**BAND PROGRAM POSITION PAPER**

**SUMMARY POSITION OF THE MUSIC COMMITTEE**

The Music Committee acknowledges the outcomes of the processes of the Band Review which were initiated by the P&C, being (1) the survey of the school community, (2) the review discussion forums and (3) the independent expert report by Mr James Brice. We would like to express our appreciation for all parents, school staff and music staff who have taken the time to complete the survey and attend the forums and Music Committee meetings. We would especially like to thank Mr James Brice for his impartial assessment of the current program and for taking a significant amount of time out of his busy schedule to provide a positive and productive insight into our program.

These processes have provided a very strong endorsement of the existing Music Program in delivering positive music development outcomes and opportunities for the children of Wahroonga Public School. The Music Committee believes that the current model for its management and supervision of the Program will continue to work best for the future. This is validated by the surveys, forums and independent reviewer’s report.

The key management dimensions are:

- Financial Management – budgets, fee setting, data recording, accounts, banking, insurance etc
- Management of the tutors and conductors – including hiring, mentoring, organizing venues
- Day to day management of the children and their musical development
- Organizing training and performance opportunities including logistics, transport and child welfare
- Relations with the School Management and the parent community

The Music Committee believes these dimensions are best managed with a dedicated Band Coordinator reporting to a supervising group of parent volunteers i.e. the Music Committee who are a part of the parent community of the Band Program. This provides the appropriate dedication and focus to what is a significant community activity within the school, as approximately 60% of all eligible students (i.e. Years 3-6) participate in the Band program each week.

There has been discussion from within the P&C Executive about transparency of funds in the Band Program. The Music Committee believes there is no historical basis for any concern in this regard but in the interests of improving perceptions and visibility, the Music Committee supports any reasonable initiative to improve reporting. In particular the Music Committee recommends that the P&C should conduct an annual audit of its accounts and include all subcommittee accounts in that audit.

The Music Committee believes that the Band Program should be included in the fundraising initiatives and planning undertaken by the P&C. This should include an appropriate balance between sharing in general funds raised by the P&C and allowing the Music Committee to raise some funds on its own.
SHOULD THE BAND PROGRAM STAY AS AN ACTIVITY OF THE P&C OR BECOME AN INDEPENDENT ENTITY OR BE RUN BY THE SCHOOL?

- The majority of the respondents to the Band Review Survey supported the proposal for the Band Program to remain as an activity of the P & C in the current model. At the time of the survey the Music Committee structure and function was broadly as it has been for many years prior.

However the P&C Executive recently notified Music Committee on 20 November 2012 that it has been incorrectly structured. Clarification was received on 23 November 2012 as to the correct structure (i.e. as a subcommittee, there can be no office bearers such as a President or Treasurer – see Appendix A for details of subcommittee structure from the P & C Association). The Music Committee may have a Chairperson who is also a member of the P & C. At the Music Committee meeting on 26 November this was discussed and after consideration and further negotiation with the P & C Executive, we believe the Music Committee can work as a standing sub-committee of the P & C.

WHAT ARE THE ADVANTAGES AND DISADVANTAGES OF EACH MODEL AND HOW WOULD THESE OPERATE?

1. REMAIN AS A SUB-COMMITTEE OF THE P&C

If the Music Committee office bearers are eliminated by the P&C Executive, the P&C Executive will need to provide an alternative model. If the Band Program is to be run directly by the P&C Executive, the following comments are made

ADVANTAGES
  - Inclusive of whole school community
  - P & C support- both administrative and financial
  - Global fund-raising would receive majority parent endorsement as reflected in survey and forums
  - Access to P&C Federation insurance coverage

DISADVANTAGES
  - Some loss of autonomy i.e. no direct decision-making power over expenditure of fees and fund-raising for the band program.
  - Any profits must be given to the P&C who may then determine how best to spend this profit

2. INDEPENDENT ENTITY AS AN INCORPORATED ASSOCIATION WITHIN THE SCHOOL

It is assumed that the entity would be a parent run committee with single responsibility for running the band program. It would be accountable to the parents with children in the music
program in all aspects – financial, band quality, student experience etc. It would be the entity responsible for contracts with employees and contractors. The reporting and accountability relationship with the School management would need to be clarified

ADVANTAGES
- The supervisory committee would come from the music parents and would have a focus and direct understanding of the requirements of running a successful band program
- The supervisory committee would have decision-making power over all aspects of the program
- The budgeting process for the band program would reflect the ongoing financial needs of the program including instrument replacement as instruments depreciate
- The management committee would seek input regarding the requirements of the band program, both present and future, from the Coordinator and professional conductors and will hence have the information to make informed decisions.

DISADVANTAGES
- The Band Program would be a separate user-pays entity and would be less likely to be viewed as an inclusive asset of the whole school.
- Global fund-raising becomes more difficult to put in place.
- The cost of incorporation, insurance etc would need to be borne by the parents in the program

3. RUN BY THE SCHOOL

It is assumed that the School Principal would employ a band manager / teacher to run the band program supported by a parent support group. The tutors and conductors would be engaged directly by the school

ADVANTAGES
- Administrative duties are undertaken by school staff rather than parent volunteers

DISADVANTAGES
- Loss of private tutorials during school hours
- Organizational burden placed on the school
4. **OUTSOURCE TO AN OUTSIDE PROVIDER**

The school (or the P&C) would contract a third party supplier to provide all the services of the Band Program including fee setting and collection, provision of tutors and conductors, organizing all performances

**ADVANTAGES**
- No parent responsibility required.

**DISADVANTAGES**
- They are a profit-making entities
- Full cost to parents for all administrative and organizational action
- Generally attracts a lower standard of tutoring and conducting due to lower remuneration to achieve a profit
- If the quality of tutoring, conducting and performance from the bands is not high band numbers would be less
- Less scope for enthusiastic coordinated parent support
- Likely extra cost to parents of being run on a “for profit” basis

5. **HOW CAN WE MAKE THE FINANCES OF THE BAND MORE OBVIOUSLY TRANSPARENT TO ALL IN THE COMMUNITY?**

- If a sub-committee of the P&C, ensure the P&C has its books and those of its sub-committees audited every year in line with P&C regulations and made available to all in the community.
- If a sub-committee of the P&C, the Treasurer of the P&C will be presumably be responsible for all the financial aspects of the Band Program. The treasurer would be responsible to make the finances transparent to the entire school community and particularly and separately to the parents of the Band Program
- If the Band Program is set up as an independent incorporated entity, the Treasurer of that entity would carry the same responsibility as referenced above. The accounts would be audited every year in line with the rules of incorporation and posted on school website following the audit.


**MUSIC COMMITTEE**

- Budget preparation, fee setting, setting rates for tutors and conductors
- To overview and support the Program and its employees
- To confirm ongoing satisfaction of the Band Parent community with the Program
- Overview fee collection, receipt and payment of invoices, data entry, banking, preparation of accounts, insurance payments etc
- To ensure effective communication between the Music Program and the P&C, the School and the parent community
- To overview management of the inventory of musical instruments

**BAND MANAGER**
- To oversee the smooth running of all aspects of the program to give the children the best outcome possible (see attached job description).

**CONDUCTORS**
- To provide the children with a quality music education
- To select music appropriate to the standard of each tier of band
- To prepare the bands at an appropriate level for performance
- To conduct the bands at eisteddfods and performances
- To instill an appreciation of music and the different musical genres

7. **HOW SHOULD THE BAND PROGRAM BE FUNDED?**

- A total of 82%, an overwhelming majority, of survey participants said the Band Program should be funded by fund-raising and fees a total.
  Of those, 64.6% percent said the Band Program should be funded by fundraising, fees and a subsidy from the P&C.
  Of the 82%, 48% said that the Band Program should be funded by fees, fundraising and subsidies from both the P&C and the School.
- There is a clear parent support from the survey and the forums for global fund-raising to support the band program.
- Grants should to be ongoing so they can be incorporated in the band program’s budget and form part of future planning, an essential element of a successful Band Program.
- Fund-raising support ensures instruments can be kept at performance standard and replaced as necessary.

8. **HOW DO THE STAKE-HOLDERS VIEW THE CURRENT BAND PROGRAM AND POSSIBLE OPTIONS GOING FORWARD?**

**FROM THE SURVEY COMMISSIONED BY THE P&C AND THE SCHOOL:**

**PARENTS:**
- 63% (less than two-thirds) of respondents had one or more children in the Band Program.
  37% (over one-third) did not have a child in the Band Program.
- 82% of respondents agreed the Band Program is well run. Only 8% disagreed.
• 69% of eligible respondents were happy with the performance of the band coordinator, 15% were not.
• 77% of eligible respondents were happy with the performance of the conductors and tutors, 9% were not.

BAND EMPLOYEES:
89% said the WPS Band Program is better than other programs they are involved with.
82.3% were satisfied with the performance of the band manager.
89% said tutorials should be a mixture of in and out of class time.

EXTERNAL REVIEW:
The external expert review of the Band Program, commissioned by the P&C was very supportive of the Band Program in its current form having achieved very high standards of performance over many years.
Mr Brice particularly commented on the
• good contribution of the current Band Coordinator and
• the high level of expertise of the conducting and tutorial staff
• need for tutorials over 5 days on a rotational basis
• the introduction of a formal reporting system

The above results combined with the Report by the Independent Reviewer give an overwhelming mandate to continue with the current management and philosophy of the Band Program.

STRUCTURE
• 35.6% of respondents were satisfied with the current structure with the band committee as a Sub-committee of the P&C.
• 31.3% (a significant number) did not know which structure is best.

As the “current structure” is no longer an option, the responses to this question are invalid.

BAND MANAGER AND CONDUCTORS AND TUTORS SUPPORT:
• A parent support committee with autonomy to make decisions
• The ability to set aside funds for instrument replacement for depreciation of instruments
• Tutorials 5 days per week on a fortnightly rotation.
• The building of better facilities to be a priority
• The coordinator to have a contract that properly reflects the role and is line with legislation
• The introduction of a formal reporting and reward system

TUTORIALS
• Tutorials during class time, 5 days per week tutorials on a fortnightly rotation.
  Recommend a trial over one year.
• Minimizes disruption to staff and students by the spread of tutorials over 5 days instead of 2
e.g. Class X where 21 of 29 students come and go in one day could now be spread to an
average of 4 students who come and go each day.
• The above allows children access to the same tutor over their time in the band and protects
the significant bond, understanding and trust that is built up between that tutor and the
child.
• Removes the enormous issue of room availability.

All of the above statements and recommendations are in line with the results of the Band Survey, the
points raised in the Discussion Forums and the findings of the independent expert.

APPENDIX A:

WAHROONGA PUBLIC SCHOOL MUSIC PROGRAM
MUSIC COORDINATOR

Wahroonga Public School’s Music Program provides music education and performance opportunities
for almost 200 children from years 1 to 6. It features 4 Concert Bands, a Stage Band and a Recorder
Ensemble. The Program employs 20 professional conductors and tutors on annual contracts.
Rehearsals and tutorials are carried out 5 days per week over the full school year, with external
performances primarily on weekends and evenings.

The Music Coordinator shall manage the music program under the following guidelines:
• Provide a friendly, stimulating learning environment in which every child in the School can
participate in music.
• Improve the children’s self-esteem and confidence through providing an environment where
they can achieve a level of proficiency on a musical instrument.
• Promote an enjoyment and appreciation of music that will give the children pleasure
throughout their entire lives.
• Provide valuable performance opportunities for the bands and ensembles.
• Develop the skills of co-operation, consideration and respect in the children through a providing
a positive group environment.
• Develop self-discipline in the children through establishing the need for regular practice and its
advantage to both the individual and the group
• Develop a level of responsibility and respect for property through making the children and
parents aware of the need for care of instruments and music.
• Attract outstanding conductors and tutors through providing a well-run, efficient program and a
positive, supportive work environment
• Make music available to every child in the school through establishing an awareness of the need
to fund-raise to provide good quality instruments for hire and to keep fees as low as possible.
KEY RESPONSIBILITIES AND ACCOUNTABILITIES:

- Ensure safety and welfare of children during all music activities (internal and external to the school)
- Selection and management of conductors and tutors to ensure top quality music instruction
- Organisation of annual music schedule eg. Workshops, band camp, eisteddfods, tours
- Organisation of internal and external performance opportunities
- Management of instrument purchases, care and maintenance
- Work with the music committee and treasurer to prepare and manage the annual program budget
- Liaison between the Music Program and the School, the P & C and the music parents
- Liaison between the conductors and tutors

DETAILED RESPONSIBILITIES and ACCOUNTABILITY:

1. **Children:**
   a. Welfare during all activities out of school hours.
   b. Behaviour during all activities
   c. Collection and recording of medical information
   d. First Aid / Resuscitation certificate, Epipen training.
   e. Carry out “duty of care” requirements

2. **Tutors and Conductors:**
   a. Ensure all conductors and tutors have “Working with Children” certificates.
   b. File copies of all “Working with Children” certificates.
   c. Ensure Prohibited Employment documents have been signed and filed for all assistants.
   d. Ensure all tutors have Public Liability insurance.
   e. Ensure tutors and conductors are prompt and reliable.
   f. Ensure all conductors and tutors are carrying out their responsibilities at an acceptable level.
   g. Follow up references

3. **Activities:**
   a. Conduct risk assessment for all activities
   b. Inform parents, School and P & C Association
   c. Communicate with conductors
   d. Communicate with and supervise children
   e. Ensure relevant permission forms and medical information is properly completed, collected and collated
   f. Ensure First Aid kit is available

4. **Parents:**
   a. Inform of child’s progress
   b. Inform details of all activities.
   c. Communicate and discuss any concerns.

5. **Music Committee:**
   a. Report to Music Committee at all meetings
b. Abide by and support decisions made by the Committee
   c. Carry out such decisions

6. School:
   a. Liaise with and report to the School representative and the Principal and inform them of all music activities
   b. Work within the School guidelines and regulations
   c. Support School performance initiatives

7. P & C Association:
   a. Liaise with the P & C and report to meetings
   b. Inform the P & C of all activities for insurance purposes
   c. Operate within P & C guidelines
   d. Submit a time sheet to the P&C President at the end of each term.

REPORTING:

The Music Coordinator shall regularly report to:

1. Music Committee
2. Principal / School Liaison
3. P & C Association
   Submit a time sheet to the P&C President at the end of each term.

COMMUNICATION:

Effective communication shall be carried out with:

1. Internal:
   a. Children
   b. Conductors
   c. Tutors
   d. Parents
   e. Principal
   f. School liaison
   g. School teachers
   h. P & C executive
   i. Music Committee.

2. External:
   a. Festival organizers
   b. Instrument retailers
   c. Instrument repairers
   d. Tour/bus operators
   e. Principals from other schools
   f. Music coordinators from other schools
THE MUSIC COMMITTEE:
The Music Coordinator is responsible for supporting, assisting and advising the Music Committee on:

1. Overall yearly planning
2. Financial planning and strategy
3. Performances
4. Band Camp
5. Workshops
6. Excursions
7. Festivals and Eisteddfods
8. Instrument Allocation
9. Purchase requirements
10. Budget
11. Agenda

KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED:

1. Communication skills:
   a. ability to effectively communicate with children
   b. ability to communicate with adults at all levels.

2. Leadership skills:
   a. lead a team of conductors and tutors to provide a positive and successful environment for the children
   b. lead a team of parents to provide the best outcomes for the children.

3. Planning skills:
   a. long term eg. 1-year, 5-year
   b. short term eg. excursions, activities, tutorials, rehearsals

4. Business skills:
   a. managing a budget
   b. compiling reports and submissions
   c. letter writing

5. Computer literacy:
   a. Microsoft Word
   b. Excel
   c. Publisher

6. Organisational skills:
   a. Children – organizing large groups of children at both school and external activities.
   b. Activities eg. Band Camp, workshops, internal and external performances
   c. Parents – organizing parent help for rehearsals, transport and assistant supervision.
   d. Instruments – distribution and transport of instruments.
7. Negotiation skills:
   a. Children
   b. Tutors and conductors
   c. Parents
   d. School staff
   e. P & C

KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED cont.

8. Occupational Health & Safety
   a. Have an understanding of the OH&S policies of the DET, the School and P & C Association
   b. Adopt a risk management approach to the role and responsibilities consistent with relevant School and P & C policies.

9. Understanding of music:
   a. Instruments
   b. Scores
   c. Appropriate expectations of the children at all levels
   d. Appropriate expectations of the conductors
   e. Appropriate expectations of the tutors
   f. Basic conducting skills

10. Previous Experience:
    a. With children
    b. With music

PROMOTION OF THE PROGRAM:

1. Continual promotion of music within the School
2. Bush Telegraph
3. Music Newsletter
4. Ensure the Music Program remains dynamic and vibrant
5. Advertising and promoting bands in wider community through the local media and compiling submissions for awards
6. Promotion of music at school through organising visits from other bands.
7. Promotion of music in the wider community through performing at local venues and festivals, entering eisteddfods and organizing tours.