

Unleashing potential  
through music



**soundLINC**S  
Unleashing potential through music

**INFORMATION FOR CANDIDATES**

**Chief Executive Officer**

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## LETTER FROM CHAIR OF TRUSTEES

Thank you for your interest in the post of CEO with soundLINCS.

Members of the Board of Trustees, and colleagues throughout the organisation, are proud of our achievements as a not-for-profit community music organisation, unleashing potential through music through a programme of high-quality and innovative music making opportunities.

Our vision is that everyone has an opportunity to be empowered through music, and we work hard to create and innovate bespoke music projects and workshops for a diverse range of people in our region.

We are now looking for our next inspirational leader to continue our excellent success story, driving forward the vision and ambition of the organisation, and further building our reputation as one of Lincolnshire's leading community providers.

I hope you find the information contained in this pack of interest and feel encouraged to apply for this position.

We are here to help so if you need any further information, please feel free to contact Shelley on 01522 510073 or [shelley@soundlincs.org](mailto:shelley@soundlincs.org).

I look forward to receiving your application.



Dominic Symonds

Chair of Trustees

## BACKGROUND OF ORGANISATION; MISSION, VISION & VALUES

### Who are we?

soundLINCS is a not-for-profit community music organisation unleashing potential through music by delivering high-quality and innovative music making opportunities.



### What do we do?

We think music can change your world. We offer music-making opportunities for people from all walks of life. Our services are inclusive, exciting and are delivered by creative, innovative people.

- We create and innovate bespoke music projects and workshops for a diverse range of people to suit their needs.
- We develop and provide access to a range of music information.
- We deliver training to encourage and empower others to provide high-quality music-making opportunities.
- We work with academics to study the social impact of music so we can learn, develop and share with others the empowering qualities of music-making.



### Why do we do it?

Our vision is that everyone has an opportunity to be empowered through music.

soundLINCS began in 1998, set up by community musician Nikki-Kate Heyes MBE. Over the years soundLINCS has built a national reputation for delivery and training work around Musical Inclusion, working closely with participants and staff across a wide range of strands, including early years, looked after children, youth justice services, hospitals, young parents, special education needs, older adults and rural isolation. We provide music workshops and residencies in most music and multi-arts genres. You name it, we can usually deliver it!

## BOARD OF TRUSTEES

### Prof Dominic Symonds (Chair)

Dominic Symonds is Professor of Musical Theatre and Co-Director of Research for the College of Arts, Social Sciences, and Humanities at the University of Lincoln. He was formerly co-editor of *Studies in Musical Theatre*, and founded the international conference series *Song, Stage and Screen* in 2006. He has published books including *We'll Have Manhattan: The Early Work of Rodgers and Hart* (2015), *Broadway Rhythm: Imaging the City in Song* (2017), and *Economies of Collaboration in Performance: More than the Sum of the Parts* (2018).



### Sara Blair-Manning (Vice-Chair)

Sara is the Chief Executive at Birmingham Botanical Gardens and is a musician, performer and creative who has over 27 years of leadership experience. Sara has an outstanding track record in developing and improving the performance of heritage, cultural and tourism businesses within the context of the wider visitor economy.



### Dr Rob Dean

Rob is Deputy Head & Associate Professor of the Lincoln School of Creative Arts, University of Lincoln. Rob's research interests include music and psychology and Arts, Sciences and Health.



### Dr Tracy Jeffery

Tracy is a lecturer at Bishop Grosseteste University, teaching on the joint BA in Education Studies and the BA in Special Educational Needs and Inclusion programmes. She has a particular interest in music as a form of communication for people with learning difficulties.



### Pat Garvey

A professional musician since the age of 17, Pat is also a music producer, composer and educator. A multi-instrumentalist, Pat has played on over 700 released recordings and is the Head of Drums at British and Irish Modern Music Institute in Brighton.



### Paul Clarke

Paul has been involved in music as a performer, singer, songwriter, promoter, band member and academic (his thesis being in the Music and Language of Rock Song).



### Sarah Grundy

Sarah comes from an archaeology background and has worked for Lincolnshire County Council for almost 30 years. She is currently a Senior Historic Environment Officer for Projects. Sarah is particularly interested in how arts and heritage can work together for everyone's benefit, to build skills, support good health and wellbeing, contribute to the local economy, but most of all for enjoyment, inspiration and quality of life.



## STAFF TEAM

### **Shelley Spink - Executive Assistant**

A long-serving member of the team, Shelley is the CEO's Executive Assistant; and an Associate of the CIPD, managing the HR function for the Company and manages all aspects of the office function. Shelley is a vocalist and pianist; and enjoys gardening, walking, DIY, books and films.



### **Victoria Potterton - Project & Development Manager**

Vic has worked within holistic healthcare, adult mental health and the arts for over 25 years and is passionate about the vital role that creativity plays in creating vibrant, connected communities and happier, healthier individuals. She has seen first-hand how embedded music and creativity is in our DNA and its extraordinary power to rekindle hope, deepen connection, reignite self-belief and reconnect people to their innate sense of joy and playfulness.



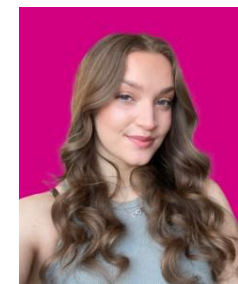
### **Nicola Grayson - Project & Development Manager**

With 10 years in the field of archaeology and heritage, Nicola is a passionate advocate for heritage preservation and cultural engagement. Nicola has a drive to inspire and motivate others and believes that the key to success lies in creating positive meaningful relationships and creating environments that encourage enthusiasm and commitment to shared goals.



### **Hannah Jones - Marketing & Administration Assistant**

After joining soundLINCS during her studies at the University of Lincoln with a keen interest in arts marketing. Hannah is a breath of fresh air with her 'can do' attitude. She is also a multi-instrumentalist, including flute and alto saxophone, and has other interests in fitness, giraffes and Harry Potter and football.



## PROJECT CASE STUDIES

1. **soundLINCS UpBEAT!**
2. **Future of the Past**
3. **Early Ears**





soundLINC'S UpBEAT! is a Lincolnshire-wide referral service devoted to supporting mental health and wellbeing through music. UpBEAT! provides both 1-2-1 and group support for adults with an interest in exploring music and unleashing their creative side. UpBEAT! groups take place across Lincolnshire and support a variety of musical interests from learning to play in an Orchestra to African Hand Drumming, Community Singing and much, much more...



UpBEAT! also offers bespoke 1-2-1 support for individuals wanting to explore their musical interests with one of our soundLINC'S Music Facilitators. Our wonderful team of fabulous Music Facilitators can either come to you or set up sessions at a local venue. Our Music Facilitators can support you in any area of musical interest from sound recording and production to singing or learning to play a new instrument. soundLINC'S can also help out with instruments should you need some help getting going! UpBEAT! can also signpost you to music events and groups happening in your local area. From singing in a Rock Choir to chatting about music at a Vinyl Café we hope to find the perfect activity for you!



Music is the perfect way to boost your mental wellbeing and has been proven to reduce stress levels, increase self-confidence and provide new ways to have fun, connect and learn new skills. 100% of UpBEAT! participants have said they would recommend the Music Service to a friend so give us a call and find out more about how we can unleash your musical side! You can either self-refer to UpBEAT! via our online form or be referred by a Lincolnshire-wide team of Healthcare professionals, Social Prescribers, and Community and Voluntary Organisations.



Following a highly successful pilot project, Future of the Past focuses on rekindling the flames of passion and appreciation for heritage, and creatively empowering young people to craft contemporary interpretations of heritage, preserving our past while shaping our future.

Made possible by funding from The National Lottery Heritage Fund, South & East Lincolnshire Councils Partnership and West Lindsey District Council, the Future of the Past project will see 6 heritage sites across Lincolnshire – Spalding Gentleman’s Society, Gainsborough Heritage Centre, Baldocks Mill in Bourne, Fydell House in Boston, The Joseph Banks Centre in Horncastle, and Sleaford Museum – and 1 peripatetic Eastern European community group – Boston Lithuanian Community Group – enable young people to engage with heritage groups, develop skills and grow confidence. With support from Cultural Facilitators, these young people, aged 11-25, will work together with the heritage volunteers to develop creative outputs based upon the venue’s assets and ambitions, to attract and retain younger and more diverse audiences to the heritage sites.

Future of the Past is an amazing partnership project that brings together the arts and heritage organisations in Lincolnshire, led by soundLINCS, with trusted partners Taylor Made Arts, Paradigm Arts, Cultural Solutions UK, and Lincolnshire County Council Historic Places Team, Heritage Lincolnshire, South and East Lincolnshire Council Partnership, University of Lincoln, Zest Theatre and Transported Arts. This diverse skill set will allow delivery of a dynamic, engaging and transformative project for the communities of Lincolnshire to ensure the continuation of heritage venues, by creating the volunteers of the future and guaranteeing long term sustainability.



From 2020 to 2022, the Future of the Past project worked with 13 partners across Lincolnshire with the aim of creatively engaging young people with heritage.

Supported through The National Lottery Heritage Fund, and made possible by National Lottery players, this two-year project brought together a range of key partners working together from the university, cultural, arts and heritage sectors delivering projects across Lincolnshire.

We worked with seven heritage sites across Lincolnshire to look at how they could make their collections and stories relevant to 11-25 year olds.

We worked with musicians, artists, performers and film makers to bring stories of the past alive and relevant for future generations.

Early Ears is an accessible and creative music-making programme developed by soundLINCS and CfBT.

The overall aim of Early Ears is to raise participation in children's centres through activities that engage children and families and break down barriers to attendance. The programme will support families to access high quality activities with their children, improving interactions and relationships within their communities.



The soundLINCS Music Facilitator will act as a mentor, trainer and supporter to provide a CfBT Practitioner with ideas, information and guidance on providing fun accessible music activities to groups of young children and their parents / carers. The content for each residency is a bespoke programme to suit every group, with all music-making activities being related to the Early Years Foundation Stage.

The aims of the programme are:

- To enable Practitioners to develop new skills to effectively deliver high quality musical experiences to children & young people they support.
- For Practitioners and Parents to gain confidence to use music to engage and develop children and young people's learning opportunities.
- That practitioners receive appropriate support and training in order to sustain the key elements of the project independently.
- Allow children to access and participate in high quality creative music activities, and progress at a differentiated appropriate level of development.
- To enable Practitioners to use creative musical activities alongside other forms of communication in order to help children voice their thoughts, ideas and feelings.



## APPOINTMENT INFORMATION

### Application Process

Please download the application form here:

<https://www.soundlincs.org/about-us/work-with-us/>

Please return completed application forms and any supporting information to [shelley@soundlincs.org](mailto:shelley@soundlincs.org) by 12 noon on Friday 14<sup>th</sup> June 2024.

Your application form should be completed with reference to the job and person specifications, but we do ask that you limit your further information to two A4 pages.

### Closing date Friday 14<sup>th</sup> June 2024

Any applications received after this date may not be accepted.

Applicants will all be notified on Tuesday 18th June 2024 if they are invited for interview.

### Selection Process

Successful shortlisted candidates will be invited for interview on Monday 1<sup>st</sup> July 2024.

The interview process will include:

An in-tray exercise

A 15-minute presentation (further details will be provided in the invitation letter)

A formal panel interview

### Contact Details:

For queries, requests for information please contact:

Name: Shelley Spink

Telephone: 01522 510073

E-mail: [shelley@soundlincs.org](mailto:shelley@soundlincs.org)

## CHIEF EXECUTIVE OFFICER

### JOB DESCRIPTION

#### **Role Purpose**

To provide strategic leadership, drive, artistic direction, steer organisational effectiveness, and ensure the efficient management of resources to achieve our mission and objectives.

#### **Key Responsibilities**

##### **Artistic Vision & Strategic Leadership**

Develop and execute a strategic plan in alignment with the organisation's mission and objectives. Lead the organisation in identifying emerging opportunities and challenges within the sector.

##### **Organisational Management**

Oversee all aspects of organisational operations, including budgeting, financial management, human resources, and administration. Ensure compliance with legal and regulatory requirements.

##### **Financial & Resource Management**

Develop and implement strategies to secure financial resources for the organisation's programmes and initiatives. Cultivate relationships with donors, partners, and stakeholders to support the organisation's growth and sustainability.

##### **Programme Development & Impact Assessment**

Work closely with internal and external stakeholders to design, implement, and evaluate programmes that advance the organisation's mission and maximize impact. Utilise data and metrics to measure the effectiveness of programmes and inform decision-making.

##### **Team Building & People Management**

Foster a culture of excellence, innovation, and collaboration within the organisation. Recruit, develop, and retain a diverse and talented team of staff and/or contractors. Provide mentorship and development opportunities to support the growth and success of team members.

##### **External Relations & Advocacy**

Represent the organisation to external stakeholders, including government agencies, NGOs, media, and the public. Advocate for policies and practices that promote the organisation's mission and objectives.



## Main Tasks

### Strategy & Business Planning

- Uphold the vision, mission, ethics, governance, policies and working practices for the organisation both internally and externally.
- Develop the business plan and implement organisational change and innovation, ensuring flexibility, adaptability, resilience, and sustainability.
- Collaborate with staff and Trustees to develop and deliver a strategy which sets the sustainable future direction of soundLINCS and maintains the creative and artistic vision.
- Maintain a resilient income generation strategy and oversee, with the Finance Manager, the planning required to ensure soundLINCS operates within its resources, remains resilient, identifies risks and continues to seek out resource opportunities.
- Work with both internal and external resources to maintain and secure new funding, specifically but not exclusively from grant givers, trusts and foundations while aspiring to increase philanthropic giving and donations.
- In collaboration with the Trustees and staff team, ensure that effective and robust data collection, evaluation and monitoring systems are in place that meet the requirements of funders and which can be used to inform organisational decision making and development of systems.

### Governance & Compliance

- Collaborate with the Board of Trustees to set strategic direction, establish policies and monitor organisational performance.
- Provide regular updates and reports to the Board on key initiatives, financial status and programme outcomes.
- Ensure compliance with all legal and statutory regulations pertaining to the operation of the organisation, including (but not exclusive to) Charity Commission, licensing laws, safeguarding, health and safety, fire etc.

### Operational Management

- Identify stakeholder and client needs and determine programmes and activities to satisfy their requirements
- Identify opportunities to develop and improve the services provided by soundLINCS

- Assess the benefits and potential disadvantages of proposed changes, negotiating and agreeing areas of change and development
- Ensure appropriate resources (people, equipment, materials, finance) are available to support and develop soundLINCS' services
- Monitor, review and evaluate services and activities against the strategic plan, specific objectives, targets, performance indicators and quality standards

### **Financial Management**

- Negotiate and agree funding and budgets with stakeholders and the Board of Trustees
- Negotiate, monitor and control expenditure against budgets
- Ensure minimal waste of resources and securing value for money

### **People Management**

- Align available staffing and other resources to the strategy and business plan, ensuring areas of responsibility are identified and capacity managed effectively.
- Oversee the implementation of appropriate HR policies and procedures.
- Foster a democratic working environment, which is inclusive, open and transparent.
- Champion our commitment to be a learning organisation, which supports staff, nurtures their talents and provides opportunities for development and progression.
- Promote effective communication with staff, trustees, key funders, stakeholders, and the community. Develop positive working relationships with colleagues and team members.
- Establish and maintain the trust and support of The Board of Trustees, colleagues and team members.
- Effectively evaluate the performance of staff and identify and ensure that all those working for the company have access to appropriate training, learning and development opportunities.
- Ensure policies and procedures are effectively communicated to staff, adhered to, reviewed as appropriate and updated in line with relevant guidance.
- Regularly review individual and team needs, endeavouring to meet such needs and offering support and guidance to individuals and teams as required.

### Programme Management

- Promote creative quality and innovation across all artistic activities, setting and maintaining high standards and expectations.
- Collaborate with the team to generate new ideas and projects in line with organisational values, charitable objectives and budget timescales shaping programmes with ambition, quality, inclusivity and dynamism.
- Lead on diversity, access and inclusion, ensuring best practice and approaches across all programmes; championing young people's and wider community engagement.
- Ensure robust and effective mechanisms are in place to monitor and evaluate outcomes.
- Lead on collaboration with key stakeholders and the community to deliver programmes that are locally relevant, bold, and further the aims and ambition of soundLINCS.
- Prepare and submit project proposals and applications for funding in line with the priorities, objectives and values of the organisation.
- Monitor and evaluate progress of projects ensuring compliance with financial and other contract terms.
- Liaise with and report to funders and project partners, updating on progress and identifying any potential areas of risk or variance.

### Information & Resources

- Oversee IT and administrative systems ensuring financial accountability and transparency.
- Oversee the maintenance and upkeep of the soundLINCS building, responding to concerns and issues promptly and directing improvements as required.
- Obtain, evaluate and process information to enable objectives to be met.
- Forecast trends and developments to enable objectives to be met and inform strategic planning.
- Ensure accurate storage and prompt retrieval of information.
- Lead meetings and group discussions to prepare plans, solve problems and make decisions.
- Ensure individuals, teams, colleagues, stakeholders and service users are advised of appropriate information.
- Promote effective verbal and written dialogue with internal and external contacts, stakeholders and users.



## Partnerships

- Advocate and be a compelling representative for soundLINCS.
- Play a lead role locally, regionally, and nationally in musical and cultural networks with key partners, stakeholders and funders to achieve the creative and charitable mission.
- Keep abreast of current developments, feeding information back into the organisation and maximising opportunity to drive forward the work of soundLINCS.
- Seek out new partnerships and collaborations while maintaining existing relationships.

## General Expectations

- Comply with soundLINCS code of conduct, policies, procedures and attend company meetings.
- Be an enthusiastic, professional and confident advocate/representative for soundLINCS.
- Respond promptly to emails, telephone calls and other communications.
- Be willing to undertake a variety of tasks as necessary for the organisation as may be required.
- Engage in ongoing learning and development and reviewing your personal and professional development on a regular basis with the Chair of the Board.



## CHIEF EXECUTIVE OFFICER

### PERSON SPECIFICATION

#### Qualifications / Certification

- Proven track record of leadership in the not-for-profit sector, in a senior management role.
- Advanced professional or leadership qualification is desirable.

#### Experience, Skills & Knowledge

- Demonstrable success in strategic planning, organisational development and financial management.
- Experience of working in a senior strategic role with responsibility for managing an organisational or large scale project budget.
- Significant experience in management and operations, with a proven track record of successful project implementation.
- Proven ability to effectively lead, manage, motivate and develop a committed team of staff.
- Demonstrable experience in developing and implementing operational processes and procedures.
- Demonstrable success and experience generating income, identifying and securing opportunities to diversify funding and grow income via trusts and foundations, individual giving and other areas of funding.
- Track record of successfully leading a music, arts or cultural organisation, or a major project in a related field.
- Experience of adapting to change and change management through co-ordinated and structured approaches in collaboration with stakeholders. Knowledge of charity law, statutory regulations and governance.
- Understanding of the UK Arts landscape, with a particular focus on / interest in the Community Music Sector.
- Excellent project management skills with the ability to manage multiple projects simultaneously.
- Excellent analytical and problem-solving skills.
- Excellent communication skills, both written and verbal.
- Ability to collaborate with internal and external stakeholders at all levels and inspire and drive change across the organisation.

**Personal  
Attributes**

- Enthusiasm to think big and help collaboratively shape the future of soundLINCS with necessary due diligence to financial risks, other risks and governance. Results-oriented with drive to achieve organizational objectives.
- High level of integrity and ethical conduct.
- Excellent communication skills with the ability to inspire trust and communicate complex information with clarity.
- Ability to influence and persuade at all levels within the organisation.
- A personal commitment and passion for promoting diversity and equality of opportunity in music, arts and cultural activities.
- Compassion, kindness and understanding around challenges faced by our communities, young people, artists, music professionals and the broader music sector.



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