



ROYAL  
COLLEGE  
OF MUSIC  
*London*

# Appointment of Director

March 2023

Reference: ERDC

Saxton Bampfylde



# WELCOME FROM THE CHAIRMAN

## LORD BLACK OF BRENTWOOD

Thank you so much for your interest in this role. It is one of the most crucial and significant appointments in music education, both in the UK and, as a result of our global reach and profile, internationally. We are looking for an exceptional individual.

The Royal College of Music, based in the heart of a unique conjunction of arts, science and cultural organisations in South Kensington, is a remarkable institution which has been number one in the world for performing arts education for two years running now in the prestigious QS world rankings.

I have been on the Council of the RCM since 2009 and seen at first hand its incredible transformation, not least in the development of its estate. In the last decade, this has doubled in size as we have reimaged the College, always with the student experience at its heart, to provide world class facilities for teaching and performance.

Our latest £40million capital campaign, "More Music", has changed the face of our campus, blending our unique heritage with state-of-the-art facilities and expanding our vital scholarship programme. Our aspiration is to build on that to ensure that no student should be prevented from studying at the College because of financial constraint or background.

Our students – drawn from across the globe – are what make us so special, and they will always remain our top priority. The next Director, the eleventh in the College's history, following in the footsteps of some giants of music, will continue in that tradition, ensuring that our name remains synonymous with innovation, excellence in teaching and performance, research, and advocacy for music education. We expect that ongoing, crucial digital transformation will be high on the next Director's agenda.

Philanthropy has always been key to our success and the next Director must demonstrate a commitment to fostering the wider RCM family of stakeholders that is one of the College's shining hallmarks.

As I noted above, we are looking for an exceptional individual – a natural leader, with energy, drive and vision, who will build on our success and develop our reputation as a world leader in music education and research. It must be someone who is committed to blending the richness of our heritage with all the incredible opportunities of a dynamic, innovative global future, leading a first class team which will deliver it.

The successful candidate will be someone who has a passion for music and can inspire the students of tomorrow as well as recognising the vital importance of equality, diversity and inclusion in student life, teaching and performance. They must be an excellent communicator prepared to stand up for music, especially at a time when it is under such threat in UK schools. And they must display an understanding of how the challenges facing higher education, a tough economic climate, an uncertain international situation and increasing regulation, impact the RCM.

I believe this is an incredibly special and rare opportunity to lead a renowned global institution, and to help shape the future of music for the next generation.

My colleagues and I look forward to meeting you.



## AN INTRODUCTION

The Royal College of Music is one of the world's great conservatoires, training gifted musicians from all over the world for international careers as performers, conductors, composers, creative leaders and thinkers.

Opened in 1883 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, Coleridge-Taylor, Vaughan Williams, Turnage 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; and instrumentalists such as Sir James Galway, John Lill, Gervase de Peyer, and Natalie Clein.

With more than 900 students from more than 50 countries studying at undergraduate, masters or doctoral level, the RCM 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 Lang Lang, Dame Kiri Te Kanawa and Maxim Vengerov. The RCM's many performing groups – including five orchestras, two jazz bands and the RCM International Opera Studio – 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, situated in South Kensington, the home of culture, arts and science, directly opposite the Royal Albert Hall. Our iconic building, our concert hall, Britten Theatre, studios, library and RCM Collections all provide inspiration for RCM students.

# STRATEGIC PLAN

The RCM has recently refreshed its Strategic Plan, which you can read [here](#).

This updated Plan includes a refreshed ten-year vision for the RCM to 2027, as well as our key initiatives planned for the three-year immediate period 2022–25. The central theme of the Plan is securing the future of music through world-class education: combining heritage and innovation.

## A contemporary ethos: innovation that builds on tradition

The RCM is committed to life-long musical relationships with all who have a link with us throughout their lives, notably alumni. Our people are our greatest asset and enrich the student experience with their dedication. The finest musicians in the world are regular visitors, offering students extraordinary opportunities to intersect with the profession at the highest level. Everyone is welcome at the RCM, whatever their background; indeed, accessibility and diversity are at the heart of the College and its activities. Global leadership is based at our newly reimagined South Kensington campus and extends online throughout the world. A new era of connectivity binds the community together.

## Innovative, ambitious, distinctive and accessible since its foundation

The RCM provides world-class music education that nurtures future generations of performers, composers, creative leaders and thinkers, allowing them to enjoy significant global careers in all areas of the music industry and beyond. Our iconic campus is in the heart of London's cultural area of South Kensington and our distinguished staff, alumni and performance opportunities are of the highest order. Innovation is central to the RCM and has been since we were first founded, and we combine our illustrious heritage with state-of-the-art digital technology to provide an unparalleled, dynamic learning environment. Our values anchor our mission, and access and inclusivity are at the heart of this strategy as we extend our reach and engage with a global audience in new and expanded ways.



# STRATEGIES AND VALUES

True to our founders' intentions, we teach exceptional students from all backgrounds and cultures, advocating for an artform that enriches society

## Quality, learning, research & artistic vision

The College fosters a transformative climate in which student initiative, experimentation and risk-taking are balanced with a critical approach to musical endeavour through teaching, research and performance.

We provide an environment in which students can develop as innovative artists equipped with skills and values that enable them to enter the music profession and associated disciplines. Our facilities, technology and community support creative, reflective and interactive learning with peers, teachers and professional practitioners from all over the world. A robust artistic programme provides students with an array of performance opportunities both at the RCM and beyond, showcasing their musicianship to the wider public.

The College is furthering access and engagement across the globe, collaborating in and opening up online resources to a worldwide audience and undertaking international initiatives, while taking into account the changing geopolitical environment. This includes our Global Conservatoire digital learning initiative alongside Manhattan School of Music, University of Music & Performing Arts Vienna, The Royal Danish Academy and Conservatorium van Amsterdam

We are also looking ahead to the imminent launch of certified RCM teachers on a new digital platform for global instrumental lessons, alongside top US conservatories.

[Read more about quality, learning, research & artistic vision here.](#)

## Estate, facilities & the environment

The College estate is an important part of our identity and vital to the student experience. Our adaptive campus supports our artistic and learning activities, welcomes visitors and connects us to our history. The College is continuously developing plans to improve and upgrade our estate and facilities within it.

As well as providing a campus that supports student activities, the RCM is committed fully to minimise any negative environmental, social and economic impacts that arise from our operations. The RCM recently achieved first place in the 2022/23 People and Planet University league table for universities with under 5,000 students. The RCM's ambition is to become a carbon net zero organisation by 2035.

[Read more about our estate, facilities and commitment to the environment here.](#)

## Equality, diversity, inclusion & safety

The College is committed to creating a fair and supportive environment for all. Described at its foundation as an institution whose doors were to be 'thrown open to the whole world', the RCM is an international and diverse community.

We pursue access and engagement locally, nationally, and internationally, opening our online resources to a wide audience. We aspire to reflect society in the UK and beyond and to provide a range of ways for the musically gifted and enthusiastic of all ages to interact with an inspirational learning experience.

[Read more about equality, diversity, inclusion & safety here.](#)

*Described at its foundation as an institution whose doors were to be 'thrown open to the whole world', the RCM is an international and diverse community, which aims to ensure that each individual is treated with respect and dignity, and that no student, member of staff or visitor is subjected to direct or indirect unlawful discrimination*

# FACULTIES AND COURSES

Ranked as the top global institution for performing arts in the QS World University Rankings by Subject in both 2023 and 2022, our international reputation is matched by our commitment to students who benefit from world-class facilities, unrivalled performance opportunities and exceptional professors.

## Faculties with exceptional professors

Our dedicated and experienced professors come from all over the world and are respected international musicians at the forefront of their fields. Many are principal players with London's major orchestras. Our faculties regularly collaborate with each other in ensemble contexts and in special projects. This ensures our students work closely with as many of their peers as possible, sharing expertise and enriching their musical experiences.

Click on the faculties below to find out more:

[Brass](#)

[Composition](#)

[Conducting](#)

[Historical Performance](#)

[Keyboard](#)

[Percussion](#)

[Strings](#)

[Vocal & Opera](#)

[Woodwind](#)

## Courses

Under its Royal Charter, the Royal College of Music has always had degree awarding powers to doctoral level. Its innovative programmes are designed to build students' academic and practical skills, allowing them to develop into well-rounded professionals with high levels of musicianship. We have shaped our courses to allow for flexibility and specialisation, to help students prepare for the ever-widening demands of the music

profession. Programmes include an MSc in Performance Science, an MEd, a Masters in Composition for Screen and the largest doctoral programme of any UK music conservatoire.

[Find out more about our courses here.](#)



# RESEARCH

Research at the Royal College of Music embraces the creative, cultural and scientific study of music. Our thriving community of researchers works on a diverse range of projects in musicology, performance science, music education, composition and performance.

Our students are mentored and supported by research staff active in their respective fields at the highest levels. With access to fantastic resources, staff and students work on research projects that embrace themes that include creative practice, experiential learning, history, music psychology and health and wellbeing.

The College is ranked the top UK conservatoire offering music as a single subject in the Research Excellence Framework (REF 2021).

Our most recent success is a £1.9 million grant from the AHRC to upgrade and extend our Performance Simulator facility. This grant by AHRC under their new 'Creative Research Capacity' scheme, will allow cutting-edge simulator technologies to be installed in the Performance Studio, offering a larger and more flexible facility for the training of RCM students and collaboration with creative industry partners.

Among other projects is 'Music, Migration and Mobility: The Legacy of Migrant Musicians from Nazi-Europe in Britain'; a performance-led and multi-disciplinary project that seeks to better understand the significance of migration and mobility for music. Funded by the AHRC with a grant of c£900,000, it brings together an international team of musicians, archival researchers, musicologists and geographers.



## Research centres, including Centre for Performance Science (CPS)

The College has several research centres, including the CPS, which has become an internationally distinctive centre for research, teaching, and knowledge exchange in music performance science and which is a cross-institutional partnership between the RCM and Imperial College London.

Our vision is that, by understanding how skilled performers meet the distinctive challenges of their work, often under intense stress and public scrutiny, performance will serve both as a source of inspiration and a rich resource for research.







## FACILITIES

We continually invest in our facilities to ensure RCM students have the very best opportunities. Our impressive performance spaces are matched by world-class academic and technical provisions, such as our historic library, interactive Museum and professional grade studios.

The RCM has recently invested £40 million to develop more state-of-the-art facilities within our campus, expanding and improving what students can enjoy. Our exciting new facilities opened in 2020 and include two new performance venues, new social spaces and new facilities for food and drink. The Royal College of Music Museum opened in October 2021.

### Teaching and practice facilities

Our extensive teaching and practice facilities are designed to offer all students an atmosphere conducive to developing their talents.

As well as practice rooms and space for one-to-one and group teaching, the RCM contains dedicated opera rehearsal spaces, sound-proofed Amadeus Music Pods for private practice, organ rooms, and a purpose-built percussion suite.

We have over 160 pianos, including 60 grand pianos and 20 early keyboards, and a Blüthner Practice Suite which holds twelve Blüthner Model A upright pianos. We also

have instrument surgeries including luthier services and resident piano technicians, instrument storage, and dual-purpose practice and teaching spaces with audio visual equipment.

### Performance spaces

The College has six state-of-the-art performance spaces; Amaryllis Fleming Concert Hall, Performance Hall, Britten Theatre, Recital Hall, Performance Studio and the Parry Rooms.

[Introducing the Royal College of Music](#)

[Take a walk through of our Museum](#)



RCM  
SPARKS

# ACCESS, LEARNING & PARTICIPATION

**RCM Sparks** exemplifies the RCM's commitment to widening access and diversity. Sparks is the College's accessible learning and participation programme, designed to engage young children in schools and the local community where support is needed most. RCM Sparks workshops offer inspirational learning experiences to all, regardless of financial means, with free or subsidised places available for children (and their families) who are eligible.

The programme is designed by RCM staff and supported by students and graduates, 118 of whom received training and work placements this year.

RCM Sparks works closely with the Tri-Borough Music Hub to bring live musical activities to schools and families in our local boroughs.

**The RCM Junior Department** is a fantastic opportunity for musicians aged 8–18 year to flourish in a supportive community of

similarly talented students and the very best teachers. Every Saturday during term time, RCM young musicians aged 8–18 benefit from all that the RCM campus has to offer and are part of a vibrant and diverse community.

[Learn more about RCMJD here.](#)





# GOVERNANCE, FUNDRAISING AND FINANCES

## Governance & organisation

The Royal College of Music is established under a Royal Charter; the late Queen was Patron of the College and The former Prince of Wales is the RCM's President. The RCM Council is its governing body, chaired by Lord Black of Brentwood and management of the RCM is led by the Directorate, headed by the Director. Committees support Council, including the Senate.

[Read more about governance & organisation](#) here.

## Fundraising

Thanks to generous philanthropic support, the RCM raised almost £43 million towards the More Music: Reimagining the Royal College of Music Campaign, exceeding its target of £40 million.

Continued success in fundraising, which is led by the Director with support from the Director of Development and her department, is crucial to the continued progress of the College.

## Financial & other corporate information

The RCM recognises its responsibility to achieve value for money from all its activities, pursuing economy, efficiency and effectiveness as part of our overall aims and objectives.

Our primary goal is to invest in our students and our ability to continue supporting learning, teaching and research long into the future.

The RCM's total income for 2021/22 was £33.1m, generating an underlying surplus of £3.1m. It has over £100m of net assets, including £48m of funds for scholarships and awards to its students.

You can read the latest annual review and financial statements [here](#).

[Read more about financial & other corporate information here](#).

[You can read the RCM's Annual Review 2021/22 here](#).



# THE ROLE

As Professor Colin Lawson CBE steps down after a successful twenty years at the helm, this is a very exciting time to join the RCM as its next Director. The Director is responsible for setting the strategic direction and vision for the College with the approval of the Council and for managing the College's resources to achieve the objectives of that strategy. The Director will be expected to ensure that the RCM maintains and develops its excellent reputation, positioning and profile as the leading conservatoire among its UK and international peers.

## Key responsibilities

### PEOPLE

- Providing inspirational leadership to honour the mission and strategic direction of the College;
- Fostering a supportive learning environment, ensuring an excellent student experience and taking all reasonable steps to promote the health and wellbeing of students;
- Upholding the College's commitment to promoting an equitable, inclusive, safe, fair and supportive environment for all and pursuing access and engagement locally, nationally, and internationally;
- Promoting excellent communication between students, staff, Council, supporters and stakeholders, and maintaining a constructive dialogue with Council. Hearing and responding to the student voice is fundamental to success in the role

### MANAGEMENT

- Understanding and articulating the distinctiveness of the College as a world-class conservatoire from among its peer institutions worldwide and advocating the case for support;
- Developing and maintaining an external profile for the College nationally and internationally, including with supporters, trusts, regulatory and other bodies;
- Creating, implementing and driving the strategic direction and vision for the College such that it will be able to fulfil its role as a world class conservatoire at the highest level;
- Ensuring the College's financial and environmental sustainability and that all the College's resources are delivered efficiently and effectively to fulfil its charitable purposes and achieve its strategic objectives;
- Ensuring appropriate risk management processes and controls are developed and embedded;
- Ensuring that the College complies with its statutory duties in all areas and with the College's Royal Charter, statutes, policies and regulations;
- Ensuring compliance with the agreements between the College and the Office for Students for the use of funding for the purposes for which it is intended, as accountable officer.



## THE ROLE CONTINUED

### Key responsibilities, cont'd

#### EDUCATION & ARTS

- Leading the College's academic and research work and ensuring that the standards and quality in all areas are appropriate to a world-class conservatoire;
- Publicly advocating for music education and enhancing the distinctive experience of conservatoire training to enable the College's students to develop their own individual artistic voice and enhance their career prospects within the international music industry;
- Ensuring that the institution is able to fulfil its role and potential as a world leading conservatoire through the provision of a high-quality public performance programme; the maintenance of performing arts facilities for the beneficial use of the public as well as students; and a distinctive educational offer to provide access to advanced training for those with exceptional talent and potential;
- Initiating and facilitating productive external partnerships with the professional arts industry and other relevant organisations to further the College's aims.





# PERSON SPECIFICATION

## Leadership

- The ability to develop and implement a strategic vision and plan for a leading international music conservatoire;
- An understanding of the College's assets and how they support the training and education of the musicians of the future;
- The ability to identify and act on opportunities to enhance the College's future and maximise its potential;
- The ability to inspire and motivate staff and students at all levels of the organisation;
- The ability to engage with stakeholders, understand the importance of industry partners, and ensure exceptional commitment from the wider creative industries in the future of the College;
- A consensual yet results-orientated style allied with the ability to engender a culture of delivery.

## Operational

- Experience of operating a dynamic and multiple income stream organisation and to balance resource utilisation and returns on investment;
- A proven ability in budgetary and resource management of an appropriate scale within an externally funded environment with multiple stakeholders;
- A proven track record of fundraising and development within the charitable giving sector, corporate and individual givers, and an understanding of the dynamics and relationship building that underpins best practice;
- Evidence of entrepreneurship and an understanding of the role of technology and its possibilities in both the wider arts sector and the conservatoire space;
- Experience of leadership and/or senior management in a complex or multi-faceted organisation;
- Excellent project management skills with evidence of project delivery to time and budget.

## Academic and professional credibility

- A knowledge of and credibility within the world of music that could be demonstrated in

a wide variety of ways;

- A distinguished record of professional practice and experience in the arts industry or academia;
- An understanding of the issues facing the conservatoire sector in the UK and internationally including challenges for the future;
- A wide-ranging professional network across the national and international cultural sector to benefit the College and its students.

## External engagement

- An outstanding ambassador for the College, enhancing its reputation nationally and internationally;
- Effective relationship-building skills for the benefit of the College, and the strategic understanding of partnerships to enhance training and employability.

## Personal qualities

- A deep understanding, personal passion for and knowledge of music;
- A demonstrable belief in and commitment to equity, diversity, inclusion and access;
- A genuine commitment to understanding how individuals learn and meet their potential and creating the environment to achieve this;
- An open and accessible approach which communicates clarity;
- Strong negotiating and advocacy skills;
- The ability to communicate convincingly in speech in variety of contexts and in writing with fluency and persuasiveness;
- An exceptional ability to build strong working relationships.

# TERMS OF APPOINTMENT

## Salary

This is a senior staff appointment, and the salary will be commensurate with the seniority of the post and the experience of the appointee. The salary is reviewed annually by the College's remuneration committee.

## Location

The role will be based at the Royal College of Music, Prince Consort Road, London, SW7 2BS, United Kingdom.

## Benefits

The Director is entitled to 35 days of holiday per annum, plus public holidays.

The Universities Superannuation Scheme (USS) is available. The RCM operates optional salary sacrifice arrangements for USS.

Subject to a qualifying length of service, sickness pay of full pay for 6 months followed by 6 months half pay is available.

Private medical insurance with the Universities and Colleges Corporate Healthcare Plan is offered to members of the Directorate. Alternatively, if you are currently a member of a private healthcare scheme, the RCM will contribute to this up to the value of the PPP scheme.

Interest-free season ticket loans are available to cover the cost of a 12-month season ticket between a member of staff's residence and the RCM. Tax-free bicycle loans are also available under a similar repayment scheme.

The RCM understands the demands of family life and seeks to support staff in maintaining a good work-life balance through enhanced pay for maternity, paternity, adoption/surrogacy and shared parental leave.





# HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Royal College of Music on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code ERDC.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on Thursday 20<sup>th</sup> April 2023.

*\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

## Key dates for the process

Interviews with Saxton Bampfylde will take place w/c 1st, 8th and 15th May 2023.

Final interviews with the RCM will take place in June 2023.

# Saxton Bampfylde

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