



## Job Profile

### Service Manager

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| <b>JOB TITLE:</b>        | Music Service Manager                                        |
| <b>GRADE:</b>            | POE                                                          |
| <b>POST NO:</b>          | 27564                                                        |
| <b>JOB TIER:</b>         | 5                                                            |
| <b>DBS CHECK:</b>        | Enhanced                                                     |
| <b>DIRECTORATE:</b>      | Children's                                                   |
| <b>SERVICE:</b>          | Hillingdon Music Service                                     |
| <b>Reports to:</b>       | Assistant Director of Education                              |
| <b>Direct Reports:</b>   | 6                                                            |
| <b>Indirect Reports:</b> | c.35 including part-time peripatetic tutors on AWR contracts |

#### **ROLE PURPOSE:**

Management of Hillingdon Music Service team, ensuring agreed team plans and performance targets are delivered and that a culture of 'putting our residents first' is maintained.

Day-to-day leadership of the music service and its activities, including as the operational link to London West Music Hub. Acting as the music service's visible face publicly and within LBH. Advocating for the music service and for music education.

# Job Description

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## 1. Resident & Community Contribution

- To deliver a modern music education service for the benefit of (mainly) young music learners of Hillingdon.
- To demonstrate understanding of the Council's *Customer Care Standards* and ensure that these standards are met in order to deliver the Council vision of 'putting our residents first'.

## 2. People Management

- To be responsible for the selection, development and performance of the Hillingdon Music Service team in line with the Council's HR policies, in particular ensuring that Safer Recruiting is followed in line with best current practice.
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974).
- To ensure that the service exceeds the minimum requirements for safeguarding including (but not limited to) Safer Recruiting practices, regular DBS check renewals, safeguarding training and briefings and clear reporting processes for allegations and low-level concerns.

## 3. Operational Service Delivery

- To communicate a coherent vision and a sense of purpose and direction for the music service to the whole team.
- To assure data capture and recording which enables robust decision-making, timely reporting to LBH and compliance with LBH governance.
- To create links with internal services across Children's Services and other directorates and raise the profile of HMS within the council.
- To explore and, where possible, secure commissioning of the music service by other LBH services.
- To explore new approaches being taken in music services across the UK, seeking new partnerships to make the best opportunities available to young musicians in Hillingdon.

- To liaise with funders and partners, in particular playing a full role in London West Music Hub's operational leadership.
- To support the central team to ensure efficient and effective operations and to foster a culture of consistency in service provision.
- To model inclusive practices (in the widest sense) and challenge the team to keep Inclusion at the heart of HMS provision, taking a lead in addressing non-inclusive practices or behaviours.

#### **4. Service Planning & Development**

- Ensure that an annual Team Plan, aligned to the Group / Service Plan(s), is developed, agreed and communicated to team members in a timely manner.
- Ensure clear Service Level Agreements (SLAs) are in place where appropriate, covering all aspects of service delivery with performance and response levels, together with the escalation process if SLAs are not met.
- Maintain a current service workforce plan including a succession plan for all key roles within own team.
- Ensure service planning aligns with strategic agendas of national music education policy and local structures (particularly the Music Hub), while ensuring responsiveness to local context.

#### **5. Financial & Resource Management**

- To take responsibility for the effective management of the allocated department / team budget.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- To report income and expenditure to LWMH accurately and on time, to facilitate the work of the lead partner and help them submit claims and draw down funding on schedule.

## **6. Service Improvement**

- Implement continuous monitoring of team and individual performance and productivity to ensure the delivery of SLAs are maximised.
- Manage the implementation of improvement initiatives and change programmes using the Council's Project Management and Service Improvement methodologies.
- Initially the role holder will need to establish a positive team identity and culture and help build new processes to enable the team to manage delivery and workload efficiently.

## **7. Contacts**

- Schools, particularly at leadership level, to advocate for music education, raise awareness of the music service and encourage uptake of its services.
- Parents/carers and young music learners, to advocate for musical learning, build relationships and receive feedback on music services.
- Peers on the Operational Leadership Team of LWMH, so that HMS plays a full role in the Hub's work and brings the benefits of the partnership to schools, learners and staff.
- Peers in music services throughout London and England (partly through HMS's membership of Music Mark), to remain up to date with the latest practices, and to contribute to development of national music education policy.
- Other officers within the Education service of the Council, Children's Services and more widely, to raise awareness of the music service and identify opportunities, particularly where these may be funded.

## **8. Additional Responsibilities**

- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.
- You may be required to undertake periods of on call which are related to your role.
- This profile/JD is not intended to be exhaustive list of duties the post holder will carry out. Other reasonable duties commensurate with the level of the post, including supporting emergency and priority situations will form part of this role.

## 9. Key Performance Indicators

- Hillingdon Music Service is widely recognised across Hillingdon Council and Hillingdon schools, with a growing reputation for its services to young music learners and schools.
- HMS is integrated into Hillingdon Education services: service planning follows shared timeframes and formats; there are strong officer links and HMS contributes to the council's Education priorities.
- HMS's reach in the borough is growing, with increasing school engagement and growing numbers of paying students.
- Traded revenue from families and schools is growing and service budgets are consistently delivered.
- The central office team works consistently and positively for the benefit of young music learners across Hillingdon.
- The service's CRM system is accurate, up-to-date and used by the whole team as a single source of truth for managing data and driving key processes (particularly invoicing and monthly tutor pay claims).
- The tutor team understands and follows service processes, seeking personal help from the central team by exception rather than by default.
- HMS makes a consistently positive contribution to London West Music Hub, through partnership development, leading on its agreed strategic function and through full, accurate and timely reporting of finances and delivery data.
- Inclusion is fully embedded in all HMS activity and poor practice, where identified or perceived, is challenged constructively.
- HMS is an exemplar of safeguarding good practice, with all safeguarding compliance properly evidenced and enacted, pro-active recording of low-level concerns and all allegations professionally and appropriately managed.

# Person Specification

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This person specification will be used for recruitment to this vacancy in LBH. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

| <b>1. QUALIFICATIONS</b><br>(list)                                                                                | <b>ESSENTIAL</b><br>✓ | <b>DESIRABLE</b><br>✓ |
|-------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| Formal Music and/or Education qualification at Bachelor's degree level (L5) or above                              |                       | ✓                     |
| <b>2. STATUTORY or ROLE SPECIFIC REQUIREMENTS</b><br>(describe)                                                   | <b>ESSENTIAL</b><br>✓ | <b>DESIRABLE</b><br>✓ |
| No statutory requirements                                                                                         |                       |                       |
| Understanding of music education in England and how it relates to the statutory curriculum                        | ✓                     |                       |
| <b>3. EXPERIENCE</b><br>(describe)                                                                                | <b>ESSENTIAL</b><br>✓ | <b>DESIRABLE</b><br>✓ |
| Strategic and operational leadership, preferably gained in an education environment                               | ✓                     |                       |
| Experience of managing public and/or charitable funding                                                           | ✓                     |                       |
| Experience of establishing a new team and fostering a productive team culture                                     |                       | ✓                     |
| <b>4. KNOWLEDGE &amp; SKILLS</b><br>(list)                                                                        | <b>ESSENTIAL</b><br>✓ | <b>DESIRABLE</b><br>✓ |
| Proven people management skills with the ability to set standards and to challenge underperformance               | ✓                     |                       |
| Ability to set and monitor budgets and to identify and implement corrective action when overspends are identified | ✓                     |                       |
| Track record of delivering complex projects                                                                       |                       | ✓                     |
| Ability to manage a budget in excess of £1M including traded income                                               | ✓                     |                       |
| Understanding of the education system in England                                                                  | ✓                     |                       |

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| Communication skills including written and verbal communication, with a wide range of people some of whom may not have English as their first language | ✓ |  |
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## Our values

### Respect

We appreciate what makes us different and include everyone.

- We recognise that we all have unique talents, skills and experiences.
- We provide a professional service to our residents and colleagues and lead by example.
- We celebrate diversity and ensure our working practices are inclusive.

### Collaborative

We believe in the power of working together.

- We work collaboratively as one council.
- We promote creativity and innovation to improve outcomes for all.
- We recognise the strength of sharing knowledge and experience.

### Efficient

We deliver the best possible outcome by carefully managing our resources.

- We are empowered to deliver the most efficient outcome.
- We harness new technology and tools to deliver our services efficiently.
- We look after our finances and maximise value for money for residents.

### Integrity

There is no gap between what we say and do.

- We choose what is right over what is easy.
- We trust and support each other to get the job done.
- We are responsible and accountable for our actions, both good and bad.

### Open and honest

We are transparent in the actions and decisions we take.

- We provide a safe space to have truthful discussions in a positive way.
- We encourage constructive feedback without fear of judgement.