

## Appendix C - Leicester-Shire Schools Music Service – Income Generation Plan 2014 – 16

Objective	Project	Project Lead	Target/milestone	Current income	Target income	Risk	Resources	Efficiency savings	Monitor	Achieved by	
<b>Core Role 1: First Access; maximise income through market penetration</b>	Whole Class Ensemble Teaching (WCET)	SDM	By June 2014: 90% schools buying into a two term or 1 year WCET programme.	£260,000	£325,000 2014/15  £400,000 2015/16	M	Within budget 14/15; 12 FTE 1 FTE commissioned to Darbar. 3 vacancies		SM		
		AML (1)							SDM	Area 1: To increase engagement by 15% (13 schools) by May 2014	
		AML (2)							SM	Area 2: To engage with 4 schools by May 2014	
		AML (3)							SDM	Area 3: To increase engagement by 15% by May 2014	
		AML (4)							SDM	Area 4: To work with City working party to increase engagement to 90% with city schools.	
		Darbar							SDM	To book 9 Indian Classical Music projects commencing in the autumn term 2014	
		SDM							SM	To develop opportunities for home schooled pupils to access a tailored First Access programme working with partners.	
		SDM	By April 2014; 40% increase in first response (early bird) bookings.				L	NA	£1500		Efficiency savings applied to timetabling through processes; 40% increase in first responses (early bird) enabling further efficiencies to be applied to <ul style="list-style-type: none"> <li>• Recording of bookings</li> <li>• Logistical arrangements</li> <li>• Confirmation package including SLA</li> </ul> Improvement of business system to analyse data, monitor bookings and improved customer management System (CMS).
		BM	By August 2014; efficiency savings applied to admin.			L	Time of Business Manager	£3,000	SM		
		Working group	By December 2014; efficiencies applied to business systems.			M	Upgrade of Ensemble – est £4K plus training est £4K	£15,000 for admin/management	SDM		
		AML (all)	By September 2014: 95% schools booked a LSMS First Access project			M	Capacity-SDM/BM		SDM	To work with partners, including Darbar, Associate Teachers to increase engagement with LSMS in the First Access Programme from 90% to 95%.	

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	Special School	SDM	To develop LSMS staff to deliver first access sessions leading to a contribution based chargeable activity by December 2014	£0	£2000 2015/16  £4000 2016/17  £3000 2015/16	M	N Within staff development plan (14/15)		DHOS	To devise a programme that can be traded to special schools through specialist providers. A programme has to be tailored to meet the needs of each school.  To promote and share resources created including evaluation with other Hubs.
	PRUs	SDM	To devise a contribution based plan by September 2014 to implement from January 2015	£0	£1000 2014/15  £3000 2015/16	L	Y Capacity of DHOS		SM	Through the creation of a contribution based plan to offer a package to the 2 PRUs.

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<b>Core Role 2: Ensembles; market penetration and product development.</b>	Bands & Orchestras	PDM	To increase participation in B&O 15% by Sep 2014 20% by January 2015 25% by Sep 2015	£87,000	£96,000 2014/15  £106,000 2015/16	M	Y Promotion, venue, beginner band; Est £6k		SDM	Analysis of membership March 2014 Survey of current members March 2014 Marketing strategy for implementation in the summer term 2014 and continuation in 2014/15 academic year.
		PDM	Consultation of transport for Saturday rehearsals by April 2014	£18,000	£19,000 2014/15	L	N Price increase		SDM	Survey of current users
		PDM/ BM  PDM/ BM	Implementation of revised transportation routes by September 2014.  Review of transport for Saturday rehearsals by February 2015.			L-M	Y Time to invest and contractual changes with companies- otherwise efficiencies not achieved; est £2-3K possibly delegated work to BST involving additional time poss £2K	£8,000 2014/15  £14,000 2015/16	SDM/ SM  SDM/ SM	Review current transportation routes for efficiency savings to be implemented.  Review of provision of transportation following consultation. Consideration given for limiting routes, withdrawal of services with provision made for Children in Care and support for C&YP in receipt of FSM.
		BM	Development of Charity to access gift aid and other sponsorship by July 2014	£0	£5,000 2014/15  £10,000 2015/16	L	Y  Initial fundraising achieved via former Friends Funding to support plans to charities' commission, recruitment of trustee EST £6K		SM	Charity created

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	Evening ensembles	PDM	To increase participation in ensembles 10% by September 2014 20% by September 2015	£20,000	£22,000 2014/15 £25,000 2015/16	M	Y Investment of time and promotion materials- comms role, trade stands at DMH, promotion		SDM	Survey of current users
		BM/ HoME						£2,000 2014/15	SDM	Identify alternative venues for hosting ensembles
		BM/ HoME	Review of evening ensemble venues by July 2014  Identify partnership agreements for hosting ensembles by September 2015					£3,000 2015/16	SDM	Efficiency savings identified through provision of First Aider on site by host school, rehearsal times, and shared resources where applicable to offset venue hire fees.
	Area Centres (AC)/ Area Music Networks (AMN)	AML (all)	To increase participation in existing area centres 25% January 2015 40% September 2015	£4,000	£5000 2014/15	M	Y Investment of time and promotion materials- comms role, trade stands at DMH, promotion		SDM	Marketing strategy
			To increase the number of AMN in each area by September 2014 for ;	£0	£2000 2014/15				SDM	Marketing strategy and partnership agreements within Area 1
		AML (1) AML (3)	Areas 1 & 3 by the creation of one additional centre.		£5000 2015/16	M	Y Investment of time and promotion materials- comms role, trade stands at DMH, promotion		SDM	Marketing strategy and partnership agreement with Area 3 schools.
		AML (2) AML (4)	To extend the opportunities in Areas 2& 4 through extending current provision or expansion		£2000 for 2014/15 £5,000 2015/16				SDM	Marketing strategy and partnership agreement with Area 4 schools.

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<b>Core Role 3: Progression; market penetration &amp; product development</b>	2 <sup>nd</sup> year of learning beyond WCET	SDM	To provide access, opportunities and signpost 5000 C&YP to continuation beyond First Access Projects. Increasing continuation by Sep 14 to 42% Apr 15 to 45% Sep15 to 50%	£30,000	£45,000 2014/15	M	Y Promotion, marketing, working with AT, schools, signposting. Creating 'package' for schools  Investment of time/staff capacity  Guesstimate £3-5k	£9,000 2014/15	SM	To devise a pathway for continuation beyond First Access projects including continuation routes for small groups. To work with partners, associate teachers, signposting schools and pupils to alternatives.
		SDM							SM	To engage with Associate Teacher to feed back data required for monitoring continuation.
		SDM							DHOS	To review charges for minority instruments.
<b>Core Role 3: Progression; Market diversification</b>	GTR	SDM	To create a strategic plan to engage with hard to reach children to include home schooled, excluded, young mothers by September 2014.	£0		L	N Within existing staff capacity (new project)		SM	To draw on funding for specialist areas i.e. virtual schools to support opportunities for hard to reach C&YP within the LA and to contribute to their educational development plan.
			To devise and implement a strategy for engaging with GTR C&YP to support progression.			L	N Continued engagement with Bullfrog/Soft Touch			Collaborative working with partner organisations
<b>Core Role 3: Progression; Product development</b>	Talented pupils	SDM	To devise a talented pupil activity programme hosted by LMEH by October 2014.	£0	£1500	L	N Staff capacity		SDM	To devise a strategy for identifying musical gifted and talent. To include identifying young people with exceptional musical ability and/or talent and providing students the opportunity to witness best practice through exposure to musicians in specialist fields wherever possible.
	School holiday clubs	SDM	To devise progression pathways outside of SLE to provide opportunities for sandwich courses	£0	£8,000 2015/16	M	Y Venue costs, staff, musicians,		DHOS	To create an activity linking with partner organisation to host holiday/weekend clubs to support progression.

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		CMM					marketing etc. Estimate £6-8K Net zero		BM	To attract funding and sponsorship to offset costs and to support C&YP in receipt of FSM.
<b>Core Role 4: Singing; maximise income through market penetration</b>	Vocal- Ease	SDL BM	Review of Vocal-Ease programme to be undertaken by May 2014	£6,000	£12,000	M	Y Without review work continues to be undervalued/priced	£3000 2014/15	SDM SM	Review of pricing structure.
		SDL BM	Efficiency savings by 09/14			L	N Effective marketing, timetabling enables efficient booking/procurement of resources	£2000 by 04/15	SDM SM  BM	Marketing strategy. Business Mileage reduction based on implementation of changes and efficient timetabling  Efficiency savings though business processes and procurement of resources achieved through medium term planning.
<b>Core Role 4: Singing; maximise income through market penetration</b>	Progression	SDL	To use the audit analysis of choral/vocal opportunities to create a strategic plan for partnership development for effective progression opportunities by 06/14	£0	£7,000 2014/15  £8,000 2015/16	M	Y To obtain & manage data within updated database Possible commission of choir leaders i.e. youth choir Est £4-5K		SDM	Expansion of AT to increase continuation and signposting C&YP to partner organisations.  Using Vocal-Ease programme to expand choir development in Areas or within AMN  To work in partnership with Darbar to offer diverse singing opportunities.
<b>Core Role 4: Singing; market development</b>			To devise a Young Mothers programme by 03/15	£0	£3000 2014/15	H	Y Action research – linking with other providers, creation of new SLA/MoU/ partnership agreements Est £2-3K		SDM	To work with in collaboration with Health and Educational providers to analyse and implement training programme for young mothers that would aide their development and provide confidence.

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<b>Core Role 4: Singing; product development</b>	Diversity	SDL	To identify and assess the need for cultural and diverse singing opportunities by 12/14	£0	£4000 2014/15	L	Y (in part) Staff capacity – planned project drawing in partnership funding for additional musicians Est £4-7K		SDM	To work with partner organisations to offer opportunities that reflects the cultural diversity of Leicester City engaging with community leaders.
		MCM	To host an event reflective of the diversity of Leicester City by 06/15	£0	£8000 2015/16			SDM BM	In addition to activity based or entrance fees to source funding or attract sponsorship and/or donations	
<b>Core Role 4: Singing; market development</b>		SDL	To work with Soft Touch and Bullfrog to offer pathways for community based groups i.e. GTR	£0	£2500	M	N Staff capacity to develop partnership – utilising ACE funding for action research		SDM	To assess need and to seek funding.
<b>Core Role 4: Singing; product development</b>	Training	SDL	To host singing events for schools with focus to support transition of KS2 to KS3 and beyond KS3	£0	£4,000 by 01/15  £12,000 2015/16	M	Y Staff capacity – may require additional choral leaders/pianist /music Est £3K 14/15, £10 K 15/16		SDM	Development of school based activities beyond KS2.
<b>Extension role – CPD; Market penetration &amp; product development</b>	CPD	DHOS	Offer a menu of CPD opportunities for schools available through hub partners on a traded basis by September 2014	£9000	£12000 by 04/15  £18,000 by 05/16	H	Y Affecting ACE funding if targets not met; funding of CPD events, awareness/		SM	Extend singing CPD via 'Singing Hub Schools' programme where successful singing schools share good practice with other schools in their area. Extend opportunities for schools to network, provide appropriate training

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			addressing SMEP and providing network opportunities				Promotion free for SMEP; others charged. Potential cost of £4-6K			and support to improve music curriculum within the area.
<b>Extension Role – Instrument Hire; Market penetration &amp; product development</b>	Instrument Hire	TSM	Marketing of new conditions and pricing structure including non-associate teachers by May 2014. Transfer of renewal process as part of Business System development by December 2014. Partnership development with instrument suppliers by 2015/16	£19,000	£34,000 2014/15	M	Y e-promotion, e-forms & e-payment development. Capacity of BM/TSM and support from BST Est £4K	£3,000 2014/15	BM	A review of the pricing structure has been completed. Review of terms & conditions of instrument hire including excess insurance fee. Marketing and streamlining of scheme including promotion through website, associate teachers and schools. Transfer of requests, renewals and payments to e-form
	Instrument Stock	TSM	To create a replenishment programme to meet future needs.	£0	£3000 2014/15	L	Y Capacity of BM/TSM to review stock. Est £2K (based on time involved)		BM	To assess surplus instruments to create revenue by December 2014.  To develop partnerships to include signposting to other suppliers for specialist instruments including commission based endorsement programmes as offered by Normans, for example.
<b>Extension role – large scale and / or high quality music experiences.</b>	Large scale events	PDM SDM  CMM	To increase opportunities for pupils working with professional musicians and/or venues by 2015/16	£20,000	£30,000 2014/15	M	Y Partnership development, staff capacity, SLA/MoU etc. Redirection of existing workloads possibly ML to work with projects.		DHO S  SDM	To expand opportunities for C&YP to participate in large scale events, working with partners. In 2013/14 partnership development has generated additional funding of £20,000 through Forest Futures in conjunction with NW Leicestershire, Philharmonia Orchestra, Viva Sinfonia and Orchestras Live.



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							Est £8K based on Forest Futures & Sinfonia Viva			To include promotional materials, recognising that initial investment of resources will be required.
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<b>Back Office savings; efficiency savings</b>	Development of e-forms	BST	To develop e-forms for registration of pupils within ensembles, ticket sales through development of database using Ensemble Live and linking with website	NA		M	Y Time to invest in the development of e-forms, processes; risk of maintaining inefficient processes and not addressing a work/life balance. Frontloading to reduce BST time to enable other projects to move forward. Est £5-6K including website links	£10,000 2014/15	BM	Avoidance of duplication of entry to produce automated registers, CSM data for ticket sales. Improve payment of fees through online booking system. E-ticket allocation for performances for venues where the box office is not managed by LSMS.
	Income through programmes for performances	CMM	To develop advertisement area and to market to partner and external organisations by November 2014.  To expand the programme to have an advertisement area with scaled charges dependant on space by November 2014.	NA		M	Y Capacity of CMM to explore this area to sustain CMM role; CMM 0.6 FTE (Jan-Mar) £1.6 K	£2,000 2014/15	BM	To work with performance development manager to expand the programme to include space for advertising.  To contact organisations and publicise the availability of advertisements, primarily within music based retail organisations.

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	Staff Handbook	SDM	To produce a staff handbook for all staff with key areas for clarification regarding roles & responsibilities, policies & procedures. To be distributed (e-form) by September 2014	NA		L	N Handbook in final draft stages to launch in the summer term 2014	£2000 2014/15	DHOS	To consult with Strategy Team and Leadership team for articles to be included. To refer to local conditions published on CIS. To address FAQs including travel, and annualised hours contracts for improved clarification. Savings calculated on an estimate of management time.
	Travel Claims	BST	To enable all staff to access on-line i-expenses for submission of claims by April 2014. To improve estimate of travel mileage through timely submission of records by April 2014.	NA		M	N Work already in hand – managed within existing capacity. Commitments not recorded efficiently leading to inaccurate reports of management accounts.	£600 2014/15	BM	To create system access for all employees of LSMS and to access CYPS communication.  To transfer all staff onto i-expenses for manager authorisation to be immediately recorded as commitment within Oracle.

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### Summary of Target for increasing income from 2013/14 – 2016/17

	Traded Income	Efficiency Savings	
2013/14	£473,000 *		
2014/15	£673,000	£61,000	
2015/16	£768,000	£ 3,000	

1. In 2013/14 for areas of growth due to market penetration, market development, product development, excluding tours, competitions and performances that are planned for the summer term 2014.
2. In 2014/15 to achieve growth of income development work and research needs to be undertaken for some areas, requiring an investment of resources.
3. In 2014/15 there is a commitment of 12 FTEs for music leaders to achieve the target as defined by the Arts Council. These employees will deliver the core role 1 for whole class ensemble teaching (WCET), work within Core role 2 for Area Centres and Area Music Networks (AMN) and Core role 3 for progression to achieve the income target.
4. Efficiency savings are based on planned development of business systems including the development of the website. The savings in 2014/15 are to release resources to develop products or market projects in other areas.