ROYAL
COLLEGE
OF MUSIC
London

COMMITTEE HANDBOOK

2023/24

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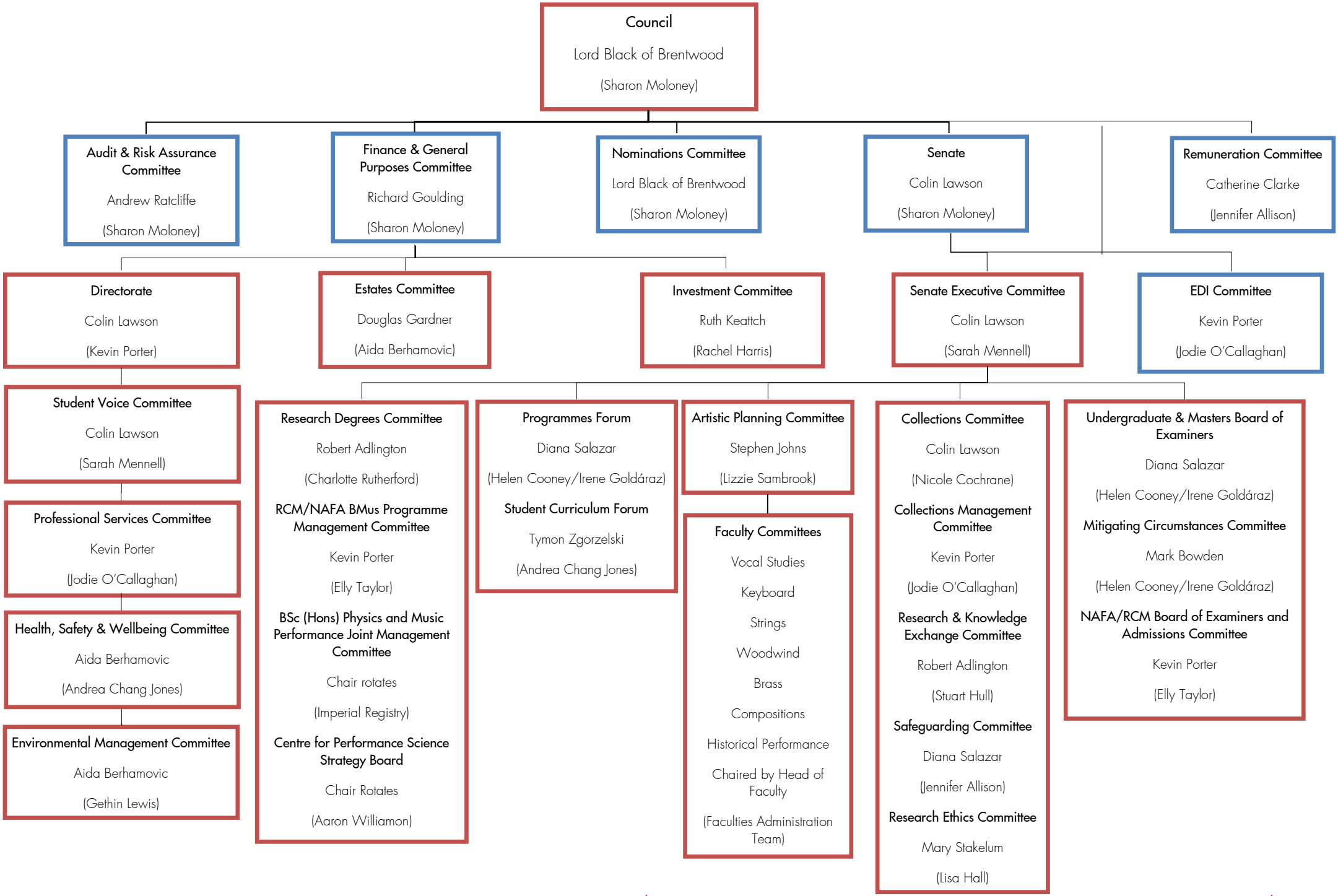
Council
Lord Black of Brentwood
(Sharon Moloney)
Audit & Risk Assurance Committee
Andrew Ratcliffe
(Sharon Moloney)
Finance & General Purposes Committee
Richard Goulding
(Sharon Moloney)
Nominations Committee
Lord Black of Brentwood
(Sharon Moloney)
Senate
Colin Lawson
(Sharon Moloney)
Remuneration Committee
Catherine Clarke
(Jennifer Allison)
Directorate
Colin Lawson
(Kevin Porter)
Estates Committee
Douglas Gardner
(Aida Berhamovic)
Investment Committee
Ruth Keattch
(Rachel Harris)
Senate Executive Committee
Colin Lawson
(Sarah Mennell)
EDI Committee
Kevin Porter
(Jodie O'Callaghan)
Student Voice Committee
Colin Lawson
(Sarah Mennell)
Professional Services Committee
Kevin Porter
(Jodie O'Callaghan)
Health, Safety & Wellbeing Committee
Aida Berhamovic
(Andrea Chang Jones)
Environmental Management Committee
Aida Berhamovic
(Gethin Lewis)
Research Degrees Committee
Robert Adlington
(Charlotte Rutherford)
RCM/NAFA BMus Programme Management Committee
Kevin Porter
(Elly Taylor)
BSc (Hons) Physics and Music Performance Joint Management Committee
Chair rotates
(Imperial Registry)
Centre for Performance Science Strategy Board
Chair Rotates
(Aaron Williamon)
Programmes Forum
Diana Salazar
(Helen Cooney/Irene Goldáraz)
Student Curriculum Forum
Tymon Zgorzelski
(Andrea Chang Jones)
Artistic Planning Committee
Stephen Johns
(Lizzie Sambrook)
Faculty Committees
Vocal Studies
Keyboard
Strings
Woodwind
Brass
Compositions
Historical Performance
Chaired by Head of Faculty
(Faculties Administration Team)
Collections Committee
Colin Lawson
(Nicole Cochrane)
Collections Management Committee
Kevin Porter
(Jodie O'Callaghan)
Research & Knowledge Exchange Committee
Robert Adlington
(Stuart Hull)
Safeguarding Committee
Diana Salazar
(Jennifer Allison)
Research Ethics Committee
Mary Stakelum
(Lisa Hall)
Undergraduate & Masters Board of Examiners
Diana Salazar
(Helen Cooney/Irene Goldáraz)
Mitigating Circumstances Committee
Mark Bowden
(Helen Cooney/Irene Goldáraz)
NAFA/RCM Board of Examiners and Admissions Committee
Kevin Porter
(Elly Taylor)

COUNCIL AND ITS COMMITTEES

Council

Terms of Reference

The College shall have a Council which shall be the supreme governing body of the College and shall be responsible for the exercise of the College's powers. The functions of the Council shall include, without limitation:

a) the promotion of equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and regular reflection on how the work of the Council might support the strategy;

b) ensuring the effective and efficient management, control and supervision of the College;

c) the appointment and payment of officers and staff;

d) the management and disposition of the property of the College;

e) making statutes, ordinances, bye laws, regulations and procedures for the regulation and management of the College and for membership of the Council;

f) the upholding of academic freedom and freedom of speech within the law; and

g) the custody and use of the Common Seal of the College.

The Council may establish committees or sub-committees from among its own number or otherwise appointed for the purpose and delegate all or any of its functions to them or to the Director or to the Chairman or, in their absence, to the Deputy Chair, provided that the Council shall not delegate any of the following functions:

a) the determination of the educational character and mission of the College;

b) the approval of the College's annual estimates of the income and expenditure;

c) the responsibility for ensuring the solvency of the College and for safeguarding its assets;

d) the appointment or dismissal of the Director of the College, following consultation with the President;

e) the appointment or removal of the Chairman, other independent members of Council and the Vice-Presidents, in each case after the consent of the President has been obtained;

f) the appointment or removal from among the independent members of a Deputy Chair;

g) the appointment of auditors, the establishment of an Audit & Risk Assurance Committee and the approval of the College's annual audited accounts; or

h) the alteration, amendment or addition to this Charter or the making of statutes, ordinances, bye laws, regulations and procedures.

The Council shall consist of not more than twenty five persons of whom:

a) one shall be the President for the time being of the College;

b) one shall be the Director for the time being of the College;

c) one shall be the Deputy Director for the time being of the College;

d) one shall be the elected President for the time being of the Students' Union of the College;

e) two shall be elected by the academic staff of the College from amongst their number;

f) one shall be elected by the non-academic staff of the College from amongst their number; and

g) a majority, and at least 10, shall be persons who are neither students nor members of staff of the College ("independent members") and who shall be appointed by the independent members after the consent of the President has been obtained.

Council members shall hold office for the following periods:

a) the President and the Director of the College and the Deputy Director of the College and the President of the Students' Union shall be members of the Council for so long as such persons remain respectively the President and the Director of the College and the Deputy Director of the College and the President of the Students' Union;

b) the terms of office of other members of the Council shall be set out in the Statutes.

Meetings of the Council shall be quorate if the number of members present at such meetings is at least a third of the total number of members of whom a majority shall be independent members.

Membership

The President

HRH The former Prince of Wales

Independent Members	Dates of Appointment
Lord Black of Brentwood (Chairman)	August 2009 – July 2027
Catherine Clarke (Deputy Chair)	October 2020 – July 2025
Peter Dart	January 2015 – July 2025
Baroness Fleet CBE	March 2018 – July 2028
Douglas Gardner	July 2014 – July 2024
Richard Goulding	December 2021 – July 2026
Professor Peter Holgate	May 2023 – July 2028
Sir George Iacobescu CBE	March 2017 – July 2027
Ruth Keattch	June 2016 – July 2026
Jamie Njoku-Goodwin	June 2021 – June 2026
Andrew Ratcliffe	July 2014 – July 2024
Geoffrey Richards HonRCM	July 2017 – July 2027
Professor Shirley J. Thompson OBE	May 2023 – July 2028
Dr Paula Walter	July 2022 – July 2027
Sir Guy Weston HonRCM	July 2020 – July 2025
James Williams	October 2020 – July 2025

Director and Deputy Director

Professor Colin Lawson CBE FRCM
Kevin Porter HonRCM

Elected Members

Patricia Rozario OBE FRCM (elected by professors)	August 2022 – July 2025
Dr Ingrid Pearson HonRCM (elected by professors)	March 2022 – July 2025
Ann Somerville HonRCM (elected by administrative staff)	August 2021 – July 2024
Tymon Zgorzelski (President, Students' Union)	August 2022 – July 2024

In Attendance

Clerk to Council	Sharon Moloney (Secretary)
Assistant Clerk to Council	Nicholas Seager (Minutes)
RCM Directorate	

Finance & General Purposes Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.

Finance Matters

2. To review, monitor and advise Council on the financial sustainability of the College, within the framework of the RCM Strategic Plan.
3. To review the financial forecasts annually and recommend their approval to Council; to review annual budgets, including capital budgets, for approval by Council and to monitor actual expenditure by way of regular management accounts; to scrutinise the annual financial statements, for recommendation to Council.
4. To scrutinise the RCM's annual accounts, before review by Audit & Risk Assurance Committee.
5. To scrutinise the annual accounts of RCM subsidiaries prior to approval by their boards of directors.
6. To approve the Students' Union's annual budget and to review its annual accounts, for recommendation to Council.
7. To approve exceptional unbudgeted expenditure, including capital expenditure, within the limits set out in the financial regulations.
8. To review and approve decisions relating to borrowing and banking arrangements; this is not a matter which is delegated to the Investment Committee.
9. To approve student tuition fees.
10. To review and approve the financial regulations of the College, including the thresholds and tendering procedures for contracts.
11. To keep under review the RCM's procurement strategy, policy and procedures and to oversee significant tender exercises.
12. On the basis of recommendations from its Investment Committee, to review the College's investment strategy, for recommendation to Council.
13. To receive regular reports on the College's fundraising activities.

Human Resources, Estates and Other Matters

14. To receive annual reports on risk management and reports of the Directorate's annual review of the risk register.
15. On the advice of its Estates Committee or other relevant committee, to review and recommend to Council the College's estates strategy and to receive regular reports on projects to improve the College's estate.
16. To approve and review the College's policies and procedures for the management of human resources; to approve arrangements for the employment of staff including terms and conditions of service, remuneration (including annual cost of living awards), pensions and redundancy schemes.
17. To approve arrangements for the selection and appointment of senior staff, on the recommendation of the Director.
18. To review and approve annually the College's insurances.
19. To monitor the College's compliance with appropriate funding council requirements; to approve submissions to the OfS that require a governance sign-off, where Council itself or Audit & Risk Assurance Committee are not required to provide this.
20. To keep under review the College's approach to and strategy for external communications.
21. To review and approve the College's policies and procedures for ICT and cyber security.
22. To review and approve terms of reference of subcommittees, currently, Investment and Estates.
23. To carry out such other functions as are delegated to it by the Council and consider such other matters as may be referred to it by the Chairman of Council or the Director.

Membership

Chair	Richard Goulding
Chairman of Council	Lord Black of Brentwood
Deputy Chair of Council	Catherine Clarke
Chair of Investment Committee	Ruth Keattch
Chair of Estates Committee	Douglas Gardner
Director	Professor Colin Lawson
Such independent members as the Council may determine	

In Attendance

Deputy Director	Kevin Porter
Director of Finance	Rachel Harris
Head of Finance	Jas Rooprai
Director of Estates	Aida Berhamovic
Clerk to Council	Sharon Moloney (Secretary)
Assistant Clerk to Council	Nicholas Seager (Minutes)

Estates Committee
of the Finance & General Purposes Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To provide informed advice to Finance & General Purposes Committee on the development and management of the College's estate.
3. To review the Estates Strategy before recommending it to Finance & General Purposes Committee for approval.
4. To ensure liaison with the Campaign Cabinet & Committee on funding applications.
5. To obtain student feedback on estate developments.
6. To oversee major capital projects on behalf of Finance & General Purposes Committee, to recommend major contractors (architects, builders, etc), and to monitor progress (including continual risk assessment).
7. To advise the Finance & General Purposes Committee on the progress and likely financial outcome of major capital projects relative to budget.

Membership

Chair, from independent members of RCM Council	Douglas Gardner
Director	Professor Colin Lawson
Such other members (no fewer than two) as the Committee regards as necessary, with skills in property, project management, and property law	Martin Hadland Ben Bolgar

In Attendance

Director of Estates	Aida Berhamovic (Secretary)
Director of Finance	Rachel Harris
Deputy Director	Kevin Porter
Estates Project Manager	Sarah Hanratty
Estates Technical Services Manager	Brendan Bharadia
Health & Safety Manager	Leigh Jones
Head of Digital & Production	Richard Bland
Assistant to the Director of Programmes, Director of Finance, and Director of Estates	Andrea Chang Jones (Minutes)
Other members of the Directorate, as needed	

Investment Committee
of the Finance & General Purposes Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To determine and recommend to Council the RCM's Investment Strategy and Policy, including environmental, social and governance (ESG) considerations, in the light of capital and income requirements.
3. To establish criteria leading to guidelines and ranges within which an asset allocation policy appropriate to the RCM's funds is pursued, including broad asset allocation guidelines and ranges.
4. To review periodically (at least every five years) the selection of investment managers.
5. To appoint investment managers, acting on the authority of the RCM Council.
6. To determine benchmarks for the measurement of investment performance.
7. To identify and evaluate significant risks related to the RCM's portfolio of investments, deposits and cash and to advise the Finance & General Purposes Committee on the RCM's risk appetite and possible mitigating actions.
8. To receive quarterly reports from investment managers and to meet regularly with them to review these reports.
9. To report to the Finance & General Purposes Committee of RCM Council on the state of performance of RCM investments and to advise on changes.
10. To review and approve the counterparty list; and the maximum value of deposits to be placed with any one counterparty, for the placement of short-term deposits (up to 24 months), acting on the authority of the RCM Council.

Membership

At least two members of RCM Council (one the Chair)	Ruth Keattch (Chair)
Deputy Director	Kevin Porter
External members (co-opted)	Andrew Hutton
	Nandu Patel
	Andrew Tusa

In Attendance

Director of Finance	Rachel Harris (Secretary)
Head of Finance	Jas Rooprai
Assistant to the Director of Programmes, Director of Finance, and Director of Estates	Andrea Chang Jones (Minutes)
Investment managers as requested	

Nominations Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To make recommendations to the Council for independent membership of the Council, taking account of the balance of membership and of nominations received from other members of Council, staff and students of the College.
3. To keep under review and to recommend the chairmanship and membership of Council committees.
4. To keep under review the attendance of members of the Council.
5. To keep under review the 'fit and proper' declarations for members of Council.
6. To keep under review the Register of Interests.
7. To keep under review the Conflicts of Interests policy.
8. To recommend to the Council candidates for honorary awards.

Membership

Chairman of Council	Lord Black of Brentwood (Chairman)
Deputy Chair of Council	Catherine Clarke
Director	Professor Colin Lawson
Deputy Director	Kevin Porter
Up to three (minimum two) independent members of the Council recommended by the Chairman	Baroness Fleet Jamie Njoku-Goodwin James Williams
One member of the Council elected to serve on the Council by the professorial staff	Patricia Rozario

In Attendance

Clerk to Council	Sharon Moloney (Secretary)

Remuneration Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. Having due regard to the guidance of the Office for Students and the Committee of University Chairs, to establish policies and procedures for the selection and appointment of Directorate members and the Director (i.e. those staff whose pay is outside the national pay framework, normally referred to as the 'senior staff' in a wider HE context).
3. To approve the arrangements for the recruitment and the appointment of Directorate members, on the recommendation of the Director.
4. To approve the terms and conditions of service, remuneration, and pay awards for Directorate and the Director.
5. To produce an annual report to Council on the work of the Committee.

Membership

Chair
Chairman of Council
Chair of Finance & General Purposes Committee
Chair of Investment Committee
Chair of Estates Committee
Co-opted member with experience in the field of remuneration, if such experience is not otherwise within the membership of the Committee

Catherine Clarke
Lord Black of Brentwood
Richard Goulding
Ruth Keattch
Douglas Gardner

In Attendance

Head of HR
Director

Jennifer Allison (Secretary)
Professor Colin Lawson

The Director will attend meetings only to advise on Directorate salaries other than his own and will not be present for any discussion of his/her own salary.

The Deputy Director and/or the Clerk to Council will attend meetings only to advise on policy and procedures relating to governance matters concerning remuneration and committee business. They will not be present for any discussion of any Directorate salaries.

Audit & Risk Assurance Committee

Terms of Reference

Scope

It is the role of the Audit & Risk Assurance Committee to advise and assist the Council in respect of the entire assurance and control environment of the College.

Duties

The duties of the Audit & Risk Assurance Committee shall be:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To advise the Council on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.
3. To discuss with the external auditors, before the audit begins, the nature and scope of the audit.
4. To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).
5. To consider and advise the Council on the appointment and terms of engagement of the internal audit service (and the head of internal audit, if applicable), the audit fee, the provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.
6. To review the internal auditors' audit risk assessment, strategy and programme; to consider major findings of internal audit investigations and management's response; and to promote co-ordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the Council as appropriate).
7. To oversee the risk management activity of the Directorate; to review the College's risk management strategy and policy; to approve annual reports on risk management and reports of the Directorate's annual review of the risk register.
8. To keep under review the effectiveness of the risk management, culture, control and governance arrangements and to review the external auditors' management letter, the internal auditors' annual report and management responses.
9. To monitor the implementation of agreed audit-based recommendations, from whatever source.
10. To ensure that all significant losses have been thoroughly investigated and that the internal and external auditors, and where appropriate the Office for Students' (OfS) accounting officer, have been informed.
11. To oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.
12. To satisfy itself that suitable arrangements are in place to ensure the sustainability of the institution and to promote economy, efficiency, effectiveness. This may include consideration of arrangements that:
    a. support the culture and behaviour that is prevalent within the institution
    b. ensure the effective management of conflicts of interest
    c. enable the appointment of 'fit and proper persons' to the Council and Directorate
13. To monitor the College's compliance with OfS requirements.
14. To monitor the College's approach to harassment and sexual misconduct, ensuring it is adequate and effective and that risks relating to these issues are identified and effectively mitigated.

15. To satisfy itself that effective arrangements are in place to ensure appropriate and accurate data returns are made to external stakeholders and regulatory bodies.
16. To receive any relevant reports from the National Audit Office, OfS and other organisations.
17. To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity and to make recommendations to the Council concerning their reappointment, where appropriate.
18. To monitor other relevant sources of assurance, for example other external reviews.
19. To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with OfS' Accounts Directions.
20. In the event of the merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.

Membership

All members of the Audit & Risk Assurance Committee and its Chair shall be appointed by the Council and must consist of members with no executive responsibility for the management of the College. There shall be no fewer than three independent members of Council; a quorum shall be at least two members.

The Chairman of Council and the Chair of the Finance & General Purposes Committee should not be members of the Audit & Risk Assurance Committee. Members should not have significant interest in the institution.

At least one member should have relevant experience in finance, accounting or auditing. The Committee may, if it considers it necessary or desirable, co-opt members with relevant expertise.

The Director of Finance, the head of internal audit and a representative of the external auditors shall normally attend meetings where business relevant to them is to be discussed. The Committee has the right, whenever it is satisfied that this is appropriate, to go into confidential session and exclude any or all other participants and observers other than the Audit & Risk Assurance Committee Secretary.

The Secretary to the Audit & Risk Assurance Committee will be the Clerk to Council (or another appropriate independent individual).

Meetings shall normally be held at least three times each financial year. The external auditors or head of internal audit may request additional meetings if they consider it necessary.

Three Independent members of Council	Andrew Ratcliffe (Chair) James Williams Dr Paula Walter Professor Peter Holgate
Co-opted member(s)	

In Attendance

Clerk to Council	Sharon Moloney (Secretary)
Assistant Clerk to Council	Nicholas Seager (Minutes)
Director	Professor Colin Lawson
Deputy Director	Kevin Porter
Director of Finance	Rachel Harris
Head of Finance	Jas Rooprai

Representatives of the internal auditors and of the external auditors

Reporting Procedures

- The minutes of meetings of the Committee will be circulated to all members of the Council.
- The Committee will prepare an annual report covering the institution's financial year and any significant issues up to the date of preparing the report. The report will be addressed to the Council and the Director, summarising the activity for the year. It will give the Committee's opinion on the adequacy and effectiveness of the institution's arrangements for the following:
    - risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts)
    - sustainability, economy, efficiency and effectiveness (value for money).

  This opinion should be based on the information presented to the Committee. The Audit & Risk Assurance Committee annual report should normally be submitted to the Council before the members' responsibility statement in the annual financial statements is signed. The report will usually be published after consideration by the Council.

Authority

- The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.
- The Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Director and/or the Chairman of Council. However, it may not incur direct expenditure in this respect in excess of £1,000 per annum, without the prior approval of the Finance & General Purposes Committee.
- The Audit & Risk Assurance Committee is authorised to approve all audit planning documents on behalf of the Council.

The Audit & Risk Assurance Committee will review the audit of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Council.

Academic Committee Responsibilities

Senate

- Approval of academic regulations for recommendation to Council
- Approval of revisions to quality assurance procedures
- Approval of external examiner appointments
- Approval of initial programme approval and review events
- Approval of annual monitoring reports
- Approval of reviews of performance standards
- Overview of professional development
- Approval of revisions to DMus regulations

Senate Executive Committee

- Offer of places to applicants
- Approval of operational admissions procedures, within the overall admissions policy set by the senate
- Offer of scholarships and other financial awards
- Approval of cross-college academic procedures, such as guidelines for examinations
- Approval of cross-college levels of 1:1 teaching provision, within resource parameters determined by directorate
- Approval of arrangements and calendar for assessments
- Review of lists of external specialist examiners
- Approval of the overall college timetable and zones of activity

Undergraduate and Postgraduate Taught Programmes:

- Approval of generic principal study and other individual study syllabuses
- Approval of minor modifications

Faculty Committees

- Approval of interpretation of programme syllabus requirements, according to specific faculty circumstances

Research Degrees Committee

- Approval of minor modifications to the doctoral programmes
- Approval of doctoral student supervision, registration and progression matters
- Approval of assessment and award decisions about doctoral students, on behalf of the Senate

Boards of Examiners

- Approval of assessment and award decisions about students, on behalf of the Senate

Senate

Decision Making Responsibilities

- Approval of academic regulations for recommendation to Council
- Approval and review of quality assurance procedures
- Approval of admissions policy
- Approval and removal of external examiner appointments
- Approval of initial programme approval and review events
- Approval of annual programme monitoring reports
- Approval of faculty reviews
- Overview of professional development
- Approval of revisions to doctoral regulations
- Approval and review of strategies relating to learning and teaching, artistic policy, research and quality enhancement
- Approval of Strategic Plan and annual strategic planning documents for recommendation to Council
- Approval of academic collaborative provision and partnerships
- Revoking academic qualifications and other distinctions
- Consideration of recommendations for honorary awards to Council

Terms of Reference

The Senate shall have the following functions:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Senate might support the strategy.
2. To contribute to the development and review of the College's strategic plan and its associated sub-strategies and to take the lead in the development and review of the College's academic strategic plans.
3. To lead, approve and have oversight of academic policy and procedure and to approve and keep under review general student and academic regulations. The latter will include oversight of the operation of student complaints, appeals, discipline and cheating and plagiarism procedures.
4. To approve and have oversight of the College's research strategy.
5. To approve admissions, access and widening participation strategies and policies and to receive reports on their operation and outcomes.
6. To be the lead body for academic quality assurance, standards and quality enhancement, including:
    - Approval and review of quality assurance procedures
    - Approval and removal of external examiner appointments
    - Approval of initial programme approval and review events
    - Approval of annual programme monitoring reports
    - Approval of faculty reviews
    - Overview of professional development
    - Approval and review of teaching and learning strategy
    - Approval and review of quality enhancement strategy

- Approval and review of artistic strategy
- Approval of academic collaborative provision and partnerships

7. To lead the College's preparation for QAA (and its successors) and other external academic institutional audit and related exercises and to have oversight of the College's compliance with national and appropriate international academic codes of practice, frameworks, infrastructure, and guidance.
8. To establish arrangements, including through other delegated committees and boards, to award, confer and revoke degrees, diplomas, certificates, and other distinctions in its own name and/or jointly with other higher education institutions which have the power to award such qualifications and to revoke such academic awards.
9. To establish procedures for the award and revocation of personal chairs and readerships.
10. To advise the Council's Nominations Committee on external nominations for honorary awards.
11. To ensure that the College's approach to harassment and sexual misconduct is adequate and effective and that risks relating to these issues are identified and effectively mitigated.
12. To review periodically its own effectiveness and that of its committees.
13. To undertake such other matters as Council may from time to time refer.

Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter
Artistic Director	Stephen Johns
Director of Programmes	Diana Salazar
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Research	Robert Adlington
Head of Keyboard	Vanessa Latarche
Acting Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Percussion	David Hockings
Head of Vocal & Opera	Nick Sears
Head of Composition	Jonathan Cole
Head of Historical Performance	Ashley Solomon
Academic Registrar	Elly Taylor
Librarian	Peter Linnitt
Curator	Gabriele Rossi Rognoni
Head of Junior Programmes	Miranda Francis
Head of Centre for Performance Science	Aaron Williamon
Student Services Manager	Nicola Smith
President of the Students' Union	Tymon Zgorzelski
Up to five professors elected by the professors	Christina Guillaumier (elected to July 2026) Audrey Hyland (elected to July 2024) Gabrielle Lester (re-elected to July 2025) Ingrid Pearson (re-elected to July 2026)

In Attendance

Clerk to Council	Sharon Moloney (Secretary)

Senate Executive Committee

Reporting to Senate

Decision Making Responsibilities

- Offer of places to applicants
- Approval of operational admissions procedures, within the overall admissions policy set by the senate
- Offer of scholarships and other financial awards
- Approval of cross-college academic procedures, such as guidelines for examinations
- Approval of cross-college levels of 1:1 teaching provision, within resource parameters determined by directorate
- Approval of arrangements and calendar for assessments
- Review of lists of external specialist examiners
- Approval of the overall college timetable and zones of activity

Undergraduate and Postgraduate Taught Programmes:

- Approval of generic principal study and other individual study syllabuses
- Approval of minor modifications

Terms of Reference

On behalf of the Senate:

Strategic Responsibilities

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To monitor and be informed about the external funding, legal & regulatory, conservatoire and wider higher education environment and to consider the implications for the College.
3. To oversee all aspects of the artistic and educational provision and delivery at the College, including patterns of teaching, performance and creative work.
4. To provide a forum for the discussion of artistic and educational initiatives and their impact upon programmes and faculties.
5. To monitor and review all aspects of the College's programmes of study, from admissions through delivery to assessment, identifying where appropriate the individual, committee or other group most appropriate to take forward any necessary action.

Operational Responsibilities

1. To annually approve lists of external specialist examiners for each faculty.
2. To receive regular reports from faculty committees and heads of faculty on faculty issues and to coordinate and evaluate proposals arising from faculties.
3. To plan forward student number targets, for approval by the Directorate.
4. To approve admissions procedures, within the overall admissions policy set by the Senate.
5. To offer places to applicants for admission to the taught programmes of the College, using reports by audition and interviewing panels and entrance examination results, in the light of student number targets and in accordance with the Admissions Policy.
6. To allocate scholarships and other financial awards to students and applicants.
7. To review the criteria on which scholarships are made.

Undergraduate and Postgraduate Taught Programmes:

8. To discuss arrangements for the teaching, supervision and assessment of Undergraduate and Postgraduate students.
9. To approve minor modifications to the taught programmes, including to regulations.
10. To receive and respond to reports and action points from annual monitoring processes and from associated working groups.

Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter (Deputy Chair and Chair of admissions and scholarships meetings)
Artistic Director	Stephen Johns
Director of Programmes	Diana Salazar
Director of Communications	Talia Hull
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Keyboard	Vanessa Latarche
Acting Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Vocal & Opera	Nicks Sears
Director of Opera	Michael Rosewell
Head of Composition	Jonathan Cole
Head of Percussion	David Hockings
Head of Historical Performance	Ashley Solomon
Head of Conducting	Toby Purser
Head of Junior Programmes	Miranda Francis
Head of Digital & Production	Richard Bland

In Attendance

Executive Assistant to the Director	Sarah Mennell (Secretary)
Academic Registrar	Elly Taylor
Head of Performance, Programming and Faculties	Florence Ambrose

In Attendance for Individual Items

Director of Finance	Rachel Harris
Director of Development	Lily Harriss
Undergraduate and Postgraduate Taught Programmes business	Tymon Zgorzelski (SU President)

Artistic Planning Committee

Reporting to Senate Executive Committee

Decision making responsibilities:

- Approval of forward performance plans
- Approval of the overall pattern of performance activity, within the artistic strategy approved by senate

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To devise and coordinate artistic activity, approve forward performance plans and the overall pattern of performances, within the artistic strategy approved by Senate.
3. To identify scope for links with external organisations.
4. To plan and arrange for the implementation of the programmes for visiting musicians and resident and visiting ensembles.
5. To coordinate and establish policy for masterclasses, competitions and prizes.
6. To keep under review resources involved in delivering the College's artistic programme and sources of funding.

Membership

Artistic Director	Stephen Johns (Chair)
Director	Colin Lawson
Director of Programmes	Diana Salazar
Head of Keyboard	Vanessa Latarche
Acting Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Vocal & Opera	Nick Sears
Head of Composition	Jonathan Cole
Head of Percussion	David Hockings
Director of Opera	Michael Rosewell
Head of Historical Performance	Ashley Solomon
Head of Conducting	Toby Purser

In Attendance

Assistant to the Artistic Director	Lizzie Sambrook (Secretary)

In Attendance as Appropriate/Necessary for Particular Items:

Head of Performance, Programming and Faculties	Florence Ambrose
Orchestra Manager	Christina Hancock
Manager of the Opera School and Vocal Faculty	Ann Somerville
Chamber Music Manager	Bethan Lloyd
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Junior Programmes, Junior Department	Miranda Francis
Members of Performance and Programming Faculties Officers	

Faculty Committees

Decision making responsibilities:

- Approval of programme of masterclasses and workshops
- Approval of specific faculty requirements relating to syllabuses

Terms of Reference

On behalf of the Senate Executive Committee and in accordance with the College's regulations:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To consider general faculty issues and concerns. Where further action is required outside the meeting these may be referred at the Chair's discretion to the Programmes Committee or the Senate Executive Committee.
3. To review annually principal study and other individual study syllabuses taught by the faculty.
4. To consider proposals for masterclasses and to have oversight of any prize competitions for which the faculty has responsibility.
5. To promote student and staff exchanges and visits in Europe and elsewhere.
6. To collect information about former students.

Membership

Head of Faculty (Chair)
Professors teaching within the Faculty
Artistic Director
Director of Programmes **or** a Head of Programmes
One person from each faculty as appropriate, nominated by the Students' Union

In Attendance

Member of Faculties Administration Team (Secretary)

Staff with specialist cross-college responsibilities (eg Librarian) may be invited to attend meetings.

Student Curriculum Forum

Reporting to Senate and feeding into Senate Executive Committee as appropriate

Terms of Reference

On behalf of the Senate and in accordance with the College's regulations:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To discuss and develop initial ideas for new programmes, the review or initial approval of programmes and major and minor amendments to programmes for consideration by Senate.
3. To undertake such other tasks as the Senate may from time to time request.

Membership

SU President	Tymon Zgorzelski (Chair)
SU Executive Members	Leila Hooton (Marcomms Officer)
	Asher Joyce (Diversity & International Officer)
	Obe Vermeulen (International Events Officer)
	James Todd (Wellbeing & Disabilities Officer)
	Ellie Leon (Events Officer)
UG Programme Student Representative	Ankits Tripathi (UG)
PGT Programme Student Representative	*Vacant this year*
MEd Student Representative	Suzi Walton and Jingyuan Zhao
MSc Student Representative	Rebecca Keller
Faculty Student Representatives	Clare Juan (Strings)
	Kara Battley (Woodwind)
	Gavin Johnson and Libby Foxley (Brass)
	Julie Scheuren (Percussion)
	Ceci Keiffer (Historical Performance)
	Daniel Xia (Keyboard)
	Lori Grainger (Undergraduate Vocal & Opera)
	Richard Decker (Postgraduate Vocal & Opera)
	Michal Oren (Conducting)
	Jasper Eaglesfield (Composition)
Director of Programmes	Diana Salazar
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Taught Programmes	Mark Bowden
At least one Head of Faculty	
Assistant to the Director of Programmes, Director of Finance, and Director of Estates	Andrea Chang Jones (Secretary)

Programmes Forum

Reporting to Senate and feeding into Senate Executive Committee as appropriate

Terms of Reference

On behalf of the Senate and in accordance with the College's regulations:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To discuss arrangements for the teaching, supervision and assessment of undergraduate and taught postgraduate students.
3. To discuss and develop initial ideas for new programmes, the review or initial approval of programmes and major amendments to programmes for consideration by Senate.
4. To receive and discuss reports and action points from annual monitoring processes and from associated working groups.
5. To promote the enhancement of learning and teaching at the RCM through consideration of HE sector developments and innovation.
6. To undertake such other tasks as the Senate may from time to time request.

Membership

Director of Programmes	Diana Salazar (Chair)
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Taught Programmes	Mark Bowden
MSc Programme Leader	Rosie Perkins
Area Leader for Aural	Miranda Francis
Area Leader for Alexander Technique	Peter Buckoke
Area Leader for History	Sarah Fuchs
Area Leader for Master of Composition	Ed Bennett
Area Leader for Composition for Screen	Dimitri Scarlato
Area Leader for MMus in Performance	Ingrid Pearson
Area Leader for Creative Musicianship & Improvisation	Gerardo Gozzi
Area Leader for Music Education	Mary Stakelum
Area Leader for Performance Science	George Waddell
At least one Head of Faculty	

In Attendance

Undergraduate Programmes Administrator	Helen Cooney (alternating Secretary)
Postgraduate Taught Programmes Administrator	Irene Goldáraz (alternating Secretary)
Digital Learning Manager	Thom Gilbert
Artistic Director	Stephen Johns
SU President	Tymon Zgorzelski

RCM/NAFA Programme Management Committee

Decision making responsibilities:

- Approval of minor modifications, other than to regulations
- Approval of teaching, supervision and assessment arrangements
- Approval annually of external specialist examiners for each principal study for recital examinations

Terms of Reference

On behalf of the RCM Senate and the NAFA Academic Board and in accordance with the RCM and NAFA's regulations:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To approve and oversee arrangements for the teaching, supervision and assessment of students, ensuring the quality of the student experience within the joint programme.
3. To monitor timetabling and scheduling of student activities.
4. To implement curriculum development on a continuing basis.
5. To consider periodic progress review reports and to oversee responses to conditions of approval and recommendations they may contain.
6. To consider annual monitoring reports of the programmes, including student feedback and external examiner reports and programme related statistics of student recruitment and progress, for approval by the RCM Programmes Committee and consideration by the RCM Programmes Committee and the RCM Artistic & Academic Management Group.
7. To consider the learning resources requirements of the programme.
8. To approve minor modifications to the programme (other than to regulations, which will be subject to approval by the RCM Programmes Committee).
9. To ensure that mechanisms are in place to collect structured feedback from students on the programme.
10. To ensure arrangements are in place to undertake peer observation of teaching sessions and to receive reports on these sessions.
11. To annually approve external specialist examiners for each principal study for recital examinations.
12. To undertake such other tasks as the RCM Senate or NAFA Academic Board may from time to time request.

Membership

RCM

Deputy Director	Kevin Porter (Chair)
Director of Programmes	Diana Salazar
Head of Taught Postgraduate Programmes	Mark Bowden
RCM/NAFA Programme Coordinator	Vanessa Latarche
Academic Registrar	Elly Taylor (Secretary)

NAFA

Vice President (Academic) and Provost	Jerry Soo
Dean, Office of Academic Affairs	Ho Hui May
Dean (Faculty of Performing Arts)	Ernest Lim

Associate Dean (Faculty of Performing Arts)	Rebecca Kan
Associate Dean (School of Music)	Nellie Seng
Deputy Associate Dean (School of Music)	Lena Ching

Operation

The Committee will meet at least annually, normally by videoconference.

OTHER COMMITTEES

Collections Committee

Decision Making Responsibilities:

- Advises Senate and Council
- Approves policies related to the Museum and Library

Terms of Reference

On behalf of the Senate:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To oversee the strategic development, management, care, use and resourcing of the Collections taking into account curatorial and educational needs.
3. To periodically review curatorial and educational policies taking into account nationally and internationally approved standards in collection management.
4. To discuss annual reports on the Library, the Museum and the instrument Loan Collection, to include information on significant accessions and publications.

Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter
Director of Programmes	Diana Salazar
Curator	Gabriele Rossi Rognoni
Librarian	Peter Linnitt
Head of Research	Robert Adlington
Head of Postgraduate Taught Programmes	Mark Bowden
Senior Academic Tutor / Area Leader for MMus in Perf.	Ingrid Pearson
Head of Historical Performance	Ashley Solomon
Performance & Programming Administrator	Katherine Hainsworth
An independent member of RCM Council	Ruth Keattch (August 2019 - July 2025)
Student representatives	James Todd

At least three external advisors, of whom one will be from another library, one will be a museum curator and the last should be an active researcher, working within HE:

Head of Music, British Library	Dr Sandra Tuppen (August 2023 – July 2026)
Director of Collections, V&A	Dr Antonia Boström (August 2022- July 2025)
Senior Lecturer, Music, Goldsmiths, University of London	Dr Berta Joncus (August 2022 – July 2025)
Museum Administrator	Nicole Cochrane (Secretary)

Collections Committee will meet once a year in the summer and will be supported by a Collections Management Committee, which will meet termly.

External advisors will be appointed for a period of three years.

Collections Management Committee

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To discuss the management and development of the RCM's Collections, for internal and external users.
3. To encourage collaboration between the Collections, Programmes, Faculties and Junior Programmes, including Sparks.
4. To develop cross-collection approaches and collaboration in all policies; including, but not limited to, acquisition and disposal, documentation, display, and conservation.
5. To discuss and develop initiatives to raise resources to support the work of the collections.
6. To approve loans from and to the Collections.
7. To take forward and implement matters discussed by the Collections Committee.

Deputy Director	Kevin Porter (Chair)
Director	Colin Lawson
Director of Programmes	Diana Salazar
Curator	Gabriele Rossi Rognoni
Librarian	Peter Linnitt
Head of Research	Robert Adlington
Assistant to the Deputy Director, and the Director of Development	Jodie O'Callaghan (Secretary)

Others will be invited as needed for specific items.

Equality, Diversity and Inclusion Committee

Decision making responsibilities:

- Advisory committee

Terms of Reference

On behalf of the Council and Senate, in accordance with the College's Regulations:

1. To monitor and advise on the development and implementation of the College's Equality, Diversity and Inclusion (EDI) policy and associated strategy, including evaluating relevant data.

2. To consider regular reports on national developments in equal opportunities, including but not limited to changes in legislation, regulations and guidance.

3. Ensure effective communication of EDI strategy and its application across all areas of the RCM, including strategic and operational committees, and in the development of new and review of existing policies.

4. To monitor and advise on the delivery and regular review of the College's Widening Participation Plan.

5. To report annually to Council and Senate on implementation of EDI strategy.

Membership

Deputy Director and Member of Council	Kevin Porter (Chair)
Up to two further Members of Council	Catherine Clarke
Director of Programmes	Diana Salazar
Artistic Director	Stephen Johns
Head of HR	Jennifer Allison
Head of Performance, Programming & Faculties	Flo Ambrose
Deputy Academic Registrar	Nicola Peacock
Student Services Manager	Nicola Smith
Deputy Head of HR	Olivia Towers
Professorial representative	Jason Evans
SU President	Tymon Zgorzelski
SU Diversity & International Officer	Asher Joyce
SU Events (International) Officer	Obe Vermeulen
SU Wellbeing & Disabilities Officer	James Todd
Assistant to the Deputy Director & the Director of Development	Jodie O'Callaghan (Secretary)

Research & Knowledge Exchange Committee

Decision making responsibilities:

- Advisory committee

Terms of Reference

On behalf of the Senate and in the light of national and international developments in music research and national policies for research funding:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To ensure a flourishing, healthy and ethical research culture spanning all areas of the College's enquiry-led activity
3. To maintain oversight and advise on the development of the College's research and knowledge exchange strategies, in relation to the external research landscape and institutional priorities.
4. To monitor external funding opportunities and advise on the College's research events programme.
5. To support the management of submissions to periodic government research and knowledge exchange assessment exercises
6. To maintain oversight of the allocation of internal research funds, submission of external grant applications, and significant research and knowledge exchange activities by the College's staff and students.

Membership

Head of Research & Doctoral Programmes	Robert Adlington (Chair)
Director	Colin Lawson
Director of Programmes	Diana Salazar
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Composition	Jonathan Cole
Head of Historical Performance	Ashley Solomon
Head of Centre for Performance Science	Aaron Williamon
Curator	Gabriele Rossi Rognoni
Librarian	Peter Linnitt
Doctoral Programmes Co-Ordinator	Sarah Whitfield
Research Ethics Committee Chair / Area Leader in Music Education	Mary Stakelum
Research & Knowledge Exchange Manager	Emma Hewett
Research Finance & Administration Officer	Stuart Hull (secretary)
Research Fellow	Tania Lisboa
Research Professor representative (rotating)	Trevor Herbert
Early career researcher representative (rotating)	Anna Détári
Hourly-paid researcher representative	Jane Chapman
Doctoral student representatives (rotating)	Kate Stringer
	Andre Short

In Attendance

Graduate Teaching Assistant	Katharine Liley (Minutes Secretary)

Other members of staff involved in research will be invited to join the Committee to discuss particular projects.

Centre for Performance Science Strategy Board

The Centre for Performance Science (CPS) Strategy Board comprises senior staff and key researchers from the Royal College of Music and Imperial College London, as well as external leaders in research, practice, and policy from the field. The Board oversees the strategic direction of the CPS and monitors its performance. The Board meets twice per year, normally alternating between the RCM and Imperial.

Reporting To

Senate, Royal College of Music
Provost's Board, Imperial College London

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To discuss and agree the strategic aims and objectives of the CPS and to review progress.
3. To facilitate collaboration between the RCM and Imperial, within and between the institutions' programmes, faculties and other research groupings.
4. To facilitate collaboration with external partners, in line with research and educational objectives.
5. To oversee the development and maintenance of CPS resources, including infrastructure and staffing, in line with research and educational objectives.
6. To review and ensure the financial sustainability of the work of the Centre for Performance Science.
7. To ensure that reports on CPS work are received by the RCM Senate and Imperial Provost's Board, in formats as requested.

Membership

Director, Royal College of Music
Provost, Imperial College
Head of CPS, RCM
Head of CPS, Imperial
Imperial (Engineering)
Imperial (Business)
Imperial (Medicine)
Imperial (Natural Sciences)
Head of Percussion, RCM

Professor Colin Lawson (Chair, alternating)
Professor Ian Walmsley (Chair, alternating)
Professor Aaron Williamon (Secretary)
Professor Roger Kneebone
Professor Anil Bharath
Benita Cox
Professor Alison McGregor
Professor Roberto Trotta
David Hockings

External Members

Tim Boon, Science Museum
Daniel Glaser, KCL Science Gallery

Research Degrees Committee

Decision making responsibilities:

- Approval of minor modifications to the doctoral programme
- Approval of the admission of successful applicants to the doctoral programme
- Approval of doctoral students', registration, supervision and progression matters
- Approval of assessment and award decisions about doctoral students, on behalf of the Senate

Terms of Reference

On behalf of the Senate and in the light of national and international developments in music research and national policies for research funding:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To promote a supportive environment for doctoral study in response to changing patterns of student need and evolving best practice in the sector.
3. To approve minor modifications to the doctoral programme, and to make recommendations to the Senate on revisions to the doctoral regulations.
4. To oversee the principles governing doctoral admissions, supervision, transfer and examination arrangements.
5. To approve and oversee the progress of individual doctoral students, including any extensions to their period of registration or suspension/termination of registration.
6. To ratify examiners' recommendations for the award of DMus or PhD.

Membership

Head of Research & Doctoral Programmes	Robert Adlington (Chair)
Director of Programmes	Diana Salazar
Head of Postgraduate Taught Programmes	Mark Bowden
Research Fellow in Performance Science	Rosie Perkins
Head of Composition	Jonathan Cole
Research Ethics Committee Chair/Area Leader in Music Education	Mary Stakelum
Curator	Gabriele Rossi Rognoni
Librarian	Peter Linnitt
Research & Knowledge Exchange Manager	Emma Hewett
Doctoral Programmes Co-Ordinator	Sarah Whitfield
Supervisor representatives (rotating)	Christina Guillaumier
	Ingrid Pearson
Doctoral student representatives (rotating)	Kate Stringer
	André Short

In Attendance

Registry Administrator (Doctoral & Music Education Programmes)	Charlotte Rutherford (Secretary)

BOARDS OF EXAMINERS

Undergraduate Board of Examiners

Decision making responsibilities:

- Approval of assessment and award decisions about students, on behalf of the Senate

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. On behalf of the Senate and in accordance with the College's Regulations.
3. To consider all students on the course and, by the exercise of its academic judgement, determine results consistent with the students' achievement in accordance with the scheme of assessment and these regulations. In particular, the Board will make decisions about the progression, assessment, reassessment, compensation, moderation and final awards.
4. Where marks are made available to student in advance of the meeting of the Board of Examiners, for example, following the Spring examination period, they remain provisional until determined by the Board, and may be subject to moderation.
5. To ensure the consistency, comparability and appropriateness of the marking and assessment procedures within the programme, all marks may be subject to moderation by the Board of Examiners. Where the Board deems that moderation is necessary, it shall normally moderate the marks for all students awarded by a particular examination panel or marker and will not moderate a particular student's mark in isolation.
6. To make decisions about the assessment, reassessment, compensation and final results of Experience Programme students who complete individual BMus (Hons) units.

Membership

Director of Programmes	Diana Salazar (Chair)
Head of Undergraduate Programmes	Ann van Allen-Russell
Head of Keyboard	Vanessa Latarche
Acting Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Percussion	David Hockings
Head of Vocal & Opera	Nick Sears
Head of Composition	Jonathan Cole
Head of Historical Performance	Ashley Solomon
Area Leaders	Gerardo Gozzi
	Miranda Francis
	Mary Stakelum
	Sarah Fuchs

External examiners approved by Senate

In Attendance

Registry Administrator (Undergraduate Programmes) Helen Cooney (Secretary)

The Academic Registrar will advise on the interpretation of regulations and guidelines

Sub-Board of Examiners

The Board of Examiners has a Sub-Board that prepares and makes recommendations to the Board on student achievement in all units and makes decisions about mid-year reassessments. The membership of the Sub-Board of Examiners comprises:

- Director of Programmes (Chair)
- Head of Undergraduate Programmes
- Area Leaders

Masters Board of Examiners

Decision making responsibilities:

- Approval of assessment and award decisions about students, on behalf of the Senate

Terms of Reference

On behalf of the Senate and in accordance with the College's Regulations:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To consider all students on the programme and, by the exercise of its academic judgement, determine results consistent with students' achievement in accordance with the scheme of assessment and regulations for the programme. In particular, to make decisions about the progression, assessment, reassessment, compensation and final awards for students.
3. Where applicable, to consider students' proposed topics and programmes for the assessment of units of the programme.

Membership

Director of Programmes	Diana Salazar (Chair)
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Keyboard	Vanessa Latarche
Acting Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Percussion	David Hockings
Head of Vocal & Opera	Nick Sears
Head of Composition	Jonathan Cole
Head of Historical Performance	Ashley Solomon
MSc Programme Leader	Rosie Perkins
Area Leader in Composition for Screen	Dimitri Scarlato
Area Leader in Music Education	Mary Stakelum
Masters Composition Coordinator	Ed Bennett
Senior Academic Tutor / Area Leader in MMus Perf.	Ingrid Pearson

External examiner(s) appointed by the Senate (to attend meetings where final awards are ratified and to receive all papers of the Board)

In Attendance

Registry Administrator (Postgraduate Taught Programmes)	Irene Goldáraz (Secretary)

The Academic Registrar will advise on the interpretation of regulations and guidelines

Sub-Board of Examiners

The Board of Examiners has a Sub-Board that prepares and makes recommendations to the Board on student achievement in all units. The membership of the Sub-Board of Examiners comprises:

Director of Programmes	Diana Salazar (Chair)
Head of Postgraduate Taught Programmes	Mark Bowden
Registry Administrator (Postgraduate Taught Programmes)	Irene Goldáraz (Secretary, in attendance)

Board of Examiners Mitigating Circumstances Committee

Decision making responsibilities:

- Approval of fees for deferred assessments

Terms of Reference

On behalf of the Board of Examiners and in accordance with the College's Regulations:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To make recommendations to the Board of Examiners on whether any mitigating circumstances submitted by students in writing or through the Counsellor are valid and whether they should affect the marks for particular units or individual elements of assessment, including whether capped marks should be lifted.
3. To decide fees for individual deferred assessments.

Membership

Head of Postgraduate Taught Programmes	Mark Bowden (Chair)
BMus Programme Coordinator	Ann van Allen-Russell
Academic Registrar	Elly Taylor

In Attendance

Registry Administrator (Postgraduate Taught Programmes)	Irene Goldáraz (Secretary)
Registry Administrator (Undergraduate Programmes)	Helen Cooney (Secretary)
Registry Administrator (Doctoral & Music Education Programmes)	Charlotte Rutherford
Student Services Manager	Nicola Smith

RCM/NAFA BMus Board of Examiners and Admissions Committee

Decision making responsibilities:

- Approval of assessment and award decisions about students, on behalf of the RCM Senate

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. On behalf of the RCM Senate and in accordance with the RCM's Regulations: To consider all students on the programme and, by the exercise of its academic judgement, determine results consistent with the students' achievement in accordance with the scheme of assessment and regulations. In particular, the Board will make decisions about the progression, assessment, reassessment, compensation and final awards for all joint BMus (Hons) students.
3. To offer places to applicants.

Membership

RCM

Deputy Director	Kevin Porter (Chair)
Director of Programmes	Diana Salazar
Head of Taught Postgraduate Programmes	Mark Bowden
RCM/NAFA Programme Coordinator	Vanessa Latarche
RCM examiner present at NAFA for relevant session of examinations – external examiners approved by the RCM Senate	Oliver Searle (BMus), Tim Palmer (BEd)

NAFA

Vice President (Academic) and Provost	Jerry Soo
Dean, Office of Academic Affairs	Ho Hui May
Dean (Faculty of Performing Arts)	Ernest Lim
Associate Dean (Faculty of Performing Arts)	Rebecca Kan
Associate Dean (School of Music)	Nellie Seng
Deputy Associate Dean (School of Music)	Lena Ching

In Attendance

RCM Academic Registrar	Elly Taylor (Secretary)

Operation

The Committee will meet annually, normally by videoconference.

MANAGEMENT COMMITTEES

Directorate

Decision making responsibilities

- Approval of plans for the deployment of resources
- Approval of programme resource statements

Terms of Reference

To be responsible for the management of the College, in the context of the Strategic Plan and mission statement. This will encompass:

1. promoting equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and reflecting regularly on how the work of the Committee might support the strategy.
2. review and up-dating of the College's Strategic Plan and subsidiary strategies and the mission statement and the production of annual planning statements and reviews, for consideration by the Senate and the Finance & General Purposes Committee and for approval by Council, as appropriate.
3. oversight of the implementation of the Strategic Plan, subsidiary strategies and annual planning statements.
4. resource planning and management, including deployment of staff and physical resources, student number planning, and the consideration of programme resource statements.
5. implementation of policies on risk management and internal control; identification and evaluation of the significant risks faced by the College for consideration by the Finance & General Purposes Committee; providing information to the Council and its committees on the status of risks and controls; undertaking an annual review of effectiveness of the system of internal control and providing a report to the Finance & General Purposes Committee.
6. monitoring management accounts and financial forecasts; oversight of annual budgeting, including proposals for capital expenditure.
7. oversight and review of plans for the Estates strategy and Estates management.
8. oversight and review of health & safety policy and of its implementation.
9. oversight and review of catering strategy.
10. oversight of IT infrastructure and software policy and of its implementation.
11. review of the internal audit strategy and of internal audit reports, monitoring implementation of recommendations from internal audits.
12. monitoring targets for and promotion of equal opportunities and diversity.
13. monitoring professional development plans and activity.
14. oversight and review of internal and external communication policy.
15. oversight and review of policies for development and fund raising.
16. oversight of compliance with the College's legal commitments.

Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter (Deputy Chair)
Director of Finance	Rachel Harris
Director of Estates	Aida Berhamovic
Artistic Director	Stephen Johns
Director of Programmes	Diana Salazar
Director of Development	Lily Harriss
Director of Communications	Talia Hull

Student Voice Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To provide a forum for effective communication between students and staff to discuss and consult on all matters of interest to students, such as teaching, assessment, performance opportunities, College policies and facilities for students.

Membership

Director	Colin Lawson (Chair)
Deputy Director	Kevin Porter
Director of Finance	Rachel Harris
Director of Estates	Aida Berhamovic
Artistic Director	Stephen Johns
Director of Programmes	Diana Salazar
Director of Communications	Talia Hull
Director of Development	Lily Harriss
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Programmes	Mark Bowden
Student Services Manager	Nicola Smith
Academic Registrar	Elly Taylor
SU Committee:	
SU President	Tymon Zgorzelski
Welfare & Disabilities Officer	James Todd
Events Officer	Ellie Leon
International Events Officer	Obe Vermeulen
Diversity & International Officer	Asher Joyce
Marcomms Officer	Leila Hooton
Student Representatives:	
Keyboard representative	Daniel Xia
HP representative	Ceci Keiffer
Strings representative	Clare Juan
Percussion representative	Julie Scheuren
Conducting representative	Michal Oren
Composition representative	Jasper Eaglesfield
Undergraduate Vocal and Opera	Lori Grainger
Postgraduate Vocal and Opera	Richard Decker
Woodwind representative	Kara Battley
Brass representative	Gavin Johnson and Libby Foxley
Performance Science representative	Rebecca Keller
Master of Education representative	Suzi Walton and Jingyuan Zhao
Doctoral representatives	Kate Stringer
	Andre Short

If not already covered by the membership of the SU Committee, student representatives in the following areas: undergraduate, postgraduate, doctoral, each faculty, home and international students.

In Attendance:

Executive Assistant to the Director	Sarah Mennell (Secretary)

Professional Services Committee

Decision making responsibilities

- To advise and support Directorate on the development and enhancement of professional services

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To support the Directorate in the development, enhancement and implementation of professional services.
3. To share information about related College-wide and departmental initiatives and to provide input into policy development.

Membership

Deputy Director	Kevin Porter (Chair)
Director of Finance	Rachel Harris
Director of Communications	Talia Hull
Director of Estates	Aida Berhamovic
Head of HR	Jennifer Allison
Head of Finance	Jas Rooprai
Academic Registrar	Elly Taylor
Head of Performance, Programming and Faculties	Flo Ambrose
Manager of the Opera School and Vocal Faculty	Ann Somerville
Head of Junior Programmes	Miranda Francis
Leaning & Participation Manager	Hayley Clements
Student Services Manager	Nicola Smith
Librarian	Peter Linnitt
Curator	Gabriele Rossi Rognoni
Creative Careers Centre Manager	Diana Roberts
Head of Digital & Production	Richard Bland
Head of Development Operations	Danielle Carroll
Executive Assistant to the Director	Sarah Mennell

In Attendance

Assistant to the Deputy Director & Director of Development	Jodie O'Callaghan (Secretary)

Health, Safety & Wellbeing Committee

Decision Making Responsibilities

- To advise, as appropriate on Health, Safety & Safety matters

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To advise on the appropriateness and adequacy of the College Health & Safety organisation, arrangements and safe systems of work.
3. To keep under review College performance in relation to health & safety at work and assist in the formulation of Health & Safety policies; to promote co-operation between College staff and students in instigating, developing and carrying out measures to ensure health & safety at work.

Membership

Director of Estates	Aida Berhamovic (Chair)
Director of Finance	Rachel Harris
Member of RCM Council	Douglas Gardner
Catering Supervisor	Tsvetelina Tabekova
Commercial Services Retail and Support Manager, ICC	David Hughes
Student Services Manager	Nicola Smith
Deputy Head of Human Resources	Olivia Towers
Head of Junior Programmes	Miranda Francis
Health & Safety Manager	Leigh Jones
Estates Technical Services Manager	Brendan Bharadia
Estates Projects & Environmental Coordinator	Gethin Lewis
Two Academic Staff Representatives	Aaron Williamon
	Peter Buckoke
ICT Support Manager	Birju Patel
Technical Director and Production Manager, Britten Theatre	Paul Tucker
Concert & Venue Manager	Grace Cattell
Head of Events and Corporate Partnerships	Vicky Moran
SU President	Tymon Zgorzelski
UNISON Representative	

In Attendance

Assistant to the Director of Programmes, Director of Finance, and Director of Estates	Andrea Chang Jones (Secretary)

Additional Standing Orders

The primary reporting line of the Committee is to the Directorate, but minutes and reports, as appropriate, will also be provided for the Finance & General Purposes Committee of the Council, to enable the Finance & General Purposes Committee to monitor compliance and practice on behalf of Council.

Safeguarding Committee

Terms of Reference

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To meet as a formal committee once a year, usually in the Summer Term, with extraordinary meetings/case conferences arranged as required.
3. To review, on an annual basis, or more frequently if necessary, all safeguarding policies to ensure that they are up-to-date and appropriate.
4. To monitor the Colleges' compliance with the Safeguarding policies, procedures and training requirements; taking remedial action where necessary.
5. To receive any reports of incidents during the year, review the log of staff appointments and associated safeguarding checks within the year, including Disclosure & Barring Service checks made.

Membership

Director of Programmes	Diana Salazar (Chair)
Head of Junior Programmes	Miranda Francis (Designated Safeguarding Lead)
Head of HR	Jennifer Allison (Secretary)
Head of Learning & Participation	Hayley Clements
Student Services Manager	Nicola Smith

Additional Standing Orders

- To guide and support the RCM on implementing and ensuring safe practice in relation to child protection and safeguarding
- An annual report of this meeting will be submitted to the Directorate, Senate and to Council.

Research Ethics Committee

Decision making responsibilities

- To consider and, where appropriate, give ethical approval for RCM research involving other people.

Terms of Reference

On behalf of Senate and in the light of national and international codes of practice and research ethics:

1. To promote equality, diversity and inclusion (ED&I) with specific reference to the RCM EDI policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To maintain oversight and advise on the development of the College's research ethics policy.
2. To receive, administer, and assess RCM research ethics applications, giving ethical approval where appropriate.
3. To receive, administer, and assess research ethics applications carried out by external researchers on College premises and/or involving College students and/or staff, and giving ethical approval where appropriate.
4. Review and record research ethics approvals granted by other institutions or competent organisations in respect of collaborative research projects to determine their equivalence with RCM ethical approval procedures and policies.
5. To report once a term to the RCM Research Committee on the number of applications for ethical clearance and numbers of cases accepted, referred, or refused.
6. To advise the Director of Programmes and the Director of Research on appropriate research ethics training for students and staff researchers, respectively.

Membership

Director of Programmes	Diana Salazar
Head of Postgraduate Taught Programmes	Mark Bowden
A Head of Faculty (performance)	Ashley Solomon
Head of Centre for Performance Science	Aaron Williamon
Professor of Music, Health, and Social Science	Rosie Perkins
Research Fellows in Performance Science (up to 2)	Terry Clark & Neta Spiro
Area Leader in History	Wiebke Thormählen
Area Leader in Masters in Composition	Jonathan Cole
Area Leader in Music Education	Mary Stakelum (Chair)
Lecturer in Music Education	Jessica Pitt (Deputy Chair)
Professor of Material Culture and Music, Curator	Gabriele Rossi Rognoni

The membership appoints a chair and deputy chair to serve for 1 year. *This term can be renewed once by majority agreement.*

Chair (2023/24)	Mary Stakelum
Deputy Chair (2023/24)	Jessica Pitt
Subject specialist advisors, as required	

In attendance

CPS Administrator	Lisa Hall (Secretary)
Other members of RCM staff as required	

Environmental Management Committee

Purpose & Scope

To consider and consult on all aspects of the Royal College of Music Environmental Management System setting prioritised objectives and targets based upon the findings of IS014001 Environmental Audits. The Environmental Management Group will actively promote a positive attitude of environmental issues across the RCM continuing to create awareness of these. The group will decide on any enhancements/changes to the EMS, recommend these to Directorate for approval and allocation of associated resourcing. Completion of objectives and targets against predetermined timescales will be monitored and reviewed.

Deliverables

1. Ensuring effectiveness of the RCM Environmental Management System against set standards and compliance
2. Controlling risks; mitigation; identifying opportunities to improve EMS
3. Establish environmental objectives and targets
4. Create overall awareness of environmental issues, potential impact of these and the benefits of successful environmental management.

Authority and Reporting Line

The Environmental Management Group has a reporting line to RCM Directorate with authority to decide and set environmental objectives and targets for the college. The group will assign, allocate and monitor set responsibilities to ensure completion of objectives and targets. The group will be supported by an Environmental Steering Group to ensure that set objectives/targets are achieved.

Membership

Director of Estates	Aida Berhamovic (Chair)
Director of Finance	Rachel Harris
Senior Academic Tutor / Area Leader in MMus Perf.	Ingrid Pearson
Research Fellow in Performance Science	Terry Clarke
SU President	Tymon Zgorzelski
Head of Performance, Programming and Faculties	Flo Ambrose
Head of Digital & Production	Richard Bland
Head of Facilities & Operations	Sarah Hanratty
Marketing Manager	Heather Daykin
Projects Coordinator, Estates and Facilities	Gethin Lewis (Secretary)

In attendance

Brite Green Sustainable Strategy	Darren Chadwick

PATRON, PRESIDENT, VICE-PRESIDENTS, LIFE GOVERNORS

Only those honours granted by HM The Queen or by RCM are shown

Patron

The late Queen

President

The former Prince of Wales KG KT GCB QSO ADC

Vice-Presidents

The Most Revd and Rt Hon the Lord Archbishop of Canterbury

The Most Revd and Rt Hon the Lord Archbishop of York

The Rt Hon the Lord Mayor of London

Jane Barker CBE FRCM	(appointed 2022)
Sir Anthony Cleaver FRCM	(appointed 2007)
Mr Humphrey Norrington OBE FRCM	(appointed 2003)
Dame Janet Ritterman DBE HonDMus	(appointed 2005)
Sir Ian Stoutzker CBE FRCM	(appointed 1999)
Professor Lord Winston FRCM	(appointed 2017)

STANDING ORDERS

Royal Charter and Statutes

The RCM Royal Charter and Statutes sets out the arrangements for the Council and the Senate, including quoracy, membership, and the conduct of proceedings.

Standing Orders for Committees of the Senate

- The Director, on the advice of the Senate, appoints committee chairs and members. Where appointment to a committee is not determined by virtue of the occupation of a particular post, an appointment will normally be for a period of office of three years.
- The quorum of committees is a minimum of one third of the membership. If a meeting is inquorate, the Chair shall decide whether to proceed with the meeting, taking into account the urgency of the business on the agenda. When a meeting proceeds on this basis, notes will be taken of matters discussed and presented to the next meeting.
- All committees/groups are expected to undertake such other tasks as may be requested by the Senate.
- The Director has an ex officio right to attend meetings of all committees and working groups.
- Meetings of committees are open to interested members of staff to observe. Those wishing to attend must secure the agreement of the Chair at least one full working day before the meeting, as there will sometimes be business where observers are not appropriate. Observers will not normally participate in discussions, unless invited to do so by the Chair.
- Student representatives will be asked to withdraw for agenda items reserved as closed business.
- There will be occasions when action needs to be taken between meetings of a committee. The Chair, taking advice as necessary from the Deputy Director, is empowered to make decisions on the committee's behalf, subject to advance consultation with members wherever possible and operating within the College's regulations and procedures. All decisions taken under Chair's action will be reported to members at the next meeting.

Standing Orders for Boards of Examiners

- **Operation of the Chair.** There will be occasions when it is not practical to call a meeting of the Board of Examiners, but where rapid decisions are necessary in the interest of individual students. The Chair is empowered, taking advice from the Deputy Director, to make decisions affecting individual students on the Board's behalf, subject to advance consultation with members wherever possible and operating within the course regulations and guidelines. Particular effort will be made to consult external examiners in these circumstances. All Chair's decisions will be reported to members.
- **Servicing the Board of Examiners and the Sub-Board of Examiners**. The record of all meetings will be drafted by the secretary, who is the relevant administrator. These will remain confidential to members of the board and those who formally advise it.