

RSOM

THE ROYAL SCHOOL OF CHURCH MUSIC

Psallam spiritu et mente

'I will sing with the spirit and the understanding also'



Our Vision:

A Church drawn closer to God through music

**Information Pack for
Assistant Director (Marketing and Development) applicants,
May 2021**

Introduction

The Royal School of Church Music (RSCM) has a task which is both important and urgent, and this pack should give you a much better understanding of what we do, and what we stand for.

We have a strong, firm vision for the future. I am proud to lead a dedicated staff team who, with the help of hundreds of volunteers across this country – and internationally, too – are all helping guide the RSCM forwards to starting our second century of mission in 2027. We are unashamedly a Christian charity, and personal faith underpins the lives of many of our staff – myself included. It runs right through the core of our work in a marvellous way, but doesn't get in the way. We don't stand on ceremony, but can be ceremonial when it's right to be – such as our annual Celebration Day. Some of the staff are highly skilled, highly trained musicians; but others most definitely are not! In many ways, the staff team is a microcosm of the whole country we serve: a range of preferences for different styles of music and worship.

This is an exciting, dynamic time for the RSCM. A new, revised Local Areas Network launched in April 2021, and a new Education Plan was launched on 5th May. The last year of COVID has been a deeply traumatic time for church music and musicians; but it has seen the RSCM re-occupy a talisman, leadership role, and a large number of significant, impactful and widely appreciated new initiatives. Our use of technology has significantly advanced over the period.

The current strategic plan for RSCM in summary form is appended to this document. You can read the full version, and get a better idea of all that we do on our website: www.rscm.org.uk. The formation of the next strategic plan will be an important task for Senior Management and Council members in the later part of 2021.

If you feel excited by what you read, then I encourage you to send a letter of interest and your c.v. If you're not sure but would like to know more, do make contact, and I would be pleased to speak with you. I have been Director for nearly three years, and remain as passionate for our mission as the day I started – and there's so very much more to do. We are looking for the right person to join our Senior Management Team, so do read on: that might just be you.

Hugh Morris

RSCM Director

Royal School of Church Music – Assistant Director Application Pack

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The Assistant Director Post

THE ROLE

The Assistant Director (Marketing and Development), is a newly re-designed post, working with the RSCM Director and Deputy Director (Education and Mission Delivery); and with the Assistant Director (Finance and Operations), and other staff to fulfil the educational mission and objectives of the charity.

The post holder will directly manage the Marketing, Membership and Development departments. There will also be direct, executional work for Development. We are looking for someone who is able to inspire their staff and to achieve measurable impact in their work.

The RSCM has always been a membership organisation, and reached a peak membership of individuals and affiliated churches in the early 1980s, since when there has been a steady decline. The post holder will address and reverse this trend. The Membership Department is responsible for all our membership's needs, and is the first point of contact for those with queries and seeking advice. Member benefits are currently being revised and enhanced, and plans are now beginning for another Members Conference in March 2022, building on the huge success of the inaugural one in 2020. A critical part of the next period is to build a growth strategy for membership.

Crucial to this is understanding the needs of our current members, and then ensuring that we are able to reach out both to them and to create a new, enlarged membership for our work. The work of the marketing department is therefore extremely important. Marketing has only one member of staff, but the Marketing Officer is able to work with other staff (especially Digital). The new post holder will help guide and focus the Marketing functions of the RSCM, to enable it to maximise its relationship with members, the wider church, and the bigger audience which exists with an interest in church music and education.

Development work is enacted by a number of staff, who all have different Development responsibilities as part of their own roles. The post holder will help organise and oversee this work, liaising closely with the Director in setting the strategy for this, and setting and then achieving ambitious but manageable objectives for income generation. The post holder will also have a direct input into fund-raising initiatives. Building financial resilience and our fund-raising capacity are also vital elements of this role, ensuring the work of the RSCM is visible in relevant places, not least as we head towards our Centenary in 2027.

The RSCM is based in the beautiful Cathedral Close, Salisbury, in our administrative centre at Sarum College, and so it is essential that the post holder is within easy access; however the role will require some travel in order to build the necessary external connections and relationships.

This post will be offered at 0.8FTE.

Salary: £36k-42k per annum, pro rata.

This appointment will be subject to references and satisfactory completion of a Confidential Self-Declaration and enhanced DBS check.

The Application Process:

For an informal discussion about the role with either the Director or Deputy Director, please ring Fiona Wright 01722 424848 (Monday to Friday 9.00am to 5.00pm), or email recruitment@rscm.com, to arrange a call at a convenient time (which can be outside office hours if required).

How to apply:

Please submit a summary CV and a covering letter, together with the RSCM Application Form, explaining why you are interested in the post, and how you meet what we are looking for in the advertised person specification.

This should be by email to recruitment@rscm.com or by post to RSCM, 19 The Close, Salisbury, SP1 2EB.

Applications must be received by 12.00pm on Monday, 28th June. Shortlisting will take place shortly after.

Interview process:

Further to shortlisting, candidates will be invited to Salisbury on Tuesday 13th July. The day will include a presentation containing more information about the nature of the post, more about our future plans; and the chance to meet representatives of the staff team and some members of Council. Candidates will also attend a panel interview, and undertake some aptitude tests.

The successful candidate will be contacted as soon as possible after this process is complete.

The start date will be at the earliest mutually convenient point after 1st August, subject to satisfactory references and DBS clearances.

What is the RSCM? – An Introduction

The Royal School of Church Music is the heart and home of church music.

We are an educational charity committed to promoting the study, practice and improvement of music in Christian worship.

We are an open, life-long learning organisation, offering face-to-face and distance education and training through our programmes, published resources, courses and activities. These all have a common purpose: to make a positive impact on worship and music in worship.

The RSCM supports a world-wide membership of churches, schools and individuals, and is sustained by thousands of donors and volunteers worldwide.



Founded by Sir Sydney Nicholson in 1927, the RSCM's original emphases were English and choral. Now, in a diverse international context, the RSCM's work is far broader and more diverse, and we aim to make all our work ecumenical in purpose, nature and content.

The pandemic has served to emphasise the urgent need for the RSCM to support and encourage church musicians, right across the country. In particular, we need to be ensuring that young people have the right training and engagement to become the next generation of musicians to serve the church. Our work now and into the future is as important as it ever has been.

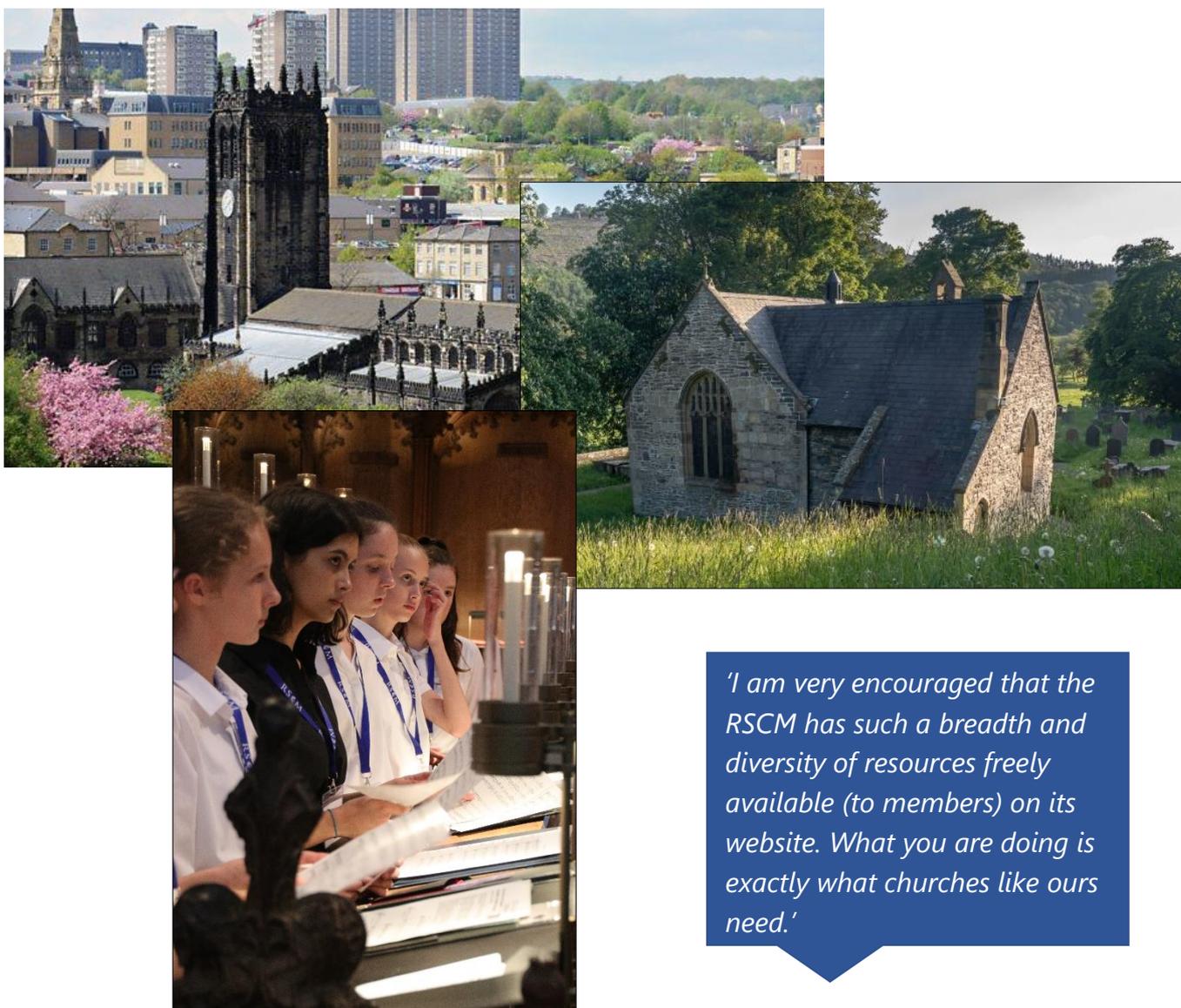


Where is the RSCM?

Since 2007 the RSCM's administrative centre has been based in Sarum College, in The Close in Salisbury, from where many of our 30 permanent staff are based; but we work across the whole of the UK, and across the world through our five International Partners

We are a school, but one that works on the ground through the very network of churches we exist to support. In the digital era, we increasingly engage with the world through electronic and online platforms, and now have a significant quality of high-quality material available on YouTube. There is further scope for engagement through social media, and reaching out to new audiences and potential members.

Wherever we work, we strive to ensure we make the maximum impact, guided by the Strategic Plan but now also by the Education Plan.



'I am very encouraged that the RSCM has such a breadth and diversity of resources freely available (to members) on its website. What you are doing is exactly what churches like ours need.'

What does the RSCM do?

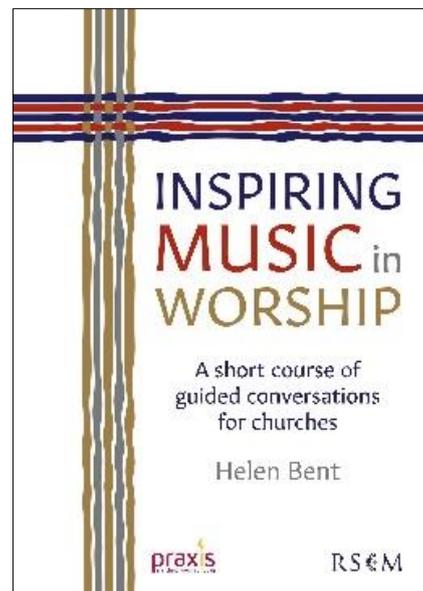
Simply put: we make a difference. We have a positive impact on church music of all kinds, across the country, and at all levels from young amateur to seasoned professional.

We have a vision of a Church drawn closer to God through music; and as a Christian charity, the Christian faith underpins everything we do.

Our unique contribution is to support and improve the skills of church musicians, to give them quality, relevant materials with which to work, and empower them in their own church.

We also work to support the cause of music in worship on the national and international stage, and seek to be an opinion-forming voice. Our FAQs on re-starting church music have become the go-to resource for church musicians; and we have renewed connection with the church itself, especially (but not only) the Church of England.

Events such as RSCM's annual Music Sunday help to highlight the connectivity that music can provide and draw people into the worshipping life of the church. In short, we believe that church music is a missional tool which is an essential part of the church's life, and an important ingredient in helping the church build a positive, sustainable future.



Who do we serve?

The RSCM was founded to support the Anglican Church, and we are proud to be the Official Music Agency for the Church of England; the Archbishop of Canterbury is our President. But we work ecumenically, supporting churches, and church music traditions, of all kinds.

We are a voice for all, but are especially focused on supporting the thousands of member churches in the UK, and thousands more through our international partners, as well as the individual members who benefit from the support we are able to provide.



Our affiliated membership structure benefits the whole congregation of member churches: they are all part of the family of the RSCM. The 'reach' of our impact is therefore measured in hundreds of thousands.

Through our events, we are able to draw new people into connection with the church, and as such are powerful missional agents. We don't work to our own ends: we work to help build up the church.

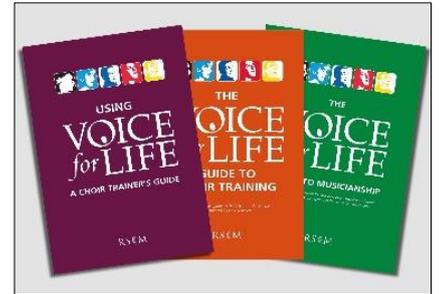


How does the RSCM carry out its work?

Our work will never be complete, because there will always be evolving needs, and the next generation of musicians to support. We are investing into the future of the very church itself.

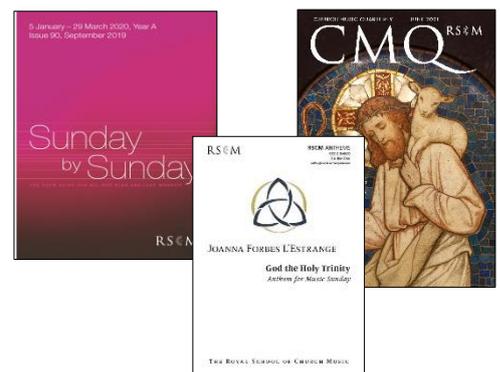
Internationally, we work through our core programmes:

- **Voice for Life**, a comprehensive training programme for choral singers of all ages and abilities. The whole programme emphasises progressive skill development, and embedding singing within a wider context – it about far more than simply getting the notes right.
- **Church Music Skills**, a range of practical training schemes and awards in essential skills. We are working to support and encourage the music leaders of the future.



We work centrally in the UK, through:

- our courses for singers, organists, instrumentalists and worship leaders, all of which have benefits which go well beyond the actual occasion, enjoyable as we always hope it will be. Digital events such as webinars and online lectures are now part of this work.
- our member magazine, *Church Music Quarterly*, available to all within each member church
- our quarterly guide to choosing music for worship, *Sunday by Sunday*
- the RSCM Press, publishing music and training resources
- our website – offering resources, advice and support
- our national choir for young people – the RSCM Millennium Youth Choir and its new, feeder siblings
- our training choirs – RSCM Voices and Cathedral Singers



We work regionally across the UK, through the work of our volunteers, who organize hundreds of events and training opportunities annually including:

- festivals
- local courses, summer schools, workshops and training days
- singing award schemes



We also work in partnership with others:

- consulting with the churches nationally and locally
- collaborating with other church, music, and educational organizations



Education strands

A significant development for the RSCM over the last five years has been the organisation of our Education work into clear strands of study: Choral, Ministerial, Congregational and Instrumental music, and Organ studies; and now also work to support (church) schools. A new Education Plan (launched May 2021) guides and shapes this work.

From this new Plan, a significant new array of training and teaching sessions are now being planned and enacted; more details are available on the website (search 'Education Plan')

Staffing Structures

The Mission Delivery Team includes our Education staff, and those who look after our Voluntary Networks; and this extends to include our Safeguarding staff, and now the Publishing department (some of the business aspects of which will fall under the responsibilities for this advertised post). These are line-managed by the Deputy Director.

This Assistant Director (Finance and Operations) manages the Finance staff, the Digital Officer, and the Executive Officer.

The Marketing, Membership and Development teams, including the Magazines (the Magazines Editor also working as Publishing Assistant), are managed by this advertised post. The work of the Marketing Officer is increasingly important as we advance our plans for the future. The Membership Department also includes management of our CRM system, in the process of being replaced to a new CIVI-based platform. The Development team is comprised of a number of staff fulfilling different roles, all on a part-time basis.

Senior Management, led by the Director, are responsible for the day-to-day operation of the charity. Their work is overseen by the board of trustees ('Council'); the Chair of Council is the Very Reverend Dr John Hall.



THE ROYAL SCHOOL OF CHURCH MUSIC
Our Vision

The Royal School of Church Music Strategic Plan 2019-2021 Outline Summary

A Church drawn closer to God through music.

Our Mission

The Christian faith underpins everything we do; and as the Heart and Home of church music, the RSCM promotes “the study, practice and improvement of music and other matters relevant to the conduct of Christian worship.”.

The RSCM has a significant role and position in supporting church music-making. We are mindful of the responsibility this places upon us; we exist both to serve and to lead. We are proud of, and celebrate, our choral heritage; we also recognise the diverse nature of music making, in parallel to the extraordinary kaleidoscope of musical styles in wider society. As such, we also work with music groups of diverse kinds, and the many churches which have modest musical resourcing, or indeed none at all. We continue to re-imagine our work in the twenty-first century context around us.

The Church of England remains the principal focusing agent of our work, since most of our membership is Anglican in nature. However, we are an ecumenical organisation and will be seeking to broaden our links with, and support for, other denominations through the life of this plan.

The RSCM has a particular interest in education. We work to establish patterns of life-long learning, which enable us to engage with people of all ages and from a wide range of backgrounds. Our work encounters and serves all skill levels, and it aims to encourage each of them onwards in their own personal Christian journey.

Over the next three years, our key strands for developing our work will be as set out below.

Strand 1 Through our mission, influence both the church, and society beyond it	Strand 2 Optimise our provision for mission relevance	Strand 3 Build Financial Sustainability	Strand 4 Develop Effective Communications	Strand 5 Optimise our impact through technology
<ul style="list-style-type: none"> a) Representation in relevant places of our work and mission b) Develop relationships with key policy-makers c) Engage with key media d) Influence clergy programmes 	<ul style="list-style-type: none"> a) Relevant, desirable membership benefits b) Relevant, coherent education programme c) Broad and balanced training provision d) Relevant, coherent publications programme e) A source of help and support f) Website content development 	<ul style="list-style-type: none"> a) Cost control b) Cultivate existing membership c) Increase membership d) Grow grant and voluntary income e) Re-focus legacies income f) Fund core costs from “control” income g) Improve & diversify income streams (including trading) 	<ul style="list-style-type: none"> a) Supply regular editorial to external recipients b) Develop relationship with church communications channels c) Develop new communication pathways d) Develop role as a “commentator” e) Improve internal communications 	<ul style="list-style-type: none"> a) Website/web shop/intranet b) Technology as a tool for learning c) Online publishing – unlocking potential d) Better use of social media as a tool for interactive learning e) RSCM app(s)

This plan builds a firm foundation for stability and growth for the future, supporting our activities and our ministry, as we work to be a positive influence and voice for all that is good in church music.

A fuller version of the Plan is available on our website, together with many more details of our work and activities.