

Royal College of Music Council

Statement of Primary Responsibilities and delegation of powers to the Finance & General Purposes Committee,

Chairman, Director and management

Statement of Primary Responsibilities

The Council is responsible for:

- approving the mission and strategic vision of the College, long-term business plans, key performance indicators (KPIs) and annual budgets, and ensuring that these meet the interests of stakeholders
- appointing the Director and putting in place suitable arrangements for monitoring his/her performance
- ensuring the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, clear procedures for handling internal grievances and for managing conflicts of interest
- monitoring institutional performance against plans and approved KPIs, which are, where possible and appropriate, benchmarked against other institutions.

RCM Royal Charter and Statutes

The College's Royal Charter specifies that:

'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) ensuring the effective and efficient management, control and supervision of the College;
- (b) the appointment and payment of officers and staff;
- (c) the management and disposition of the property of the College;
- (d) making statutes, ordinances, bye laws, regulations and procedures for the regulation and management of the College and for membership of the Council; and
- (e) the custody and use of the Common Seal of the College.' (Clause 5)

'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 his absence, to the Deputy Chairman, provided that the Council shall not delegate any of the following functions:

- (f) the determination of the educational character and mission of the College;
- (g) the approval of the College's annual estimates of the income and expenditure;
- (h) the responsibility for ensuring the solvency of the College and for safeguarding its assets;

- (i) the appointment or dismissal of the Director of the College, following consultation with the President;
- (j) 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;
- (k) the appointment or removal from among the independent members of a Deputy Chairman and of an Honorary Treasurer;
- (l) the appointment of auditors, the establishment of an Audit Committee and the approval of the College's annual audited accounts; or
- (m) the alteration, amendment or addition to this Charter or the making of statutes, ordinances, bye laws, regulations and procedures.' (Clause 6)

Delegation of powers to the Finance and General Purposes Committee

The Finance and General Purposes Committee deals with finance, estates and HR matters on behalf of the Council.

1. To approve exceptional unbudgeted expenditure of a material nature. The definition of 'material' will be addressed in the College's financial regulations.
2. To approve material items of major capital expenditure, within the agreed budget (term of reference 4).
3. To oversee significant tender exercises (as defined by the financial regulations) and approve the outcomes where the expenditure that would result would be of a material nature (as defined by the financial regulations). The exceptions are internal and external audit tenders, which are overseen by the Audit Committee.
4. To approve tuition fees and other charges.
5. To approve general arrangements for the employment of staff generally, including terms and conditions of service, remuneration, superannuation, redundancy schemes, and, acting as Remunerations Committee, for senior staff (term of reference 9).
6. To approve arrangements for the selection and appointment of senior staff of the College (term of reference 8).
7. To approve arrangements for the establishment of a Register of Interests of members of Council and Committees of Council (term of reference 10).
8. To establish and wind-up subcommittees and working groups where appropriate to support its work.
9. To approve any other matters delegated from time to time by the Council.

Delegation of powers to the Director

The Director is the College's chief executive. As such, he/she is responsible for providing leadership to the College – proposing an institutional vision and strategy and implementing agreed plans, supported by the Directorate. He/she manages the College's staff and other resources and acts as designated officer to HEFCE.

1. To determine and revise the organisational/departmental structure of the College, including posts within departments or other organisational structures.
2. To appoint all staff, other than members of the senior staff.
3. To approve job descriptions and to keep these under review, including those of senior staff.
4. To review the performance of all staff, including senior staff; taking disciplinary action and dismissing staff, where necessary, in accordance with HR policies and procedures.

5. To make expenditure within the approved College budget and to approve unbudgeted expenditure that is not of a material nature.
6. Within the context of the Strategic Plan and with reference to the Senate where appropriate, to direct the academic, artistic, research and administrative priorities of the College, including quality assurance matters.
7. Within the context of the Strategic Plan, to determine annual student number planning policy by principal study, level, mode of study and fee status.
8. Within the context of the approved academic regulations, to manage arrangements for assessments and the award of qualifications.
9. Within the context of the general academic regulations for students, to take decisions under the Student Code of Conduct or any other general or academic regulatory or disciplinary matters.
10. To determine arrangements for and to operate the award and administration of scholarships and other financial awards for students.
11. To determine the committee structure to support the academic and management work of the College, other than Council committees.
12. Within the context of the Strategic Plan, to enter into partnerships with third parties, such as other higher education institutions or out-sourcing of administrative services, where these do not involve expenditure of a material nature or are not subject to tender exercises that would be overseen by the Finance & General Purposes Committee or any other committees.
13. To sign contracts, within limits set by the financial regulations and consistent with the Strategic Plan.
14. To delegate any of the above responsibilities to other members of College management, normally members of the senior staff, subject to any decisions made being reported to the Director.
15. To approve any other matters delegated from time to time by the Finance & General Purposes Committee, Council or Chairman.

Delegation of powers to the Chairman of Council

The Chairman of Council provides leadership to the Council. He/she chairs its meetings and ensures that it is meeting the needs of the College's stakeholders and is observing the principles of public life. Action taken under this delegated authority will normally consist of business that would not have merited discussion at a meeting of Council or of the Finance & General Purposes Committee (such as the signing of routine documents, and detailed implementation of matters already agreed by Council or the Finance & General Purposes Committee). In the absence of the Chairman, delegated authority may be exercised by the Deputy Chairman.

1. The Council may, from time to time, delegate any of its powers to the Chairman or to other independent members of Council over individual decisions, on a case by case basis, other than those of its powers or functions that are not delegable under the Royal Charter.
2. Decisions may be delegated to the Chairman outside meetings by correspondence with Council members, including by email, when initiated by the Chairman, by the Clerk or by the Director.

Kevin A Porter, Clerk to the Council

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