



Appointment of Director of Music

Salisbury Cathedral School

January / April / September 2018

Salisbury Cathedral School – Director of Music

The post of Director of Music becomes vacant with effect from January 2018, as a result of the promotion of the current post holder, Ian Wicks to the Headship of the Chorister School, Durham. Ian has spent 17 successful years at the helm. The School seeks to appoint the right candidate for this prestigious post and as such, will hold the post open until April or September 2018 if necessary.

Music is an inherent part of School life and all pupils are involved in contributing to its richness and diversity. This post offers the successful candidate, who will most probably have significant experience of leading a Music department within and/or beyond a school, the opportunity to work with an outstanding staff in a school in which music is seen as a fundamental part of the children's development.

Music at SCS

SCS owes its existence as a school to music, having been founded over 900 years ago by St Osmond, to provide education for the Choristers for the Cathedral at Old Sarum, prior to the founding of the new Cathedral on its current site in Salisbury. Music and the expressive and performing arts in general remain at the heart of the School's activity.

SCS is a leading IAPS day and boarding Co-educational Pre-Prep and Prep School, known especially for its excellence in music, both choral and instrumental. It is one of 40 or so Choir Schools and was the first to create a girls' Cathedral Choir in 1991. The School is committed to meeting the individual needs of each child and the contribution of music making to the emotional, social and expressive development of the children is recognised and highly valued, as is the sheer joy of performing and playing together.

The successful candidate will wish to take the department forward in fostering a love of music and a level of musical achievement that allows children the fullest access to its benefits and pleasures.

The activities of the department cover many aspects of choral and instrumental music-making and the range of opportunities available to the pupils is outstanding. 95% of the Prep School pupils play at least one instrument and receive tuition within the School from a staff of approximately twenty self-employed instrumental teachers. In addition to the Cathedral Choir (responsibility for which falls to the Cathedral Director of Music, David Halls) the School has several pupils' Choirs, which accommodate all ages and abilities. As well as the School Orchestra, a wide range of Chamber Groups (Quartets, Violins, 'Cellos, Strings, Wind, Recorder, Brass, Jazz Band etc.) exists. Through Carol Services, public concerts, internal concerts (formal and informal), a 'musical circus' (to encourage beginners on various orchestral instruments) and through involvement in musical theatrical productions, children enjoy a carefully balanced range of performance opportunities. The annual 'Music Festival' is a highlight in the calendar, in which pupils, their families and staff have an opportunity to perform anything they so wish. In addition, the 'Picnic in the Park' is a summertime opportunity for most of the pupils to perform to parents and the School's extended family. The SCS Concert Series, supported by VMTs and parents (current and former) is designed to help raise money for local charities and to enhance the stock of the School's own musical instrument stock. The School's record in Associated Board Examinations and in Music Scholarships to Senior Schools is outstanding.

All pupils, from Reception upward, receive class music tuition and music is a compulsory subject throughout the School. All in all, music-making is central to the life of the School and to the overall education of our children.

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Facilities

The heart of the School is situated in the former (13th Century) Bishop's Palace, in over 20 acres of grounds in the Cathedral Close, to the south of the Cathedral. In addition, there are some purpose built specialist teaching facilities, and although a little dated, they are functional and serve the School well. This year, the facilities for music teaching and practice were expanded in to Queensgate Cottage. There is certainly scope for the new incumbent to further develop these facilities in the coming years, drawing on their own creativity and vision.

In the Palace itself, there is a large, impressive drawing room, suitable for concerts, productions and assemblies. In addition, the Palace houses the ornate Class Music classroom and other smaller spaces for one to one music teaching and practice.

Most of the spaces above contain pianos, many of which have been refreshed to a decent standard in recent years.

Overall, the school has good facilities for music tuition.

The Director of Music

The role of the Director of Music is to provide leadership to the whole department, fostering the development of music-making throughout the School.

Specialist taught timetabled 'Class Music' represents only a small proportion of the musical activity within the School but provides the core curriculum for all children. Extra-curricular group music and instrumental teaching provide the opportunity for each child to develop his or her music making at an appropriate level. The Director of Music ensures that the range of musical activities is suited to each child's development, be they beginners or (as some pupils are) gifted young musicians.

The Director of Music teaches a reduced timetable, to allow time to oversee and direct extra-curricular activities and the extensive scheduling of individual music lessons, and indeed also to provide time to manage and monitor the wealth of individual tuition taking place. The aim in offering such a reduced teaching load is to ensure that the Director of Music has sufficient time both to teach within and to manage the department.

Departmental Staffing and management

Owing to the size of the School, currently, the Director of Music delivers all class music lessons, produces the weekly instrumental teaching timetable and manages most of the administration. Many of the ensembles, including some of the larger ones, are run by Visiting Music Teachers (VMTs).

Approximately twenty VMTs, including employed and self-employed (in the main) offer individual instrumental tuition. Some of the VMTs also contribute to chamber music tuition (some of which tuition is provided for the children free of charge).

Charging for ensembles and the employment status of the VMTs has been under review for some time. It is expected that the new incumbent will wish to consider these and other similar matters upon arrival.

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Teaching Duties

A strong involvement in the music making of children throughout the School will be an essential part of the post but the precise nature of the Director of Music's teaching contribution will be dependent upon the talents of the successful candidate. The above arrangements for Class Music teaching may be adjusted to include the Director of Music as may aspects of extra-curricular music making.

With regard to the **management** of Class Music teaching overall, the Director of Music would be responsible for:

- Monitoring and developing programmes of study that are appropriate to the differentiated needs of children in each age group
- Ensuring consistency of teaching within each age group
- Ensuring continuity of teaching between each age group
- Ensuring that the appropriate range of skills will be taught and supporting teachers in the preparation of appropriate planning
- Leading curriculum development within the subject
- Creating policy documents, in conjunction with teachers, for all aspects of the subject, as appropriate
- Revising and updating Curriculum Summaries as appropriate
- Ensuring that appropriate forms of assessment and recording of pupils' performance are conducted with sufficient frequency
- Ensuring that there is an adequate transfer of information regarding pupils when pupils change teachers
- Overseeing decisions with regard to the teaching provision appropriate to each pupil

The Director of Music might wish to offer teaching in any (and to manage the provision of teaching in all) of the following areas:

- Individual Instrumental Tuition may be offered in the successful candidate's specialist area/s
- Orchestra – conducting the school Orchestra in rehearsals and performances, assisted by others as appropriate
- Chamber Groups/ Bands – teaching groups of varying ranges of ability
- Choirs:
 - conducting rehearsals, services and performances of the various School Choirs
 - Musicals - providing accompaniment and training performers in musical theatrical productions throughout the School
- Music Theory – preparing groups of pupils for music theory examinations
- Hymn Practice
- Assembly accompaniment
- Cathedral service accompaniment – (where the incumbent's keyboard skills extend to the organ). However, alternative arrangements can be made if the successful candidate is not an organist.

It is essential that the successful candidate will demonstrate strong keyboard skills and proven conducting ability among his or her qualifications.

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Visiting Music Teachers

Much of the extra-curricular musical life of the School is dependent upon the services of a large body of (largely) self-employed Visiting Music Teachers.

The appointment of Visiting Music Teachers is, subject to the Head's approval, the responsibility of the Director of Music, as are the allocation of individual instrumental lessons, the monitoring of instrumental teachers' performance, the arrangements for appropriate informal and formal communication between instrumental teachers and home and the arrangements for communication between instrumental teachers and the teaching and pastoral staff of the school.

Visiting Music Teachers also contribute significantly to the group music making within the School, much of which is made available to children free of charge.

The overall management of the **programme of extra-curricular opportunities** for the children, including individual instrumental lessons, falls to the Director of Music and the creation of the music timetable for the forthcoming year inevitably involves a substantial amount of work during the Summer holidays. However, while all extra-curricular music-making is the responsibility of the Director of Music, some administrative support to the Department will be available at peak times.

Performance Opportunities

The Director of Music is responsible for ensuring that appropriate performance opportunities are provided for children throughout the school.

Such opportunities include:

- Informal concerts
- Assembly performances
- Internal concerts attended by pupils and / or parents during school time or after hours
- Public performances – including the main annual concerts, providing opportunities for each chamber group, the choirs, orchestra and for talented individuals
- Musical Theatrical productions
- School Carol Service in the Cathedral
- Performances beyond the school, e.g. in public competitions, for charitable purposes
- Attendance at courses as appropriate – e.g. NCO, IAPS

The Director of Music is also responsible for providing the children with opportunities to witness music-making, through trips, through inviting performers to the School and exploring further opportunities for our gifted young musicians.

Overall, the Director of Music will wish to ensure that each child's musical potential is recognised and fostered through the teaching and performing opportunities provided by the music department.

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Pupil Development

It is essential that musical talent is recognised and nurtured throughout the school. The Director of Music ensures that 'talent spotting' systems are in place and that, through discussion with parents, appropriate provision is made for the children.

The most talented children will find themselves engaged in much music-making and it is essential that their commitments in this respect are monitored and communicated to the School's pastoral staff. In consultation with the VMTs and the pastoral staff, the Director of Music ensures that a pupil's musical workload is appropriate in the context of his or her other commitments.

The School is open to the 'Special Musical Needs' of children with particular talent. If a child is struggling with the combined demands of the curriculum and music making, consideration is given to arranging a reduced academic or sporting timetable, often via negotiation with the receiving senior school. Such negotiation is normally undertaken by the Head.

Arrangements for the preparation of children for Music Theory exams (a significant number need to reach Grade V Theory in order to continue with instrumental grades) need to be made on the basis of a clear understanding of each child's potential and needs and the Director of Music, who may or may not teach Music Theory, is responsible for its overall management.

Overall, the Director of Music would expect to acquire, maintain and communicate a thorough knowledge of the children's musical needs and to take a pastoral interest in their overall welfare as musicians and children. Likewise, the Director of Music acts as the means of communicating significant pastoral information between the VMTs and the teaching and pastoral staff of the school.

Instrumental Practice

The Director of Music ensures that children's practice arrangements are appropriate and resolves any problems that may arise in this respect.

The arrangements for Boarders' Instrumental Practice are the responsibility of the Director of Music, in consultation with the Housemaster / Housemistress. The Director of Music is one of those who regularly attends and supervises the Boarders' practice sessions.

The Director of Music arranges and attends Chorister and Probationer Instrumental Practice, providing practice supervision, in conjunction with the Boarding House staff, and piano accompaniment where appropriate.

On Saturday mornings, the Choristers have extended music practice from 8am until 10.30am. It will be negotiated at interview whether or not the Director of Music attends these sessions. If so, the successful candidate will be given time off in lieu during the school week.

Choristers and Probationers

The School educates the sixteen boy and sixteen girl Choristers (and eight boy and girl Probationer Choristers) of Salisbury Cathedral Choir, some of whom are boarders. The Cathedral Director of Music, David Halls has responsibility for the Cathedral Choir. The two Choirs routinely sing apart and both sing regularly with a back row of lay vicars – professional, adult singers. Boy and girl Choristers occasionally join forces for larger concerts and the major church festivals of Easter, Advent and Christmas. Unlike many other Cathedrals who have both boy and girl choirs, at Salisbury, there is parity of funding and opportunity, boys and girls singing roughly an equal number of services each week.

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Beyond the Cathedral Choir it is important that the Choristers' musical life is coherent and that the musical education they receive within the School complements that which they enjoy within the Cathedral Choir. Similarly, it is essential to acknowledge that they are professional musicians whilst singing with the Cathedral Choir, but in School, they must assume as 'normal' a life and routine as possible. Whilst the Choristers truly enrich the musical life of the School and fundamentally, lay its foundations, a good number of the non-Chorister pupils (or, Scholars) are also deeply musical, and some Scholars are exceptionally gifted. Liaison with David Halls is essential to ensure the smooth flow of information. Currently, the School Director of Music meets weekly with the Cathedral Director of Music, the Head Master, the Chorister Tutor and the Housemistress, primarily to discuss the Choristers' schedule and any pastoral or welfare matters.

The Director of Music's responsibilities with regard to the Choristers and Probationers include:

- ensuring that any potential Chorister within the school is brought to the attention of the Cathedral Director of Music
- ensuring that the choristers' wider musical needs are being met (with particular regard to instrumental practice, music theory and senior school scholarship preparation)
- Liaising with the Cathedral's Organ Scholar, who works with all the Choristers, but primarily the Probationers, helping to keep the closest possible eye on the Probationers' development
- Being available to contribute, as appropriate, to the teaching of e.g. sight reading and notation and, in consultation with the Cathedral Director of Music, to meeting any other particular needs of each child
- Assisting in the process of Chorister selection at Voice Trials (most especially, judging instrumental performance)

Parental communication

The arrangements for music tuition are set out in the Handbook for Parents produced and updated by the Music Department. In addition to such formal communication, the Director of Music acts as the main source of advice to parents with regard to musical queries and concerns. The Director of Music fosters the best possible relationship between home and School with regard to music, either through direct communication with parents or through communication between parents and members of the Music Department, including the VMTs.

Music Scholars and Future Schooling

The children annually gain a large number of Music Scholarships to a wide range of senior schools. The Head advises parents on the choice of school and the Director of Music should be or become well informed with regard to the quality of music making in senior schools.

The Director of Music monitors the children's music scholarship prospects, informs the Head of such potential and, from an early age, ensures that the children's potential is realised. It should be stressed that Music Scholarships are not seen as an end in themselves but as a natural side effect of appropriate provision for talented children.

The Director of Music produces written reports for the attention of senior schools, makes appropriate arrangements for pre-auditions and auditions and for accompaniment both in preparation for an audition and, if required, for the audition itself.

The Director of Music keeps parents fully informed of a child's progress towards music scholarships and acts as a source of advice with regard to a child's prospects.

While overall responsibility for Music Scholarships falls to the Director of Music, various aspects of Music Scholarship administration may be delegated, as is currently the case, to some VMTs.

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Pupil profile

The vast majority of our pupils come from the City of Salisbury, its immediate surroundings and the local region. A minority of pupils (especially girl choristers and of course those connected with our overseas links in Spain and South Africa) live further afield and board full-time. Flexi-boarding is especially popular. In a School with a roll currently fluctuating between 200 and 220, there are 40 or so, who board at any one time, of this approximately 20 are full boarders. The Boarding House is set aside from the main building on the opposite side of the Cathedral Close.

Children move on to a wide range of schools. A few of our pupils leave us at 11+ for the local grammar schools but the vast majority of pupils remain with us until 13+, proceeding via Common Entrance, Scholarship or other examinations to a wide range of day and boarding schools, both near and far. Most leavers at 13+ gain Scholarships in a wide range of areas each year, reflecting the breadth of opportunity to which the school is committed.

Departmental Administration and General Management

Overall responsibility for the smooth running of the department in all the above areas falls to the Director of Music. The administration of the department includes the following:

- Allocation of pupils to Visiting Music Teachers
- Timetabling of Visiting Music Teachers
- Supporting (with diplomacy and tact) the VMTs and conducting appraisals as appropriate
- Overseeing contracts, with the Bursar, stipulating terms and conditions for the VMTs to use the premises
- Adjusting pupil lessons as appropriate
- Associated Board Exam. arrangements – production of exam timetable, liaison with Board - including, where necessary accompanying (the exams take place within the school and often involve external candidates)
- Boarders' and Choristers' Instrumental Practice Timetable
- Music Scholarship Arrangements (both internal and those for next schools)
- Liaising with the Head Master and Bursar when discussing Music Bursaries for pupils needing financial support
- Internal and public concert arrangements (including e.g. programmes)
- School Carol Service arrangements
- Trips and Visiting Performers
- Instrument loans, lesson billing
- Overseeing the arrangements for piano tuning
- Departmental inventory
- Pupil records
- Parents' Handbook
- Visiting Music Teachers' Handbook
- Instrumental report collation
- Parents' evening administration
- Budgeting - management of the budgeting allocation within the subject and co-ordination of all budget requests within the subject
- Management of stock and resources - updating an inventory of all resources within the department and ensuring the good care of all School property
- Departmental meetings, with an agenda to be published in advance and minutes to be recorded, with an appropriate frequency
- Contact with parents with regard to departmental issues and ensuring contact from appropriate staff with regard to any difficulties experienced by pupils

While the Director of Music is responsible, overall, for the smooth running of the department, a number of aspects of administration are currently delegated and may remain so.

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Development Planning

The Director of Music contributes an understanding of departmental needs, with regard to e.g. curriculum, staffing, buildings, facilities and resources with an eye to the long term future of the department. To this end, he or she produces an annual Departmental Plan and a Record of Achievements within the department in the year past.

Professional Development and Induction

The Director of Music contributes to the induction of new staff and monitors and plans the training needs of the department. The School supports all appropriate opportunities for professional development. All Visiting Music Teachers are required to undergo initial training and subsequent refresher training with regard to Safeguarding and the Director of Music works with the Designated Safeguarding Lead to ensure that appropriate arrangements are made.

The Wider Community

The School is committed to extending the use of its facilities, resources and expertise to benefit the wider community. It would be expected that the successful candidate would be in sympathy with and supportive of refreshing the School's outreach potential. In the recent past there have been some very successful choral projects involving many children from local primary schools and a special school for children with severe learning needs. Whilst the Cathedral Choir has a natural conduit to extend its influence far and wide, through foreign tours and Diocesan concerts, it is the School's ambition to explore ways of opening up similar opportunities to its Scholars (non-Chorister pupils).

Terms of Employment

- The successful candidate may be contractually required to be available to teach the Choristers theory on Saturday mornings (with half a weekday free in lieu). This will be discussed at interview
- He/she may be invited to undertake separately remunerated duties in the Boarding House. This will also be discussed at interview
- The School is committed to providing the best possible training for staff, through a programme of internal training days and through the funding of external training. The successful candidate's training needs will be considered as part of the School's comprehensive and supportive induction and appraisal programme.

All members of staff are required to:

- undertake a significant pastoral rôle in addition to teaching duties and the successful candidate will be expected to make a substantial contribution to the pastoral life of the School as a Vertical Tutor of up to ten pupils (ranging from Year 3 to Year 8)
- attend staff meetings (after school or immediately prior to the start of term)
- attend parents' evenings arranged to discuss children's progress or to deal with more general educational issues
- attend external courses or Training Days arranged in School during holiday periods
- set aside adequate time to prepare for a new term or tidy up after a term has ended

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Remuneration

- A salary commensurate with the candidates age and experience will be discussed at interview
- There is up to a half-fees reduction for employees' children educated at the School.
- Following the School's recent merger and restructuring, the post is not part of the senior leadership structure. This is likely to be reviewed in the knowledge that the post involves management responsibility the fact that music plays a significant role in the School. This will be discussed at interview
- The post is not residential and it is unlikely that any School accommodation will become available which would suit either a single person or someone with a partner or children
- The School encourages staff to take part in the state Teachers' Superannuation Scheme

Applications

A letter of application should be sent with a fully completed application form not later than 5pm on Wednesday 4th October 2017

References will be taken up on a long-list of candidates. A short list will be drawn up and interviews will be conducted on Thursday 12th October 2017.

Candidates invited for interview should be aware that they will be required to be observed doing all of:

- Teaching a Class Music lesson (Year group tbc), accompanying a pupil on the piano at sight / with minimal time to practise, rehearsing a Chamber Group and conducting a Choir rehearsal
- Present (with or without the aid of PowerPoint, or similar) a 10 minute (maximum) presentation outlining their 'Vision for the Music Department at SCS'
- Undertaking various hypothetical scenarios involving the scheduling of music lessons and dealing with pupils / parents / VMTs
- Talking to some senior pupils about their musical aspirations

In addition to the main interview panel (which will consist of the Head Master, Deputy Head, a Governor and up to two external advisors) the candidates will meet informally the Cathedral Director of Music, the current School Director of Music, the Bursar and the Canon Precentor.

All reasonable interview expenses will be reimbursed by the School.

All appointments are subject to a criminal background check and proof of qualifications in accordance with the requirements of the Children Act.