

# 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 (Finance and Operations) 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 5<sup>th</sup> 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](http://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; the Assistant Director will help co-ordinate this important task.

If you feel excited by what you read, then I encourage you to send a letter of application 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 (Finance and Operations), is a newly re-designed post, working as part of the Senior Management Team with the RSCM Director and Deputy Director (Education and Mission Delivery), Assistant Director (Marketing and Development), and with other staff to fulfil the educational mission and objectives of the charity.

It is vital that this post brings a financial viewpoint to Senior Management discussions, and for the responsibilities listed below.

There are two distinct elements of this role.

#### **The first element is one of management.**

There are some direct reports associated with this role.

The Finance department is well-organised and very capable; the function of the post holder in this context is to ensure the timely production of the necessary financial information and to be able to present it to Senior Management to inform decision making.

Digital is a new role (encompassing website maintenance, graphic design, video and photo editing, and helping RSCM and its staff stay abreast of the relevant technological developments); and the task required is to help guide, shape and prioritise the workload and workflow for the Digital Officer.

The post holder will also oversee the work of the Executive Officer (who also works directly for the Development Team) to ensure the smooth operation of the office. Recruitment administration is also handled by the Executive Officer; the post holder will be expected to offer such support as may be required in any particular recruitment process.

#### **The second element of the role is direct responsibility for a number of aspects of the RSCM's work.**

The post holder will act as Company Secretary to Council, the RSCM's board of non-executive Trustees, including ensuring that the appropriate papers are made available in timely fashion, and to take and prepare minutes of full Council meetings.

The post holder will also ensure that good Governance is upheld, acting as a consult for staff as required, and in a pro-active, informative way for Council and Senior Management.

The RSCM IT systems and hardware will be overseen by the post holder, but there is an external service provider (Vermont Systems). The ongoing tendering for this, and other service providers, and other relevant procurement, is also the responsibility of the post holder.

The RSCM is based in the beautiful Cathedral Close, Salisbury, in our administrative centre at Sarum College. It is essential that the post holder is based in the office, overseeing the smooth running of all the office-based operations.

This post will be offered at 0.5FTE (or 0.4 FTE with some additional, seasonal hours).

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](mailto: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 meeting the advertised person specification.

This should be by email to [recruitment@rscm.com](mailto:recruitment@rscm.com) or by post to RSCM, 19 The Close, Salisbury, SP1 2EB.

**Applications must be received by 12.00pm on Monday, 28<sup>th</sup> June.** Shortlisting will take place soon after.

### Interview process:

Further to shortlisting, candidates will be invited to Salisbury on Friday 9<sup>th</sup> 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 1<sup>st</sup> 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.

Wherever we work, we strive to ensure we make the maximum impact, driven by our Education Plan which itself is guided by our Strategic 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.'*

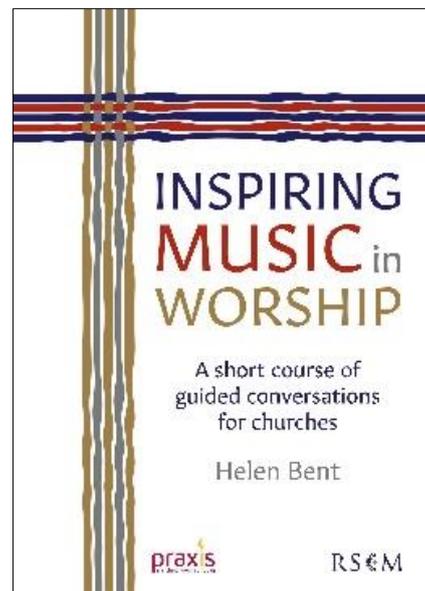
## What does the RSCM do?

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.



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.

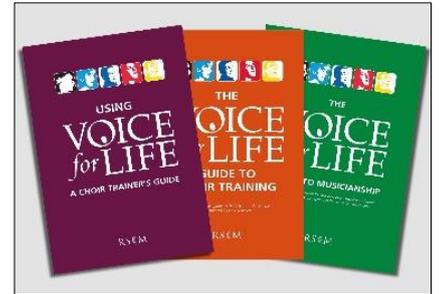


## How does the RSCM carry out its work?

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.

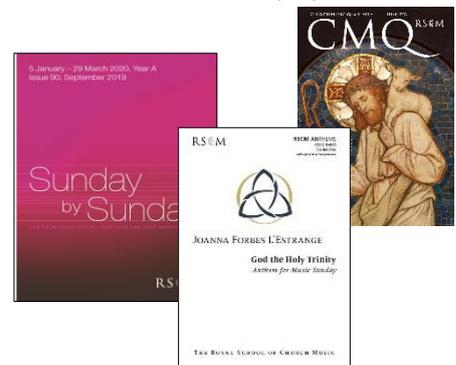
### ***Internationally, we work through our core programmes:***

- **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
- 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.

The different strands are now established as the kaleidoscope of education activity; the next steps for the RSCM are to integrate central plans with local delivery, and to ensure that access to all these different streams of training is available equitably across the country. The re-launch of our 50 local Area Teams (April 2021) enables this.

## **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.

The Marketing, Membership and Development teams, including the Magazines, are managed by the other Assistant Director.

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

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.**

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

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.