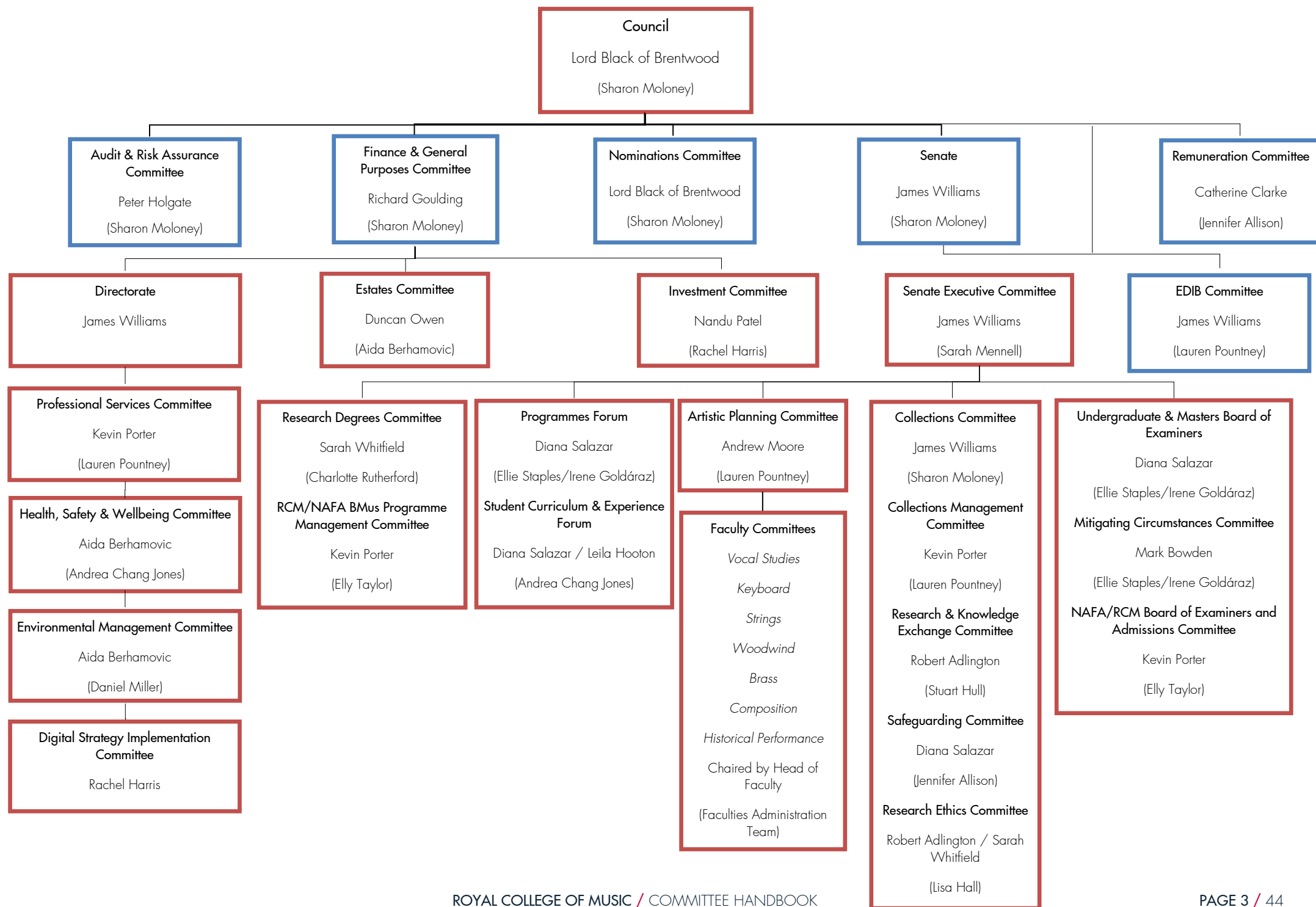


COMMITTEE HANDBOOK

2025/26

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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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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

Independent Members

Lord Black of Brentwood (Chairman)
 Catherine Clarke (Deputy Chair)
 Baroness Fleet CBE
 Richard Goulding
 Professor Peter Holgate
 Ruth Keattch
 Jamie Njoku-Goodwin
 Duncan Owen
 Nandkishore (Nandu) Patel
 Geoffrey Richards HonRCM
 Nadine Thompson
 Professor Shirley J. Thompson OBE
 Dr Paula Walter
 Sir Guy Weston HonRCM

Dates of Appointment

August 2009 – July 2027
 October 2020 – July 2030
 March 2018 – July 2028
 December 2021 – July 2026
 May 2023 – July 2028
 June 2016 – July 2026
 June 2021 – June 2026
 August 2024 – July 2029
 October 2024 – July 2029
 July 2017 – July 2027
 January 2025 – July 2030
 May 2023 – July 2028
 July 2022 – July 2027
 July 2020 – July 2030

Director and Deputy Director

James Williams LVO FRCM
 Kevin Porter HonRCM

Elected Members

Dr Ingrid Pearson HonRCM (elected by professors)
 Patricia Rozario OBE FRCM (elected by professors)
 Sarah Hanratty HonRCM (elected by administrative staff)
 Leila Hooton (President, Students' Union)

March 2022 – July 2028
 August 2022 – July 2028
 August 2024 – July 2027
 August 2024 – July 2026

In Attendance

Clerk to Council
 RCM Directorate

Sharon Moloney (Secretary)

Finance & General Purposes Committee

Terms of Reference

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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	Nandu Patel
Chair of Estates Committee	Duncan Owen
Director	James Williams
Such independent members as the Council may determine	Ruth Keattch

In Attendance

Deputy Director	Kevin Porter
Director of Finance & Technology	Rachel Harris
Head of Finance	Luke Hollander
Director of Estates	Aida Berhamovic
Clerk to Council	Sharon Moloney (Secretary)

Estates Committee
of the Finance & General Purposes Committee

Terms of Reference

- 1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 obtain student feedback on estate developments.
- 5. 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).
- 6. 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	Duncan Owen
Director	James Williams
SU President	Leila Hooton
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 & Technology	Rachel Harris
Head of Projects, Facilities & Operations	Anette Ollerearnshaw (maternity cover)
Estates & Technical Services Manager	Jeff Smerdon
Health & Safety Manager	Leigh Jones
Assistant to the 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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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)	Nandu Patel (Chair)
	Ruth Keattch
Deputy Director	Kevin Porter
External members (co-opted)	Andrew Hutton
	Andrew Tusa

In Attendance

Director of Finance & Technology	Rachel Harris (Secretary)
Head of Finance	Luke Hollander
Clerk to Council	Sharon Moloney (Minutes)
Investment managers as requested	

Nominations Committee

Terms of Reference

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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	James Williams
Deputy Director	Kevin Porter
Up to three (minimum two) independent members of the Council recommended by the Chairman	Baroness Fleet
One member of the Council elected to serve on the Council by the professorial staff	Jamie Njoku-Goodwin
	Shirley Thompson
	Patricia Rozario

In Attendance

Clerk to Council	Sharon Moloney (Secretary)
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Remuneration Committee

Terms of Reference

- 1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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	Catherine Clarke
Chairman of Council	Lord Black of Brentwood
Chair of Finance & General Purposes Committee	Richard Goulding
Chair of Estates Committee	Duncan Owen
Additional Council member	Ruth Keattch
Co-opted member with experience in the field of remuneration, if such experience is not otherwise within the membership of the Committee	

In Attendance

Head of HR	Jennifer Allison (Secretary)
Director	James Williams

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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 and Technology, 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

Professor Peter Holgate (Chair)
Nadine Thompson
Dr Paula Walter

Co-opted member(s)

none

In Attendance

Clerk to Council	Sharon Moloney (Secretary)
Director	James Williams
Deputy Director	Kevin Porter
Director of Finance & Technology	Rachel Harris
Head of Finance	Luke Hollander
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 Doctoral 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

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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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	James Williams (Chair)
Deputy Director	Kevin Porter
Artistic Director	Andrew Moore
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 Latache
Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Percussion	David Hockings
Head of Vocal & Opera	Audrey Hyland
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	Leila Hooton
Up to five professors elected by the professors	Caroline Gill (elected to July 2028)
	Christina Guillaumier (elected to July 2026)
	Tania Lisboa (elected to July 2028)
	Ingrid Pearson (re-elected to July 2026)
	<i>One position currently vacant</i>

In Attendance

Clerk to Council	Sharon Moloney (Secretary)
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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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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

Deputy Director

Artistic Director

Director of Programmes

BMus Programme Coordinator

Head of Postgraduate Taught Programmes

Head of Keyboard

Head of Strings

Head of Woodwind

Head of Brass

Head of Vocal & Opera

Director of Opera

Head of Composition

Head of Percussion

Head of Historical Performance

Head of Conducting

Head of Junior Programmes

Head of Performance, Programming & Faculties

Academic Registrar

Head of Creative Technologies

James Williams (Chair)

Kevin Porter (Deputy Chair and Chair of admissions and scholarships meetings)

Andrew Moore

Diana Salazar

Ann van Allen-Russell

Mark Bowden

Vanessa Latache

Gary Ryan

Marie Lloyd

Amos Miller

Audrey Hyland

Michael Rosewell

Jonathan Cole

David Hockings

Ashley Solomon

Toby Purser

Miranda Francis

Florence Ambrose

Elly Taylor

Richard Bland

In Attendance

Executive Assistant to the Director

Sarah Mennell (Secretary)

In Attendance for Individual Items

Undergraduate and Postgraduate Taught Programmes business

Other members of the Directorate, as needed

Leila Hooton (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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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	Andrew Moore (Chair)
Director of Programmes	Diana Salazar
Head of Keyboard	Vanessa Latache
Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Vocal & Opera	Audrey Hyland
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
Head of Performance, Programming & Faculties	Florence Ambrose
Faculties Manager	Alex Beattie

In Attendance

Assistant to the Artistic Director	Lauren Pountney (Secretary)
Chamber Music Manager (alternating)	Bethan Lloyd
Programming Manager (alternating)	Nicole Crespo O'Donoghue

In Attendance as Appropriate/Necessary for Particular Items:

Director	James Williams
Orchestra Manager	Daniella Rossi
Manager of the Opera School & Vocal Faculty	Ann Somerville
BMus Programme Coordinator	Ann van Allen-Russell
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Junior Programmes, Junior Department	Miranda Francis
Performance and Programming staff	
Faculties Officers	

Faculty Committees

Terms of Reference

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

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To consider student and professor feedback and work in partnership to develop faculty enhancements. Where further action is required outside the meeting, issues may be referred at the Chair's discretion to the Programmes Committee or the Senate Executive Committee.
3. To discuss College developments, including new or updated policies and procedures, and promote professor engagement with RCM support and best practices in learning, teaching, and assessment.
4. To review annually principal study and other individual study syllabuses taught by the faculty.
5. To consider proposals for faculty activities, such as masterclasses, festivals, and visiting artists, and to have oversight of any prize competitions for which the faculty has responsibility.

Membership

Head of Faculty (Chair)

Professors teaching within the Faculty

Artistic Director

Director of Programmes **or** the Head of PGT Programmes **or** the BMus Programme Co-Ordinator

One or two students from each faculty as appropriate, nominated by the Students' Union

In Attendance

Member of Faculties Administration Team (Secretary)

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

The SU President may be invited by the student representative/s to attend meetings

Operation

Faculty Committees will meet at least twice each year.

Student Curriculum & Experience 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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To discuss and consult on issues that directly affect the taught student experience, such as teaching, performance opportunities, assessment, student support, and facilities for students.
3. To consult on initial ideas for new programmes, the review or initial approval of programmes and major and minor amendments to programmes for consideration by Senate.
4. To undertake such other tasks as the Senate may from time-to-time request.

Membership

Director of Programmes
SU President
SU Executive Members

BMus1 Student Representative
MMusEd Student Representative
MSc Student Representative
Faculty Student Representatives

Head of Performance, Programming, and Faculties
BMus Programme Coordinator
Head of Postgraduate Taught Programmes
Student Services Manager
Academic Registrar
At least one Head of Faculty (rotating)

Diana Salazar (joint Chair)
Leila Hooton (joint Chair)
Ryan Collis (Marcomms Officer)
Asher Joyce (Diversity & International Officer)
Ananya Panwar (International Events Officer)
James Todd (Welfare & Disabilities Officer)
Alina Maries-Reim (Events Officer)
TBC
Javier Noriega Molina
TBC
Alina Maries-Reim (Strings)
Connor Hargreaves (Woodwind)
Nina Noble (Brass)
George Threadgold (Percussion)
Ceci Keiffer (Historical Performance)
TBC (Keyboard)
Ben Ryan (UG Vocal & Opera)
Natalka Pasiecznyk (PG Vocal & Opera)
Giuseppe Stillitano (Conducting)
Robert Baird and Thomas Shorthouse (UG Composition)
Gwydion Rhys (PG Composition)
Florence Ambrose
Ann van Allen-Russell
Mark Bowden
Nicola Smith
Elly Taylor

In Attendance

Assistant to the Director of Programmes

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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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
Programmes Operations & Quality Assurance Manager	Helen Cooney
MSc Programme Leader	Rosie Perkins
Area Leader for Aural	Miranda Francis
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	Ellie Staples (alternating Secretary)
Postgraduate Taught Programmes Administrator	Irene Goldáraz (alternating Secretary)
Digital Learning Manager	Thom Gilbert
SU President	Leila Hooton
Student Services Manager	Nicola Smith
Disability Advisor	Katie Gonzalez-Bell

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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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
Director of Programmes
BMus Programme Coordinator
Head of Taught Postgraduate Programmes
RCM/NAFA Programme Coordinator
Academic Registrar

Kevin Porter (Chair)
Diana Salazar
Ann van Allen-Russell
Mark Bowden
Vanessa Latache
Elly Taylor (Secretary)

NAFA

Vice President (Academic) and Provost

Dr Chong Keng Hua

Dean, Office of Academic Affairs
Dean (Faculty of Performing Arts)
Associate Dean (Faculty of Performing Arts)
Associate Dean (School of Music)
Deputy Associate Dean (School of Music)

Ho Hui May
Ernest Lim
Rebecca Kan
Nellie Seng
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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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	James Williams (Chair)
Deputy Director	Kevin Porter
Director of Programmes	Diana Salazar
Curator	Gabriele Rossi Rognoni
Deputy Curator	Jennifer Brian
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	Nadine Thompson (August 2025 - July 2028)
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)
Former Director of Collections, V&A	Dr Antonia Boström (August 2022 – July 2027)
Professor of Musicology, University of Manchester	Dr Rebecca Herissone (August 2025 – July 2028)

In attendance

Clerk to Council	Sharon Moloney (Secretary)
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Collections Committee will meet once a year in the autumn 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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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.

Membership

Deputy Director
Director of Programmes
Curator
Librarian
Head of Research

Kevin Porter (Chair)
Diana Salazar
Gabriele Rossi Rognoni
Peter Linnitt
Robert Adlington

In Attendance

Assistant to the Deputy Director
Others will be invited as needed for specific items.

Lauren Pountney (Secretary)

Equity, Diversity, Inclusion and Belonging 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 Equity, Diversity, Inclusion and Belonging (EDIB) 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 EDIB 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 Access & Participation Plan.
5. To report annually to Council and Senate on implementation of EDIB strategy.

Membership

Director and Member of Council	James Williams (Chair)
Up to two further Members of Council	Catherine Clarke
Director of Programmes	Diana Salazar
Artistic Director	Andrew Moore
Director of Development & Alumni Engagement	Lily Harriss
Head of HR	Jennifer Allison
Head of Performance, Programming & Faculties	Flo Ambrose
Deputy Academic Registrar	Nicola Peacock
Student Services Manager	Nicola Smith
Disability Advisor	Katie Gonzalez-Bell
Learning & Participation Manager	Hayley Clements
Deputy Head of HR	<i>currently vacant</i>
Head of Faculty representative	Toby Purser
Professorial representative	Richard Uttley
SU President	Leila Hooton
SU Diversity & International Officer	Asher Joyce
SU Events (International) Officer	Ananya Panwar
SU Welfare & Disabilities Officer	James Todd

In Attendance

Assistant to the Deputy Director	Lauren Pountney (Secretary)
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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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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
Director
Director of Programmes
Director of Finance & Technology
Head of Doctoral Programmes
Head of Postgraduate Taught Programmes
Head of Composition
Head of Historical Performance
Head of Centre for Performance Science
Curator
Librarian
Research & Knowledge Exchange Manager
Area Leader in Music Education
Research Finance & Administration Officer
Research Data Officer
CPS Administrator
Research Professor representative (rotating)
Early career researcher representative (rotating)
Hourly-paid researcher representative
Doctoral student representatives (rotating)

Robert Adlington (Chair)
James Williams
Diana Salazar
Rachel Harris
Sarah Whitfield
Mark Bowden
Jonathan Cole
Ashley Solomon
Aaron Williamon
Gabriele Rossi Rognoni
Peter Linnitt
Emma Hewett
Mary Stakelum
Stuart Hull (secretary)
Katharine Liley (Minutes)
Lisa Hall
Trevor Herbert
Anna Détári
Jane Chapman
Daniel Musashi
Michelle Kwan
Akira Liu

In Attendance

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

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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 Doctoral Programmes	Sarah Whitfield (Chair)
Head of Research	Robert Adlington
Director of Programmes	Diana Salazar
Head of Postgraduate Taught Programmes	Mark Bowden
Professor of Music, Health & Social Science	Rosie Perkins
Head of Composition	Jonathan Cole
Area Leader in Music Education	Mary Stakelum
Curator	Gabriele Rossi Rognoni
Librarian	Peter Linnitt
Research & Knowledge Exchange Manager	Emma Hewett
Supervisor representatives (rotating)	Christina Guillaumier
	Ingrid Pearson
Doctoral student representatives (rotating)	Daniel Musashi
	Michelle Kwan
	Akira Liu

In Attendance

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

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

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To consider all students on undergraduate courses and, by the exercise of its academic judgement, determine results consistent with the students' achievement in accordance with the scheme of assessment and regulations for the programme. In particular, the Board will make decisions about the progression, assessment, reassessment, compensation, moderation and final awards for students.

Membership

Director of Programmes	Diana Salazar (Chair)
BMus Programme Coordinator	Ann van Allen-Russell
Head of Keyboard	Vanessa Latache
Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Percussion	David Hockings
Head of Vocal & Opera	Audrey Hyland
Head of Composition	Jonathan Cole
Head of Historical Performance	Ashley Solomon
Area Leaders	Gerardo Gozzi
	Miranda Francis
	Mary Stakelum
	Sarah Fuchs
	George Waddell

External examiners approved by Senate

In Attendance

Registry Administrator (Undergraduate Programmes) Ellie Staples (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 modules 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

Postgraduate 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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB policy and strategy, and to reflect regularly on how the work of the Committee might support the strategy.
2. To consider all students on postgraduate taught courses and, by the exercise of its academic judgement, determine results consistent with the students' achievement in accordance with the scheme of assessment and regulations for the programme. In particular, the Board will make decisions about the progression, assessment, reassessment, compensation, moderation and final awards for students.

Membership

Director of Programmes	Diana Salazar (Chair)
Head of Postgraduate Taught Programmes	Mark Bowden
Head of Keyboard	Vanessa Latache
Head of Strings	Gary Ryan
Head of Woodwind	Marie Lloyd
Head of Brass	Amos Miller
Head of Percussion	David Hockings
Head of Vocal & Opera	Audrey Hyland
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 modules and makes decisions about mid-year reassessments. 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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 modules 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
BMus Programme Coordinator
Academic Registrar

Mark Bowden (Chair)
Ann van Allen-Russell
Elly Taylor

In Attendance

Registry Administrator (Postgraduate Taught Programmes)
Registry Administrator (Undergraduate Programmes)
Registry Administrator (Doctoral & Music Education Programmes)
Student Services Manager

Irene Goldáraz (Secretary)
Ellie Staples (Secretary)
Charlotte Rutherford
Nicola Smith

RCM/NAFA Board of Examiners and Admissions Committee

Decision making responsibilities:

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

Terms of Reference

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 Latache
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	Dr Chong Keng Hua
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)
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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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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
Deputy Director
Artistic Director
Director of Communications
Director of Development
Director of Estates
Director of Finance & Technology
Director of Programmes

James Williams (Chair)
Kevin Porter (Deputy Chair)
Andrew Moore
Talía Hull
Lily Harriss
Aida Berhamovic
Rachel Harris
Diana Salazar

Digital Strategy Implementation Committee

The Digital Strategy Implementation Committee is a committee of Directorate with responsibility for the development and implementation of the College's Digital Strategy and implementation plans.

Scope

The Digital Strategy is the strategy for all current and future IT and AV services throughout the College, together with Studios production and recording. It includes digital learning, the performance simulator, the digital innovation lab and other new digital technologies. It does not directly include concert and theatre lighting or productions.

Responsibilities

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB policy and strategy, and reflect regularly on how the work of the Committee might support the strategy.
2. To take primary responsibility for the digital elements of the College's strategic plan
3. To develop and maintain a Digital Strategy to support the College's strategic plan, recommending it to Directorate for approval.
4. Responsible for the implementation plans which support the Digital Strategy, providing Directorate with advice and guidance on progress, resourcing, and impact.
5. To design and oversee the College's digital infrastructure, applications and information landscape.
6. To champion and support the embedding of digital activities across all learning and teaching activity and professional services throughout the College, including through an agreed Communication Strategy.
7. To develop further governance structures and processes where needed to oversee major capital projects within the implementation plan.
8. To maintain overall responsibility for risks & issues, benefits and budgets in relation to the Digital Strategy, the implementation plan, and digital and IT services.
9. To approve College IT Policies and Codes of Practice.
10. To deliver reports and updates to the Directorate as required including a termly report.
11. To recommend reports to Directorate for the F&GP and A&RA Committees.
12. To incorporate the voice of students, professors and other staff in its decisions.

Membership

Director of Finance & Technology
Director of Programmes
Deputy Director
Head of Creative Technologies
Head of IT

Rachel Harris (Chair)
Diana Salazar
Kevin Porter
Richard Bland
Currently vacant

In Attendance (as required)

Academic Registrar
Digital Learning Manager
Director of Communications
Artistic Director

Elly Taylor
Thom Gilbert
Talia Hull
Andrew Moore

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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 & Technology	Rachel Harris
Director of Communications	Talia Hull
Director of Estates	Aida Berhamovic
Head of HR	Jennifer Allison
Head of Finance	Luke Hollander
Academic Registrar	Elly Taylor
Head of Performance, Programming & Faculties	Flo Ambrose
Manager of the Opera School & Vocal Faculty	Ann Somerville
Head of Junior Programmes	Miranda Francis
Learning & Participation Manager	Hayley Clements
Student Services Manager	Nicola Smith
Librarian	Peter Linnitt
Curator	Gabriele Rossi Rognoni
Creative Careers Centre Manager	Diana Roberts
Head of Creative Technologies	Richard Bland
Head of IT	<i>Currently vacant</i>
Head of Development Operations	Danielle Carroll
Executive Assistant to the Director	Sarah Mennell

In Attendance

Assistant to the Deputy Director	Lauren Pountney (Secretary)
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Health, Safety & Wellbeing Committee

Decision Making Responsibilities

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

Terms of Reference

1. To promote equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 and assist in the formulation of Health & Safety policies.
3. To keep under review College performance in relation to health & safety and wellbeing initiatives for staff and students.
4. To promote co-operation between College staff and students in instigating, developing and carrying out measures to ensure health & safety and wellbeing at the College.

Membership

Director of Estates
Member of RCM Council
Catering & Events Operations Manager, ICC
Student Services Manager
Deputy Head of Human Resources
Head of Junior Programmes
Health & Safety Manager
Head of Projects, Facilities & Operations
Estates & Technical Services Manager
Estates Projects & Environmental Coordinator
Two Academic Staff Representatives

Technical Director & Production Manager, Britten Theatre
Concert & Venue Manager
Head of Events & Corporate Partnerships
SU President
UNISON Representative

Aida Berhamovic (Chair)
Paula Walter
Ember Smith
Nicola Smith
Currently vacant
Miranda Francis
Leigh Jones
Anette Ollerearnshaw (maternity cover)
Jeff Smerdon
Daniel Miller
Aaron Williamon
Catherine Fleming
Paul Tucker
Grace Cattell
Vicky Moran
Leila Hooton
Sarah Batchelor

In Attendance

Assistant to the 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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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)
Member of RCM Council	Nadine Thompson
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 equity, diversity, inclusion and belonging (EDIB) with specific reference to the RCM EDIB 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 Head of Research on appropriate research ethics training for students and staff researchers, respectively.

Membership

Head of Research	Robert Adlington (Co-Chair)
Head of Doctoral Programmes	Sarah Whitfield (Co-Chair)
Director of Programmes	Diana Salazar
Area Leader in Music Education	Mary Stakelum
Lecturer in Music Education	Jessica Pitt
Research Fellow in Music & Cultural Practice /	Christina Guillaumier
Representative for Doctoral Supervisors	
A Head of Faculty (performance)	Ashley Solomon
Head of Centre for Performance Science	Aaron Williamon
Professor of Music, Health, & Social Science	Rosie Perkins
Research Fellow in Performance Science	Neta Spiro
Academic Programmes Professor / Doctoral Supervisor	Carola Darwin
Subject specialist advisors, as required	

In attendance

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

Environmental Management Committee

Terms of Reference

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 ISO14001 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.

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
Senior Academic Tutor / Area Leader in MMus Perf.
SU President
Head of Finance
Head of Events & Corporate Partnerships
Head of Creative Technologies
Head of Performance, Programming & Faculties
Head of Projects, Facilities & Operations
Head of Marketing
Estates & Technical Services Manager
Health & Safety Manager
Projects & Environmental Coordinator

Aida Berhamovic (Chair)
Ingrid Pearson
Leila Hooton
Luke Hollander
Vicky Moran
Richard Bland
Flo Ambrose
Anette Ollerearnshaw (maternity cover)
Katherine Smith
Jeff Smerdon
Leigh Jones
Daniel Miller (Secretary)

In attendance

Brite Green Sustainable Strategy

Darren Chadwick

PATRON, PRESIDENT, VICE-PRESIDENTS, LIFE GOVERNORS

Only those honours granted by the Monarch or by RCM are shown

Patron

His Majesty King Charles III

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)
Professor Colin Lawson CBE FRCM	(appointed 2024)
Humphrey Norrington OBE FRCM	(appointed 2003)
Dame Janet Ritterman DBE HonDMus	(appointed 2005)
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.