



THE ROYAL SCHOOL OF CHURCH MUSIC

Voluntary Areas

Terms of Reference

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Why are new Terms of Reference being launched?

Management structures and Terms of Reference for RSCM Voluntary Areas in UK, Ireland, France and NW Europe have been revised. The new RSCM Voluntary Areas Terms of Reference supersede the RSCM Volunteers' Handbook and RSCM Committee Members' Handbook. These changes are aimed at:

- Promoting the mission of the RSCM and that of the wider Church.
- Managing risks to the RSCM Trustee Council of operating Voluntary Areas, including financial and reputational risks.
- Delivering a full range of consistent high quality RSCM activity in every Anglican diocese in England and equivalent church bodies in other RSCM Regions, while continuing to serve every denomination.
- Ensuring that the RSCM brand and educational portfolio are universally communicated and delivered, whilst also stimulating local initiative, innovation and transfer of best practice.
- Firmly establishing a Safeguarding culture throughout the RSCM.
- Ensuring that Voluntary Area activities make a contribution towards central RSCM costs.
- Ensuring that all parts of the RSCM including Voluntary Areas and central teams work together effectively, each valuing the distinctive and complementary contributions of others.
- Improving both Membership benefits and Volunteer benefits.

Once the conditions set out in this Terms of Reference document have been met, a Certificate of Commission (see *Appendix One*) will be given to the Voluntary Area Team to represent the RSCM in the geographical area. This can then be renewed annually if the conditions continue to be met. If the Certificate of Commission is subsequently withdrawn, then the Area Team must cease operating in the name of the RSCM.

Launch date

The new Terms of Reference for RSCM Voluntary Areas apply from 1st January 2021.

The role of RSCM Voluntary Areas

Symbolising a new start, with effect from 1st January 2021, Area Committees will be renamed Area Teams. RSCM Area Teams are charged with promoting the benefits of RSCM membership and arranging RSCM activities within their geographical Area. Area Teams should aim for their educational events to span the four RSCM curriculum strands: Choral; Congregational & Instrumental; Ministerial training; Organ studies. Everything undertaken by RSCM Areas should:

- be consistent with the RSCM's role to educate, model, resource and support "The improvement of music for worship, mission and ministry"
- be consistent with the Terms of Reference for RSCM Voluntary Areas
- be consistent with national RSCM plans, while responding to local needs and applying the imagination, creativity and connections of Area Team members
- promote healthy relationships throughout the RSCM family, including volunteers and staff, worship leaders and musicians, clergy and laity, members and non-members, across all denominations
- deliver value for money for those attending and contribute to the organisation's financial stability

Since the RSCM is a school, education is the core of our work, but other musical and social events also provide valuable membership benefits. As published in Church Music Quarterly, many RSCM events fit in to one of the categories: Come & Sing (& Play); Area Festivals; Courses; Social & Seasonal. Other types of events include Development/Fundraising events, Membership events and Online events.

Further Area Team activities to promote the benefits of RSCM membership include representing the RSCM to Anglican dioceses and deaneries, to other denominations and to branches of other organisations which have educational partnerships and shared interests with the RSCM, including the Royal College of Organists and local Organists' Associations affiliated to the IAO.

Regional Management

The current Regional Co-ordinator, Volunteer Team Leader, and Celtic Co-ordinator roles will be replaced by Regional Management roles, with new job descriptions. Area Teams will be accountable to RSCM Regional Managers and will also liaise closely with the RSCM Volunteer Support Manager and other specialist and administrative staff based in Salisbury as required. Initially, there will be four RSCM Regional Managers in England, for: Northern England; SW & W Midlands; C & E England; S & SE England, each reporting to the RSCM Deputy Director (Education

& Mission Delivery). These four Regional Managers in England will sit alongside Regional Managers for Scotland, Wales, Ireland and France/NW Europe, making an initial total of eight Regional Managers.

Reappointment of Area Teams

RSCM Voluntary Area Teams will be stood down for the three months January — March 2021, during which time Regional Managers will hold discussions with current Area Chairs and Anglican dioceses towards rebuilding Area Teams, focusing first on appointing Area Team Leaders and Diocesan Representatives¹. During the three months January — March 2021 there will be no RSCM Area events. Guidance about award exams will be circulated separately.

Area Teams will be reappointed from Maundy Thursday 1st April 2021 to operate in the name of the RSCM until Advent Sunday 2021, with annual renewal thereafter as long as the required conditions continue to be met. Initial focus will be to reappoint currently active Areas. Dormant Areas will be re-established as soon as possible. In order for Area Teams to be commissioned, the following conditions will need to be in place:

- Area Team Leader (formerly Area Chair) reappointed or a new appointment made, based on Regional Manager nomination and RSCM Safer Recruitment process to confirm the appointment
- The Area Team Leader then to have nominated a minimum of two further Voluntary Area Team members, with these three or more people covering between them at a minimum the principal roles of Area Team Leader, Secretary, Treasurer and Safeguarding Co-ordinator (superseding the former YPO role), and these role holders to have been both agreed by the Regional Manager (and RSCM Deputy Director (Education & Mission Delivery) where relevant) and appointed following RSCM Safer Recruitment process.
- All these nominated and duly appointed role holders to have read the Area Terms of Reference (which includes role guides) and to have signed and returned (electronic signature and return accepted) a standard RSCM Volunteer Agreement, committing to abide by the Terms of Reference.

¹ 'Diocesan' includes other church denominations where this is more appropriate — eg in Scotland and Ireland. All other references to 'Diocesan Representatives' should be read in that context.

Note:

- It is strongly desirable for membership of the Area Team and the broader volunteer pool to span the entire geographical Area and to reach across different denominations and church traditions.
- Changes to membership of Area Teams, or to allocation of roles in Area Teams, may be made at any time, subject to the appropriate approval from Area Team Leader or Regional Manager and to completion of any necessary Safer Recruitment process.
- It is possible for an Area Team member to fill more than one role, but the minimum size for an Area Team is three people and the maximum is nine.
- See *Appendix Two*.

Diocesan Representatives²

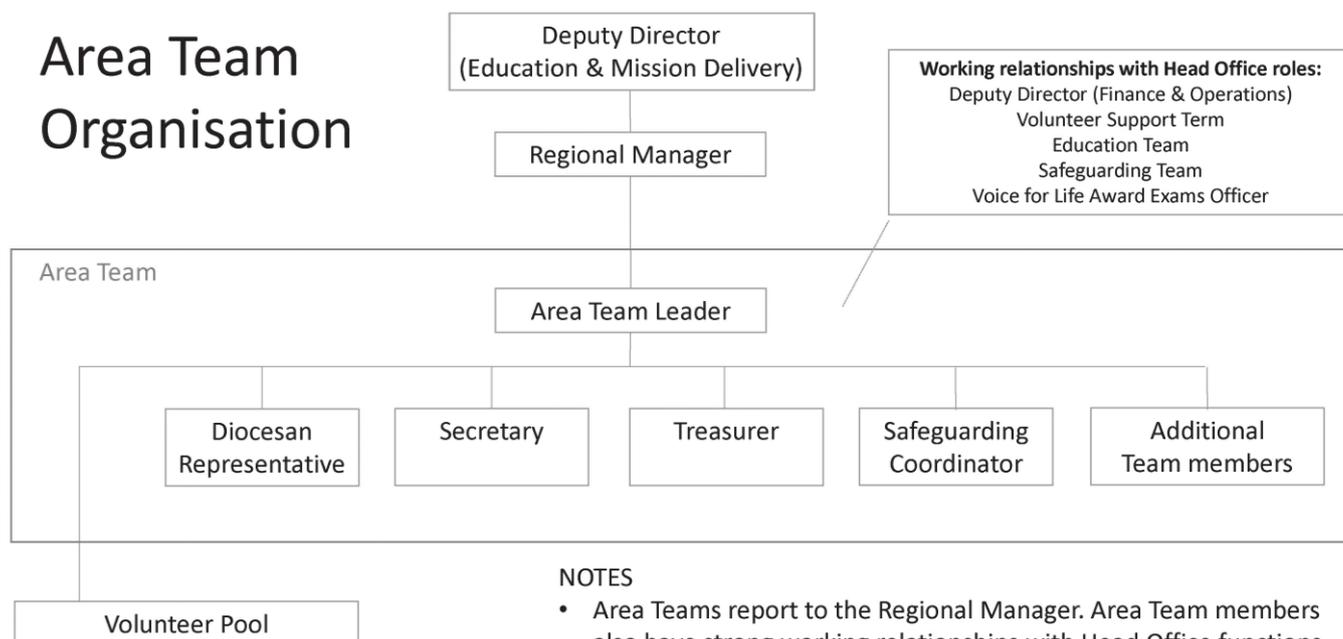
In addition to the roles of Area Team Leader, Secretary, Treasurer, Safeguarding Co-ordinator and other members appointed by the Area Team Leader, Area Teams will as soon as possible include a representative nominated by the Anglican diocese or cathedral. Initial contact with dioceses towards appointing Diocesan Representatives to serve on RSCM Area Teams will be made by RSCM Chair of Council The Very Reverend Dr John Hall in 2020. The Diocesan Representative will then be nominated by the Anglican diocese following discussion and agreement with the Regional Manager. As with other Area Team members, the Diocesan Representative appointment will be made following RSCM Safer Recruitment process, and the Diocesan Representative will need to:

- abide by the Area Terms of Reference
- sign and return the RSCM Volunteer Agreement

The Diocesan Representative may take any additional role in the Area Team, including any of the four principal roles. To ensure this diocesan representation is straightforward and effective, some RSCM Areas will be realigned or regrouped to correspond more closely with Anglican diocesan boundaries. See below for a list of Areas and boundary changes. Despite this, the RSCM will continue to serve all denominations. To the extent that we are 'Anglican', we will be 'Anglican with open doors'. RSCM Region One, NW England, will be split back into redefined Areas.

² As above, 'Diocesan' includes other church denominations where this is more appropriate — eg in Scotland and Ireland. All other references to 'Diocesan Representatives' should be read in that context.

Area Team Organisation



NOTES

- Area Teams report to the Regional Manager. Area Team members also have strong working relationships with Head Office functions
- Some roles may be merged, but minimum Area Team membership is 3 and maximum = 9
- Diocesan Representative and Area Team Leader appointed by Regional Manager. Other roles appointed by Area Team Leader

Broader volunteer pool

Beyond its own members, Area Teams should identify a broader pool of volunteers, who are willing to provide support in a variety of ways in their local area. When offers of local support are received centrally, the message will be passed to the Area Team Leader. RSCM Safer Recruitment process must be followed and must be completed before any duty is carried out. This applies irrespective of whether the potential volunteer is already known to members of the Area Team. The RSCM Safeguarding team is responsible for keeping a record of the status of application, clearance and involvement of all volunteers, and will work closely with Safeguarding Co-ordinators on Area Teams.

All Volunteers will sign a standard RSCM Volunteer Agreement. Members of Area Teams will all be volunteers and where possible will be personal RSCM members or members of affiliated churches. No salaries or honoraria will be paid to members of Area Teams for carrying out Area Team roles. See below for information on reimbursement of approved expenses.

Roles taken by members of the Area Team and the broader volunteer pool

Role guides for Area Team Leader, Diocesan Representative, Safeguarding Co-ordinator, Secretary and Treasurer are included in *Appendix Two*.

Publicity/Media/Communications: this essential function may either be taken by a single individual, or parts of the job may be divided between members of the Area Team.

Other Area Team responsibilities may be allocated to members of Area Teams at the discretion of Area Team Leaders.

The following roles may be filled by Area Team members, or by members of the broader volunteer pool:

- **Volunteer Exam Supervisor:** if Award exams are to be held in the Area, it is essential to have a Volunteer Exam Supervisor with the necessary knowledge and clearance. A reserve, (either a Pastoral Assistant, member of the Area Team, or other suitable member of the broader volunteer pool) should be allocated to the session to cover potential illness or other unforeseen last-minute availability. If the Volunteer Exam Supervisor or reserve is not a member of the Area Team, then the Area Team Leader must designate a member of the Area Team as accountable for ensuring that the Volunteer Exam Supervisor role is carried out, including adherence to Safeguarding requirements and prompt return of exam recordings to the RSCM Examinations Officer.
- **Pastoral Assistant:** a team of Pastoral Assistants with the necessary skills and clearance may be drawn from the Area Team or from the broader volunteer pool, and may be useful to work both at Area events and on any centrally-organised events that take place in the Area.
- **Safeguarding Supervisor:** every Area event must have a designated person to take responsibility for Safeguarding and, where possible, a reserve; one of these may of course be the Safeguarding Co-ordinator; all must have completed RSCM Safer Recruitment and be members either of the Area Team or the broader volunteer pool. In the case of Voice for Life Award Exams, the Volunteer Exam Supervisor will be the Safeguarding Supervisor.

Role guides are provided later in this document.

Financial objectives and pricing

Every Area should already be planning to break even or better in 2020, and from 2021 will be asked to target a surplus of 5% of income over expenditure. The purpose of this target is to partially offset central RSCM expenditure that is applied to support the Voluntary Area network, including the costs of Regional management, and the Salisbury-based Safeguarding and Volunteer Support staff.

Takings from attendance at Area events will usually be a major component of Area income, so Area Teams should plan charges and expenses for events with their annual financial obligations in mind. It is not however necessary for every Area event to make a surplus. Differential event

pricing may be used for RSCM members and non-members. Card payment facilities will be rolled out.

Funds in Area accounts above a certain level will be transferred to the RSCM Office in order to achieve an investment return. Details on the timing and mechanism to collect this will follow from the RSCM Deputy Director (Finance & Operations)

Annual calendar year financial statements by Areas should be prepared by the Area Treasurer, approved by the Area Team, reviewed by the Regional Manager and submitted to the Deputy Director (Finance & Operations) by the date specified.

RSCM Voluntary Areas have authority to spend only for their approved programme of events (see Section below on Event planning and approval).

Area Teams are encouraged to develop complementary sources of income, such as grants from local trust funds. However, the RSCM Development team should be consulted before Area Teams approach trust funds and other potential donors. Such income should be identified as such in annual Area financial reports so that it can be recorded as part of the RSCM's Development income stream.

New event planning and approval process

A new process will apply for event planning and approval, but the current annual autumn planning round will continue to apply. As no Voluntary Area events will take place between 1st January and 31st March 2021, the following system will apply for events scheduled to take place from Maundy Thursday 1st April 2021.

1. The Area describes the proposed event in outline to the Regional Manager, including estimated income and expenditure, how the event is consistent with the Area's required financial outturn for the year as a whole, and the publicity and other activities planned to help achieve this.
2. The Regional Manager comments on the proposed event and, once agreed in outline, the Area completes the standard Event Registration form and sends to the Salisbury Volunteer Support Team, with a copy to the Regional Manager.
3. The Salisbury team will then check Safeguarding and other details, and will then approve the event to be publicised nationally and locally.

The autumn planning round is used to plan income and expenditure, the mix of types of event over the coming year, to identify clashes, to revise the plan based on discussion and feedback, and to submit the plan for reference and consolidation. It is the role of the Regional Manager to identify clashes, query assumptions, challenge on mix of events, or propose that the RSCM Education Team may put on events in the Area, for example, if planned Area Team events do not span the four educational strands.

Any major event, and any event involving high profile leaders, will be escalated by the Regional Manager at an early stage of the planning process for discussion by RSCM senior management.

RSCM brand identity

From January 2021, Area Teams must only use standard RSCM logos and straplines provided by the Marketing department in Salisbury. This applies to all Area communications, including but not limited to posters, banners, orders of service and online. An RSCM Brand Guidelines presentation has recently been circulated to all Areas. Approved straplines are:

"The improvement of music for worship, mission and ministry"

"A Christian charity promoting the study, practice and improvement of music in worship"

"The heart and home of church music"

"We have a vision for: A Church drawn closer to God through music"

The RSCM motto, *"I will sing with the spirit and with the understanding also"* may be used, but its use should be avoided in contexts where it could indicate a narrowing of the RSCM's focus to Choral studies to the exclusion or marginalisation of the other three curriculum strands.

The following will be provided to Areas as soon as resources permit:

- New pull-up banners and other literature using the new RSCM brand identity
- Specific RSCM Area logos for use in all Area publicity

Non-standard logos must not be used in any RSCM communications.

Statutory disclosure

Area Team communications must display the RSCM charity number (Registered Charity No. 312828).

Publicity and media

We all have responsibility for communicating a consistent message about the RSCM, including the RSCM brand identity, straplines and statutory disclosure described above. Effective publicity and media are essential at every level, for every individual Area event as for the charity as a whole.

Areas are asked to minimise the risk of events being cancelled through lack of numbers attending. When this occurs, it carries reputational risk. Beyond publicity to RSCM members and affiliates, other methods to ensure sufficient numbers include basing an event around a nucleus of known attendees, such as members of the choir in a host parish/church, using diocesan channels — spearheaded by the Diocesan Representative on the Area Team, plus networking using personal contacts of members of the Area Team, whilst always complying with GDPR requirements. When the target group for an event includes non-RSCM members, such as at many Congregational & Instrumental and Ministerial training events, it is of course fundamental that publicity and invitations reach beyond the RSCM membership list.

Area Teams are encouraged to take opportunities for local media coverage to build the profile of events and of the RSCM more generally. This is as important after the event as beforehand.

Area Teams should avoid the risk that events are widely publicised before they have been approved, although some advance trailing of events may be appropriate, for example in order to estimate likely levels of interest and uptake.

Area websites and Social media platforms should be kept up-to-date, use only the standard RSCM brand identity, and must link to www.rscm.org.uk. Areas' logon id's and passwords must be shared with Regional Managers (experience shows that when people move on from Area Teams then access details are sometimes lost, after which it can be time-consuming to take down unwanted or out-of-date website content).

Further reading: RSCM Social Media Policy. This may be found in the Privacy Policy section of the RSCM website.

Centrally-organised events

When centrally-organised events are being planned in a geographical Area, Area Team Leaders will be informed in good time by Regional Managers, so that this event can be fitted around Area planning, and opportunities taken for publicity, local support and engagement. For example, there may be opportunities for members of Area Teams or other members of the broader volunteer pool to take on roles as Pastoral Assistants. This communication from the RSCM Office will take place early in the event planning process.

Creativity and best practice transfer

This document lists financial, branding, managerial and Safeguarding requirements, but constraints must never be permitted to strangle new ideas before they are born. Indeed, Area Teams are called to be creative, to develop new activities and improve those that are already tried and tested.

To promote spread of new ideas and best practice, Regional Managers will arrange an annual:

1. Area Team Leaders' meeting within their Region.
2. Regional Conference for all volunteers serving on Area Teams (this may be extended to all members of the volunteer pool).

Members of Area Teams are encouraged to take every opportunity to help spread best practice throughout the RSCM family, including at Regional meetings and in suitable online forums.

Benefits of volunteering

Members of Area Teams benefit from training and educational opportunities provided at Regional Conferences. More generally, Area Teams benefit from support and advice received from RSCM staff and from published and online resources. Increased regional management resourcing as described above will increase the available level of support and advice. Volunteers also benefit from many informal opportunities for learning from other RSCM volunteers.

All members of Area Teams will in future receive complimentary online copies of Church Music Quarterly and discounts at the RSCM online shop.

Expenses will not be paid to volunteers for travel within their geographical Areas, but members of Area Teams will be entitled to claim expenses through Regional Managers for 2nd class rail, bus/coach fares or private car mileage to and from official RSCM Regional meetings and conferences when these are held outside their Area. Accommodation and refreshments costs will not be paid unless specifically agreed by the Deputy Director (Education & Mission Delivery).

Members of Area Teams and other members of the broader volunteer pool may be reimbursed for expenses such as stationery, postage and sundry items at the discretion of Area Team Leaders.

Volunteers serving on Area Teams may be paid professional fees by their Area, subject to approval from the Regional Manager, for example for providing organ accompaniment or for leading an educational event, but neither fees, nor salaries nor honoraria will be paid for carrying out Area Team roles or for other administrative tasks. If an RSCM volunteer serving in Area A provides a

professional service for Area B, then RSCM Area B may pay a fee and travel expenses to the volunteer subject to approval from the Regional Managers of Area A and Area B. As above, accommodation and refreshments costs will not be paid.

Guidance for levels of professional fees paid by Area Teams may be published centrally by the RSCM, but this is only guidance. Income and expenditure by Area Teams is at the discretion of Area Teams, subject to the processes described above for:

- The annual planning process.
- Regional Manager review.
- Provision of satisfactory value for money to attendees.
- Provision of the financial contribution from Areas to the RSCM Office at the end of the year.

Area Teams should always be careful that their expenditure is only to be on approved Area activity and consistent with the fact that their funds are charitable funds within the overall RSCM charity.

Safeguarding

At the RSCM, Safeguarding is the responsibility of all. As stated above, a Safeguarding culture must be firmly maintained throughout the RSCM.

The Area Safeguarding Co-ordinator is a DBS-eligible position and this appointment is subject to obtaining DBS through the RSCM Salisbury Safeguarding team (corresponding arrangements will apply in Scotland, Ireland, France and NW Europe). The RSCM Safeguarding team may require others, including other members of Area teams, certain volunteers and sessional tutors, to complete self-declarations and/or DBS (or equivalent).

Similarly, the Safeguarding team may require the Area Safeguarding Co-ordinator and selected other volunteers to complete specified levels of Safeguarding training. This may require attendance at a regular scheduled Regional conference or completion of online training sessions.

Detailed requirements may change from time to time. Areas must always follow up-to-date requirements.

Every RSCM Area event must have a designated person responsible for Safeguarding and, where possible, a reserve. This information is required for event registration and must also be communicated to all participants. When registering an event, Area Teams must take care to ensure that leaders, sessional tutors and all those providing support have DBS (or equivalent), RSCM self-declaration or Safeguarding training as may be required by the Salisbury-based Volunteer

Support and Safeguarding teams, and that these arrangements are in place well in advance of the event, so that contingency arrangements can be made if required.

If Award Exams are to be held in the Area, then a Volunteer Exam Supervisor will be required, together with a reserve, and these individuals will be responsible for Safeguarding at the exams session. (See the Exams and Roles sections of this document for further details.)

List of RSCM Areas

As shown in the table, the changes from current Areas will be:

1. RSCM Berkshire, Oxfordshire and Buckinghamshire Areas united into a single RSCM Oxon, Bucks & Berks Area.
2. RSCM Ripon & Leeds together with the Bradford and Wakefield parts of RSCM Region One united into a single RSCM Leeds Area.
3. RSCM Portsmouth and Isle of Wight Areas united into a single RSCM Portsmouth & Isle of Wight Area.
4. The following parts of RSCM Region One (Cheshire, Cumbria, Isle of Man, Lancashire, Durham, Liverpool, Manchester, and Sheffield) unwound into separate RSCM Areas
5. The Channel Islands Area will become part of the SW & W Midlands RSCM Region.
6. Alignment of Welsh Areas to Welsh dioceses will also be considered.

Current RSCM Area	Church of England Diocese	Future RSCM Area
Ely	Ely	Ely
Norfolk	Norwich	Norfolk
Peterborough & Northants	Peterborough	Peterborough & Northants
St Albans, Hertford & Bedford	St Albans	St Albans, Hertford & Bedford
Suffolk	St Edmundsbury & Ipswich	Suffolk
Derbyshire	Derby	Derbyshire
Leicestershire	Leicester	Leicestershire
Lichfield	Lichfield	Lichfield
Lincoln	Lincoln	Lincoln
Southwell & Notts	Southwell	Southwell & Notts
Essex and East London	Chelmsford	Essex and East London
Guildford	Guildford	Guildford
Berkshire	Oxford	Oxon, Bucks & Berks
Buckinghamshire	Oxford	
Oxfordshire	Oxford	
Isle of Wight	Portsmouth	Portsmouth and Isle of Wight
Portsmouth	Portsmouth	
Sussex	Chichester	Sussex
Winchester	Winchester	Winchester

Current RSCM Area	Church of England Diocese	Future RSCM Area
Canterbury	Canterbury	Canterbury
London	London	London
Rochester	Rochester	Rochester
Southwark & E Surrey	Southwark	Southwark & E Surrey
Region One	Chester	Chester
Region One	Carlisle	Cumbria
Region One	Sodor & Man	Isle of Man
Region One	Blackburn	Lancashire
Region One	Liverpool	Liverpool
Durham	Durham	Durham
Region One (Bradford)	Leeds	Leeds
Ripon & Leeds	Leeds	
Region One (Wakefield)	Leeds	
Region One	Manchester	Manchester
Region One	Sheffield	Sheffield
N & E Yorkshire	York	N & E Yorkshire
Northumbria	Newcastle	Northumbria
Birmingham	Birmingham	Birmingham
Bristol & Swindon	Bristol	Bristol & Swindon
Coventry & Warwickshire	Coventry	Coventry & Warwickshire
Gloucestershire	Gloucester	Gloucestershire
Hereford & S Shropshire	Hereford	Hereford & S Shropshire
Worcester	Worcester	Worcester
Cornwall	Truro	Cornwall
Devon	Exeter	Devon
Somerset	Bath & Wells	Somerset
Wessex	Salisbury	Wessex (Dorset & S Wilts)
Channel Islands	Salisbury	Channel Islands
N Wales	Potential alignment of RSCM Areas with the six Anglican dioceses in Wales will be explored.	N Wales
SE Wales		SE Wales
Swansea & Brecon		Swansea & Brecon
W Wales		W Wales
Scotland		Scotland
Ireland		Ireland
France		France
NW Europe		NW Europe

Area Team meetings and minutes

At least three Area Team meetings must be held each year. Some Area Team meetings may be virtual meetings, but it is recommended that at least two physical Area Team meetings are held each year in each Area. Minutes must be completed using the standard template. These must be shared with the Regional Manager and Volunteer Support Manager without delay.

RSCM Voice for Life Award Exams

The syllabus for Gold, Silver and Bronze awards will be published, and may from time to time be refreshed and revised, by the Chief Examiner. The syllabus will be the same in all Areas. The fees will be the same in all UK Areas.

RSCM Examiners will be recruited, trained and moderated by the Chief Examiner with support from the RSCM Examinations Officer. All RSCM Examiners will be DBS-checked (or equivalent). Currently, not all RSCM Examiners are qualified to examine candidates for Gold awards, but it is intended that by the end of 2021 every RSCM Examiner will be qualified to examine all three levels, Gold, Silver and Bronze.

The process of setting up Award Exams — See *Appendix Three*

Area Team Leaders will be informed of results by the Regional Manager. All examinations certificates will be standard RSCM certificates signed by the Chief Examiner and countersigned by the RSCM Director. Results of Award exams will be publicised in CMQ. Certificates and medals may be presented at RSCM Area Festivals or at another special event.

Any stock or funds currently held by Area Teams or in Area bank accounts for Award exams, including for medals, will be transferred to the RSCM Office via the Regional Manager before the end of December 2020.

Appendix One

Commissioning of Area Team

- Area Team Certificates of Commission will be signed by the Deputy Director (Education & Mission Delivery) and the Regional Manager.
- Recommissioning of Area Teams will be carried out by the RSCM Chair of Council, RSCM Director or Deputy Director (Education & Mission Delivery) at an RSCM Regional Conference, video or telephone conference.
- The RSCM may withdraw a Certificate of Commission during the year if the Regional Manager finds that the Area is not abiding by the Terms of Reference or if membership of the Area Team reduces below the required minimum level. If this occurs, then the Area Team will be supported to rebuild, but in the meantime will not arrange activity in the name of the RSCM, and members of Area Teams will cease to have access to Area funds.
- The Regional Manager will conduct a review in the autumn of every year to determine whether or not it is appropriate to renew the Area Team's Certificate of Commission. Any decision not to renew will be confirmed by the Deputy Director (Education & Mission Delivery).
- Since every Area event is required to have someone responsible for Safeguarding, plus a deputy, every functioning Area Team must be able to provide at least two approved local volunteers who have the necessary Safeguarding clearance. However, apart from the Safeguarding Co-ordinator, these individuals are not required to be members of the Area Team.
- Larger Areas such as Leeds, Oxon-Bucks-Berks and Portsmouth & Isle of Wight may find it convenient to hold some district subgroup meetings of Area Team members to plan local district activities, but all banking must be done for the Area as a whole, and all plans and minutes, etc must be shared throughout the Area Team at all times. There will be no district positions, such as 'District Chair': all named positions will apply to the Area as a whole.

Appendix Two

Confirmation and Nomination Process



- All roles are subject to completion of the RSCM's Safer Recruitment Process.
- Members of Area Teams, if continuing to serve, will be required to renew their commitment to the RSCM Volunteer Agreement every four years.
- After four years on an Area Team, a conversation with Area Team Leader and Regional Manager should be held before a decision is made on extending the appointment.
- The following previously defined roles no longer apply: Education & Training Officer (replaced by other central and local roles), Young People's Officer (replaced by Safeguarding Co-ordinator), Area Chair (replaced by Area Team Leader).
- The following previously defined Area Team roles may continue to be filled where useful: Schools Network Officer; Membership Officer; Consultant.

Area Team Leader Role Guide

(This position replaces the former role of Area Chair)

Appointed by and accountable to the RSCM Regional Manager, the Area Team Leader leads the RSCM Voluntary Area Team. With the exception of the Diocesan Representative (who is nominated by the Regional Manager and who may sometimes take the role of Area Team Leader) the Area Team Leader nominates members of the Area Team. Essential roles are Secretary, Treasurer and Safeguarding Co-ordinator (superseding the former YPO position), plus other members and roles at the discretion of the Area Team Leader. Individuals may hold more than one role, but Area Teams must have at least three members including the Area Team Leader.

Once nominated by the Area Team Leader, approved by the Regional Manager and confirmed in their appointments following RSCM Safer Recruitment process, the Area Team Leader arranges for Area Team members to read the Area Terms of Reference, sign and return the Volunteer's Agreement and to serve on the Area Team for up to four years after which, if still serving, following discussion and agreement, the appointment may be renewed.

The Area Team Leader acts as a figurehead and spokesperson for the RSCM in the Area, and leads the Area Team in:

- Promoting the benefits of RSCM membership (currently affiliate, individual, friend and student).
- Arranging (and where possible, attending) RSCM activities in full accordance with the Area Terms of Reference.

This includes induction, encouragement, development and succession planning for Area Team members, ensuring smooth functioning of the Area Team and delegating appropriately. He or she will be in regular communication with the Regional Manager, Area Team members and the broader local volunteer pool, as well as being available to support the local membership. The Area Team Leader will need to understand the roles of each part of the RSCM organisation including Council, staff and voluntary, communicating and collaborating effectively, and ensuring that other members of the Area Team do likewise. The Area Team Leader keeps the Area Team up to date on activities initiated by the RSCM Office or by the Regional Manager and feeds back ideas from the Area Team, attending an Area Team Leaders' meeting and a Regional Volunteers' conference each year.

Area Team Leaders should take an active part in planning, running and reviewing events held in the Area, ensuring events are registered (using the Event Registration Form) in good time for publication in CMQ and on the website, and for Health & Safety, Safeguarding and insurance purposes. Area Team Leaders should ensure that at least one Area Team member attends each Area event.

Area Team Leaders may also be required to take on other roles on a temporary basis when these are not undertaken by other Area Team members.

Area Treasurers are responsible for managing the Area's finances to deliver value for money for those attending events, while ensuring satisfactory financial return as set out in the sections above titled 'Financial objectives and pricing' and 'New event planning and approval process'. Area Treasurers are responsible for managing RSCM funds held in the RSCM Area CAF account, maintaining financial records of the Area's transactions and assets, and for financial reporting, including submitting annual Income & Expenditure and Balance Sheet reports on the RSCM template.

The Treasurer will be expected to:

- Retain all the documentation in support of individual transactions including invoices, expenses claims, receipts, properly completed cheque and paying-in stubs, signed notes of cash transactions, bank statements and copies of approved event budgets.
- Prepare the Area accounts on a receipts and payments (otherwise known as "cash accounting") basis. Accruals accounting is not required and the in-year reporting model is designed to be completed on a receipts and payments basis in any case.
- Send the Area's year-end accounts to the Deputy Director (Finance & Operations) by the end of January each year for consolidation in the charity's published and audited accounts. An electronic Excel template for this is provided each year to use and return.
- CAF Common Banking. The charity uses a common banking system and the Area Treasurer is the committee's "conscience" on the managing and proper use of the Area's own account as it exists within that charity-wide common banking system.
- Rarely, the Treasurer may be called upon to support other charity-wide financial requirements where reasonably necessary. This may include supporting the RSCM Office's work on the annual statutory audit in ways that are additional to standard requirements and other occasional regulatory inspections, such as a Gift Aid audit of the charity by HMRC, where an Area may potentially be called upon to play a local role in eg a random records-keeping check by the regulatory agency involved. It should be stated that this more regulatory kind of demand will be a rare requirement, but it is not impossible and therefore cannot be discounted. Should it ever arise, it will be managed by the respective Area Treasurer in close collaboration with the Deputy Director (Finance & Operations).

Area Secretary Role Guide

Area Secretaries are responsible for preparing the agenda and minutes of Area Team meetings. At least three Area Team meetings must be held each year. Some Area Team meetings may be virtual meetings, but it is recommended that at least two physical Area Team meetings are held each year in each Area. Minutes must be completed using the standard template. These must be shared with the Regional Manager without delay. Later, once the Minutes are approved by the Area Team, they must be uploaded to the RSCM central system. In the short term, the uploading may be done by the Volunteer Support Manager, pending development of functionality for Area Secretaries to upload minutes directly.

The Secretary will be expected to:

- Thoroughly understand the Area Terms of Reference and ensure the Team and its members always act fully in accordance with the Terms of Reference.
- Maintain links between the RSCM Office, Regional Manager and the Area Team, passing and sharing information both ways.
- Arrange Area Team meetings, circulating communications about RSCM policy, initiatives, activities and membership information.
- Take Area Team minutes as set out above with action points and ensure that these points are followed up in a timely fashion.
- Support the Area Team Leader in welcoming and inducting new members of Area Teams following confirmation of appointments by the Regional Manager and completion of Safer Recruitment process. Similarly, provide prompt notice of resignations from the Area Team using the standard form.
- Respond (in consultation with the Area Team Leader) to correspondence. Send an acknowledgement and holding reply if the matter needs to be discussed at the next Area Team meeting.
- Represent the Area Team in expressing views, ideas or concerns you have as an Area. Report on Area activities as required.

Role of Diocesan Representative³



The Diocesan Representative on the Area Team will help raise the RSCM's profile within the diocese and expand the reach of RSCM publicity, using the diocesan Mission & Ministry Training department and the broader diocesan network to reach out to non-RSCM members and to churches with limited musical resources.

Specifically, the Diocesan Representative will:

- encourage clergy and lay leaders to attend RSCM events and courses (particularly in the areas of Ministerial Training and Congregational & Instrumental).
- use their connections to help arrange Area festivals and other major events.
- where appropriate, link RSCM activity with cathedral outreach and other diocesan activity.

³ As previously, this is referred to as 'Diocesan Representative' for clarity; in Scotland and Ireland, alternative equivalents may apply.

Area Safeguarding Co-ordinator Role Guide



Appointed by: Deputy Director (Education & Mission Delivery) acting on recommendation of Regional Manager, following safer recruitment processes.

Reports to: Area Team Leader, with strong working relationship with RSCM Safeguarding Team.

Purpose of the role: The Area Safeguarding Co-ordinator is responsible for delivering RSCM Safeguarding policy and ensuring procedures are followed in all Area activities. This includes Area events, meetings, and Award examination sessions. The aim is to ensure the safety and well-being of all children and adults who engage in any way with the RSCM.

Key interactive tasks of the role:

- Ensure there is appropriate provision for the welfare of children at all RSCM events in the Area.
- Be familiar with the RSCM Safeguarding policy and Guidance for Event Planners on the Volunteers' section of the RSCM website. The RSCM Safeguarding Info Sheet is a good starting point.
- Advise and assist the Area Team Leader with safeguarding issues when needed and ensure he/she complies with RSCM requirements
- Be the point of reference for Event and Exam Safeguarding Supervisors throughout the Area, to guide and advise them regarding RSCM safeguarding policy requirements.
- Be a member of, and actively participate in, RSCM Safeguarding Liaison meetings as organised by the RSCM Safeguarding Officer. This will be online whenever practicable.
- Work closely with the RSCM Safeguarding Officer on all safeguarding matters.
- Working closely with the Safeguarding Officer and Regional Manager, where a safeguarding contract needs to be put in place.

Key Administrative tasks of the role:

- Ensure every Area event has an appointed Safeguarding Supervisor, whose name and contact details are communicated in advance to all those planning to attend, and again to all those attending on the day.
- Ensure every Area Awards exam session, has an appointed Safeguarding Supervisor, whose name and contact details are communicated in advance to Representatives who enter the candidates.
- Maintain records and information as required by the RSCM Safeguarding Team — set out in policy documents and guidelines elsewhere.

- Act as an ID verifier for DBS (or equivalent) applicants on behalf of the Safeguarding Team where roles require DBS checks.
- Ensure a record of all safeguarding issues is kept and report (in conjunction with the Area Team Leader) any concerns to the RSCM Safeguarding Officer.
- Ensure that safeguarding is placed on the Area Team meeting agenda as a 'standing' item and make a report to each meeting about safeguarding events (noting the need for relevant confidentiality regarding specific cases).
- Ensure that Area posts are recruited to following the safer recruitment policy.

We are looking for people who have the following skills and attributes:

- Interactive side of role — confidentiality, ability to respond quickly to issues, good interpersonal skills, sensitivity. Prior knowledge and experience of safeguarding would be an advantage.
- Administrative side of role — confidentiality, organised, detailed record-keeping, administration.

The role is subject to:

- Enhanced DBS (or equivalent) at the relevant level with barring for child and adult workforce.
- RSCM Confidential Self Declaration.
- Church of England Foundation and Advanced Training Modules (can be completed immediately following appointment).

The RSCM will provide:

- An induction to the role of Area Safeguarding Co-ordinator.
- Continuous professional development to include three-yearly or more frequent training updates.
- Relevant updates on the development of safeguarding legislation, principles and associated legal requirements.
- Other safeguarding training as appropriate.
- Volunteer expenses (in line with Area Terms of Reference).

Reports to: Event Safeguarding Supervisor, Area Safeguarding Co-ordinator or RSCM Safeguarding Officer in certain circumstances.

Duties: Pastoral Assistants share in the responsibility together with specific event-leaders for looking after children and young people, and of helping in the smooth running of events.

Responsibilities: The Pastoral Assistant will be expected to:

- Ensure they are fully conversant with the RSCM's Safeguarding Policy and good practice guidelines and have completed relevant clearance procedures themselves.
- Read any relevant event task guidance and parameters, as allocated by the Event Safeguarding Supervisor.
- If deputizing for the Event Safeguarding Supervisor, ensure they are familiar with the requirements of that role as described in the relevant role guide.
- Wear an official RSCM name and role badge to assist identification both by children and church or venue staff.
- Arrive at least 30 minutes before the event to liaise with Event Safeguarding Supervisor and agree tasks as appropriate.
- Inform Event Safeguarding Supervisor of any specific health and safety hazards (eg to take care on uneven steps) or speak to any venue officials to rectify the problem.
- Each Pastoral Assistant should have access to a mobile phone and identify the location of first-aid kit, toilets and local Accident and Emergency Unit.
- Pastoral Assistants must remain with the children and young people at all times and appropriate ratios of adults to children must always be observed.
- Make themselves known to participants under 18 years of age, answer queries and re-assure as necessary.
- Ensure that parents leaving their children know timings of the event and where to collect their children at the end.
- Check that no under 18s are left unsupervised during breaks, unless specific parental permission has been given in respect of older children leaving the site unaccompanied. After breaks, re-check attendance.

- Be vigilant during sessions in case any young person seems unwell or upset and attend to them as appropriate. In the event of a young person becoming unwell, act immediately in the child's interest as discreetly as possible.
- Be vigilant during sessions for any members of the public who are seeking to approach or engage with children.
- At the end of the event ensure that all children have left the area in the manner stated on the Parental Consent Form, ie in the care of named parent or other adult, or alone if permission given. Pastoral Assistants should not leave until the last child has left.
- Ensure that any accidents or incidents are reported to the event organiser and recorded on the RSCM's Accident and Incident form. A copy should be forwarded to the RSCM Office via voluntary@rscm.com.
- Any Safeguarding issue or concern must be referred at once to the RSCM Safeguarding Officer on **07908 469587**.

This role is subject to:

- An enhanced DBS Disclosure (or equivalent) at the relevant level.
- An RSCM Confidential Self Declaration.
- Accepting the terms and conditions of the Volunteer Agreement.
- Completion of an RSCM-approved online safeguarding course.

Event Safeguarding Supervisor Role Guide

Nominated by: Area Team Leader.

Reports to: Area Safeguarding Co-ordinator.

Purpose of the role: The Event Safeguarding Supervisor is responsible for ensuring RSCM Safeguarding policy and procedures are followed at the specified event.

Key tasks of the role:

- To offer support and guidance to the event organiser about safeguarding requirements at the event.
- To make sure that a copy of the RSCM safeguarding policy for Areas is prominently displayed at the event.
- To ensure safeguarding requirements are followed at the event.
- To ensure the necessary safeguarding contact details are advised at the event.
- To keep event attendance records on the day.
- To ensure all necessary Parental Consent Forms are available on the day.
- To ensure required adult / child ratios and supervision is in place.
- To act as a link between the event, and the Area Safeguarding Co-ordinator.
- To ensure any safeguarding issues or concerns which occur at the event are recorded and appropriate action is taken.

We are looking for people who have the following skills and attributes:

- Some knowledge and experience of working with children, young people or vulnerable adults would be helpful.
- Good administrative and organisational skills.
- A basic understanding of safeguarding issues and a willingness to attend any necessary training.
- Good communication and administrative skills.
- Understand the requirements of and are able to maintain appropriate confidentiality.

The role is subject to:

- An enhanced DBS Disclosure (or equivalent) at the relevant level with barred lists.
- An RSCM Confidential Self Declaration.
- Safeguarding Foundation Module as a minimum (can be completed immediately following appointment).

Training and support:

- An induction checklist for the role of Event Safeguarding Supervisor.
- Volunteer expenses (must be in line with Area Terms of Reference).

Volunteer Exam Supervisor Role Guide



Appointed by: Regional Manager or RSCM Examinations Officer as appropriate.

Reporting to: Regional Manager and RSCM Examinations Officer, plus Safeguarding Co-ordinator in relation to safeguarding.

Purpose of the role: The Volunteer Exam Supervisor is responsible for the smooth running of the exam session on the day, along with delivering RSCM Safeguarding Policy and ensuring procedures are followed at the specified exam session.

Key tasks of the role:

The name and contact details of the Volunteer Exam Supervisor provided by the Area Team, together with those of a Reserve, must be provided to Representatives who have entered candidates and, separately, to the RSCM Examiner and the Regional Manager, in good time before the date of the exam, and again if necessary to all on the day.

On the day, the Volunteer Exam Supervisor will:

- Ensure that nothing has changed at the venue that might compromise the venue's Health & Safety, security and Safeguarding suitability.
- Liaise if required between the Examiner, Representatives, candidates or (for Under 18s) their parents in the case of changes of plan or questions of location, access or parking.
- Welcome Examiner and candidates (and parents in the case of candidates aged under 18), explain location facilities and show through to warm-up area.
- Set up the recorder in the exam room before the start of the session. It is very important that neither candidates nor Examiner have contact with the recorder at any point. Start the recorder shortly before taking in the first candidate, stop it after the final candidate has left. Stop the recorder only for significant breaks (eg lunch), not between candidates. Contact examsdesk@rscm.com with any queries.
- Be on the premises, outside the exam room, for the entire time that candidates are being examined.
- After the exam session, return the recording immediately to the RSCM Examinations Officer and the recorder to a designated member of the Area Team or to the Regional Manager.

Results and certificates will not be issued until the recording has been returned and received.

We are looking for people who have the following skills and attributes:

- Some knowledge and experience of working with children, young people or vulnerable adults would be helpful.
- Good administrative and organisational skills.
- A basic understanding of safeguarding issues and a willingness to attend any necessary training.
- Good communication and administrative skills.
- Understand the requirements of and are able to maintain appropriate confidentiality.

The role is subject to:

- An enhanced DBS Disclosure (or equivalent) at the relevant level with barred lists.
- An RSCM Confidential Self Declaration.
- Safeguarding Foundation module (can be completed immediately following appointment).

Training and support:

- An induction checklist for the role of Exam Safeguarding Supervisor.
- Volunteer expenses (must be in line with Area Terms of Reference).

Appendix Three

The process of Exam Administration

(also see *Appendix Two* for Role guides)

- Regional Managers (as Awards Administrators) will determine the days when RSCM Examiners are available to hold exams in their Region in the coming year.
- Regional Managers will ask their Area Teams to advise which of these possible dates are convenient with regard to availability of Volunteer Exam Supervisors and venues.
- Regional Managers will advise the RSCM Examinations Officer of agreed dates, locations, Examiners and supervisors.
- Examinations will be held at one of a number of approved venues on a list maintained by the Regional Manager based on completion of a Health & Safety and Safeguarding checklist by the Volunteer Exam Supervisor provided by the relevant Area Team. The Volunteer Exam Supervisor and deputy will have clearance as required by RSCM Safeguarding.
- The RSCM Examinations Officer will place the available sessions on the online portal.
- Examination entries will be made and paid for by registered Representatives on the online portal. Individual candidates aged 18+, parents acting on behalf of candidates aged under 18, and others in positions of responsibility such as music teachers and choir directors may be registered as Representatives.
- Once candidate lists are finalised, details will be transferred to Regional Managers and Area Teams.
- Registered Representatives with at least 3 hours' examining may request a special visit from a list of available dates provided by the RSCM Examinations Officer, to whom initial contact should be made. Special visits must provide the venue free of charge and must be open for additional candidates at the discretion of the RSCM.
- Communication to Representatives to explain arrangements for the examination day will be made by the Regional Manager. In the event that it is not possible for the exam to be held in the Area of residence of the candidate, the Regional Manager will propose another location, while keeping travelling distance to a minimum. Negotiation of transfers to other days, if requested by candidates or parents, will be dealt with by Regional Managers. Refunds may be provided if no convenient date, time and location can be agreed. General Examination Regulations will specify further details.

- Contact details for the Volunteer Exam Supervisor and a deputy will be provided in good time to Representatives, and separately to the Examiner. This information will be provided in advance and again if necessary on the day of the exam. In the event of last minute changes of plan, the Volunteer Exam Supervisor will be responsible for keeping everyone informed.
- The Volunteer Exam Supervisor or deputy must be present throughout the exam session. An audio recording of each exam will be made by the Volunteer Exam Supervisor using standard RSCM equipment, technology and guidance, and this must be received by the RSCM Examinations Officer before the certificate is issued.