

Royal College of Music

Role Description of Members of Council

The Royal College of Music

The Royal College of Music (RCM) is one of the world's great conservatoires, training gifted musicians from all over the world for international careers as performers, conductors and composers. Founded in 1882 by the then Prince of Wales (later Edward VII), the RCM has trained some of the most important figures in British and international music life, including composers such as Holst, Vaughan Williams and Britten; conductors such as Leopold Stokowski, Sir Colin Davis and Sir Roger Norrington; singers such as Dame Joan Sutherland, Sir Thomas Allen and Alfie Boe; instrumentalists such as James Galway, John Lill and Natalie Clein.

With over 800 students from more than 60 countries studying at undergraduate, masters or doctoral level, the RCM of the 21st century is a vibrant community of talented and open-minded musicians. RCM professors are musicians with worldwide reputations, accustomed to working with the most talented students of each generation to unlock their artistic potential.

Regular visitors include musicians of the standing of Lang Lang, Dame Kiri te Kanawa and Bernard Haitink. The RCM's many performing groups – including five orchestras, two jazz bands and the RCM International Opera School – are celebrated for the vitality and excellence of their performances, and are regularly invited to perform at significant venues both in the UK and overseas.

The RCM's buildings, facilities and location are the envy of the world. The RCM is situated directly opposite the Royal Albert Hall in South Kensington, the home of science, arts and inspiration. Our iconic building, our concert hall, opera theatre, studios, library and museum all provide inspiration for RCM students.

Members of Council

Members of Council are expected to have a passion for music and for the education of the next generation of performers and composers. They will wish to advance the College, acting as ambassadors and drawing on a wide range of external contacts. In addition to Council meetings and those of any committees of which they are also a member, they will be interested in attending a range of the College's performances – interacting with professors, conductors and students.

1. Membership

- a) Members are expected to play an appropriate part in ensuring that the necessary business of the Council is carried on efficiently, effectively, and in a manner appropriate for the proper conduct of public business. They are expected to make rational and constructive contributions to debate and to make their knowledge and expertise available to the Council as opportunity arises.
- b) Members have a responsibility for ensuring that the Council acts in accordance with the instruments of governance of the College and with the College's internal rules and regulations, and should seek advice from the Clerk in any case of uncertainty.
- c) Members are required to accept collective responsibility for the decisions reached by the Council. Members elected, nominated or appointed by particular constituencies may not act as if

delegated by the group they represent, and may not be bound in any way by mandates given to them by others.

2. Standards

a) Members have a responsibility for ensuring that the Council conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership. They must at all times regulate their personal conduct as members of the Council in accordance with these standards.

b) Members must make a full and timely disclosure of personal interests to the Clerk in accordance with the procedures approved by the Council. They must as soon as practicable disclose any interest which they have in any matter under discussion and accept the ruling of the Chairman in relation to the management of that situation, in order that the integrity of the business of the Council and its Committees may be seen to be maintained.

c) Since the College is a Charity, members have a responsibility for ensuring that the Council exercises efficient and effective use of the resources of the College for the furtherance of its charitable purposes, maintains its long-term financial viability, and safeguards its assets, and that proper mechanisms exist to ensure financial control and for the prevention of fraud.

3. The Business of the College

a) Members have a responsibility for ensuring that the Council exercises control over the strategic direction of the College, through an effective planning process, and that the performance of the College is adequately assessed against the objectives which the Council has approved.

b) Members should endeavour to establish constructive and supportive but challenging working relationships with the College employees with whom they come into contact, but must recognise the proper separation between governance and executive management, and avoid involvement in the day-to-day executive management of the College.

c) Most members will be appointed by the Council to one or more committees of the Council and are expected to play a full part in the business of committees to which they are appointed.

d) One of the Council's four annual meetings is a one day meeting, concluding with dinner. Other key annual events in the College's academic calendar to which Council members are invited are the annual President's Visit (at which honorary awards are conferred by the College President, HRH The Prince of Wales), and the Graduation ceremony. In addition, members will normally wish to attend a number of concerts and opera performances at the College each year, many of which are preceded by receptions.

4. The External Role

a) Members may from time to time be asked to represent the Council and the College externally, and will be fully briefed by the College to enable them to carry out this role effectively.

b) Members may be asked to use personal influence and networking skills on behalf of the College (the 'door-opening' role).

c) Members may be asked to play a role in liaising between key stakeholders and the College, or in fundraising. They will be fully briefed by the College to enable them to carry out this

role effectively. However, this role in particular must be exercised in a carefully co-ordinated fashion with other senior officers and staff of the College.

5. Personal

- a) Members will have a strong personal commitment to higher education and music and the values, aims and objectives of the College.
- b) Members will at all times act fairly and impartially in the interests of the College as a whole, using independent judgement and maintaining confidentiality as appropriate.
- c) Members are expected to attend all meetings of the Council and of committees of which they are a member, or give timely apologies if absence is unavoidable.
- d) Members must participate in procedures established by the Council for the regular appraisal/review of the performance of individual members and of the Council as a whole. Members should attend any induction activities arranged by the College and will have the opportunity to participate in appropriate training events such as those organised by the Leadership Foundation for Higher Education, which will be drawn to their attention by the Clerk.
- e) The likely overall annual time commitment required of members is approximately five days, plus members' involvement in committees.
- f) Membership of the Council is not remunerated, but members may reclaim all travelling and similar expenses (including First Class rail travel) incurred in the course of College business, via the Clerk. Directors and Officers Liability Insurance is in place.
- g) Independent members are appointed by The President, on nomination by the Council and are appointed for a term of five years, which may be extended for a second five year term. Elected members are elected by their relevant constituency (professors or administrative staff) for a term of three years, to which they may be elected for a consecutive second term. The Students' Union President and Director are ex-officio members.

(Role description based on the former Committee of University Chairmen template)
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