

Members' Library Service Request Form

Date of Document	12/11/19
Originator	Richard Parker, Service Manager - Strategy & Operations
Originator's Ref (if any)	
Document Title	Creation of a New Post of Team Manager – Instrumental Music

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Cabinet

Additional information:

Authorised By	Jim Lamond
Designation	Head of Council Resources
Date	12/11/19

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REPORT TO: Members' Library Service

BY: Depute Chief Executive – Resources & People Services

DATE: November 2019

SUBJECT: Creation of a New Post of Team Manager – Instrumental Music

1 PURPOSE

- 1.1 To seek Head of Council Resources approval under delegated powers for the establishment changes detailed in the body of the report as a consequence of changing service needs within **Education**.

2 RECOMMENDATIONS

- 2.1 To agree the changes to the staffing structure as outlined in the report.

3 BACKGROUND

- 3.1 The Instrumental Music Service is integral to the delivery of the Music curriculum in schools.
- 3.2 The Instrumental Music Service (IMS) is made up of a team of 20 Instructors working across the schools and providing music tuition to young people, including those taking SQA courses.
- 3.3 The IMS has previously included a Co-ordinator role, however the jobholder recently retired and this new post has been designed to meet the growing demands of the service and develop the delivery of Music Tuition across the authority.
- 3.4 The new jobholder will carry out a full service review and implement new policies and procedures with a view not only to develop the music provision but also to improve the fee paying processes of recording, collection and reporting on the income generated from the service.
- 3.5 The jobholder will manage the team of 20 Music Instructors, taking a lead role in co-ordinating their work across schools and supporting their development as the service review evolves. The jobholder will manage the team applying the appropriate HR policies and procedures related to staff management.
- 3.6 The post of Team Manager – Instrumental Music will report into the Education Service Manager (Strategy & Operations). The Jobholder will carry out a strategic role, leading, managing, advising and engaging with senior school based staff, central Education staff, other professionals and outside agencies in relation to the IMS.

- 3.7 The post will be permanent and full time and on Local Government terms and conditions of service. The Jobholder will be based in John Muir House but will spend much of their time working across schools, attending meetings and joining or leading working groups in conjunction with their role as manager of the IMS.

4 POLICY IMPLICATIONS

- 4.1 None

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 DISCLOSURE SCOTLAND

- 6.1 This post is considered as regulated work with vulnerable children as specified in the Protection of Vulnerable Groups (Scotland) Act 2007 and as such a PVG check is required.

7 RESOURCE IMPLICATIONS

- 7.1 Financial - the budget for this post will be met through the central Education Staffing budget. This post has been evaluated by the Service Review Team and allocated at Grade 10.
- 7.2 Personnel - HR and relevant Trades Unions are in agreement with this new role. There are no other HR issues arising. The post will be advertised in accordance with the Council's Recruitment & Selection Policy
- 7.3 Other – none.

8 BACKGROUND PAPERS

- 8.1 None.

Appendix 1: Team Manager – Instrumental Music – Job Details Form

AUTHOR'S NAME	Richard Parker
DESIGNATION	Service Manager – Strategy & Operations
CONTACT INFO	01620 827494
DATE	4 November 2019

JOB DETAILS FORM

JOB OUTLINE	
JOB TITLE: Team Manager - Instrumental Music	JET CODE: 7320
SERVICE: Education - Schools	
DIVISION: Resources and People Services	
REPORTING TO: Service Manager – Strategy & Operations	
RESPONSIBLE FOR: Music Instructors (20 staff members)	
JOB PURPOSE: Manage the instrumental music service and take a strategic lead on the delivery and development of the service, ensuring the provision of a high quality, inspiring and engaging programme across the authority.	
MAIN DUTIES: <ul style="list-style-type: none"> • Develop and deliver a Music Strategy for the authority, carrying out a full and robust review of service requirements and managing the design, development and improvement of the music service. • Define, monitor and report on the targets in relation to music activity including pupil numbers, SQA results and other statistical information to provide a complete picture of the impact of the service on schools and young people accessing the service. • Manage the team of Instrumental Music Instructors, providing guidance and direction through regular supervision as well as identifying training and development opportunities to meet the requirements of each post. • Manage the recruitment and deployment of staff and ensure compliance with Authority and HR Policies and Procedures in all matters related to staff management. • Liaise with central staff in the monitoring, evaluating and reporting of tuition charging. • Monitor budgets associated with the Instrumental Music Service ensuring compliance with Authority Policy and procedure. • Monitor the process of income generation and promote all opportunities to ensure an efficient and cost effective service. • Liaison and collaboration with other partners and providers in the delivery of the service, such as YMI • Liaise with stakeholders including Music Departments, school Senior Management Teams and Primary Music Specialists and ensure the appropriate deployment of staff and effective timetables to meet demand and agreed processes and resources in schools to support the delivery of the instrumental music service. • Manage the process of quality assurance and report and monitor on service improvement, ensuring the needs of all stakeholders are met. • Represent the service on corporate working groups and inter-agency partnership groups and ensure effective cross-sectoral working. 	

- Produce reports as required by the Service Manager for example on the budget or on service performance.
- Manage the advertisement of the Music Service and promotional activities to highlight the high quality service for children and young people.
- Source, develop, and deliver appropriate learning opportunities for Music Instructors in order to support ongoing professional development and plan, support and deliver in-service activities.
- Liaise with Senior Management Teams to manage the storage and requirements for equipment related to the service.
- Evaluate digital solutions to manage the payment and booking processes.
- Take a lead role in monitoring, recording and responding to school and parental comments and complaints.
- Undertake continuous reviews of the service, including instruments and levels of tuition offered.
- Ensure the service is accessible for all pupils, including pupils with additional support needs and care experienced pupils and that appropriate equipment and processes are in place.
- In conjunction with school management teams, be responsible for health and safety monitoring across the service.
- To pursue and secure external funding streams and sponsorship.
- To work with schools to support extra-curricular opportunities for music performances both in schools and led by the Instrumental Music Service.
- Any other appropriate duties, as requested by Management, commensurate with the grade for the post.

ESSENTIAL REQUIREMENTS FOR THIS ROLE

Qualifications/Experience:

The Jobholder must be educated to degree level or equivalent in a relevant subject such as Music or teaching and able to demonstrate equivalent knowledge and skills gained through relevant experience in a similar role working with young people

Disclosure Scotland:

- This role requires **PVG clearance** for regulated work with children and/or protected adults. ELC will submit a PVG application on behalf of the preferred candidate and receipt of the subsequent PVG certificate will be **required prior to commencement**

Scottish Social Services Council:

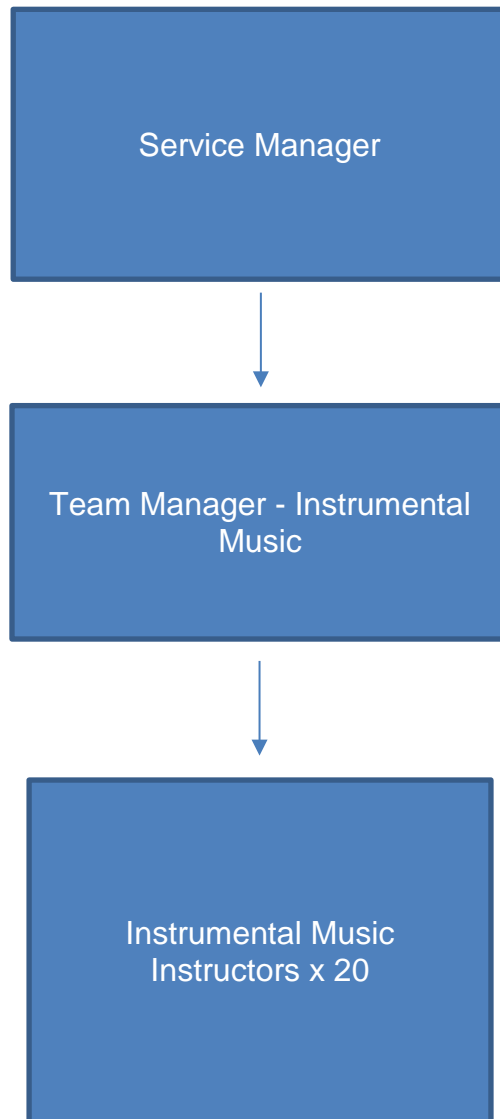
- N/A

TEAM RESPONSIBILITIES:

The jobholder manages a team of 20 Music Instructors (currently 14.12FTE) providing an instrumental music service to young people across the authority. The team link closely with internal and external partners to support the delivery of a high quality service and link closely with local and national initiatives and standards such as CfE, Early years standards, health and wellbeing initiatives. The service is an integral part of the educational functions in meeting

statutory duties, improvement targets and local objectives. Systems and procedures are in place to monitor the impact on service users and are used to establish quality assurance and review actions. There are close links with other Council services in meeting local priorities and initiatives and ensuring Best value. The service has a Service Plan and contributes to the overall Education Plan.

ORGANISATIONAL STRUCTURE:



PERSON SPECIFICATION		
Attributes	Essential	Desirable
Education, Registration & Training	<ul style="list-style-type: none"> • Educated to degree level or equivalent in relevant subject such as Music and able to demonstrate considerable experience in playing and teaching music or vocal music 	Teaching, conducting or performance training or qualification
Previous Experience (Paid & Voluntary Work)	<ul style="list-style-type: none"> • Ability to demonstrate experience of musical performance • Considerable experience in a management role, overseeing projects and budget monitoring • Extensive knowledge of the music curriculum and understanding of the contribution of instrumental instruction • Experience in a strategic role working with managers and stakeholders • Excellent written and oral communication skills • Experience of IT systems • Experience of producing reports • Experience of delivering training to a group of staff • Experience or demonstrable knowledge of CfE and SQA National Qualifications and standards relevant to instrumental music and music tuition • Evidence of working in partnership with schools and stakeholders • Experience of effective and meaningful customer engagement 	<p>Working in a school environment</p> <p>Experience of income generation/monitoring</p> <p>Experience of monitoring and evaluating a service</p>
Knowledge/ Skills /Competencies	<ul style="list-style-type: none"> • Ability to play and teach music to individuals and groups 	

	<ul style="list-style-type: none"> • Knowledge and understanding of legislation and guide related to the Music Service • Ability to lead and motivate team members • Evidence of partnership working with professionals in a relevant context • Extensive knowledge of the music curriculum • Evidence of ability to develop strategies and procedures in relation to a music service • Broad knowledge of GIRFEC, CfE, Building the Ambition, ACEs, SHANNARI Indicators, • Clear and effective verbal and written skills • Knowledge and skills in delivering training to a varied group • Competent Microsoft Office user • Awareness of Equal Opportunities 	
<p>Personal Qualities</p>	<ul style="list-style-type: none"> • Flexible and creative in responding to the needs of individual pupils • Attention to detail • Enthusiasm, initiative and positive approach to leading and developing a service • Confident and willing to take the lead with ideas and suggestions • Working to support parents as partners in pupil's learning • Ability to work in a way which is non-judgemental and reflects the ethos of equality 	

	<ul style="list-style-type: none"> • Have excellent communication skills • Collaborative and cooperative approach to working with pupils, school staff, agencies and parents/carers • Enthusiasm and the ability to motivate and develop positive relationship with others • Ability to multi-task and work under pressure and meet deadlines • Ability to work flexibly as an individual and as part of a team • Ability to maintain Confidentiality • Ability to Work independently 	
Council Behaviours	<ul style="list-style-type: none"> • We are Customer Focussed • We Initiate and Embrace Change • We Strive to be the Best we can be • We make things Happen • We work Together 	

FACTOR LEVEL DESCRIPTORS

WORKING ENVIRONMENT:

The Jobholder will work predominantly in a school or office environment that conforms to Health & Safety Standards. S/he will be required to travel to other locations for meetings and to meet with staff, stakeholders and management teams to develop, plan and implement an effective instrumental service and s/he will also meet with other educational professionals/ parents/carers/other family members to promote the service.
There are no hazards associated with this role.

PHYSICAL CO-ORDINATION:

The Jobholder primarily requires keyboarding skills to draft reports, collate statistics and correspondence. However in the course of their duties s/he interrogates a number of corporate systems i.e. SEEMIS, Access and Excel databases. Keyboarding skills need to be proficient but there is no requirement to type at speed.

S/he will analyse databases and monitor fee paying patterns to inform the growth of the service. S/he will also produce detailed reports for the Head Teacher(s) and central education team and produce a Service Review report and ongoing monitoring reporting for the service delivery.

Although driving is not a job requirement, the jobholder typically uses a car as the most efficient means to travel to the numerous meetings and training sessions that they are required to attend. Without a car, public transport would have to be utilised.

PHYSICAL EFFORT:

The Jobholder is managed by the Service Manager – Strategy & Operations and will work across schools, although based at John Muir House. This includes attending meetings, observing instructors in tuition lessons with pupils, modelling good practice etc.). S/he works closely with and engages with managers and stakeholders in developing the service and ensuring ongoing high quality music provision. This means s/he will work with managers and Music instructors in the meetings, around the school, in an office and at concerts/performances. S/he will also spend time standing, bending, walking about and generally engaging with staff, young people, families, colleagues and other stakeholders and professionals.

The role is primarily sedentary but for the time they are in a school they may be standing/walking and this will be approx. 30% of their overall time

MENTAL SKILLS:

S/he is required to exercise considerable autonomy and initiative and must liaise with various educational professionals (teaching staff, Managers, Finance) to develop the service and put

in place appropriate processes and procedures for the service including the overview of a fee paying system, budget monitoring, a Service Review and ongoing networking with various stakeholders. The Jobholder will work jointly with school colleagues, pupils and parents/ carers to promote engagement in young people's access to the service and to promote the service to new users. The Jobholder will manage a team of 20 peripatetic staff and be responsible for day to day supervision, absence management, performance management and all other staff management responsibilities in relation to this group of staff.

S/he must be aware of the relevant government legislation and policies that relate to pupil music tuition in order to take the lead in developing the music instruction programme across the authority and create an effective service meeting the needs of schools and young people

S/he must have the ability to guide and influence others and take account of their views whilst developing an improvement programme for the service

S/he will link with parents to ensure there is appropriate music service for the pupils and an understanding of the instrumental music service and the fee paying process. S/he will then use this information to evaluate the requirements of the service. This information will be used to inform the service review of policy and procedure and review the input of stakeholders and instructors in delivering a high quality, efficient service

The main responsibility of this role is to take a lead on the instrumental music service strategy. S/he will review the current provision and develop and manage the process of improvement

The post holder will be required to work independently and using their own initiative and act as the manager of the IMS. They will be required to spend a proportion of their time analysing data and producing detailed reports. S/he will also develop strategies to be rolled out across the team/service and advise staff, managers and parents on implementing these strategies and monitoring the impact on the overall instrumental music provision.

The Jobholder will also be responsible for producing analysis and statistics of the fee paying function, producing reports and information evidencing the effectiveness of the system and ensuring the service is efficient

The Jobholder will need to have the relevant knowledge to advise and guide others, they will need to maintain this knowledge and act as a manager of the service and representative of the authority

CONCENTRATION:

The greatest pressures facing the Jobholder are balancing the day to day operational activities of the role whilst carrying out a service review and developing new strategies and processes as part of the Music Service Plan. The Jobholder should be able to remain at their desk for up to an hour without being interrupted to concentrate on a piece of work.

S/he will work closely with colleagues leading meetings and working groups and discussing and reviewing the service provision. S/he will gather data from relevant database and identify patterns in relation to the fee paying processes.

COMMUNICATIONS SKILLS:

The Jobholders main focus will be on managing the Instrumental music service. S/he will lead, guide manage and advise the music instructors, school staff, management, central education team etc., with a view to improving processes and procedures in relation to the instrumental service. Information will be gathered from meetings, from systems analysis and from communicating with children, their families, staff, professionals and central staff to ensure a collaborative approach that meets the individual needs of the young people accessing the service.

The Jobholder will be required to communicate effectively and knowledgeably in matters concerning music tuition. S/he must develop effective and appropriate communication strategies to engage with instrumental instructors, young people, their families and school and central staff, using appropriate principles and outcomes, promoting the service and delivering a high quality instrumental music provision

S/he will be responsible for identifying any concerns i.e. staff management, pupil engagement, fee payment and liaison with families, school staff and stakeholders and as the manager of the service, encourage, support and upskill staff to implement an effective and efficient service.

S/he must be sensitive to the needs of the team and of all stakeholders particularly in relation to pupil progress, payment of fees and staff related issues

Success will be evident in improved attendance, income generation, feedback from colleagues, parents young people and Music Instructors and therefore the Jobholder must be an effective communicator in order to successfully engage with parents, carers, pupils and other professional staff to support the service

DEALING WITH RELATIONSHIPS:

The Jobholder may on occasions work with parents who are distressed or abusive or experiencing challenging life circumstances which may impact on their children's learning i.e. parents whose own emotional needs have not been met resulting in their inability to meet the needs of their own children.

S/he will interact daily with school staff, working closely with them to develop an improved, effective and efficient service.

S/he will interact regularly with Instrumental Music staff and other professionals, managing their work allocation and implementing all HR Policy and Procedures in relation to staff management.

S/he will promote the service locally and seek sponsorship and external funding to extend the service and support its wider community activities.

RESPONSIBILITY FOR EMPLOYEES:

The Jobholder will be responsible for the Instrumental Music Instructor team of 20 staff including all HR staff management policies and procedures and adhering to Council wide policy for example in relation to health and safety and procurement.

The Jobholder will design and develop training and development opportunities for the IMS team and maintain their own knowledge for example in relation to the curriculum, Local and national Initiatives and Standards and the provision of a music service.

As manager of the service, s/he will also provide ongoing support and guidance to other educational staff, stakeholders, parents and pupils.

RESPONSIBILITY FOR SERVICES TO OTHERS:

The post holder sets and agrees objectives with the Service Manager and then manages the Instrumental Music Service to meet these objectives. S/he will ensure the instrumental music service meets the needs of pupils, schools and parents and delivers an appropriate rota of instruction and maintains the level of quality meeting national standards for music tuition.

RESPONSIBILITY FOR FINANCIAL RESOURCES:

The Jobholder will monitor the instrumental music service budget (circa £640,000 per annum) in conjunction with the Service Manager. Monitoring and reporting on fees and income generation whilst ensuring the service provides an efficient and effective function in the provision of music tuition.

RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES:

The Jobholder will have access to confidential data and must adhere to relevant legislation and policies in this regard. S/he requires a continual awareness of security, confidentiality and the implications of General Data Protection Regulation (GDPR), Data Protection Act 2018 S/he will make decisions as to when, information can be shared, and adapting it appropriately in order to ensure confidentiality.

The Jobholder is responsible for creating and updating records, writing reports, producing statistical information and interrogate the fee paying system and developing monitoring systems to track projects, report on progress, fees paid etc. etc.

The Jobholder must ensure that there is adequate provision of the full range of instruments across the authority, ensuring that the deployment is logged and equitable. S/he will be responsible for monitoring the instruments use and require and ensuring that proper planning is undertaken to meet future service need.

INITIATIVE & INDEPENDENCE:

S/he will adhere to relevant Scottish Government legislation and to Council policies and procedures.

The Jobholder sets and agrees objectives and work planning and then uses these to manage the Instrumental Service. S/he will be expected to use their initiative and judgement in making decisions on matters, resolving issues which may be without precedent within the terms of policy and procedure.

S/he will represent the department and the service at meetings, acting as a decision maker on various working groups and meetings and will contribute to the Education Service plan delivery.

S/he will utilise and incorporate the principles and guidance relating to the instrumental music service and be aware of the relevant government legislation and policies in relation to music tuition

S/he may be required to negotiate with stakeholders in relation to the allocation of resource and on strategy and policy.

The Jobholder will liaise with parents and senior management team members sometimes with a view to making decisions about resolution to problems and concerns.

The Jobholder is required to exercise initiative when making day to day decisions in regard to staff management, resources, implementation of policy and procedure and liaising with staff and parents. The Service Manager is available for advice and guidance.

The Jobholder will take a lead in drafting and implementing the Instrumental Music Strategy – this is a defining part of their role and whilst s/he will be given direction from the Service Manager it is the Jobholders responsibility to take this forward. will then work on the Music Strategy and take this forward.

KNOWLEDGE:

The Jobholder must be educated to degree level or equivalent level in a relevant subject such as Music and able to demonstrate equivalent knowledge and skills gained through relevant experience in a similar role working with young people, staff, school staff and families.

The Jobholder should have specific experience of using, evaluating and producing statistical data to develop working strategies along with developing training programmes and delivering training to a varied group.

S/he must have previous experience of teaching, demonstrating, performing and or/playing an instrument or vocal knowledge with a broad knowledge of GIRFEC, CfE, SQA certification and other relevant initiatives. S/he must also have considerable experience of the music curriculum and overseeing projects, budget monitoring and managing staff.

The Jobholder will lead on any working groups set up in relation to the Instrumental Music Strategy. S/he will also take part in other working groups, for example in relation to the delivery of the Music Service and lead on various actions from these meetings.

In order to keep up to date on forthcoming government changes/new initiatives, the Jobholder will be expected to maintain their knowledge through reading and research, attending conferences etc and devolve this appropriately to Instrumental Music Instructors and LA staff.

AUTHORISATION:

I have read the information contained in this document and confirm that it is an accurate reflection of the duties and responsibilities for this post.

Jobholder*

Signed Date

Line Manager

Signed Date

Service Manager

Signed Date

**Only applicable in a re-evaluation situation. If the Job Detail Form affects more than one employee, please submit a separate signature sheet.*