

# Royal College of Music

## Role Description of Members of Council

### *The Royal College of Music*

*The Royal College of Music is one of the world's leading conservatoires, providing specialised musical education and professional training at the highest international level for performers and composers. This enables students to develop musical skills, knowledge, understanding and resourcefulness which will enable them to contribute significantly to musical life in this country and internationally.*

*Founded in 1882, the Royal College of Music has a worldwide reputation as a music conservatoire where performers, conductors and composers are trained to the highest international standards. The College's influence on the development of music in the last hundred years is considerable. Through its doors have passed some of the most distinguished and influential figures in British music. Former students include Gustav Holst, Ralph Vaughan Williams, Benjamin Britten, Sir Michael Tippett, Lord Lloyd Webber, Sir Colin Davis, Sarah Walker, Sir Thomas Allen, Rosemary Joshua, Sir James Galway, Dame Joan Sutherland, John Lill, Wayne Marshall, Mark-Anthony Turnage, Barry Douglas and Oscar winner Anne Dudley.*

*The RCM continues to train gifted musicians from all over the world for international careers as performers, conductors and composers - individuals who become artistic leaders wherever they live and work. Its professorial staff are musicians with worldwide reputations, accustomed to working with the most talented students of each generation to unlock their artistic potential. Regular visiting musicians include Bernard Haitink, Sir Roger Norrington and Sir Thomas Allen.*

### **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 an ambassador 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 Chair in relation to the management of that situation, in order that the integrity of the business of the Council and its Committees may be and 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 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 24 hour residential meeting, which includes an overnight stay, usually outside London. 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), the Graduation ceremony, the Council-College meeting (at which Council reports to the wider College on its work over the past year). 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 should participate in appropriate training events such as those organised by the Leadership Foundation, which will be drawn to their attention by the Clerk.
- e) The likely overall annual time commitment required of members is approximately five days, depending on members' involvement in committees.
- f) Membership of the Council is not remunerated, but members are encouraged to 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' Association President and Director are ex-officio members.

(Role description based on the Committee of University Chairmen template – see <http://www.shef.ac.uk/cuc/pubs.html>)

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