportunity for the benefits that music can bring socially, emotionally and educationally to many more people.

Richard J Hallam MBE  
Director of Music  
March 2007

### **The Purpose of the Service**

We have constantly reviewed the role of the service over the past 20 years, taking advantage of changes at local and national level to develop new and existing aspects of music making whenever possible. This process is on-going as we believe that if we do not constantly move forward and develop, learning from what we do well and as well as from what we do less well, we will stagnate. Maintaining the status quo is not good enough. Through music we believe we can make a significant contribution to the new statement of purpose for the Directorate:

“We will support and promote strong communities so that people live their lives as successfully and independently as possible. We will also provide effective and efficient support for the most vulnerable.”

Our service business plan and district plans set out how we will deliver existing and new opportunities in a sustainable manner to more people, even more effectively and even more efficiently, without compromising on quality.

We have the vision of the Music Manifesto to aid us in finding new and exciting partnerships with other music makers locally, regionally and nationally. Through this work we will contribute to Every Child Matters, particularly the most vulnerable, through helping people to enjoy and achieve, to stay safe and to be healthy, making a positive contribution through music to ensure that Every Child's Music Matters.

### **The work of the Service**

The Service's work focuses on the following areas:

- Taster experiences from which people can discover a love for a wide range of music so that, should they so wish, they can choose to take their engagement with music further
- Providing sustainable and progressive experiences so that those who wish to engage more with music and to develop their music making further, may take it as far as they wish
- Helping those of all ages who discover they have a particular talent for music to develop their skills, knowledge and understanding sufficiently to enable them to pursue a music related career
- Providing opportunities for people to make music together in musically viable groups of suitable standards to support music making from the most elemental through to the most advanced.

### **Our priorities for 2007/2008**

Our **customer** focus is aimed at maintaining and consolidating our excellent performance as we reach out to many more young musicians through the Vocal and Instrumental Programme, in partnership with schools. Through providing a first free year of tuition it will be possible to identify those young musicians who wish to continue to learn and to ensure that they are able to do so, without finance being a barrier. We aim to reduce the number of complaints (already relatively small) and increase still further the number of positive comments received.

Having ended the 2006/2007 financial year with a small under spend, our **financial** targets are aimed at ensuring all efficiency savings are met and our reliance on public funding is reduced still further, whilst ensuring that the quality of our service does not suffer and tuition remains affordable to all people in Oxfordshire.

Our **people** targets are focused on helping our staff to be happy and fulfilled so that they, in turn, give our customers the best possible experiences. Through supporting our staff in achieving job satisfaction and a good work/life balance and through supporting them in providing the best possible level of music making everyone wins. Staff are happier and the people with whom they come into contact have a better experience.

By focusing on the most vulnerable and disadvantaged as well as those who have more traditionally valued the opportunities that music making can bring, by listening even more closely to what our customers tell us, and through reaching every child in a class as a result of the Vocal and Instrumental Programme we will take a step closer to realising our vision of more music for more people. Our new District teams will help us to build closer relationships with local groups and to reduce our carbon footprint and our costs by travelling less. The findings from the Business Process Re-engineering work will further help us to ensure that our **processes** are fit for purpose and for the 21<sup>st</sup> century.

**PART 1**

**A. Service Activities:**

Service Activity	Output(s)	Outcome(s)	Resources Staff	Resources £	Link to Improve- ment
<p>Regular instrumental and vocal tuition and related ensembles plus workshops, courses, festivals, ensembles, orchestras, singing groups, various bands and live music performance opportunities to enable people to make music together and for the benefit of others.</p> <p>Curriculum advice and support to schools and young people</p>	<p>Singers and players of musical instruments.</p> <p>Group music making opportunities.</p> <p>Strategic sector leadership through running network and partnership groups and co-ordinating activity to meet need.</p> <p>Newsletters, CPD opportunities including conferences</p>	<p>Higher standards achieved by students at school (all Music Standards Fund (MSF) activities support this).</p> <p>More enjoyable and rewarding lives. Improved self esteem; self confidence and development of personal and social qualities such as leadership, loyalty, reliability</p> <p><b>Music Manifesto pledges</b> More effective and efficient provision for music education giving real choice; value for money and lower taxes.</p> <p><b>Cultural and Adult Learning Service</b></p> <ol style="list-style-type: none"> <li>1. People in Oxfordshire live enjoyable and independent lives in thriving communities</li> <li>2. People in Oxfordshire have greater choice of diverse musical and cultural opportunities</li> <li>3. More people in Oxfordshire participate in a greater range of musical and</li> </ol>	65.74fte	2,230,821	1, 2 and 3

			<p>cultural activities</p> <p>4. People in Oxfordshire are helped to develop their own musical interests and abilities and to acquire new skills and knowledge</p> <p>5. Oxfordshire’s musical heritage is preserved for present and future generations to understand and enjoy</p> <p>Contributions to <b>Children and Young People’s Plan</b> (full details available under headings of Stay Safe; Enjoy and Achieve; Make a Positive Contribution; Achieve Economic Wellbeing)</p>		
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**Key Challenges**

- How the needs of customers and the wider community will change over the life of the plan
  - Significant increase in numbers of participants mainly due to the commitment, over time, to every child who wants to being able to learn a musical instrument.
  - Increase use of music technology enabling more people to engage with music
  - Further increase in demand resulting from the relevance of music as a way of engaging and leading to achievement of our most disadvantaged and at risk students (Secondary Strategy; 2+3 GCSEs; Music manifesto commitments)
- How the service is identifying and responding to the views of customers and the wider community
  - Traded service for 60% of gross turnover requires constant attention to customers’ needs. Customers are represented on the Music Service House Committee; regular consultations take place, and Charter Mark is being pursued in 2007.

**Service Delivery Arrangements**

Service delivery is through County Council resources (21%), Central Government resources (19%) and earned income (60%) Central government finances have specific objectives, earned income has to respond to market forces.

**Achievements**

Highly regarded service locally, nationally and internationally. Frequently receives accolades and awards such a National Music Council diplomas; invitations to perform at national (e.g. Symphony Hall, Birmingham; Royal Albert Hall) and international events. Awarded Investors in People prior to County Council award. 'Very Good' Ofsted report.

**B. Service Improvements 2007/08 – 2010/11:**

Improvement	Why we are making this improvement	Link to Corporate Objectives			
		Real Choice	Value for Money	Low Taxes	Statutory need
<p>1 Improved efficiency and effectiveness through larger group teaching</p> <p>2 Improved efficiency and effectiveness through strategic planning of shortage instruments and ensemble provision</p> <p>3 Improved efficiency and effectiveness through restructuring into district teams</p>	<p>To meet increase demand and respond more effectively to customer requests, within affordable resources by investing more time in service delivery and contributing to the environment by reducing staff travel.</p>	yes	yes	yes	no

*Action plans for each priority are set out in Annex 1*

## C. Medium Term Resources:

### Finance

Service Revenue Budget	Budget					
	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	
Base Budget	535	697	657	677	697	
Permanent Virements Agreed in Year						
Indicative Inflation	16	21	20	20	21	
Known Function Changes						
Previously Agreed Budget Changes						
Efficiencies & Savings	-56					
Changes to Budget (agreed in 2006/07)	161					
Other Virements	41					
<b>Budget</b>	<b>697</b>	<b>657</b>	<b>677</b>	<b>697</b>	<b>718</b>	

### Actuals

In 2004/05 the service reduced the deficit carried forward

In 2005/06 the service reduced the deficit carried forward

In 2006/07 the service balanced its budget and there was a carry forward of £30k towards identified pressures of £122k.

### Income

60% of gross budget is earned income. 2007 / 2008 £414,000 from Central Government for Music Standards Fund (MSF); 2007 / 2008 £10,800 from central towards purchase of instruments towards increased demand in numbers of students learning. £249,150 available to the Music Service from the Music Standards Fund towards income target (NB hours required to teach will result in no net gain financially in year one as charging is not allowed for this large group tuition. However, potential for increased income in future years if more students continue to learn and 'drop out' is reduced).

### Capital

Link to developments at Bayards Hill Primary School in 2009. A meeting took place on June 21 2007 at which further information was available. At present all we know is that the school may be completely or partially knocked down and rebuilt.

**People**

The service has an establishment figure of 65.74 full time equivalent staff as at 1<sup>st</sup> April 2006. The annual staffing budget for 2006/7 was £2230821

All additional teaching time is self financing apart from remissions. In order to respond to market forces, the service has to respond rapidly to changes in demand for particular musical instruments / vocal work. Schemes have been negotiated with instrument suppliers to enable sufficient resources to be available to enable pupils to learn.

**D.Key Measures of Performance\***

<b>Key Performance Indicators</b>	<b>Outturn 2005/6</b>	<b>Top Quartile performance**</b>	<b>Estimate 2006/7</b>	<b>Target 2007/8</b>	<b>Improvement ref</b>
Numbers of people receiving tuition	7500	Available comparative data is for all counties (not named) and for all music services nationally. OCMS teaches above average numbers of students for 2 to 4 and 5 to 10 in a group. See table page 15	7127	10900	1,3
Numbers of people engaged in workshops; festivals; courses; ensembles; orchestras; bands; vocal groups; concerts	4000	The only data available is the national average. OCMS is 4% above this average for ensembles (see p14)	5000	12000	1,2,3
Advice and support	597	Not available	600	600	

The Balanced Scorecard for this service area is shown at annex 2

**E.Key Risks**

- 1 Uncertainty over Government grant post 2008 due to Comprehensive Spending Review. Current grant is not linked to inflation.
- 2 Increased pressures due to increases in students who qualify for remissions continuing to learn
- 3 Schools may choose not to buy in the service

## **F. Value for Money**

### **Comparative Performance and Benchmarking Information Overview**

Oxfordshire has a “very good music service” (Ofsted report). Evidence comes from our Ofsted report, receiving national awards, groups achieving national and international recognition, the data below, and satisfaction levels amongst clients.

The service is not cheap. But it does provide value for money as evidenced by comments from many fee-paying clients. Comparisons with other services are not required. However, the DfES 2005 Survey Of Local Authority Music Services report states that the best services are able to provide detailed data. Oxfordshire is able to do this.

The report states that some music services have further developed their activities to include adult tuition and to work in collaboration with outside agencies. Oxfordshire does this.

Full detailed comparisons are available. The data demonstrate that the service is at the ‘upper end’ in most categories but also point to possible areas for further development. In some instances, existing provision needs to be even more widely available, in other examples provision needs to be initiated where none exists at present, for example, in South Asian music. It is not possible to make direct comparisons with statistical neighbours as services are not individually named. Requests have been made to statistical neighbours for comparative data.

### **1. Funding**

#### **a) Income**

The different amounts of public funding (LA and Music Standards Fund (MSF)) are historical based on information dating back to 1999 when the MSF was first introduced. It is acknowledged that this is very unfair, but to rectify the situation has been too contentious politically.

The difference between the two main sources of income from ‘clients’ (schools and families) reflects the way services are set up. That is, whether schools buy the service and pass charges to families, or whether the service deals directly with families.

	National		County		Oxfordshire		
	Average	Range	Average	Range	Average	Range	
LA	13%	56%	11%	0-56%	40%	22%	39%
MSF	43%	4-100%	29%	4-100%		17%	
Schools	25%	41%	36%	0-72%	57%	2%	59%
Families	16%	0-59%	21%	0-59%		57%	
Grants	3%	0.02-27%				1%	
Other	3%	0-14%				1%	

**b) Expenditure**

Differences in staffing salaries are largely due to the pay and conditions under which teachers are employed. The level of administration depends largely on whether the music service invoices parents directly or whether schools take on this function. In Oxfordshire we invoice parents.

	National		Oxfordshire	
	Average	Range	Average	Range
Staffing	74%	16-93%	80%	80%
Administration	6%	0.5-34%	8%	8%
Other employee costs	1%	0-8%	0.4%	0.4%
CPD	1%	0-5%	0.4%	0.4%
Travel	3%	0-12%	6%	6%
Office	4%	0-16%	3%	3%
Equipment	5%	0-21%	1%	1%
Repairs and maintenance	1%	0-3%	1%	1%
Other	5%	0-70%	0.2%	0.2%

As Oxfordshire teachers are employed on School Teachers' Pay and Conditions, travel time between schools is included in their contractual hours. This does not apply everywhere.

	National		Oxfordshire
	Yes	No	N/A
Paid travel time	26 (20%)	81 (62%)	23 (18%) Yes

### c) Charges

Oxfordshire charges for all activities but also has a remissions policy for all activities. As tuition is centrally organised, remission policies are consistent across the county, irrespective of how many pupils from a particular school learn.

	National		Oxfordshire
	Charge made directly by the LA/Music Service		Remission scheme in place
	Number	%	Number %
Instrumental tuition	82	58%	72 51%
Instrument hire	76	54%	54 38%
Membership of ensembles	88	62%	78 55%
Residential courses, trips	84	60%	71 50%

In all cases Oxfordshire's charges are above the national average, but not the highest. Account also needs to be taken of lesson length when comparing charges.

	National		Oxfordshire
	Average	Range	
Hourly charge to schools for tuition or other services	£27.10	£0 - £40	£36
Activities	£28	0-£150	£59
Group of 4	£43	0-£88	£61.40
Group of 3	£43	0-£88	£72.20
Group of 2	£53	0-£112.50	£82.50
Individual	£98	0-£280	£165

	National		Oxfordshire
	Average	Range	
Hours per week	30.8	20 - 40	38.3
Number of weeks	37.9	30 - 52	33

### Service provision

Range of services, some of which are provided on a weekly basis, others as weekend workshops, holiday courses or 'one-off' activities.

Type of activity	National % (number)	Oxfordshire
Advice on resources, appointments and preparation for or follow up for inspections	82% (116)	Yes
Advice on developing the curriculum, e.g. schemes of work	82% (116)	Yes
Curriculum delivery	78% (110)	Yes
Provision of music INSET for school staff	80% (113)	Yes
Provision of support for individual staff in school	77% (108)	Yes
Festivals and other inter-school activities for pupils	84% (119)	Yes
Instrument loan scheme	68% (96)	Yes
IT support for schools	60% (82)	Yes
Live Music Concerts	83% (117)	Yes
New musical experiences/ 'tasters'	74% (105)	Yes
Workshops	77% (109)	Yes
Provision for Gifted and Talented	55% (77)	Yes
Master classes	(81)	Yes
Music schools or centralized activities	59% (86)	Yes
Residential courses	54% (80)	Yes
Theory, aural or general musicianship classes	60% (88)	Yes
Tours	63% (93)	Yes
Other	35% (49)	Yes

All instruments are offered by our service with three notable exceptions: piano (schools can employ teachers directly at lower cost since most tuition is 1:1); Sitar and Tabla (we have been unable to generate sufficient interest, though we have identified a teacher). It is understood that this need is currently being met by the local communities under a more traditional approach to tuition of master/apprentice.

Instrument	National		Oxfordshire
	Number	Percentage	
African drumming	22	16%	Yes
Bassoon	70	50%	Yes
Baritone	79	56%	Yes
Cello	121	86%	Yes
Clarinet	121	86%	Yes
Cornet	109	77%	Yes
Double bass	76	54%	Yes
Euphonium	93	66%	Yes
Flute	123	87%	Yes
French horn	82	58%	Yes
Gamelan	5	4%	Yes
Guitar (acoustic)	70	50%	Yes
Guitar (electric)	58	41%	Yes
Guitar (electric bass)	64	45%	Yes
Harp	11	8%	Yes
Keyboard	105	74%	Yes
Kit drums	95	67%	Yes
Music Technology	13	9%	Yes
Oboe	95	67%	Yes
Percussion (orchestral)	80	57%	Yes
Piano	88	62%	NO
Recorder	104	74%	Yes
Saxophone	120	85%	Yes
Sitar	7	5%	NO
Steel Pans	38	27%	Yes
Tabla	21	15%	NO
Tenor Horn	97	69%	Yes
Trombone	114	81%	Yes
Trumpet	122	87%	Yes
Tuba	79	56%	Yes
Voice	104	74%	Yes
Viola	88	62%	Yes
Violin	124	88%	Yes
Other piccolo/fife	26	18%	Yes
Other Flugel horn	15	11%	Yes

All ensembles are offered in Oxfordshire with the exception of Asian instrumental ensembles. This is because we do not teach sitar, tabla or harmonium.

	<b>National</b> (No of services)	<b>Oxfordshire</b>
African instrumental ensembles	61	Yes
Asian instrumental ensembles	54	NO
Brass ensembles	103	Yes
Early music groups	39	Yes
Folk groups	47	Yes
Gamelan ensembles	47	Yes
Guitar ensembles	92	Yes
Jazz groups/Big bands	115	Yes
Keyboard groups	68	Yes
Mixed band ensembles	8	Yes
Orchestras	117	Yes
Percussion ensembles	94	Yes
Pop/rock groups	82	Yes
Recorder ensembles	93	Yes
Samba bands	74	Yes
Steel pan ensembles	33	Yes
String ensembles	122	Yes
Wind bands	121	Yes
Vocal groups/choirs	117	Yes
Woodwind ensembles	102	Yes
Young music/kindermusik	10	Yes
Other ensembles	44	Yes

Oxfordshire has more than the average numbers of students attending ensembles but this is an area where we need to engage more students, given that there is a direct correlation between those who attend ensembles and those who continue to play. This is being addressed as part of our development plan and the remissions policy has been amended in order to require all those in receipt of remissions to attend. These students are often in need of greatest support from peers and ensembles to progress. Numbers do not reflect those who attend school ensembles but not music service ensembles.

	<b>National</b>		<b>Oxfordshire</b>
	<b>Average</b>	<b>Range</b>	
Participation in ensembles	20%	10 - 73	24%

Tuition is offered in groups of different sizes and for different lengths of time. Our lesson lengths are all 30 minutes, with special arrangements made for pupils below grade 5 who need an individual lesson to receive 20 minutes, and for gifted and talented students of above grade 6 and above (NQF level 3) to receive longer lessons.

Percentage of students who participate in different group sizes for tuition.

	National		County		Oxfordshire
	Average	Range	Average	Range	
Individual lessons	24%	0-100%	29%	4-98%	11%
Groups of between 2-4 children	64%	0-98%	63%	1-95%	75%
Groups with between 5-10 children	7%	0-60%	5%	0-23%	13%
Groups with more than 11 children	10%	0-85%	3%	0-27%	1%

Standards in Oxfordshire are significantly above the national average.

	National*	Oxfordshire
Pre NQF level 1 (pre grade 1)	53%	8%
NQF level 1 (grades 1, 2, 3)	32%	64%
NQF level 2 (grades 4, 5)	6%	19%
NQF level 3 (grades 6, 7, 8)	2%	9%

\* national averages do not add up to 100% as some services did not have this data.

### Annual Efficiency Statements

Current approach to achieving efficiency savings	<p>All Cultural and Adult Learning Services have identified a range of savings for 2007-08. These have been arrived at jointly across services rather than applying pro-rata savings to each service. For the Music Service these savings will be achieved through:</p> <ul style="list-style-type: none"> <li>Reduce costs through reducing travel.</li> <li>Increase income generating capacity through spending less time travelling and using this saving to teach more students.</li> <li>Teach in larger groups</li> </ul>
--	--

	<p>Continue to provide what people want, at a price they can afford.  A longer-term service review is underway to identify medium and long term options which will enable Cultural Adult Learning and Registration Services to achieve savings of £626,000 over the next four years.</p>
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**Other Information**

Contracts	None.
Impact of Shared service	Concern due to the specialised nature of much of the operation of the service, and the high reliance on income and market forces. Any 'teething troubles' that result in a poorer service or loss of customer confidence could have a disastrous impact.
What reviews are in progress	BPR; Fundamental Service Review (Cultural Services). Internal Music Service review carried out in 2006 2007

**Action Required**

Missing data / development area	Improvements in SAP and EMS are gradually enabling more accurate financial monitoring.
Income	As above
Contracts	None
Business Process Review	In process
Fundamental Review	Cultural Services in process
Efficiency savings	Contribute to CALS targets – informed by fundamental review

## PART 2

### **Efficiency Savings**

£40,000 agreed in 2006 / 2007 will be achieved through current approach to achieving efficiency savings described above (£20k) and non-purchase of musical instruments (£20k).

### **Pressures & Reprioritisations**

2007 / 2008 loss of £10k Music Standards Fund (MSF); no inflation on £414k MSF (approx £11k); £61k terms and conditions. Efficiency savings £40k. Total 2007 /2008 to date: £122k

2008 2009 and beyond – MSF uncertain – subject to Central Government Comprehensive Spending Review. (Announcements expected autumn 2007).

**ANNEX 1  
Action Plans 2007/08 – 2010/11**

Action plans for each priority are set out below.

<b>Service Improvement:</b>		
1 Improved efficiency and effectiveness through larger group teaching		
<b>Outcomes/Rationale</b>		
More music makers with existing resources; reduced travel and more time invested in service delivery		
<b>Accountable Officer</b>		
Richard Hallam		
<b>Targets/improvements</b>		
Increase in available teaching time sufficient to meet increased demand for tuition		
<b>Actions to achieve this improvement</b>	<b>Milestones/ Success Criteria</b>	<b>Timeframe</b>
Re-organise teaching into District Areas Continuity of tuition according to teachers' skills or alternative teacher	Sufficient teaching time at the appropriate standard to meet demand, available and affordable	September 2007 and on-going thereafter September 2007 and on-going thereafter

<b>Service Improvement:</b> 2 Improved efficiency and effectiveness through strategic planning of shortage instruments and ensemble provision		
<b>Outcomes/Rationale</b> Viable, balanced ensembles improving the quality and availability of music making opportunities		
<b>Accountable Officer</b> Richard Hallam		
<b>Targets/improvements</b> All groups to have appropriate staff:pupil ratios and quality musical experiences. Appropriate balance of instruments to form viable groups.		
<b>Actions to achieve this improvement</b>		
Recruit members to existing groups and rationalise provision of and progression between local, partnership, area and countywide groups. Discuss provision with partners, parents and schools Encourage take up of shortage instruments	<b>Milestones/ Success Criteria</b> All groups viable and balanced; additional groups formed as required; appropriate routes for all students including gifted and talented	<b>Timeframe</b> September 2007 and on-going thereafter

## **Service & Resource Planning : Business Plan 2007/08 – 2010/11**

**Service Area:** Music Service

**Service Delivery Manager:** Dick Hallam

**Head of Service:** Richard Munro

**Service Definition:** *The Music Service provides instrumental and vocal tuition to children and adults, opportunities for making music together and music teaching support to schools.*

**Our Customers:** *Children and adults who want to participate in music making as performers and / or audience*

### **Introduction**

I have been Director of Music in Oxfordshire for over 20 years. In that time the service has moved from being an instrumental teaching service, offering only Western orchestral instruments to fewer than 3000 pupils in schools, to a community music education service offering tuition and musical experiences in a wide range of musical genres to members of Oxfordshire's community from mothers and babies through to the elderly. The number of area music schools has grown from 5 to 11. More than 7000 pupils received regular tuition and this figure is set to grow.

We now need to continue to offer the existing range of opportunities, in response to local demand, to more people, more locally, and to extend our work into the South Asian musical tradition, which is the one remaining area in which we currently do not offer any musical experiences. 2007/2008 will see a concerted effort to take this work forward in collaboration with the leading national agency associated with this work.

As a non-statutory service the County Music Service has moved from being totally funded by the County Council to the current situation whereby over 60% of our gross budget is now achieved through income generation.

Quality has been an essential element in everything we do. In order to recruit and retain high quality teachers to our county we have to offer the best pay and conditions. This makes us more expensive than self employed, free lance musicians and teachers. We therefore quite simply have to be the best. Receipts of national awards and success in the international field of music making has earned the service the reputation of being the 'Jewel in the Crown' of the County Council.

All of this has only been possible due to the excellence of our staff, both teaching and administrative.

## ANNEX 2

Service Balanced Scorecard C= Priority taken from the Corporate Plan; D= Priority taken from the Social & Community Services Directorate Plan

<b>Customers</b>		
Increase by 3%% proportion of school population participating in at least one musical activity		
Increase by 3% proportion of school population participating regularly in musical activities		
Increase total number of musical experiences from 27,528 to over 30,000		
No waiting list will be beyond 1 charging period		
Set fees at levels to make tuition affordable as measured by take up and requests for assistance with fees		
Provide appropriate, viable ensembles for students to attend to enhance musical, social and educational experiences		
Increase customer satisfaction with service as measured by reduced complaints and increased congratulations		
<b>Finance</b>		
Projected year end revenue spending within budget		C
Delivery of efficiency savings (wording with Paul Edwards)		C
Achieve or exceed income targets		
Cost per activity to ensure value for money and comparable costs for activities		
<b>People</b>		
Reduce the days lost to sickness to an average of no more than 5 per employee		C
100% of appraisals completed by the agreed deadline		
All service training needs as agreed at Performance Management reviews are met		
<b>Process</b>		
Ensure key projects are on track to deliver service improvements and efficiencies: Fundamental Service Review; E payments; Vocal and Instrumental programme and District re-organisation		
Charter Mark progress in line with agreed milestones		C
Progress with equality impact assessment and implementation plan (wording with Paul Edwards)		C

ANNEX 4  
Risk Register

Risk Ref	Priority Ref	Risk/Uncertainty Identification	Risk/Uncertainty Mitigation	Risk Assessment											
		Description of the cause, the risk/uncertainty that could happen and the impact (positives or negatives)	Description of actions taken or controls in place to reduce risk/uncertainty, incl. contingency plans (include dates where new actions added)	Date Assessed	Impact	Category	Description of Priority/Target affected	Performance Target/priority	Impact	Likelihood	Mitigation Status	Risk Reporting Level			
S& CALS 3		<p><b>Financial - Reduction in Grants Received 2. Music Service</b> Music Standards Fund may be disappearing - (2008 and beyond) and passed on to schools giving greater choice on what this money can be spent upon, resulting in increased pressure on budgets if it is not spent on music or the music service.</p>	<p>Local Managers a. having regular meetings with key staff in schools to ensure the benefits of the service are widely known and b. listening to customer needs, leading to improved customer service and responsiveness to those needs. Nationally, lobbying Central Government under Music Manifesto regarding the strategic role of music services.</p>												
S& CS CALS 5		<p><b>Financial - Income Generation 2. Music Service.</b> Improved targeting of services to disadvantaged people will result in a significant increase in these clients which will lead to increased pressure on budgets through loss of income</p>	<p>Fundamental review of the service will enable information to be gathered and avenues for funding to be explored.</p>	Feb 2007	F					3	3				Service









**OXFORDSHIRE  
COUNTY COUNCIL**

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