

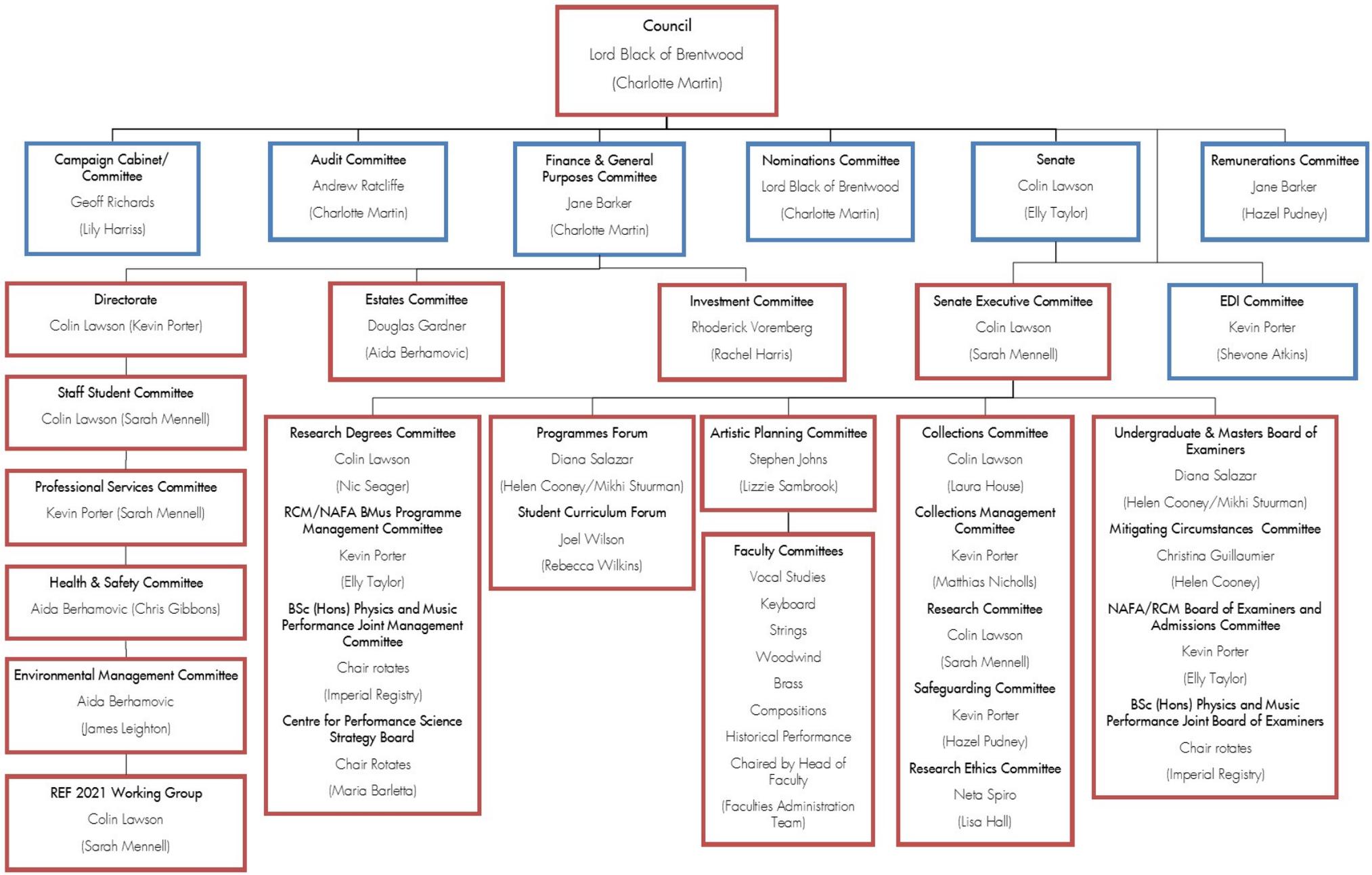


ROYAL COLLEGE OF MUSIC
COMMITTEE HANDBOOK
2020/21

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Council
Lord Black of Brentwood
(Charlotte Martin)

**Campaign Cabinet/
Committee**
Geoff Richards
(Lily Harriss)

Audit Committee
Andrew Ratcliffe
(Charlotte Martin)

**Finance & General
Purposes Committee**
Jane Barker
(Charlotte Martin)

Nominations Committee
Lord Black of Brentwood
(Charlotte Martin)

Senate
Colin Lawson
(Elly Taylor)

Remunerations Committee
Jane Barker
(Hazel Pudney)

Directorate
Colin Lawson (Kevin Porter)

Estates Committee
Douglas Gardner
(Aida Berhamovic)

Investment Committee
Rhoderick Voreberg
(Rachel Harris)

Senate Executive Committee
Colin Lawson
(Sarah Mennell)

EDI Committee
Kevin Porter
(Shevone Atkins)

Staff Student Committee
Colin Lawson (Sarah Mennell)

Professional Services Committee
Kevin Porter (Sarah Mennell)

Health & Safety Committee
Aida Berhamovic (Chris Gibbons)

Environmental Management Committee
Aida Berhamovic
(James Leighton)

REF 2021 Working Group
Colin Lawson
(Sarah Mennell)

Research Degrees Committee
Colin Lawson
(Nic Seager)
**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
(Maria Barletta)

Programmes Forum
Diana Salazar
(Helen Cooney/Mikhi Stuurman)
Student Curriculum Forum
Joel Wilson
(Rebecca Wilkins)

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
(Laura House)
**Collections Management
Committee**
Kevin Porter
(Matthias Nicholls)
Research Committee
Colin Lawson
(Sarah Mennell)
Safeguarding Committee
Kevin Porter
(Hazel Pudney)
Research Ethics Committee
Neta Spiro
(Lisa Hall)

**Undergraduate & Masters Board of
Examiners**
Diana Salazar
(Helen Cooney/Mikhi Stuurman)
Mitigating Circumstances Committee
Christina Guillaumier
(Helen Cooney)
**NAFA/RCM Board of Examiners and
Admissions Committee**
Kevin Porter
(Elly Taylor)
**BSc (Hons) Physics and Music
Performance Joint Board of Examiners**
Chair rotates
(Imperial Registry)

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; and
- f) 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 his absence, to the Deputy Chairman, 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 Chairman;
- g) the appointment of auditors, the establishment of an Audit 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 Prince of Wales

Independent Members

Lord Black of Brentwood (Chairman)
 Mrs Jane Barker CBE FRCM (Deputy Chairman)
 Ms Catherine Clarke
 Mr Peter Dart
 Baroness Fleet CBE
 Mr Douglas Gardner
 Mr Andrew Haigh
 Sir George Iacobescu CBE
 Ms Ruth Keattch
 Mr John Nickson
 Mr Andrew Ratcliffe
 Mr Geoffrey Richards HonRCM
 Mr Rhoderick Voremberg
 Sir Guy Weston HonRCM
 Mr James Williams

Dates of Appointment

August 2009 – July 2022
 February 2007 – July 2022
 October 2020 – July 2025
 January 2015 – July 2020
 March 2018 – July 2023
 July 2014 – July 2024
 March 2011 – July 2021
 March 2017- July 2022
 June 2016 – July 2021
 March 2012 – July 2022
 July 2014 – July 2024
 July 2017 – July 2022
 March 2011 – July 2021
 July 2020 – July 2025
 October 2020 – July 2025

Director and Deputy Director

Professor Colin Lawson CBE FRCM
 Mr Kevin Porter HonRCM

Elected Members

Mr William Mival FRCM (elected by professors)	August 2018– July 2021
Professor Vanessa Lata arche FRCM (re-elected by professors)	August 2019 – July 2022
Ms Elly Taylor HonRCM (re-elected by administrative staff)	August 2018 – July 2021
Mr Joel Wilson (President, Students' Union)	August 2019 – July 2021

In Attendance

Mrs Charlotte Martin HonRCM (Clerk to Council)
 Mr Nic Seager (Assistant Clerk to the Council, Registry Information & Systems Manager)
 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 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 lending 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. Acting as the College's risk management committee, to review the College's risk management strategy and policy; 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 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

Deputy Chairman
Chairman of Council
Chairman of Investment Committee
Chairman of Estates Committee
Director
Such independent members as the Council may determine
Other independent members

Mrs Jane Barker (Chairman)
Lord Black of Brentwood
Mr Rhoderick Voremberg
Mr Douglas Gardner
Professor Colin Lawson

Vacancy

In Attendance

Deputy Director
Director of Finance
Director of Estates
Clerk to the Council
Assistant Clerk to the Council

Mr Kevin Porter
Ms Rachel Harris
Ms Aida Berhamovic
Mrs Charlotte Martin (Secretary)
Mr Nic Seager

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 Estate Strategy before recommending it to Finance & General Purposes Committee for approval.
4. To ensure liaison with the Development 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

Chairman, from independent members of RCM Council
Director
Such other members (no fewer than two) as the Committee regards as necessary, with skills in property, project management, and property law

Mr Douglas Gardner
Professor Colin Lawson
Mr Martin Hadland
Mr Ben Bolgar

In Attendance

Director of Estates
Director of Finance
Deputy Director
Deputy Head of Estates
Estates Project Manager
Head of Digital
Assistant to the Director of Finance & Director of Estates
Other members of the Directorate, as needed

Ms Aida Berhamovic (Secretary)
Ms Rachel Harris
Mr Kevin Porter HonRCM
Mr Jason Perry
Miss Sarah Hanratty HonRCM
Mr Matt Parkin
Miss Jodie O'Callaghan

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 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)

Mr Rhoderick Voremberg (Chairman)

Ms Ruth Keattch

Mr Geoffrey Richards

Deputy Director

Mr Kevin Porter

External members (co-opted)

Mr Andrew Hutton

Mr Andrew Tusa

In Attendance

Director of Finance

Ms Rachel Harris (Secretary)

Head of Finance

Ms Jas Rooprai

Assistant to the Director of Finance & Estates

Miss Jodie O'Callaghan

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

Director

Deputy Director

Up to three (minimum two) independent members of the Council recommended by the Chairman

One member of the Council elected to serve on the Council by the professorial staff

Lord Black of Brentwood (Chairman)

Professor Colin Lawson

Mr Kevin Porter

Mrs Jane Barker

Baroness Fleet

Professor Vanessa Latache

In Attendance

Clerk to the Council

Mrs Charlotte Martin (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 (ie 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

Chairman of Finance & General Purposes Committee
Chairman of Council
Chairman of Investment Committee
Chairman 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

Mrs Jane Barker (Chairman)
Lord Black of Brentwood
Mr Rhoderick Voremberg
Mr Douglas Gardner

In Attendance

Head of HR

Ms Jennifer Allison (Secretary)

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 Committee

Terms of Reference

Scope

It is the role of the Audit 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 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 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.
8. To monitor the implementation of agreed audit-based recommendations, from whatever source.
9. 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.
10. To oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.
11. 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
12. To monitor the College's compliance with OfS requirements.
13. To satisfy itself that effective arrangements are in place to ensure appropriate and accurate data returns are made to external stakeholders and regulatory bodies.
14. To receive any relevant reports from the National Audit Office, OfS and other organisations.
15. 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.

16. To monitor other relevant sources of assurance, for example other external reviews.
17. 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.
18. 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 Committee and its Chairman shall be appointed by the Council, from among its own members and must consist of members with no executive responsibility for the management of the College. There shall be no fewer than three members; a quorum shall be at least two members.

The Chairman of Council and the Chairman of the Finance & General Purposes Committee should not be members of the Audit 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 Committee Secretary.

The Secretary to the Audit Committee will be the Clerk to the 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

Mr Andrew Ratcliffe (Chairman)
Mr Andrew Haigh
Ms Catherine Clarke

Co-opted member(s)

Ms Joanna Matthews

In Attendance

Clerk to the Council
Assistant Clerk to the Council
Director
Deputy Director
Director of Finance
Representatives of the internal auditors and of the external auditors

Mrs Charlotte Martin (Secretary)
Mr Nic Seager
Professor Colin Lawson
Mr Kevin Porter
Ms Rachel Harris

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 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 Committee is authorised to approve all audit planning documents on behalf of the Council.

The Audit 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.

Campaign Cabinet & 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 advise Council on the campaign plan and strategy.
3. To advise the Development and Alumni Engagement Team on broadening and diversifying the donor base through the identification of prospective donors, both individual and corporate.
4. To advise Development and Alumni Engagement Team on stewardship activities.
5. To act as individual external champions and spokespeople of the campaign, including by:
 - maintaining regular communication with the Director of Development & Alumni Engagement and other members of the DAE team;
 - acknowledging their personal support/gift for the Royal College of Music as part of the fundraising process;
 - actively fundraising by personally attending meetings and making phone calls to prospective volunteers, donors or sponsors;
 - cultivating and soliciting top-level gifts where it is determined that the cabinet member has influence
 - hosting in the process of cultivating and thanking RCM supporters at RCM related events
 - assisting in opening doors, accompanying the Director or Development staff, or making a call himself or herself, as appropriate.

Membership

Chairman of the Campaign	Mr Geoff Richards HonRCM
Chairman	Lord Black of Brentwood
Director	Professor Colin Lawson CBE FRCM
Cabinet	Mr John Nickson
	Mr Andrew Haigh
	Ms Veronica Wadley CBE
Committee	Lady Connie Middleton FRCM
	Lady Meryl Walters
	Mr Michael Needley
	Sir Thomas Allen CBE
	Ms Alethea Siow

In Attendance

Director of Development & Alumni Engagement	Mrs Lily Harriss HonRCM (Secretary)
Head of Development Operations	Ms Danielle Carroll
Head of Major Gifts	Mrs Eleonore de Sibert
Head of Supporter Engagement	Dr Emma Adlard
Head of Events & Venue Hire	Mr Sam Glenister-Batey
Development Operations Manager	Miss Suzie Capps

Assistant to the Deputy Mr Matthias Nicholls
Director and the Director of
DAE

In Attendance as required

Development and Alumni Engagement Team	
Deputy Director	Mr Kevin Porter HonRCM
Artistic Director	Mr Stephen Johns FRCM
Director of Finance	Ms Rachel Harris
Director of Communications	Ms Talia Hull HonRCM
Heads of Faculty	Professor Vanessa Latache FRCM (Keyboard)
	Mr Mark Messenger FRCM (Strings)
	Mr Nigel Black FRCM (Brass)
	Mr Nick Sears FRCM (Vocal & Opera)
	Professor Ashley Solomon FRCM (Historical Performance)

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 review periodically its own effectiveness and that of its committees.
 12. 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
Head of Undergraduate Programmes	Christina Guillaumier
Head of Postgraduate Programmes	Natasha Loges
Head of Keyboard	Vanessa Latarche
Head of Strings	Mark Messenger
Head of Woodwind	Simon Channing
Head of Brass	Nigel Black
Head of Percussion	David Hockings
Head of Vocal & Opera	Nick Sears
Head of Composition	William Mival
Head of Historical Performance	Ashley Solomon
Librarian	Peter Linnitt
Museum Curator	Gabriele Rossi Rognoni
Head of the Junior Programmes	Miranda Francis
Head of Centre for Performance Science	Aaron Williamon
Student Services Manager	Lynnette Easterbrook
President of the Students' Union	Joel Wilson
Up to five professors elected by the professors	Gabrielle Lester (elected to August 2022)
	Ingrid Pearson (elected to August 2023)
	Paul Robinson (elected to August 2023)
	Patricia Rozario (re-elected to August 2023)
	Gary Ryan (re-elected to August 2021)
Academic Registrar	Elly Taylor (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 UG and PG 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
Director of Communications
Head of Undergraduate Programmes
Head of Postgraduate 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 Junior Programmes
Digital Team Leader

Colin Lawson (Chair)
Kevin Porter (Deputy Chair and Chair of admissions and scholarships meetings)
Stephen Johns
Diana Salazar
Talia Hull
Christina Guillaumier
Natasha Loges
Vanessa Latarche
Mark Messenger
Simon Channing
Nigel Black
Nicks Sears
Michael Rosewell
William Mival
David Hockings
Ashley Solomon
Miranda Francis
Thom Gilbert

In Attendance

Executive Assistant to the Director
Academic Registrar
Performance, Programming & Faculty Manager
Head of Supporter Engagement

Sarah Mennell (Secretary)
Elly Taylor
Florence Ambrose
Emma Adlard

In Attendance for Individual Items

Director of Finance
UG and PGT Programmes business

Rachel Harris
Joel Wilson (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 Latache
Head of Strings	Mark Messenger
Head of Woodwind	Simon Channing
Head of Brass	Nigel Black
Head of Vocal & Opera	Nick Sears
Head of Composition	William Mival
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)
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In Attendance as Appropriate/Necessary for Particular Items:

Performance, Programming & Faculty Manager	Florence Ambrose
Orchestra Manager	Christina Hancock
Manager of the Opera School and Vocal Faculty	Ann Somerville
Chamber Music Manager	tbc
Head of Undergraduate Programmes	Christina Guillaumier
Head of Postgraduate Programmes	Natasha Loges
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

Students' Union Faculties Officer and one person from each faculty as appropriate, nominated by the Faculties Officer

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
SU Vice President
SU Executive Members

UG and PGT Programmes Student Representatives
MEd Student Representative
MSc Student Representative
Faculty Student Representatives

Director of Programmes
Head of UG Programmes
Head of PG Programmes
At least one Head of Faculty
Assistant to the Artistic Director, the Director of Programmes, and the Events Coordinator

Joel Wilson (Chair)
James Cobb
Adam Reynolds, Ruby Barber, Andrew Chen, Emma Edwards,
Annabel Kennedy, Kara Battley, Vera Beumer, Niki Moosavi
Dominic Clarke
Christine Grier
Rebecca Herman
Laura Williamson (Strings)
Connor Gingell (Brass)
Nahum Strickland (Composition)
Javi Gonzalez (Historical Performance)
Aidan Chan (Keyboard)
Heledd Gwynant (Percussion)
Olivia Carstairs (Vocal & Opera)
Ashby Mayes (Woodwind)
JP Jennings (Conducting)
Diana Salazar
Christina Guillaumier
Natasha Loges

Lizzie Sambrook (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 undertake such other tasks as the Senate may from time to time request.

Membership

Director of Programmes
Head of Undergraduate Programmes
Head of Postgraduate Programmes
Area Leader Master of Composition
Area Leader Master of Composition,
Composition for Screen
Area Leader for Music Education
MSc Programme Leader
Area Leader for History
Area Leader for Aural
Area Leader for Stylistic Studies
Area Leader for Alexander Technique
Area Leader, MMus in Performance
At least one Head of Faculty

Diana Salazar (Chair)
Christina Guillaumier
Natasha Loges
Jonathan Cole
Dimitri Scarlato

Mary Stakelum
Rosie Perkins
Wiebke Thormählen
Miranda Francis
David Graham
Peter Buckoke
Ingrid Pearson

In Attendance

UG Programmes Administrator
PG Programmes Administrator
Digital Learning Manager
Artistic Director
SU President

Helen Cooney (alternating Secretary)
Mikhail Stuurman (alternating Secretary)
Thom Gilbert
Stephen Johns
Joel Wilson

BSc (Hons) Physics and Music Performance Joint Management Committee

Terms of Reference (Derived from Paragraph 4 of the Programme Agreement)

The Joint Management Committee will oversee all academic, administrative and operational matters relating to the JDP and will meet at least annually. Joint Management Committee will consider, at least on an annual basis, will include, but are not restricted to, the following:

1. details of JDP Students and their progress;
2. the Scheme for the Award of Honours and marking schemes for each module of the JDP
3. an updated list of academic staff at both institutions with significant teaching responsibility for JDP Students
4. general issues relating to the management of the JDP and the Agreement;
5. JDP Student welfare and overall experience. This would normally include consideration of the results of student surveys and other forms of student feedback;
6. results of any review of the JDP, undertaken by either Party, and if applicable, follow-up actions to be taken as a result;
7. items of good practice that should be highlighted to the Parties' quality assurance committees;
8. consideration of the reports of any site visits that have taken place since the last meeting;
9. review of JDP programme documentation and annual updates;
10. review of any marketing material used to advertise the programme along with any other overarching programme material to ensure it remains current;
11. the amount to be paid by Imperial to the RCM under clause 11 of this Agreement.

Meetings of the Joint Management Committee will be coordinated by Imperial

Membership

The Chairmanship of the Joint Management Committee will rotate annually between the Parties. In the case of Imperial, the Chairman will be the Director of Undergraduate Studies for Physics (currently Professor A MacKinnon) and for RCM the Chairman will be the Deputy Director, RCM (currently Kevin Porter).

Members for Imperial

Pro Rector (Education and Academic Affairs) (Chairman of the Science Studies Committee as alternative)
Director of Undergraduate Studies for Physics (the Academic Lead)
Department of Physics Senior Tutor
Department of Physics Examinations Officer
Department of Physics Admissions Tutor
Director of Music

Members for RCM

Academic Registrar
Director of Programmes
Area Leader, MMus in Performance
Deputy Academic Registrar

Elly Taylor
Diana Salazar
Ingrid Pearson (the Academic Contact)
Nicola Peacock

RCM/NAFA BMus 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
Director of Programmes
Head of Undergraduate Programmes
RCM Programme Coordinator
Academic Registrar

Kevin Porter (Chair)
Diana Salazar
Christina Guillaumier
William Mival
Elly Taylor (Secretary)

NAFA

Dean (Office of Academic Affairs)
Artistic Director (School of Music)
NAFA Degree Programme Leader
Vice Dean, Pedagogy & Research Unit

Ho Hui May
Lim Yau
Eleanor Tan
Rebecca Kan

Dean (School of Music)
Vice Dean (School of Music)
Vice President (Academic)

Ernest Lim
Lena Ching
Jerry Soo

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
Deputy Director	Kevin Porter
Director of Programmes	Diana Salazar
Curator	Gabriele Rossi Rognoni
Librarian	Peter Linnitt
Head of Postgraduate Programmes	Natasha Loges
Area Leader MMus Perform. & Programme Leader BSc	Ingrid Pearson
Head of Historical Performance	Ashley Solomon
Performance & Programming Administrator	Katherine Hainsworth
Student representatives	Dan Floyd
Colin Lawson (Chair)	
An independent member of RCM Council	Ruth Keattch

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 Research and Public History, Science Museum	Tim Boon
Curator of Dance, V&A	Jane Pritchard
Head of Music Collections, British Library	Richard Chesser
Open University	David Rowland

Museum Administrator	Laura House (Secretary)
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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
Director of Programmes
Curator
Librarian

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

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

Up to two further Members of Council

Director of Programmes

Artistic Director

Head of HR

Deputy Academic Registrar

Student Services Manager

HR Manager

SU President

SU Vice-President

SU Diversity Officer

SU International Officer

Kevin Porter (Chair)

Diana Salazar

Stephen Johns

Jennifer Allison

Nicola Peacock

Lynnette Easterbrook

Olivia Towers

Joel Wilson

James Cobb

Niki Moosavi

Andrew Chen

HR Assistant (Secretary)

Shevone Atkins

Research 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 maintain oversight and advise on the development of the College's research strategy.
3. To maintain oversight and advise on the development of the College's knowledge exchange strategy.
4. To allocate internal research funding.
5. To advise on the preparation of external research reports and external applications for research funding.
6. To review the outcomes of research funded both externally and by the College.
7. To receive reports from CPS and Collections.

Membership

Director
Head of Postgraduate Programmes
Head of Composition
Head of Centre for Performance Science
Curator of the Museum of Music
Librarian
Research & Knowledge Exchange Manager
Head of Historical Performance
Doctoral student representatives (rotating)

Professor Colin Lawson (Chair) [from 1/1/2021]
Professor Natasha Loges
William Mival
Professor Aaron Williamon
Gabriele Rossi Rognoni
Peter Linnitt
Emma Hewett
Professor Ashley Solomon
Nicole Crespo, Alexander Ho, Rebecca Herman

Members of teaching and research staff

Area Leader, MMus in Performance
Research Fellow
Reader in Performance Science
Area Leader in History
Area Leader in Music Education
Research Professor
Research Professor

Ingrid Pearson
Tania Lisboa
Rosie Perkins
Wiebke Thormählen
Mary Stakelum
Professor Richard Langham Smith
Professor Trevor Herbert

In Attendance

Executive Assistant to the Director

Sarah Mennell (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
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

In Attendance

Lisa Hall (Secretary)

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 approve minor modifications to the doctoral programme.
3. To make recommendations to the Senate on revisions to the doctoral regulations.
4. To approve and oversee changes to the supervision of individual doctoral students, any extensions to their period of registration or suspension of registration. To monitor the progress of individual doctoral students and to ensure that they are receiving appropriate support and facilities in pursuing their research.
5. To consider the recommendations of examiners concerning doctoral students' performance, to resolve any disagreement between examiners and to award the DMus or PhD.

Membership

Director of Research	Professor Colin Lawson (Chair)
Head of Postgraduate Programmes	Professor Natasha Loges
Head of Centre for Performance Science	Professor Aaron Williamon
Reader in Performance Science	Rosie Perkins
Head of Composition	William Mival
Area Leader, MMus in Composition	Jonathan Cole
Area Leader, MMus in Performance	Ingrid Pearson
Representatives of the Doctoral supervisors	Wiebke Thormählen
Area Leader in Music Education	Mary Stakelum
Doctoral students (rotating)	Nicole Crespo, Alexander Ho, Rebecca Herman

In Attendance

Registry Information & Systems Manager	Nic Seager (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

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 recommendations to Imperial College about the achievement of students in Royal College of Music units which contribute to the BSc(Hons) in Physics with Studies in Musical Performance.
7. 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
Head of Undergraduate Programmes
Head of Keyboard
Head of Strings
Head of Woodwind
Head of Brass
Head of Percussion
Head of Vocal & Opera
Head of Composition
Head of Historical Performance
Area Leaders

Diana Salazar (Chair)
Christina Guillaumier
Vanessa Latache
Mark Messenger
Simon Channing
Nigel Black
David Hockings
Nick Sears
William Mival
Ashley Solomon
David Graham
Miranda Francis
Wiebke Thormählen
Mary Stakelum

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. The membership of the Sub-Board of Examiners comprises:

- Director of Programmes (Chair)
- Head of Undergraduate Programmes
- Area Leaders
- BMus Personal Advisers: Carola Darwin, Christina Guillaumier, Paul Harrison, Pande Shahov, Ingrid Pearson, Jane Roper, George Waddell.

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 Programmes	Natasha Loges
Head of Keyboard	Vanessa Latache
Head of Strings	Mark Messenger
Head of Woodwind	Simon Channing
Head of Brass	Nigel Black
Head of Percussion	David Hockings
Head of Vocal & Opera	Nick Sears
Head of Composition	William Mival
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

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 Programmes) Mikhail Stuurman (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 Programmes	Natasha Loges

In Attendance

Registry Administrator (Postgraduate Programmes) Mikhail Stuurman (Secretary)

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 Undergraduate Programmes
Head of Postgraduate Programmes
Academic Registrar

Christina Guillaumier (Chair)
Natasha Loges
Elly Taylor

In Attendance

Registry Administrator (Postgraduate Programmes) Mikhail Stuurman (Secretary)

Registry Administrator (Undergraduate Programmes) Helen Cooney (Secretary)

BSc (Hons) Physics and Music Performance Joint Board of Examiners

Terms of Reference (Derived from Paragraph 4 of the Programme Agreement)

1. The RCM Registry contact will provide the Imperial Physics Examinations and Information Officer with provisional results for those modules of the JDP for which RCM is responsible as soon as possible after the results of any assessment have taken place (this would normally be within one (1) month). The provisional results will be confirmed after the meeting of the RCM Undergraduate Board of Examiners. The provisional results of the modules for which Imperial is responsible will be confirmed at the final meeting of the Imperial Board of Examiners' Meeting.
2. Once both Parties have confirmed the results of their respective assessments, Imperial and RCM will hold a meeting of the Joint Board of Examiners in order to confirm the award of a joint degree.
3. The Joint Board of Examiners will be constituted following Imperial 'Guidelines for the Conduct of Boards of Examiners Meetings' as amended from time to time.

Membership

- A Board Chairman, appointed annually by the Imperial Science Studies Committee and the RCM, who will rotate annually between both Parties.
- Two external examiners appointed to the JDP: one external examiner for physics and one for music.
- For Imperial, there will be at least one examiner from the Physics Board of Examiners.
- For RCM, there will be at least one examiner from the Undergraduate Board of Examiners.
- A representative from Imperial Registry.

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 Undergraduate Programmes	Christina Guillaumier
RCM Programme Coordinator	William Mival
RCM examiner present at NAFA for relevant session of examinations	David Graham
External examiner approved by the RCM Senate	Simon Desbruslais

NAFA

Dean (School of Music)	Ernest Lim Hung Choong
Vice Dean (School of Music)	Lena Ching Kah Pick
Artistic Director (School of Music)	Lim Yau
Programme Leader (Degree), School of Music	Eleanor Tan
Vice Dean (Pedagogy & Research)	Rebecca Kan Yen Pei
Office of Academic Affairs	

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 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 and 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
Director of Finance
Director of Estates
Artistic Director
Director of Programmes
Director of Development & Alumni Engagement
Director of Communications

Colin Lawson (Chair)
Kevin Porter (Deputy Chair)
Rachel Harris
Aida Berhamovic
Stephen Johns
Diana Salazar
Lily Harriss
Talia Hull

Staff-Student 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
Head of Undergraduate Programmes	Christina Guillaumier
Student Services Manager	Lynnette Easterbrook
Academic Registrar	Elly Taylor
SU President and SU Committee	Joel Wilson
	James Cobb
	Adam Reynolds
	Ruby Barber
	Andrew Chen
	Emma Edwards
	Annabel Kennedy
	Kara Battley
	Vera Beumer
	Niki Moosavi

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)
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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
Director Finance
Director of Communications
Director of Estates
Head of HR
Head of Finance
Academic Registrar
Performance, Programming & Faculty Manager
Manager of the Opera School and Vocal Faculty
Head of Junior Programmes
Learning & Participation Manager
Student Services Manager
Librarian
Creative Careers Centre Manager
Head of Studios
Head of Development Operations
Curator of Musical Instruments

Kevin Porter (Chair)
Rachel Harris
Talia Hull
Aida Berhamovic
Jennifer Allison
Jas Rooprai
Elly Taylor
Flo Ambrose
Ann Somerville
Miranda Francis
Hayley Clements
Lynnette Easterbrook
Peter Linnitt
Diana Roberts
Matt Parkin
Danielle Carroll
Gabriele Rossi Rognoni

In Attendance

Executive Assistant to the Director

Sarah Mennell

Health & Safety Committee

Decision Making Responsibilities

- To advise, as appropriate on Health & 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 and Safety organisation, arrangements and safe systems of work.
3. To keep under review College performance in relation to health and safety at work and assist in the formulation of Health and Safety policies; to promote co-operation between College staff and students in instigating, developing and carrying out measures to ensure health and safety at work.

Membership

Director of Estates	Aida Berhamovic (Chair)
Director of Finance	Rachel Harris
Members of RCM Council	Douglas Gardner
Catering Supervisor	Tsvetelina Tabekova
Commercial Services Retail and Support Manager, ICC	David Hughes
Student Services Manager	Lynnette Easterbrook
Head of Junior Programmes	Miranda Francis
Health and Safety Manager	James Leighton
Assistant Facilities and Operations Manager	Poppy Walker
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	Holly Thew
Events Coordinator	Lizzie Sambrook
SU President	Joel Wilson
UNISON Representative	vacant

In Attendance

Estates Office Coordinator	Chris Gibbons (Secretary)
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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
Head of Junior Programmes
Head of HR
Head of Learning & Participation
Student Services Manager

Diana Salazar (Chair)
Miranda Francis (Designated Safeguarding Lead)
Jennifer Allison
Hayley Clements
Lynnette Easterbrook

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 Programmes	Natasha Loges
A Head of Faculty (performance)	Ashley Solomon
Head of Centre for Performance Science	Aron Williamon
Reader in Performance Science	Rosie Perkins
Research Fellows in Performance Science (up to 2)	Terry Clark & Neta Spiro (Chair)
Area Leader in History	Wiebke Thormählen
Area Leader in Masters in Composition	Jonathan Cole
Area Leader in Music Education	Mary Stakelum (Deputy Chair)
Professor of Material Culture and Music	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 (2020/21)	Neta Spiro
Deputy Chair (2020/21)	Mary Stakelum

Subject specialist advisors, as required

In attendance

Secretary: CPS Administrator

Other members of RCM staff as required

REF2021 Working Group

REF2021 Working Group is a sub-committee of Directorate. It consults Research Committee at key points in the submission cycle.

Decision-making responsibilities

- Management of all aspects of the preparation of the RCM submission to REF2021
- Recommendation of key policies and procedures and the final submission to Directorate

Terms of Reference

1. 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. Ensure that the REF2021 submission represents the best overall view of the RCM's research profile.
3. Ensure that equality and diversity are continuously monitored and firmly embedded in processes for submitting staff and outputs.
4. Maintain transparency in decision-making.
5. Prepare and submit all required documentation to REF according to timetable.

Membership

Director	Colin Lawson (Chair, from 01/01/2021)
Area leader for History	Wiebke Thormählen
Head of Composition	William Mival
Head of Centre for Performance Science	Aaron Williamon
Research and Knowledge Exchange Manager	Emma Hewett
Professor of Music Research	Professor Trevor Herbert

In attendance

Executive Assistant to the Director	Sarah Mennell (Secretary)
Head of HR	Jennifer Allison (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 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.

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
Health & Safety Manager	James Leighton (Secretary)
Area Lead, MMus in Performance	Ingrid Pearson
Research Fellow in Performance Science	Terry Clarke
SU President	Joel Wilson
Performance, Programming Faculties Manager	Flo Ambrose
Head of Digital	Matt Parkin
Assistant Facilities and Operations Manager	Poppy Walker
Marketing Managers	Heather Daykin & Adam Ferguson
Estates Office Coordinator	Chris Gibbons

In attendance

Brite Green Sustainable Strategy	Darren Chadwick
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PATRON, PRESIDENT, VICE-PRESIDENTS, LIFE GOVERNORS

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

Patron

Her Majesty The Queen

President

His Royal Highness The 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

Sir Anthony Cleaver FRCM (appointed 2007)

Lady Middleton FRCM (appointed 2003)

Mr Humphrey Norrington OBE FRCM (appointed 2003)

Dame Janet Ritterman DBE (appointed 2005)

Sir Ian Stoutzker CBE FRCM (appointed 1999)

Professor Lord Winston (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.