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Board of Governors of the Guildhall School of Music and Drama

Date: **MONDAY, 13 FEBRUARY 2017**

Time: **1.45 pm**

Venue: **COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:

Deputy John Bennett (Chairman)
Vivienne Littlechild (Deputy Chairman)
Deputy John Barker
Sir Andrew Burns
Deputy John Chapman
Christina Coker
Professor Geoffrey Crossick
Stuart Fraser
Marianne Fredericks
Alderman David Graves
Jo Hensel
Gareth Higgins
Michael Hoffman
Jeremy Mayhew
Adam Richardson
Sheriff & Alderman William Russell
Jeremy Simons
Thomas Steer
Lynne Williams

Enquiries: **Gemma Stokley**
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gemma.stokley@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Those items which it is proposed can be approved or noted without discussion are marked with a star (*). It is open to any Governor to request that an item be unstarred and subject to discussion. Governors may inform the Town Clerk of this request prior to the meeting, or the Chairman at the start of the meeting.

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **PUBLIC MINUTES**
   To agree the public minutes and summary of the meeting held on 14 November 2016.

   For Decision
   (Pages 1 - 10)

4. **PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
   To receive the public minutes of the Finance & Resources Committee held on 11 January 2017.

   For Information
   (Pages 11 - 12)

5. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
   To receive the public minutes of the Audit & Risk Management Committee held on 20 January 2017.

   For Information
   (Pages 13 - 18)

6. *** APPOINTMENT OF CHAIRMEN OF SUB COMMITTEES**
   Resolution of the Policy and Resources Committee.

   For Information
   (Pages 19 - 20)

7. *** OUTSTANDING ISSUES REPORT**
   Report of the Town Clerk.

   For Information
   (Pages 21 - 22)

8. **AMENDMENTS TO THE STUDENTS' UNION CONSTITUTION**
Report of the President of the Student Union.

For Decision
(Pages 23 - 60)

9. **PRESENTATION - GUILDHALL INNOVATION DIVISION**
The Vice Principal and Director of Academic Affairs to be heard.

For Information

10. **OUTCOME/GATEWAY 7 REPORTS**

a) **External Paving**
Report of the Principal of the Guildhall School of Music and Drama.

For Decision
(Pages 61 - 64)

b) **Decorations Phase 1**
Report of the Principal of the Guildhall School of Music and Drama.

For Decision
(Pages 65 - 66)

c) **Theatre Lighting**
Report of the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 67 - 70)

11. **PRINCIPAL'S REPORT**
Report of the former Principal of the Guildhall School of Music and Drama.

For Information
(Pages 71 - 74)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

14. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non Public Agenda

15. **NON PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 14 November 2016.

For Decision
(Pages 75 - 82)

16. **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To receive the non-public minutes of the Finance & Resources Committee held on 11 January 2017.

For Information
(Pages 83 - 86)

17. **NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
To receive the non-public minutes of the Audit & Risk Management Committee held on 20 January 2017.

For Information
(Pages 87 - 92)

18. **FIRE ALARM RENEWAL - SILK STREET AND JOHN HOSIER ANNEX - REQUEST FOR DELEGATED AUTHORITY**
Joint report of the City Surveyor and the Principal of the Guildhall School of Music and Drama.

For Decision
(Pages 93 - 96)

19. **GATEWAY 5 - RENEWAL GENERAL ELECTRICAL AND DIMMER INSTALLATION SILK STREET THEATRE**
Report of the Principal of the Guildhall School of Music and Drama.

For Decision
(Pages 97 - 102)

20. **OUTCOME/GATEWAY 7 REPORT - SUNDIAL COURT FURNITURE**
Report of the Principal of the Guildhall School of Music and Drama.

For Decision
(Pages 103 - 106)

21. **TEACHING EXCELLENCE FRAMEWORK PHASE 2**
Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 107 - 132)

22. **GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER**

Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 133 - 172)

23. **ACCESS AGREEMENT 2015/16 MONITORING RETURN**
Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 173 - 182)

24. **ANNUAL TRANSPARENT APPROACH TO COSTING (TRAC) RETURN REPORTING FOR ACADEMIC YEAR 2015/16**
Report of the Principal of the Guildhall School of Music & Drama.

For Decision
(Pages 183 - 204)

25. **FINANCE REVIEW**
Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 205 - 208)

26. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 14 November 2016

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 14 November 2016 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)
Vivienne Littlechild (Deputy Chairman)
Deputy John Barker
Sir Andrew Burns
Deputy John Chapman
Christina Coker
Marianne Fredericks
Alderman David Graves
Jo Hensel
Gareth Higgins
Michael Hoffman
Professor Barry Ife
Jeremy Simons
Thomas Steer

In Attendance

Deputy John Tomlinson
Nicy Roberts

Officers:

Gemma Stokley	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Paul Nagle	-	Chamberlain's Department
Sandeep Dwesar	-	Chief Operating and Financial Officer
Sarah Wall	-	Head of Finance
Pat Stothard	-	Head of Internal Audit and Risk Management
Hannah Bibbins	-	Senior Project Manager, Guildhall School of Music and Drama
Michael Bradley	-	City Surveyor's Department
Professor Helena Gaunt	-	Vice Principal and Director of Academic Affairs
Katharine Lewis	-	Academic Registrar and Director of the Student Experience
Sean Gregory	-	Director of Creative Learning for the Barbican Centre and Guildhall School of Music & Drama
Pat Stothard	-	Head of Internal Audit and Risk Management
Sean Gregory	-	Barbican Centre

N.B. The meeting was preceded by a presentation from PA Consulting outlining the findings of their recent review of the School's operating model and resulting recommendations.

The Town Clerk opened the meeting by reporting that the Board was inquorate due to the late running of some Common Council Governors. The Chairman therefore proposed that the agenda order be altered so that those items for information only were considered first. Items 4, 5, 6, 8, 9,

10, 12, 13, 14, 15, 17, 18 and 19 were therefore considered whilst the meeting was still inquorate.

1. **APOLOGIES**
Apologies for absence were received from Jeremy Mayhew and Sheriff & Alderman William Russell.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **PUBLIC MINUTES**

3.1 *** 9 May 2016**
As a consequence of the 19th September 2016 Board meeting being inquorate, the public minutes of the meeting held on 9 May 2016 were considered and approved as a correct record.

3.2 **19 September 2016**
The public minutes of the meeting held on 19 September 2016 were considered and approved as a correct record.

MATTERS ARISING
Safeguarding Policy (page 12) – The Chairman reported that the School's Safeguarding Policy had been approved under Urgency by the Town Clerk in consultation with the Chairman and Deputy Chairman following the inquorate September Board meeting.

In response to questions regarding the City of London's Safeguarding inspection of the School on 6 October 2016, the Principal reported that the School had scored highly with the inspection resulting in a number of recommendations for future improvements, specifically for HR with regard to staff appointments. The Inspectors commended the work of the School's Safeguarding Lead and the way in which she had ensured that safeguarding was thoroughly embedded in the institution.

4. **PUBLIC MINUTES OF THE GOVERNANCE & EFFECTIVENESS COMMITTEE**
The public minutes of the Governance and Effectiveness Committee meeting held on 28 October 2016 were received.

RECEIVED.

5. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
The public minutes of the Audit & Risk Management Committee meeting held on 7 November 2016, which were separately circulated, were received.

RECEIVED.

6. **PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
The public minutes of the Finance & Resources Committee meeting held on 10 November 2016, which were separately circulated, were received.

RECEIVED.

7. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**
The Board considered a report of the Town Clerk asking Governors to review their Terms of Reference and to consider the frequency of their meetings going forward.

It was noted that the Governance and Effectiveness Committee would be bringing forward some recommendations on altering the quorum for Board meetings going forward.

Governors considered the need for an additional Board meeting each year but decided against this. It was, however, felt that consideration could be given to moving the May meeting each year to June.

RESOLVED – That, the Board approve:

a) their existing Terms or Reference for submission to the Court of Common Council; and
b) the frequency of their meetings (four times per year) going forward.

8. *** OUTSTANDING ISSUES REPORT**
The Board received a report of the Town Clerk detailing Outstanding Actions since the last meeting.

The Chairman highlighted that the City Surveyor would be providing a verbal update on both of these issues in the non-public session.

RECEIVED.

9. **HIGHER EDUCATION AND RESEARCH BILL**
The Board received a report of the Remembrancer advising Governors of the provisions of the Government's Higher Education and Research Bill, recently introduced to Parliament.

The Remembrancer sought to clarify the statement in his report which highlighted that the Bill would remove the current requirement for a higher education provider to obtain the agreement of the Privy Council in order to vary its governing documents. He reported that he had explored this further since writing the report and had been informed that this requirement only currently applied as the Guildhall School was designated as eligible to receive HEFCE funding - with the abolishment of HEFCE, this requirement would automatically fall away. In practice, this would mean that the Court of Common Council were able to amend the School's governing documents going forward, subject to complying with the list of principles still to be drawn up by the new Office for Students. The Remembrancer reported that he would be keeping a close watch

over the development of these principles. A Co-opted Governor cautioned that there was some opposition from the House of Lords around the removal of University Charters for older universities and that the need to consult Privy Council going forward may therefore remain.

In response to a question from the Chairman, the Remembrancer stated that it was not yet clear exactly when, in 2018, the new regime was expected to be in place.

With regard to the application of the Bill to the Guildhall School, the Vice Principal and Director of Academic Affairs reported that the School were already registered and compliant in order to continue to receive public funding and charge the present level of fees.

With regard to the introduction of the Teaching Excellence Framework (TEF2) in January 2017, the Vice Principal and Director of Academic Affairs reported that the School were already undertaking the necessary preparatory work for this. A Co-opted Governor reported that the Government were very clear and adamant that it would be important for specialist institutions to submit additional information on top of the specified 'common metrics' such as employment data, retention and continuation data and student satisfaction surveys.

A Co-opted Governor went on to discuss the research dimensions of the Bill which he underlined as important with implications that could affect the School. He reported that the seven existing, separate, bodies would now merge into one body under the UK Research and Innovation which would not be autonomous. He added that there would be clear signals from Government regarding how any future funding would be 'packaged'.

In response to a question regarding his views on the implications of the Bill for the Guildhall School, the Principal reported that he felt that the sector had the capacity to absorb these changes and that they gave no real cause for concern.

The Academic Registrar & Director of the Student Experience emphasised that the new Office for Students would focus more on students and the 'student voice'.

RECEIVED.

10. **PRINCIPAL'S GENERAL REPORT**

The Board received a report of the Principal of the Guildhall School of Music and Drama detailing recent Awards and Prizes.

The Chairman requested that the Principal write to those who had won awards at the UK Theatre Awards congratulating them on their success on behalf of the Board of Governors

The Principal also drew Governors' attention to the School's 'clean sweep' at the Maureen Lehane Vocal Awards.

RECEIVED.

11. **ACADEMIC BOARD - ANNUAL REPORT**

The Board considered a report of the Principal of the Guildhall School of Music and Drama.

The Principal highlighted that this year's Academic Board Report had been restructured around the requirement for him to make certain assurances on the Board's behalf. There was also greater emphasis on actions and an accompanying Action Plan had now been produced.

The Principal went on to report that an informal Working Group would be convened going forward to look at this report in greater detail ahead of its presentation to the Board each year. The membership of this Group had been endorsed by the Board at their last meeting and would consist of the Principal, the Vice Principal and Director of Academic Affairs, the Academic Registrar and Director of the Student Experience and Co-opted Governor Professor Geoffrey Crossick.

The Principal concluded by stating that he was confident that he could give the assurances detailed within the report.

The Academic Registrar and Director of the Student Experience highlighted that the Board were also being asked to approve changes to the Academic Board's Terms of Reference and Membership.

In response to a question regarding the inclusion of something around Academic Risk in future reports, the Academic Registrar and Director of the Student Experience clarified that the Board did not look at student data but that this was subject to Internal Audit. The Principal added that this type of risk was looked at by the Senior Management Team.

Governors noted concerns around the lack of correlation between the language of assessment criteria and feedback referred to within the report. The Principal highlighted that this was an important and common issue across the sector. He reassured the Board that the School's external examiners confirmed the quality of its programmes and standards of its awards. The Principal added that it was not surprising that the award of higher degree classifications at the School was well above the sector average given its strict selection and entry criteria.

The Chairman referred to the issues around student feedback and student satisfaction raised within the report. The President of the Student Union reported that some steps had already been taken to address this. The Student Union was actively engaging with students more on this matter and was being more proactive in terms of recruiting appropriate student representatives to cover each pathway. It was noted that participation in both the National Student Survey (NSS) and the Whole School Survey (WSS) had increased this year. Governors were informed that the timing of the National Survey (January – April) was dictated by Government but that some students found it unusual to be asked to complete a 'leaving' survey at this time when they would continue

to study at the School until July. The Whole School Survey was conducted at the end of the year.

In response to questions, the President of the Student Union confirmed that the surveys were available online for students to complete. A Co-opted Governor reported that assessment and feedback scores for the NSS were traditionally low across all universities the concern here, however, was that the Guildhall School had lower feedback than its immediate competitors. The Principal acknowledged that the sensitivities around some of the questions posed, specifically concerning employment, were perhaps not managed as well as they could be in terms of student understanding. It was noted that this was particularly difficult for conservatoires where students were frequently in and out of employment.

The Board noted the summary of actions within the Action Plan and the intention for Governors to review progress against these in May each year.

RESOLVED – That, the Board:

a) approve the report;
b) state that they are able to give the assurances contained within the report; and
c) approve the revised terms of reference and membership of the Academic Board detailed in Appendix A.

12. **INTERNAL AUDIT REPORT**

The Board received a late, separately circulated, report of the Head of Audit and Risk Management prepared in accordance with the HEFCE Code of Practice for Accountability and Audit providing Governors with details of the Internal Audit work undertaken at the School during the academic year ended 31 July 2016.

The Head of Audit and Risk Management reported that three audits had been undertaken and all had resulted in a moderate assurance rating. This had informed the Head of Internal Audit's opinion that "the Guildhall School's systems of risk management, control and governance, and economy, effectiveness and efficiency are generally robust and can be reasonably relied upon to ensure that objectives are achieved".

The Board were informed that work on the 2016/17 Internal Audit Plan had already commenced and would feed into next year's opinion.

The Chairman stated that he was pleased to see that an audit of 'Satellite Operations' was planned for 2016-17.

The Chairman of the Audit and Risk Management Committee highlighted that this report had been circulated to the Audit and Risk Management Committee who were content that this was consistent with the information reported to them throughout the year. This report would be formally received by the Audit and Risk Management Committee at their next meeting.

A Co-opted Governor questioned whether Internal Audit looked at the quality of the data the school provided on an annual basis. The Principal reported that the statutory data returns to HEFCE were regularly checked and audited. This had highlighted that the conversion of hourly paid staff to FTE had been under reported previously and would affect the School's draw down funding it was therefore important that this was now looked at in greater detail. The Chairman reported that the noticeable difference in the 2017 data (which would now be collated according to the correct formula) would therefore have to be explained.

The Chamberlain reported that the implications of the under reported data on staff would need to be fully understood. If this incident could be isolated and fully explained there would be no further cause for concern. If, however, further issues were uncovered, data quality would need to be looked at more widely by Internal Audit.

The Chairman requested that a report updating the Board on this matter be submitted to the next Board meeting.

RESOLVED – That, the Board note the work of that Internal Audit have undertaken and the Head of Internal Audit and Risk Management's opinion that "the Guildhall School's systems of risk management, control and governance, and economy, effectiveness and efficiency are generally robust and can be reasonably relied upon to ensure that objectives are achieved".

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Principal of the Guildhall School of Music and Drama
The Chairman reported that this would be the Principal's last Board meeting. On behalf of the Board, the Chairman offered the Principal his sincere congratulations on all that he achieved whilst in post for the past 12 years. He offered the Principal the Board's very best wishes for retirement in January 2017 and highlighted that there would be a further opportunity to formally recognise the Principal's work at the Board's annual dinner.

15. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item	Paragraph
16a	1, 3 & 5
16b	3
17 - 18	2 & 3
19-29	3

16. **NON PUBLIC MINUTES**

16.1 *** 9 May 2016**
As a consequence of the 19th September 2016 Board meeting being inquorate, the non-public minutes of the meeting held on 9 May 2016 were considered and approved as a correct record.

RESOLVED – *At 3.45pm, Governors agreed to suspend Standing Order No. 40 in order to conclude the business on the agenda.*

16.2 **19 September 2016**
The non-public minutes of the meeting held on 19 September 2016 were considered and approved as a correct record.

17. **NON PUBLIC MINUTES OF THE GOVERNANCE & EFFECTIVENESS COMMITTEE**
The non-public minutes of the Governance and Effectiveness Committee meeting held on 28 October 2016 were received.

18. **NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
The non-public minutes of the Audit & Risk Management Committee meeting held on 7 November 2016, which were separately circulated, were received.

19. **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
The non-public minutes of the Finance and Resources Committee meeting held on 10 November 2016, which were separately circulated, were received.

20. **GUILDHALL SCHOOL - SUSTAINABILITY (OPERATING MODEL REVIEW) BY PA CONSULTING**
The Board received a joint report of the Chamberlain and the Town Clerk outlining the primary recommendations from the PA Consulting Review of the School's Operating Model.

21. **PRINCIPAL'S NON PUBLIC REPORT**
The Board received a report of the Principal of the Guildhall School on various matters of importance to the School including Student recruitment and Brexit, Teaching and learning and senior staff matters.

22. *** HEFCE ANNUAL ACCOUNTABILITY RETURN 2016**
The Board received a report of the Chief Operating and Financial Officer in relation to the 2016 Annual Accountability Return documents for consideration elsewhere on the agenda.

23. **HEFCE ACCOUNTS DIRECTION FOR 2016/17**
The Board received a report of the Principal of the Guildhall School detailing the Accounts Direction for 2016/17.

24. **AUDITED FINANCIAL STATEMENTS**
The Board considered a report of the Chief Operating and Financial Officer detailing the Reports and Financial Statements for the year ended 31 July 2016.

25. **AUDIT COMMITTEE ANNUAL REPORT**
The Board considered and approved the Audit and Risk Management Committee's Annual Report for the year ended 31 July 2016.

26. **GUILDHALL SCHOOL 'ECONOMY, EFFICIENCY AND EFFECTIVENESS' UPDATE**
The Board received a report of the Principal of the Guildhall School summarising the arrangements currently in place to achieve best value for money and the initiatives being undertaken to improve them.

27. **FINANCE REVIEW**
The Board received a report of the Principal of the Guildhall School detailing the School's Finance Review for Period 2 of the Academic Year 2016/17.

28. **GUILDHALL SCHOOL BUDGET REPORT 2017/18**
The Board received a report of the Principal of the Guildhall School detailing the Guildhall School Budget for 2017/18.

29. **BAD DEBT WRITE OFF**
The Board received a report of the Head of Finance providing Governors with an annual update on Bad Debts at the School.

30. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions raised in the non-public session.

31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
With the permission of the Chairman, the Guildhall School Senior Project Manager provided the Board with a verbal update on the Renewal of general electrical and dimmer installation at the Silk Street Theatre and was granted delegated authority to progress this with the Town Clerk in consultation with the Chairman and Deputy Chairman of the Board.

The meeting ended at 4.15 pm

Chairman

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FINANCE AND RESOURCES COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Wednesday, 11 January 2017

Minutes of the meeting of the Finance and Resources Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Wednesday, 11 January 2017 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)	Deputy John Chapman
Vivienne Littlechild (Deputy Chairman)	Alderman David Graves
Deputy John Barker	Michael Hoffman

In Attendance

Officers:

Gemma Stokley	-	Town Clerk's Department
Sarah Wall	-	Group Accountant, Chamberlain's Department
Professor Barry Ife	-	Principal, Guildhall School of Music and Drama

The Chairman opened the meeting by congratulating the Principal, on behalf of the Committee, on being awarded a Knighthood in the 2017 New Year Honours.

1. **APOLOGIES**
Apologies for absence were received from Sheriff and Alderman William Russell.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **PUBLIC MINUTES**
The public minutes of the meeting held on 10 November 2016 were considered and approved as a correct record.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**
There were no questions.

5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no additional, urgent items of business for consideration.

6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as

defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item No(s).	Paragraph No(s).
7-9	3

7. **NON PUBLIC MINUTES**
The non-public minutes of the meeting held on 10 November 2016 were considered and approved as a correct record.

8. **TRAC REPORT**
The Committee received a late, separately circulated, report of the Principal of the Guildhall School of Music and Drama detailing the School's annual TRAC (Transparent Approach to Costing) return for the Academic Year 2015/16.

9. **GUILDHALL SCHOOL OF MUSIC AND DRAMA FINANCE REVIEW**
The Committee received a late, separately circulate report of the Chief Operating & Financial Officer detailing the School's financial performance up to the end of November 2016 (Period 4 of 2016/17 Academic year).

10. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**
There were no questions raised in the non-public session.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no additional, urgent items of business for consideration in the non-public session.

The meeting ended at 2.35 pm

Chairman

Contact Officer: Gemma Stokley
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AUDIT AND RISK MANAGEMENT COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Friday, 20 January 2017

Minutes of the meeting of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Friday, 20 January 2017 at 1.45 pm

N.B. The meeting was preceded by an 'in camera' session (1.45 – 2.05pm) with Committee Members, Internal Audit and the Town Clerk only.

Present

Members:

Christina Coker (Chairman)
Marianne Fredericks
Jeremy Simons
Neil Constable

In Attendance

Deputy John Bennett

Officers:

Professor Barry Ife	-	Principal, Guildhall School of Music and Drama
Gemma Stokley	-	Town Clerk's Department
Pat Stothard	-	Head of Internal Audit and Risk Management
Sarah Wall	-	Group Accountant, Chamberlain's Department
Patsy Carter	-	Interim Head of Facilities, Guildhall School
Jonathan Poyner	-	Operations Director, Barbican & Guildhall School

1. **APOLOGIES**
   There were no apologies for absence.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **PUBLIC MINUTES**
   The public minutes of the meeting held on 7 November 2016 were considered and approved as a correct record.

4. **MATTERS ARISING NOT COVERED ELSEWHERE ON THE AGENDA**
   There were no matters arising from the public minutes of the last meeting not covered elsewhere on the agenda.

5. **OUTSTANDING ACTIONS REPORT**
   The Committee received a report of the Town Clerk detailing a number of outstanding actions.

The Town Clerk explained that, following a request from Governors at the last meeting of this Committee, this report would now feature on each agenda.

The Chairman requested an update on each action from Officers. The updates provided were as follows:

Student Catering (including Student Bar)
The Head of Audit and Risk Management stated that this would form the basis of a report to the November 2017 meeting of this Committee.

Milton Court
The Group Accountant reported that the audit fieldwork for this now nearing completion. A report would be provided to the next meeting of this Committee in July 2017.

Sundial Court
The Chairman reported that this had originally been included in the 2017-18 Audit Plan but could now be brought forward to be reported in 2016-17.

Staff Recruitment and Retention
The Principal reported that some posts were currently being held vacant which had resulted in some positive variances in the budget. Two of the most significant posts currently being held vacant were fundraising posts. It was the intention that the new Principal would appoint to the role of Head of Development and it was anticipated that the new post-holder would then put forward recommendations on the future structure of the Department. In response to a question, the Principal reassured the Committee that the School's Head of Marketing was also currently overseeing the work of the Head of Development in the interim period.

With regard to staff retention, the Principal reported that the staff development framework at the School was very successful with staff retention and recruitment routinely considered by the Senior Management Team. He added that there were no obvious problems in these areas for the School at present.

The Head of Audit and Risk Management reported that the majority of the fieldwork regarding succession planning had now been completed and the outcomes of this review would be reported to the next meeting of this Committee.

Failure to Engage Benefactors and Alumni
In response to a question from the Chairman, the Principal reported that the Graham-Pelton planning study had now been received by both the SMT and the Trustees of the Guildhall School Trust. A draft case for support was now in place and the new Principal was aware of the £20million target.

Governors questioned how this campaign would fit with other campaigns being launched by both the Museum of London and for the new Centre for Music given that all would be viewed as 'City' initiatives. The Principal reported that

the GSMD and the new Centre for Music campaigns would have a very different focus, with GSMD focusing primarily on 'young talent'. The Principal was confident that the campaigns would not, therefore, be in direct competition with one another. The Principal went on to report that the School's Head of Development regularly met with his counterpart at the Barbican Centre to co-ordinate any fundraising initiatives and avoid direct clashes.

Development of IT Pedagogy Fails to Keep Pace with Competition
The Principal reported that any risk associated with this was now extremely low with the Guildhall School keeping pace with competition in this area. He advised that this matter could now therefore be removed from the existing risk register.

6. **INTERNAL AUDIT ANNUAL REPORT**

The Committee received a report of the Head of Audit and Risk Management providing details of the Internal Audit work undertaken at the School during the academic year ended 31st July 2016 with the intention of providing Governors with an opinion on the adequacy and effectiveness of the School's arrangements for internal control.

The Chairman reported that this information had also been received by the full Board at their November 2016 meeting.

RESOLVED – That, Members note the work that internal audit have undertaken**.**

7. **INTERNAL AUDIT UPDATE REPORT**

The Committee received a report of the Head of Audit and Risk Management providing an update on Internal Audit activity undertaken at the Guildhall School since the last report made in November 2016.

The Head of Audit and Risk Management reiterated that fieldwork was in progress for the audit of Succession Planning, Talent Management and Staff Development and reported that consultation was also underway on the terms of reference for the audit of Satellite Site Operations.

In terms of the movement of live high priority recommendations, the Committee were informed that there were no outstanding red recommendations and just four live amber recommendations – this had reduced from six live amber priority recommendations reported at the time of the November Audit and Risk Management Committee meeting. This movement reflects full implementation of one recommendation and advice received from Guildhall School management that a further recommendation has been superseded.

The Head of Audit and Risk Management went on to highlight that an audit of Student Catering (including the Student Bar) did not currently feature on the 2017-18 Draft Internal Audit Plan but could now be added with a revised 2017-18 plan presented to the next Audit and Risk Management Committee for approval.

In response to questions around the planned audit of Satellite Site Operations in 2016/17, the Principal stated that this was intended to look at all aspects of the operations including governance, business planning and safeguarding. The Principal went on to report that the satellite models had now converged and that it had now agreed with all at Hestercombe (including the Board and Chairman) that the CYM there would be moving to a secondary school premises in Taunton at the end of the current academic year. Accommodation at the new site would be free and it would also mean that the Centre was situated in a more central location and was therefore easier for existing and prospective students to access. This would bring the model in line with the existing Norwich and Saffron Walden models where accommodation was provided free of charge. Two new satellite sites –based in Peterborough and Bristol - would also be based on this model.

The Principal went on to report that the Town Clerk had recently commissioned a general review of Safeguarding and that separate reviews would now also take place in all five satellite sites. The Chairman highlighted that it would be important, reputationally, for the School to regularise the relationship that each satellite operation had with 'the centre' in terms of accountability and lines of responsibility. The Principal agreed with this point and highlighted that School would now also be looking at how to better 'brand' the CYM's as being associated with the Guildhall School as it was felt that there were enormous reputational gains here now that good student cohorts were well established. The Chairman added that this would also go some way in addressing the views expressed within the PA Consulting Review regarding the School's under 18s offerings currently looking distinct and separate.

The Chairman noted that the two items listed within the Schedule of Internal Audit Projects for 2016-17 (Strategic Planning and Income Generation) had now been deferred to 2017-18. It was also noted that work on the Succession Planning Audit was in progress.

The Chairman requested updates on each of the live, amber priority recommendations. With regard to the work around 'Coding of Purchases', the Group Accountant reported that, following discussions with Internal Audit, she believed that this was now nearing completion. In relation to the live recommendation regarding 'Disaster Recovery/Tape Storage', the Group Accountant reported that the School had previously been trying to align with the City of London's arrangements. A new Head of IT had now tested several options and it was hoped that this would be fully implemented by the end of the current School term.

Finally, the Chairman drew the Committee's attention to the Internal Audit Plan for 2017-18 and the Internal Audit 3 Year Strategy. The Chairman noted from officers' oral updates that, in terms of the 2017-18 Plan, the Student Catering audit had been added. Meanwhile, it was now anticipated that the Data Quality Audit would be completed in the current academic year and work on the Sundial Court Project Governance audit had already commenced. Therefore, these two, and the two audits in progress on Succession Planning and Satellite Sites would all be reported on in the 2016-17 academic year. It was agreed that

further amendments to the 2017-18 Audit Plan and 3-Year Audit Strategy should be considered at a later stage, once the new Principal has had an opportunity to be briefed and review audit issues.

The Principal informed the Committee that the School's Risk Register would be reviewed, in its entirety, with the new Principal from 2017-18 onwards. He added that the biggest risk to the School at the present time was Brexit and the effects that this might have on EU recruitment. He assured Governors that the School was currently lobbying on this through the sector and had already done some modelling around this. He stated that he felt it would be worth auditing the steps taken by the School to minimise any negative impact of Brexit given that it is currently the School's biggest, ongoing risk.

RESOLVED – That, Governors note the status of planned audit work for 2016-17, the live high priority recommendations position and audit plan proposals for 2017-20.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no additional, urgent items of business for consideration.

10. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item	Paragraph
11	**3**
13-15	**3**

11. **NON PUBLIC MINUTES**
The non-public minutes of the meeting held on 7 November 2016 were considered and approved as a correct record.

12. **NON-PUBLIC MATTERS ARISING NOT COVERED ELSEWHERE ON THE AGENDA**
The Committee discussed matters arising from the minutes of the last meeting held on 7 November 2016 and not covered elsewhere on the agenda.

13. **TRAC RETURN FOR ACADEMIC YEAR 2015-2016**
The Committee received a report of the Principal of the Guildhall School of Music and Drama detailing the School's annual TRAC (Transparent Approach to Costing) return for the Academic Year 2015-16.

14. **FINANCE REVIEW**
The Committee received a report of the Chief Operating & Financial Officer detailing the School's financial performance up to the end of November 2016 (Period 4 of 2016-17 Academic year).

15. **RISK REGISTER**
The Committee received a report of the Principal of the Guildhall School of Music and Drama providing assurances that risk management procedures in place within the School are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

16. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
There were no questions raised in the non-public session.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no additional, urgent items of business for consideration in the non-public session.

The meeting ended at 3.34 pm

Chairman

Contact Officer: Gemma Stokley
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TO: **BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA** Monday, 13 February 2017

FROM: **POLICY AND RESOURCES COMMITTEE** Thursday, 15 December 2016

APPOINTMENT OF CHAIRMEN OF SUB-COMMITTEES
Members considered and approved a report of the Town Clerk and Comptroller and City Solicitor regarding the appointment of Sub-Committee Chairmen.

RESOLVED – that:-

- when a Chairman does not wish to exercise his/her right to be the Chairman of a Sub-Committee and wishes a specific Member to be appointed, Committees adopt a convention whereby the Chairman submits his/her nomination for Chairman and/or Deputy Chairman to the service committee for approval; and

- a resolution to this effect be circulated to all relevant Committees to endorse this convention.

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Board of Governors of the Guildhall School of Music and Drama – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.		Milton Court Update to Board on service charges	City Surveyor		Last update provided at November 2016 Board meeting.
2.		Sundial Court Update to Board on dilapidations report, lease renewal, alternative accommodation etc.	City Surveyor		Last update provided at November 2016 Board meeting.
3.		Implications of under reported data on staff	Chamberlain		Chairman requested a further update/report on this matter to be brought to the February 2017 Board.

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Committee(s):	Date(s):
Board of Governors of the Guildhall School of Music & Drama	13 February 2016
Subject: Amendments to the Students' Union Constitution	
Report of: Students' Union President	**Public**
Report author: Thomas Steer, Students' Union President	**For Decision**

Summary

The SU Constitution was last seen by the Board of Governors on 4 February 2013. According to the terms of that Constitution, the document must be reviewed every five years.

Main changes

The principal change in this version of the Constitution is a restructuring of the Executive Committee. From the start of this academic year, each of the positions on the Committee has been paid, which has led to increased interest from students to apply for jobs in the SU. However, feedback from the current officers (Welfare, Events and Admin) has been that their job descriptions do not accurately reflect the workload expected of a paid position. Similarly, parts of the President's job description include remits that line up better with the Executive Committee positions. The position of Vice-President has also been deemed to conflict with the job descriptions of the President and the other Executive Officers. A new structure is therefore proposed, with four Vice-President positions (based on the current Executive Officer positions) created with equal authority. These are:

- Vice-President (Academic Affairs)
- Vice-President (Finance)
- Vice-President (Welfare)
- Vice-President (Events)

The job descriptions have been re-written to reflect these changes, noting specifically who is responsible for certain tasks, as well as which Presidential duties should be covered by each Vice in the case of absence. The VP (Finance) role has more of a financial focus than its predecessor the Admin Officer, which

should help to resolve the financial issues that the Union has faced in recent years.

Other changes include the introduction of *Re-Open Nominations* and *Vote of No Confidence*, both of which ensure as democratic a process as possible, whereby no candidate or officer may obtain or keep their position if opposed by the Student body.

A clause has been introduced ensuring that either the President or a Vice-President is present at each Board of Governors meeting.

Finally, the whole document has been reviewed to ensure that it is as clear as possible, with clarifying clauses introduced and revisions to the wording included where necessary.

The changes (in **bold** and ~~strikethrough~~) have been approved by the SU Parliament and the Senior Management Team.

Going forward the SU would like a non-School member of the Board of Governors to be a nominated point of contact and source of guidance to assist the Executive Committee is running the SU professionally. This will be considered by the Governance & Effectiveness Committee.

Recommendation: the Board is asked approve the amendments to the Students' Union constitution for implementation for 2017/18 and the elections of officers for 2017/18 taking place in the Summer term 2017.

To note: the approval of the constitution by the Board of Governors will affect the membership of the School's Academic Board for 2017/18 onwards. The current provision in the membership for the attendance of the Executive Office (Welfare) will be replaced by the new Vice-President (Academic Affairs).

Guildhall School of Music & Drama
Students' Union Constitution

This constitution will take effect from 1st September 2017 and invalidates all former constitutions of this Union.

This constitution will be subject to review by Union Parliament and the School at least every five years, in accordance with the Education Act 1994.

Part II of the Education Act 1994 requires institutions to 'take steps as are reasonably practicable to secure that any students' union for students at the establishment operates in a fair and democratic manner and is accountable for its finances.'

The School recognises Guildhall School of Music & Drama Students' Union as a democratically run organisation, committed to serving and representing the students of the School. The School will endeavour to ensure that the activities of the Union do not contravene the School's equal opportunities policy nor bring the School into disrepute.

The constitution is a legal document that sets out the activities and procedures of the Union.

It provides a framework for the Union by:

- Defining what the Union can or cannot do
- Indicating how the Executive can act on behalf of Union members
- Outlining how members can raise and seek redress for their concerns

The constitution is made up of three sections:

Section 1 – The Articles

This section defines the aims and objectives of the Union as well as setting out what can or cannot be done.

Section 2 – The Schedules

This section gives further operational details in relation to ~~how to get things done~~ **the Union.**

Section 3 – The Appendices

This section includes other regulations by which the Union has to ~~follow~~ **abide by.**

CONTENTS

Section 1: The Articles

Heading	Section (pages 3-9)
Name and Status	1
Aims and Objectives of the Union	2
Membership of the Union	3
Union Parliament	4
Executive Committee	5
Clubs and Societies	6
Affiliation to External Organisations	7
Complaints Procedure	8
Union Finance	9
Minutes	10
Amending the Constitution	11
Indemnity	12
Referendum	13
Interpretation	14
The School's Board of Governors	**15**

Section 2: The Schedules

		Page
One	Election Regulations	10
Two	Clubs & Societies	15
Three	Meetings Regulations	16
Four	Finance Regulations	19
Five	Insurance	21
Six	Use of School premises	21
Seven	Job descriptions	21

Section 3: The Appendices

One	Opting out	26
Two	Disciplinary Procedures	26
Three	Students' Union Code of Practice	27

Section 1 – The Articles

1.0 Name and Status

1.1 There will be a Students' Union in the name of the Guildhall School of Music & Drama Students' Union (throughout this document the organisation will be referred to as the Union).

1.2 The Union is an unincorporated association.

1.3 The Guildhall School of Music & Drama will be referred to as 'the School' throughout this document.

2.0 Aims and Objectives

2.1 To advance the education of its members and students of the School as a whole.

2.2 To represent the interests of its members and act as a channel of communication in dealing with the School and other bodies.

2.3 To promote and protect the welfare of its members.

2.4 To promote, encourage and co-ordinate student clubs, societies, sports and social activities.

2.5 These aims and objectives will be practised without discrimination on the grounds of age, sex, race, nationality, religion, creed, sexual orientation, disability or medical condition.

2.6 The Union will practice the above aims and objectives independent of any political party or religious organisation.

3.0 Membership of the Union

3.1 All students who are ~~registered~~ **enrolled** at the **Senior** School, **and are over the age of 16**, will be members of the Union, unless they have decided to give up their membership according to the 'Opting Out' regulations in Appendix One of this constitution.

3.2 Any sabbatical officer will be a full member of the Union.

3.3 All members will be entitled to use the facilities of the Union and take part in its educational, social, sporting and cultural activities.

3.4 Members will be allowed to attend Union Parliament and any other meetings held by the Union, except where the President deems it necessary to keep the meeting 'closed', in which case, a full reason will be given. If the member wishes to challenge this reason, then the member can appeal to the Executive Committee or to the Union Parliament. A referendum on the issue can only be held if there are at least fifty Union member signatories on the document of appeal.

3.5 Union members are allowed to nominate, to stand and to vote in Union elections, and to hold office in clubs and societies.

4.0 Union Parliament

4.1 The Union Parliament will be the supreme decision making body of the Union, except for a decision that is made in a referendum. It will also raise issues of concern to its members to the Senior Management Team of the School.

4.2 The membership of the Union Parliament will be made up of the following categories:

- i) The ~~programme and year~~ **Student Representatives**
- ii) The ~~Cabinet~~ Executive Committee
- iii) The Extended Executive Committee (where applicable in any given year).

4.3 The functions of the Union Parliament will be to:

- i) ~~Set~~ **Approve** the policy of the Union,
- ii) Amend the constitution and schedules as appropriate, subject to the approval of the School,
- iii) Instruct and hold accountable the members of the ~~Cabinet~~ Executive Committee on its work ~~in particular the President and Vice-President~~
- iv) Monitor and discuss the events and decisions of the formal School decision making bodies and to raise concerns of members to the members of the Senior Management Team,
- v) Elect delegates to appropriate NUS conferences and councils,
- vi) Approve financial reports from the ~~Cabinet~~ Executive Committee,
- vii) Have the opportunity to raise issues to the ~~Cabinet~~ Executive Committee, and to give opportunity for suggestions on any subject involving either the School or the Union to be discussed.

4.4 The first meeting of the Union Parliament will be held in September/October and chaired by the President. This meeting will:

- i) Approve the Union budget **and financial policy** for the year,
- ii) Officially recognise active clubs and societies,
- iii) Approve the events and schedule of the first term,
- iv) Confirm the date of the next meeting,
- v) Elect the Chairperson for the year.

4.5 An ordinary Union Parliament meeting will be called ~~at least once~~ **twice** per term by the President, ~~but ideally twice~~.

4.6 An emergency Union Parliament meeting may be called by the President to discuss a particular issue or by written request signed by at least 50% of the Union Parliament members.

4.7 All Union Parliament meetings will be conducted according to Schedule Three (Meeting Regulations) of this constitution.

4.8 A meeting of the Union Parliament will be quorate when ~~50%~~ **one third** of the Parliament members in post on the date of the meeting are in attendance, **and when non-executive members of Parliament outnumber the Executive committee**. If quoracy is not achieved the meeting will proceed but the decisions of the Parliament must be approved by the absent members of the Union Parliament (via circulation of the Minutes) before they can be acted upon.

Any objections to a decision noted in the minutes must be made in writing (electronic or via letter) to the President within one week of the minutes being released, in the absence of an objection, the decision(s) as noted in the minutes will be taken as approved.

4.9 The President will be responsible for ensuring all members are notified of a meeting at least one week before the meeting takes place and an agenda will be released at the same time.

4.10 If the Chairperson is unavailable or has a conflict of interest in the meeting, or wishes not to be the Chairperson so that they can vote, then either the President or **one of** the Vice-Presidents or another elected member of the Parliament will chair the meeting.

4.11 The Chairperson will not be allowed a vote unless there is a tie in the voting, in which case the Chairperson may cast the deciding vote.

5.0 ~~Cabinet~~ Executive Committee

5.1 The ~~Cabinet~~ Executive Committee of the Union will run the Union on a day-to-day basis according to the terms of this constitution, its schedules and appendices, relevant legislation, and the decisions that have been made by Union Parliament or by referendum.

5.2 The ~~Cabinet~~ Executive Committee will be made up of the following ~~Union~~ **Executive** Officers **who will be elected by a secret ballot using the First Past the Post system**:

- i) The President
- ii) The Vice-President **(Academic Affairs)**
- iii) **The Vice President (Events)** ~~three Cabinet officers~~
- **iv) The Vice-President (Welfare)**
- **v) The Vice-President (Finance)**

5.3 The Officers of the ~~Cabinet~~ Executive Committee will be elected in the summer term to commence their duties from 1 August. These elections will take place according to the regulations contained in Schedule One (Election Regulations) of this constitution. They will serve as a member of the Executive Committee from the 1st August, and serve no more than twelve months, unless re-elected for a second term.

5.4 The role of the ~~Cabinet~~ Executive Committee will be to:

- i) Be the main representation of the Union,
- ii) Make day-to-day decisions on issues relating to all aspects of the Union,
- iii) Carry out the decisions made by the Union Parliament and by referendum,
- iv) Act in the absence of the Union Parliament,
- v) Act as a channel of communication between members of the Union, the School management, the School and other organisations,
- vi) Be responsible for the direction of the Union through the implementation and development of the Union Strategic Plan,
- vii) Fulfil any responsibilities as laid down in Schedule Seven (Job Descriptions) of this constitution.

5.5 ~~Cabinet~~ Executive Committee meetings will be called by the President and will meet at least once every 30 school days but ordinarily on a weekly basis. Further meetings may be called by written request by a majority of the Committee members to the President. The Chair will be the

President of the Union and **one of** the Vice-Presidents will sit as Chair in the President's absence, or if there is a conflict of interest in the issues to be discussed and the President vacates the Chair. The Chair may only vote in the event of a tie and will cast the deciding vote.

5.6 A member of the Extended Executive may attend a meeting of the ~~Cabinet~~ Executive Committee as an observer, or as a deputy for an absent ~~Cabinet~~ **Executive** Officer. Deputies will count towards meeting the quoracy requirements in 5.7 below, observers will not.

5.7 A meeting of the ~~Cabinet~~ Executive Committee will be quorate when 50% of the ~~Cabinet~~ Executive Committee members in post on the date of the meeting (or their deputies) are in attendance. If 50% attendance is not achieved the meeting will proceed but the decisions of the Executive Committee must be approved by the absent members of the Committee (via circulation of the Minutes) before they can be acted upon (as in 4.8 above).

5.8 Any member of the Executive Committee who fails to attend three consecutive meetings of the Executive Committee or Union Parliament, without giving apologies to the President, and who does not provide satisfactory reasons acceptable to the Executive Committee, will be considered to have resigned.

5.9 The President will be responsible for ensuring that all members are notified of meetings at least ~~one week~~ **three days** before a meeting takes place.

5.10 **Any Executive Officer wishing to step down must give two weeks' notice to the President and carry on in their duties during those two weeks. Any amendments to the Officer's stipend will be decided by the Executive committee.**

6.0 Clubs and Societies

6.1 Clubs and societies may be recognised by the ~~Cabinet~~ Executive Committee provided that they meet the requirements set out in Schedule Two (Clubs and Societies) of this constitution and do not breach the Union's aims and objectives. **Union Parliament will approve the requirements for Clubs and Societies for implementation by the Executive Committee.**

7.0 Affiliations to External Organisations

7.1 Any proposal to affiliate to an external organisation will be approved by Union Parliament.

7.2 The School and members of the Union will be informed of all new affiliations to external organisations. The notice will include the name of the organisation being affiliated to and the affiliation or subscription fee to be paid.

7.3 Details of all affiliations to external organisations, including the names of the organisations and each affiliation fee paid, will be included in the Union's annual report which will be made available to all Union members and the School.

7.4 In the event of an objection to a current affiliation to any particular external organisation, a petition signed by at least 50 members of the Union must be presented to the President and a referendum will be held on the issue. The referendum will be carried out in accordance with

clause 13.0 (Referendum) of this constitution. A further referendum on the same affiliation cannot be called in the same academic year.

8.0 Complaints Procedure

8.1 Complaints about an individual Officer, the Executive Committee or any member of the Union Parliament will be dealt with under the complaints procedure contained in Appendix Three (Code of Practice) of this constitution.

9.0 Union Finance

9.1 The financial year of the Union will run from 1st August to 31st July.

9.2 i) The Union will receive appropriate funds from the School to enable it to pursue effectively its aims and objectives. This annual allocation of funding will be negotiated with the School and the incoming and outgoing President in each academic year. **This budget must be approved by Parliament before funds are paid by the School.**

ii) An interim budget will be agreed between the Union and the School to cover time between the 1st of August and the first meeting of Parliament.

iii) In exceptional circumstances, where the School wishes to amend its allocation of funding during the SU financial year, no decision will be taken without the School's representative first meeting with the President and the VP (Finance).

9.3 The Union will be empowered, in pursuit of its aims and objectives, to open bank accounts in the name of the Union, lend monies, invest monies, offer its material assets as security and do all such other things that are necessary for the prudent conduct of its financial affairs.

9.4 The President will supervise all Union finances and ensure that proper books of account are maintained and that these books will be audited annually by a person qualified to undertake audited accounting.

9.5 The day-to-day running of the accounts will be undertaken by the ~~President~~ **Vice-President (Finance).** The ~~Vice-~~President will oversee financial decision making and ensure that spending is in line with the budget.

9.6 The ~~President~~ **Vice-President (Finance)** must ensure that the budget is brought to every Union Parliament meeting, and will speak to any amendments that have been made since the last meeting for an approval by the Parliament.

9.7 The ~~President~~ **Vice-President (Finance)** will keep the Union's annual spending within the limits of the annual budget and endeavour to keep the spending for specific items within the relevant budget line. Any alterations to a budget line in excess of ~~£250~~ **£500** must be approved by the Executive Committee.

9.8 A copy of the Union's budget and the audited accounts will be given to the School ~~by 1 October~~ **following the first meeting of Parliament** in each financial year for approval, and made

available to all students via the Intranet. The School will make the accounts available to the Chamberlain of London.

9.9 The organisation of the Union's finances and systems of control will be contained in Schedule Four (Finance regulations) of this constitution.

10.0 Minutes

10.1 At all meetings of the Union minutes will be taken and shall be circulated to the relevant members, and any necessary corrections made, within two days of the meeting. Confirmed minutes will be filed and made available to all students on the ~~Internet and~~ Intranet.

10.2 A copy of the constitution (including any amendments), a copy of the annual report and any plans for the Union's activities, including the budget, will also be made available to all students **on the Intranet**.

10.3 The regulations for the organisation of Union meetings will be contained in Schedule Three (Meeting Regulations) of this constitution.

11.0 Amending the Constitution

11.1 The Union Parliament ~~will be the only body permitted to~~ approve any **proposed** amendments to the constitution and schedules. All amendments will be subject to the approval of the School**'s Senior Management Team and the Board of Governors** before they can be implemented.

11.2 All proposed amendments to the constitution or schedules will be subject to a vote as outlined in subsection 4.8.

11.3 The constitution will be reviewed by the Union at least every five years from the date of the current document's implementation and approved by **the Parliament**, the School **and the Board of Governors.**

12.0 Indemnity

12.1 Every Executive Officer and person approved to make decisions on behalf of the Union will be entitled to be indemnified out of the assets of the Union against all losses or liability which they may incur in or about the execution of their office or otherwise in relation thereto; and no Officer, appointee or member of staff will be liable for any loss, damage or misfortune which may happen to or be incurred by the Union in the execution of the duties of their office or in relation thereto; provided that nothing in this clause will affect their liability for the consequences of any negligent or unlawful act on their part.

12.2 The President of the Union will be responsible for organising indemnity insurance for officers of the Union, and lodging a copy of the policy with the School.

13.0 Referendum

13.1 A referendum, in which all members will be allowed to vote, will be held on any issue if the Union Parliament decides by a two-thirds majority to call a referendum. The President will call a

referendum if they are handed a petition detailing the issue and containing the name, ~~and~~ student ~~card~~ number and signature of at least 50 students who are members.

13.2 The President will be responsible for deciding the wording of the question on the referendum ballot paper.

13.3 The referendum will be supervised by the President. Polling stations will be open for one school day, one week's notice of the referendum taking place having been given to the student body.

13.4 The result of the referendum will take priority over any existing Union policy on the same issue.

14.0 Interpretation

14.1 In the event of a challenge to the interpretation of any part of this constitution, the ruling of the President will be sought.

14.2 In the event of a challenge to the President's ruling, the decision will be taken to Union Parliament. The decision of the Union Parliament is final.

15.0 The School's Board of Governors

15.1 The SU President (or one of the Vice-Presidents, subject to approval by the Board of Governors) will attend every Board of Governors meeting.

15.2 The nominated SU rep will present a report on the work of the SU at two Board of Governors' meetings each year.

Section 2 - The Schedules

Schedule One – Election Regulations

This schedule outlines ~~what to do~~ **the protocol** for all elections.

1.1 Returning & ~~Administrative~~ Election Officers

1 There will be a Returning Officer who will be an appointed member of the School.

2 The Returning Officer will ensure the good conduct of elections in accordance with the election regulations and has sole interpretation of the election regulations.

3 The ~~Administrative~~ **Election** Officer will be the current President of the Students' Union or, in the event of the President standing for re-election, another Executive Officer.

4 The ~~Administrative~~ **Election** Officer will ensure the good conduct of the elections in accordance with the election regulations and the proper provision for election procedures.

1.2 President Election Calendar

1 The ~~Administrative~~ **Election** and Returning Officers will ensure that the election follows the timetable described in this section.

2 If there are fewer than two nominations by the close of nominations, the nomination deadline will be extended to a date decided by the Returning Officer, which will be no later than 31st May of any year.

3 The ~~Administrative~~ **Election** Officer will publish an Election Timetable with the dates, times and venues for:

i) The closure of nominations,
ii) The publication of List of Candidates,
iii) The campaigning period,
iv) The Question and Answer session/hustings,
v) The Election Day.

4 The Timetable must be published no later than 28 days before the election date **on the Intranet and in student Common Rooms** ~~in at least one School venue to which all students have access~~**.**

1.3 Vice-Presidents' ~~and Cabinet Officer~~ Election Calendar

1 The ~~Administrative~~ **Election** and Returning Officers will ensure that the election**(s)** follow**(s)** the timetable described in this section.

2 If there are fewer than two nominations for any one post by the close of nominations, the nomination deadline will be extended to a date decided by the Returning Officer, which will be no later than 30th June of any year.

3 The ~~Administrative~~ **Election** Officer will publish an Election Timetable with the dates, times and venues for:

i) The closure of nominations,
ii) The publication of List of Candidates,
iii) The campaigning period,
iv) The Question and Answer session/hustings,
v) The election day.

4 The Election Timetable must be published not later than 28 days before the election date **on the Intranet and in student Common Rooms** ~~in at least one School venue to which all students have access~~.

1.4 Standing for Election

1 These election regulations apply to the elections for the offices of President and the Vice-Presidents of the Students' Union.

2 Any member of the Students' Union, having been successfully nominated, may stand as a candidate for election. **Students in their final year of study may stand for full time sabbatical roles (President) but will not be eligible to stand for part-time officer roles (Vice-Presidents).**

3 Each nomination must be supported by at least one first proposer and one second proposer who must be Students' Union members.

4 A separate Nomination Form must be completed for each nominee. The Nomination Form must be submitted to the ~~Administrative~~ **Election** Officer in accordance with the published Election Timetable for the election.

5 Each Nomination Form must include the names, signatures and student ID numbers of the student nominated, the first proposer and the second proposer.

6 Each candidate may nominate a representative for the duration of the election.

7 Current Officers of the Students' Union can stand for re-election after their first year in office, but can serve no longer than two years in total in any one role.

8 If only one nomination has been received by 12 noon on close of nominations, **the deadline will be extended by at least one week. If no other candidate is nominated, an election against RON will be held in accordance with Schedules 1.8.8 and 1.9.10.** ~~that nominee will be considered duly elected to the post~~.

1.5 Campaigning for the Election

1 The ~~Administrative~~ **Election** Officer will publish the list of candidates and their respective proposers within 48 hours of the closure of nominations **on the Intranet and in student Common Rooms.** ~~in at least one School venue to which all students have access~~.

2 Each candidate must submit a Manifesto to the ~~Administrative~~ **Election** Officer before the publication of the List of Candidates. Each candidate's manifesto must be displayed **on the Intranet and in student Common Rooms** ~~in at least one School venue to which all students have access~~ after the publication of the List of Candidates and before the question and answer session.

3 Each candidate may begin campaigning after the publication of the List of Candidates.

4 No campaigning is allowed in the same room as the ballot box.

5 All candidates, in the conduct of their campaign, will pay due regard to these regulations and to any additional arrangements in the Special Orders for that year.

1.6 Question and Answer Session (hustings)

1 There will be an open hustings on **a week day during** ~~the Monday of the second week of~~ the campaigning period for the Presidential and Vice-Presidential elections. **The details of the hustings will be publicised at least one week in advance**. Any candidate absent without apologies to the ~~Administrative~~ **Election** Officer in advance of the session will be considered to have withdrawn their candidacy. **The date of the Session will be agreed between the Election Officer and the candidates, with the Election Officer's decision being final.**

2 Candidates shall offer an opening presentation lasting ~~may speak for~~ a maximum of 10 minutes. **Subsequent** questions are directed to all candidates and each candidate will **be invited by the Chair to** give an answer to each question.

3 The Question and Answer session/hustings will be chaired by a panel comprising one Chair and, **if desired**, the candidates' **chosen** representatives acting as Deputy Chairs. The Returning Officer will act as Chair or appoint a Chair whose decision will be final.

1.7 Annual Variation to Election Procedures

1 Each year the ~~Administrative~~ **Election** Officer, in consultation with the Returning Officer, will publish a set of Special Orders which relate to election procedure details, legal and/or School operational constraints and requirements for that year.

2 Nothing in the Special Orders will override these Regulations except in respect of dates, times and venues.

3 The Special Orders will be published with the Election Timetable and have the force of election regulations for that election campaign.

4 The Special Orders will include but not be limited to:

a) Campaign budget limit for all candidates' campaigns.
b) Campaign invoice declaration and inspection procedures.
c) Specifications for posters and other media and their placing/volume or other characteristics which may compromise the fairness of the electoral process or the operational efficiencies of the School.
d) School and Union venues: uses and restrictions.

1.8 Voting

1 The ~~Administrative~~ **Election** and Returning Officers will ensure that voting takes place in a secure room on School premises with due regard to the Special Orders.

2 Voting will take place between 9am and 5pm.

3 Voting will be by secret ballot according to the Electoral Reform Society's guidelines for ~~Alternative Voting~~ First Past the Post.

4 All Student Union members can vote on production of a valid Student ID card with visible ID numbers.

5 Each voter will complete a Ballot Paper ~~stamped with the Union~~ stamp and cast their ballot paper into a sealed ballot box.

6 **The Election and Returning officers will decide whether online or postal voting is available each year and publish appropriate information about online or postal voting.** ~~Postal voting will be permitted by prior arrangement only; all postal votes must be registered with the Administrative Officer no later than 48 hours before the election. Only postal votes with the correct password and name combination will be valid.~~

7 Proxy Voting will be permitted by prior arrangement only; all proxy votes must be registered with the ~~Administrative~~ **Election** Officer no later than 48 hours before the election.

8 Each ballot paper will list all candidates in alphabetical order, with the option to Re-open Nominations listed last.

1.9 Counting & Declaration of Votes

1 The counting of votes will start immediately after the ballot has closed.

2 Candidates or their representatives may observe the count.

3 The Returning Officer will appoint the counters and monitor the count which will be conducted according to the Electoral Reform Society's most recently published guidelines in ~~Alternative Voting~~ **First Past the Post (subject to the provision of section 10 below).**

4 Ballot papers will be retained by the Students' Union in sealed form for a period of 4 months as evidence of the validity of the election.

5 The election result will be declared immediately after the completion of the count.

6 The election result will be published on School sites within one working day of the election. The Returning Officer will inform the School's senior management of the result.

7 The declared result following the count will be official and confirmed if no complaint or appeal has been lodged with the ~~Administrative~~ **Election** Officer before the end of counting.

8 In the event of a complaint, the result will be provisional and will become official and confirmed at 9am on the first working day after the ballot, provided that any complaint has been resolved.

9 In the event of an unresolved complaint, the Returning Officer may suspend confirmation of the result of the election, if necessary, until the complaint is resolved.

10 **In the event of a RON vote being cast, nominations will re-open and follow the above regulations. All candidates will be permitted to re-submit their application.**

1.10 By-elections

In the event of the President or **one of** the Vice-Presidents resigning or being removed under the Union's disciplinary code during their term of office the following procedures will apply.

President

1 If the President's role becomes vacant before the 31st January, a by-election will be held in accordance with the principles set out in 1.3 and 1.4 above. A modified timetable will be agreed by the Returning Officer and **one of** the Vice-Presidents. The Vice-Presidents will assume the role of Acting-President until the result of the by-election is announced, **with specific duties set out in Schedule 7.**

2 If the President's role becomes vacant after the 31st January there will be no by-election and the Vice-Presidents will assume the role of Acting-President **(e.g. (Welfare), (Events), etc.)** until 31 July. ~~The Union Parliament will appoint one or more Acting Vice-Presidents to assist the Acting President.~~ The exact scope of the duties of the Acting Presidents **is set out in Schedule 7. Each Acting President's remuneration will be negotiated between the Executive Committee and the School, and approved by Parliament.**

Vice-Presidents

1 If **one of** the Vice-President's roles becomes vacant before the 31st January, a by-election will be held in accordance with the principles set out in 1.3 and 1.4 above. A modified timetable will be agreed by the Returning Officer and the President.

2 If **one of** the Vice-President's roles becomes vacant after 31st January there will be no by-election. The Union Parliament will either determine ~~that there will be no~~ that **that** Vice-President role **will be vacant** for the remainder of the year or appoint one of its number to serve in the capacity of Acting Vice-President. **In the first instance, the President will assume the duties of the missing Vice-President or appropriate duties to the other Vice-Presidents.**

1.11 Election Complaints

1 Complaints may be submitted by any full Students' Union member, candidate or their representatives.

2 Any challenge or complaint about the conduct or administration of the election may be submitted at any time during the campaign up to the beginning of counting to the ~~Administrative~~ **Election** Officer.

3 Any challenge or complaint during or after the end of counting can only relate to the count.

4 Any challenge or complaint will be heard and resolved within one working day by the ~~Administrative~~ **Election** Officer in the first instance and within two working days by the Returning Officer in the second instance.

5 In making a decision about any complaint, the Returning Officer, having reviewed the evidence in relation to the election regulations and any Special Order items, may halt elections, disqualify candidates, recommence the election process, or schedule an entirely new election.

6 The decisions and the rulings of the Returning Officer will be final, subject only to a successful appeal to the Senior Management Team of the School in accordance with 3.9.4 of the complaints procedure in the Code of Practice (Appendix 3) of this constitution.

1.12 Vote of No Confidence

1 **A vote of no confidence may be presented to the President or the Chair of Student Parliament regarding any of the Vice-Presidents in the form of a petition signed by 50 members of the Union. In this instance a referendum for impeachment will be arranged in accordance with article 13 above. A vote in favour of impeachment will lead to a by-election as set out in regulation 1.10 above.**

2 **A vote of no confidence may be presented to one of the Vice-Presidents or the Chair of Student Parliament regarding the President in the form of a petition signed by 50 members of the Union. In this instance a referendum for impeachment will be arranged in accordance with article 13 above except it will be supervised by one of the Vice-Presidents. A vote in favour of impeachment will lead to a by-election as set out in regulation 1.10 above.**

1.13 ~~Programme and Year~~ Student Representatives

1 The President of the Students' Union will invite nominations from the student body for ~~programme and year~~ **Student** representatives and will ensure that elections (if required) for Student representatives take place by the end of September.

2 The conduct and administration of these elections will be agreed between the President and the School, **notably representatives from the Music and Drama offices and the Academic Registrar**

3 **The President will inform relevant parties of any changes to Student Representatives and make this information available on the O Drive and Intranet.**

4 **The President will assist the Quality Assurance Officer and Student Life Officer in the organising of induction and training for Student Representatives.**

1.14 Papers for the Election:

The following papers will need to be agreed upon and displayed by the Election officer:

1 Election Timetable
2 Special Orders
3 Nomination Form
4 List of Candidates
5 Ballot Paper

6 Results

Schedule Two – Clubs and Societies

2.0 There may be Clubs and Societies of the Union.

2.1 Setting up a Club or Society

i) No club or society may receive funds from the Union or use the Union's facilities without recognition in each academic year by the Executive Committee.

ii) To be considered for recognition, the club or society will lay before the Executive Committee a completed Clubs and Societies application form for consideration.

iii) No club or society will be recognised if its objectives conflict with those of the Union.

iv) Any club or society that wishes to be recognised by the Union will present to the Union President:
   a) A list of ~~10~~ **5** signatures of members unless this is deemed unnecessary by the President.
   b) The proposed membership fee (if any)
   c) A constitution of the club or society to include:
   d) The name of the club or society
   e) The aims and objectives of the club or society (which will not be contrary to those of the Union)
   f) Regulations relating to membership eligibility
   g) The responsibilities of the committee

2.2 Money for Clubs and Societies

i) The Executive Committee will allocate funds within the Union budget which will be for grant aid of recognised clubs and societies.

ii) To receive funding from the Union, a Club or Society must present a list of 10 signatures of members of the Union to the Clubs and Societies Officer (or one of the Vice-Presidents if no Clubs and Societies Officer is in place)

iii) To receive funding, an eligible club or society will submit a budget proposal to the ~~President~~ **Clubs and Societies Officer (or Vice-President (Finance) if no Clubs and Societies Officer is in place).**

iv) The Executive Committee will meet and allocate the funds. Allocations will be based on level of activity within the club or society, the number of members it has, and any special equipment considerations.

v) Any clubs or societies allocated monies will make all purchases through the ~~President~~ **Executive Committee.**

2.3 Meetings of Clubs and Societies

i) It is the responsibility of the ~~Welfare Officer~~ **Clubs and Societies Officer** and the Chairperson of the club or society to ensure that meetings are occurring and to encourage the club or society to remain ~~intact~~ **active.**

2.4 Responsibilities of Clubs and Societies

i) No-one from a club or society may commit either the club or society or the Union to any expenditure without prior authorisation of the ~~President~~ **Executive Committee.**

ii) The club or society will be responsible for promoting itself to encourage new membership but may also request support from the Executive Committee.

iii) The Chairperson of the club or society must report to the ~~Welfare~~ **Clubs and Societies** Officer or **one of** the Vice-Presidents at the end of each term to report on the club or society's progress and activities.

iv) The Chairperson of the club or society will be responsible for the smooth running of any social events and activities and will be responsible for convening general meetings.

v) Failure to abide by these regulations and the Union constitution may result in suspension of the club or society from association with the Union.

vi) A club or society will be deemed to be inactive if they fail to report any meetings or activity for two consecutive terms.

Schedule Three – Meeting Regulations

Meeting regulations will apply in full to all Union Parliament meetings. They will apply to all committee meetings of the Union in terms of the conduct of meetings.

3.1 Union Parliament

i) The business of Union Parliament will be divided into two parts:

a) ***School Business*****:** to discuss any matters relating to members as students of the School associated with their education and other School issues.

b) ***Union Business:*** to discuss all other issues of interest to members of the Union.

3.2 ~~Who can attend the Union Parliament?~~ Attendance

i) All members of the Union Parliament (see clause 4.2 of the articles of the constitution) will be expected to attend all meetings of the Union Parliament. Any member of the Union Parliament who fails to attend three consecutive meetings without giving apologies to the President will be considered to have resigned.

ii) Any full member of the Union may attend Union Parliament meetings in accordance with clause 3.3 of the articles of the constitution. Any individual/s who are not members of the Union

who wish to attend must receive permission by submitting a request to the President, who will then take a vote on whether the individual/s may attend.

iii) **Staff representative(s) may attend to give reports and answer questions regarding School business, subject to leaving the meeting upon conclusion of School business.**

3.3 ~~Who may speak at Union Parliament?~~ Speaking at Parliament

i) Any full member of the Union may attend the Union Parliament and speak with the permission of the ~~meeting~~ **Chair**. ~~Members of the School Senior Management Team may attend and speak at the School business part of the meeting but must submit a request to the President at least a week in advance, and the member will not be entitled to attend the Union business part of the meeting.~~

ii) Any member wishing to speak must raise their hand. The Chair of the meeting will decide the order of speaking.

3.4 ~~Who may vote at Union Parliament?~~ Voting

i) Only members of the Union Parliament who are present at the meeting will be entitled to vote.

ii) The Chair of the Union Parliament may not vote unless the vote is tied, in which case they will have the casting vote.

3.5 Organisation and Chairpersonship

i) The President will be responsible for **preparing and circulating** the agenda and publicising the meeting.

ii) The President will take the Chair of the first meeting of the academic year. There will be an election for a Chairperson at this meeting. **The elected Chairperson should not be on the Executive committee. The Chairperson should meet with the President and Student Life Officer for a briefing session about their role.**

iii) In the event of any situation arising not being covered by the meeting regulations then the Chair will rule on the procedure to be adopted. Such a ruling will be subject to approval of Union Parliament.

iv) In the event of the Chair being in conflict or alleged to be in conflict with the item under discussion, the Chair should be replaced for the duration of the item under discussion. If there is disagreement whether the Chair is in conflict, then the matter will first be put to the vote.

3.6 ~~What is talked about at meetings?~~ Agenda

i) The agenda of meetings will normally be taken in the following order:

a) ***School business:***

- Welcome from the Chair
- Checking minutes from the previous meeting for accuracy
- Matters arising from business of last meeting

- Reports from staff representative(s)
- Staff question time
- Education issues

b) ***Union business:***

- Checking minutes of the previous meeting for accuracy
- Matters arising from the minutes of last meeting
- Reports from the ~~Cabinet~~ Executive Committee
- Reports from Extended Executive members (where relevant)
- Budget and other reports
- Executive question time
- Debates
- Discussion groups
- Any other business.

iii) The Executive Committee will have the right to table the following items collectively provided that written reports and minutes are distributed in advance:

- Checking minutes from the previous meeting for accuracy
- Matters arising from the minutes of the last meeting
- Reports from the Executive Committee.

iv) Any member may request that any item be discussed in full, provided that notice is given in advance of the meeting.

v) All debates will be run as follows:

- A matter for discussion is on the agenda (as per 3.6.iii) or arises from discussion, , presented by a member of Parliament, the Chair or one of the Executive Committee
- The Chair will oversee the efficient nature of the debate, choosing who speaks and ensuring balance and flow in the discussion
- If no natural conclusion is reached during discussion, the Chair will oversee a vote.

- ~~The proposer of the debate will make a speech~~
- ~~Any changes to the debate will be raised according to clause 3.8 of this constitution~~
- ~~The chair will invite a speech against the debate~~
- ~~The chair will balance the number of speeches for and against the debate~~
- ~~The chair will invite any questions or statements relating to the debate~~
- ~~The proposer of the debate will have the right to sum up~~
- ~~The vote will be taken.~~
- ~~3.8 General Rules~~
-
- ~~i) Every debate will have a proposer and a seconder.~~
-
- ~~ii) Any motion may only be withdrawn with the consent of the meeting.~~
-
- ~~iii) Debates will require a simple majority to be decided except where otherwise specified within this constitution.~~
-

- ~~iv) Emergency debates may only be discussed if they deal with matters that have arisen since the date for submission of debates, and if a two thirds majority vote for the discussion of this debate. The debate should be submitted in writing to the chair before the start of the meeting.~~

Schedule Four – Finance Regulations

4.1 Bank Accounts

i) There will be a bank account held in the name of the Union. There will be two signatories to the bank account:
   1. The President
   2. One ~~Cabinet~~ Executive Officer to be nominated by the President (usually the ~~Treasurer~~ **Vice-President (Finance)**)

ii) ~~Cheques will be signed by the President or the nominated Cabinet Officer.~~ **Payments will be made via BACS, with invoices required from any recipients.**

iii) ~~Cheques made payable to the President or the nominated Cabinet Officer should be signed by the other signatory~~. **Payments made by Executive officers will be reimbursed by BACS following an invoice.**

iv) Any cash payments made must be fully recorded by the Vice-President (Finance)

4.2 Collection of monies

The collection of all money due to the Union will be the responsibility of the President and the **Vice-President (Finance)** ~~Treasurer~~.

4.3 Limits on payments

i) All expenditure on student activities over £250.00 must be approved by the ~~cabinet~~ Executive Committee.

ii) The President will have the power to authorise expenditure on activities, goods or services up to £250.00.

iii) The internet banking limit will be set at £250.00 for expenditure that has not been approved by the ~~Cabinet~~ Executive Committee.

iv) The President will be responsible for the operation of the petty cash account and will present a record of transactions to the Executive Committee at the monthly meetings.

v) Expenditure over £250.00 for previously agreed subscriptions prior to the first meeting of Parliament need not be approved by the Executive Committee.

vi) Expenditure during Freshers week will be taken from the initial advanced budget and money from ticket sales. This expenditure need not be approved by Parliament in advance.

4.4 Contracts

i) No financial agreement (i.e. a leasing contract) may normally be entered into which involves a financial commitment beyond the term of office of the President. Where a beneficial rate is only achievable via longer term commitment (e.g. maintenance contract on equipment), permission needs to be sought from the School before proceeding.

ii) All contracts must have two signatories. Contracts will be signed by the President and a Vice-President.

iii) No contract will be signed without the approval of the ~~Cabinet~~ Executive Committee.

4.5 Budgets and Financial Statements

i) The financial year will run from 1st August to 31st July.

ii) A draft budget will be drawn up for all areas of proposed expenditure in July by the incoming President and **Vice-President (Finance).** These areas will be determined by the President. The budget will then be scrutinised by the new Executive Committee in the first meeting of the new academic year.

iii) The budget and the audited financial statements will be given to the School **following approval at the first Union Parliament.** ~~by 1st October in any one financial year.~~

iv) The President will provide the Executive Committee with a financial statement once a term.

v) The President **and Vice-President (Finance)** will ensure that all bills, salaries, expenses and other financial liabilities incurred by the Union during ~~his/her~~ **their** term of office are cleared by the end of the financial year.

4.6 Security ~~and Insurance~~

i) The Union will be responsible for maintaining proper security at all times for stock, stores, furniture, equipment, cash etc. under its control.

4.7 Events

i) All events undertaken by the Union must be costed and budgets prepared.

ii) In the first month of a new academic year, the President and Vice-President **(Finance)** will draw up a proposed entertainments budget for approval by the Executive Committee. This will form the basis of all entertainments expenditure.

iii) Records of all expenditure for events will be kept. The President is responsible for ensuring that agreed budgets are not exceeded.

4.8 Expenses to Union Members

i) Any member of the Executive Committee or Extended Executive may receive expenses for costs incurred whilst on Union business only. The President or Vice-President **(Finance)** must agree to

pay these expenses before any costs have been incurred. Expenses for the President will be agreed at Executive Committee meetings.

4.9 Petty Cash

i) The petty cash limit will be £100. The President and Vice-President **(Finance)** must ensure that petty cash stays at or below this limit and that a record is kept of all advances and expenditure.

4.10 Donations

i) The Union will not make donations or affiliations to any organisation outside the aims and objectives of the Union. The Union may allow for its facilities to be used for special events which raise money for a specific charity or cause. Only the net profit from such events may be passed to the charity.

Schedule Five – Insurance

5.1 It is required that the Union holds adequate public and products liability insurance, employer's liability insurance and insurance for any equipment owned. The Union should provide to the School, on an annual basis, details of all insurance cover held, and the School will make this information available to the Chamberlain of London's Insurance Officer.

5.2 The payment of insurance is the responsibility of the President, and should always be accounted for in the annual budget.

Schedule Six – Use of School premises

6.1 The School will make available to the Students' Union space in which it can carry out the legitimate work of the Students' Union for the benefit of the wider School student community.

6.2 **The President will be responsible for ensuring that use of the space is consistent with the guidelines set out by the School's Facilities Office.**

~~The President will be responsible for ensuring that use of the space is consistent with the code of conduct issued annually on 1 August by the School's Facilities Office. The Code of Conduct will include, but will not be limited to:~~

- ~~The permitted activities allowed in each space/room~~
- ~~Any permissions or notifications required for specified activities~~
- ~~The Technical Handbook. The handbook must be kept up to date (eg wiring diagrams for all technical equipment/Risk Assessments for all activities. Storage and maintenance of equipment etc).~~

Schedule Seven – Job Descriptions

~~Cabinet~~ *Executive Committee*

The ~~Cabinet~~ Executive Committee will comprise the senior officers of the Union, namely

- The President,
- The Vice-President **(Academic Affairs)**
- **The Vice-President (Events)**

- **The Vice-President (Welfare)**
- **The Vice-President (Finance)**
- ~~Three Cabinet Officers: Events Officer, Administrative Officer and Welfare Officer~~

A number of other positions form the Extended Executive Committee.

The afore-mentioned jobs will incorporate, but are not limited to, the following job descriptions.

The President

The Presidential term of office will be from 1st August after election to the following 31st July.

The President will:

i) Be the prime representative of the Union and seek to involve as many students in the Union as possible,
ii) Attend relevant School committees and report back to the Union,
iii) Lead delegations to NUS annual conference, regional conferences, and any area conferences and report back to the Union,
iv) ~~Be a cheque signatory to~~ **Supervise** the Union bank account,
v) ~~Be the prime representative of the Students' Union to~~ Liaise with the School over any matters affecting students,
vi) Meet with the Returning Officer and ensure that elections happen in accordance with the Union constitution,
vii) **Organise and** participate fully in ~~Cabinet~~ Executive Committee meetings,
viii) Maintain all legal documentation relating to the Union, including the constitution, the Union code of practice and all legal advice,
ix) Arrange any relevant training for the Cabinet Executive Committee and the Extended Executive Committee,
x) Ensure that a report is presented to the Union Parliament on the activities of the ~~previous year~~ **Executive committee**,
xi) Be a member of Union Parliament and ensure that its decisions are implemented,
xii) Supervise the organisation and publicity of a variety of entertainment and other social events,
xiii) Be the key contact in respect of affiliated bodies e.g. The National Union of Students,
xiv) Oversee finances and keep up to date with the financial situation of the Union, regulating expenditure of the Union in such a way as to maximise Union activities,
~~xv)~~ **Supervise the Vice-Presidents in their work**~~, be responsible for drawing up and seeking approval for the Union's annual budget and for ensuring that the Union budget is spent effectively and money is not wasted~~
xvi) Be responsible for gathering discounts available to the students and publicising them,
xvii) have access to the Union debit card and be responsible for ensuring that bills are paid promptly , that all Union money received is banked within one week, that no more than £100 is in the office at any time (with the exception of Freshers Week), and that the Union accounts are audited annually,
xviii) Liaise with ~~the Student Affairs and Facilities~~ **representatives from School** departments to deal with student concerns,
xix) Act reasonably and prudently in all matters, and in the best interests of the ~~Union~~ **students**,
xx) Not be in full-time employment and hold office at the same time. If the President accepts full-time employment they will be deemed to have resigned.

xxi) Assist in the recruitment and engagement of student representatives,
xxii) Advise the Senior Management Team on matters of Student interest and be the prime representative of the Student Voice,
xxiii) Engage with and report to the Board of Governors as outlined in Article 15.2.

The Vice-Presidents

A Vice-President's term of office will be from 1st August after election to the following 31st July.

The general duties of a Vice-President will include:

i) To assist, support and advise the President and other Vice-Presidents regarding any of their work,
ii) To represent the interests of the Union membership and not their own personal interests (unless those interests should coincide with those of the Union),
iii) To act in consideration of recommendations made by other Officers of the Union,
iv) To be an active participant in the implementation of Union policies and programmes,
v) To attend all meetings of the committee or send a replacement from the relative sub-committee
vi) To attend the Student Parliament and report on the activities of the Union
vii) To be a member in good standing of any Union or School committee they may be a part of and attend all meetings of said committees,
viii) To ensure the unity of the Executive Committee by supporting all decisions once voted upon,
ix) To deputise for the President where necessary, where any jobs are not defined by the detailed job descriptions,
x) To assist the President in deputising for other Vice-Presidents where necessary.

~~*CABINET OFFICERS*~~

~~A Cabinet Officer's term of office will be from the 1 August after election to the following 31 July.~~

~~The duties of a Cabinet Officer will be:~~

~~i) to keep informed of the views and interests of the Union membership,~~
~~ii) to represent the interests of the Union membership and not one's personal interests (unless those interests should coincide with those of the Union),~~
~~iii) to act in consideration of recommendations made by other Officers of the Union,~~
~~iv) to be an active participant in the implementation of Union policies and programmes,~~
~~to attend all meetings of the committee or send a replacement from the relative sub-committee or department,~~
~~vi) to attend the Student Parliament,~~
~~vii) to be a member in good standing of any Union or School committee they may be a part of and attend all meetings on said committees,~~
~~viii) to ensure the unity of the committee by supporting all decisions once voted upon,~~
~~vix) to maintain regular Union hours of at least 2 hours per week.~~

~~In addition, there will be role-specific duties as follows:~~

The Vice-President (Academic Affairs) will:

i) Attend Academic Board, Music Programme Board and Drama Programme Board alongside or instead of the President, or send a suitable deputy,
ii) Liaise with Student Representatives to ensure that the student voice is heard and encourage good attendance at relevant meetings,
iii) Assist the President in bringing any course-related issues to the attention of Heads of Department or the Senior Management Team,
iv) Keep abreast of Student opinion and advise the School where appropriate,
v) Attend disciplinary hearings or appeal processes or arrange a suitable deputy.

~~1. assist, support and advise the President regarding any of the above descriptions and deputise for him/her in their absence,~~
~~2. work a minimum of 8 hours per week, which they will be accountable for to receive their bursary. Hours sheets submitted must be signed by the President for each week,~~
~~3. deputise in any other officer role in case of that particular's absence – where that officer's role is vital to the effective running of the committee at the time of absence,~~
~~4. ensure good liaison with the Residential Wardens and the Bar staff by collecting any reports that either have to the Cabinet Executive Committee,~~
~~5. be flexible to incorporate some of the jobs that are involved in other parts of the committee where the role or duty has not been filled,~~
~~6. assist in financial decision making and the management of Union finances and to ensure that spending is in line with the budget.,~~

The Vice-President (Events) will:

ii) Chair the Events Committee, and be responsible for the organisation and smooth running of all events, including publicity, decoration and other preparations, and for liaising with the Technical Coordinator (a paid member of staff who will be recruited by the President in liaison with the Facilities department before the start of the academic year),
iii) Ensure that all members of the Events Committee are carrying out their assigned tasks in a safe and timely manner,
iv) Deputise for members of the Events Committee in the event of their absence or excessive workload,
v) Be responsible for poster distribution, flyer distribution and digital advertising and ensure that the job is adequately undertaken in good time, either by the Events Officer or another suitable person(s),
vi) Work with the Vice-President (Finance) to draw up an appropriate Events Budget,
vii) liaise with the Bar manager and Residential Wardens on any relevant events-related matter pertaining to the Union,
viii) Ensure that a member of the Executive Committee or a suitable deputy is on duty for big events in the Basement bar (normally Friday nights, but others may be necessary as agreed with the Bar Manager and Designated Premises Supervisor).

~~The Events Officer will:~~
i) ~~Chair the Events Committee, and be responsible for the smooth running of all events, including publicity, decoration and other preparations, and for liaising with the Technical Coordinator (a paid member of staff who will be recruited by the President in liaison with the Facilities department before the start of the academic year).~~

~~(ii) ensure that all members of the Events Committee are carrying out their assigned tasks in a safe and timely manner,~~

~~iii) fill in any of the posts of the Events Committee in the event of their absence or excessive workload,~~

~~iii) be responsible for poster distribution, flyer distribution and digital advertising and ensure that the job is adequately undertaken in good time, whether undertaken by the Events Officer or whether assigned to a suitable person(s), **Finance**~~

~~iv) handle effectively the Communications and Events budgets,~~

The Vice-President (Finance) will:

- **i) Work with the President to agree an annual budget with the School and provide closing accounts to the School,**
- **ii) Ensure that this budget is clearly explained to and approved by Student Parliament,**
- **iii) Work with the other Vice-Presidents on their budgeting throughout the year,**
- **iv) Liaise with the Technical Manager or equivalent(s) regarding the purchase and maintenance of technical equipment,**
- **v) Assist the President in the management of the Union bank account,**
- **vi) Ensure the timely paying of any moneys owed,**
- **vii) Bank any cash received in a timely manner,**
- **viii) Manage the Union's external financial resources such as Yapsody, Paypal etc.**

The Vice-President (Welfare) will:

- **i) Chair the Welfare Committee, and be responsible for organising charity events and awareness raising/student engagement activities,**
- **ii) Attend the Staff Student Liaison Committee or send a suitable deputy,**
- **iii) Attend the Sustainability Steering Group or send a suitable deputy,**
- **iv) Liaise with Student Affairs to raise awareness of student welfare issues, for example health and well-being, money management and international student life,**
- **v) Be aware of national and local campaigns that relate to any aspect of student life and keep students informed and involved,**
- **vi) Handle effectively the Welfare budget, working with the Vice-President (Finance),**
- **vii) Garner student priorities in terms of fundraising and charitable giving, and liaise with the President and Events Officer to facilitate such fundraising,**
- **viii) Oversee the Union's environmental campaigns and initiatives, working with the Student Life Officer and the President**
- **ix) Ensure that students are aware of a platform for expressing pastoral issues, and that any pastoral issues that arise are dealt with or passed on accordingly.**

~~**The Administrative Officer will:**~~

~~i) be responsible for taking minutes at all Union meetings (excluding subcommittee meetings),~~

~~ii) be responsible for the distribution of the minutes (to the Principal, members of the Union, and the student population) to ensure that **these are posted on the Union website and intranet page** within forty-eight hours of the meeting,~~

~~iii) be responsible for filing the minutes in a binder in the Union Office,~~

~~iv) be responsible for the collection and distribution of mail to respective Union members (includes postal, electronic and voice mail),~~

~~v) be responsible for all distribution of mail addressed to clubs and societies,~~

~~vi) be responsible for maintaining a task list: a list of all pending tasks of the Executive members to be posted in the Union office and brought to each meeting to remind Executive members of current events or tasks,~~

~~vii) be responsible for maintaining Union files in order,~~

~~viii) assist the President with the upkeep of the Union computer,~~

~~vix) assist the President in checking Union email on a weekly basis.~~

~~**The Welfare Officer will:**~~

i) ~~and be a representative of the Union at all relevant School committees and report back to the Union,~~

~~**ii) liaise with President to ensure student representation on all committees and to recruit and assist student reps,aa**~~

~~**v)** liaise with Student Affairs to raise awareness of student welfare issues, for example health and well-being, money management and international student life,~~

~~**vi)** be aware of national and local campaigns that relate to any aspect of student life and keep students informed and involved,~~

~~**vii)** handle effectively the Welfare budget,~~

~~**viii)** Chair the Welfare Committee, who will be responsible for organizing charity events and awareness raising/ student engagement activitiesfacilitate~~

Extended Executive Committee

An Extended Committee Member's term of office shall be from the 1 August after election to the following 31 July. Extended Committee Members will be identified by self-nomination.

The duties of Extended Committee Members will be:

i) To keep informed of the views and interests of the Union membership,
ii) To represent the interests of the Union membership and not one's personal interests (unless those interests should coincide with those of the Union),
iii) To act in consideration of recommendations made by other Officers of the Union,
iv) To be an active participant in the implementation of Union policies and programmes, particularly with regard to their specified role,
v) To attend meetings of the Executive Committee or to send apologies and provide an update to the relevant coordinator,
vi) To attend the Student Parliament,
vii) To deputise, as appropriate, for a named ~~Cabinet~~ **Executive** Officer at an Executive Committee meeting,
viii) To be a member in good standing of any Union or School committee they may be a part of and attend all meetings on said committees,
ix) To ensure the unity of the committee by supporting all decisions once voted upon,
x) To ensure that their assigned tasks are completed or if this is not possible to inform the relative coordinator, President or Vice-President,
xi) To maintain regular Union hours of an hour a week.

Extended Committee members, with the exception of the Clubs and Societies Officer, will normally be members of either the Welfare or Events Committee, though exceptions to this may be approved by the Executive Committee.

The Clubs and Societies Officer will:

i) Be responsible for general Union liaison with, and administration of, clubs and societies,

ii) Be active in Freshers' Week to ensure that clubs and societies are set up **and given appropriate support and assistance,** ~~that the relevant people are given the correct amount of support and assistance~~

iii) Invite club and society leaders to attend Union executive meetings in order to report the clubs' and societies' progress and upcoming plans,

iv) Ensure that all club and society leaders submit a year-end report to the Union, and file these reports so that they are accessible for future club and society leaders,

v) ~~Be available to chair some of the clubs' and societies' initial meetings or to step in if their chair is unavailable to attend a particular meeting.~~ **Offer support and guidance to society leaders throughout the year,**

vi) Offer guidance and support to anyone wishing to form a new society,

vii) Report new societies to The Executive Committee for approval according to the guidelines approved by Student Parliament.

~~**The Coordinator of Student Development and Advocacy will:**~~

~~i) act as a liaison with and provide support to existing projects (leadership projects, communication skills, careers, etc),~~

~~ii) be responsible for organising leadership activities and workshops for the student body and club and society leaders (career fair, leadership training, first aid training, etc.),~~

~~iii) be responsible for identifying student needs in the School through at least one survey per semester, and other means such as contacts (e.g. Student Reps etc),~~

~~iv) develop new projects and programmes in conjunction with Student Affairs to respond to these needs,~~

~~v) provide counsel and assistance to students seeking advice on academic grievances and affairs,~~

~~vi) be able to direct these grievances to the appropriate staff/body should the issue be beyond the jurisdiction of the Union,~~

~~vii) be responsible for informing the membership of all Union policies and programmes,~~

~~viii) be responsible, in conjunction with the Executive Committee, for the allotment of funds to students who wish to partake in educational trips or conferences,~~

~~ix) work closely, along with Student Affairs, with service clubs and societies such as student ambassadors etc,~~

~~x) work towards nurturing a strong sense of community within the School,~~

~~xi) act as a liaison with outside affairs which may be of use to the students.~~

The Welfare Committee

The International Officer will:

i) Be ~~the main~~ **a** point of contact for International Students,

ii) attend international student meetings and promote integration of the international community at the School,

iii) **Work with the Vice-President (Events) and the Student Life Officer to** organise events that specifically target international students,

iv) Keep up-to-date with international current affairs which may be relevant to international students.

Welfare Assistants will:

i) Assist the Welfare Officer in the planning and execution of welfare activity in the School,

ii) Help to promote the Students Affairs pastoral support to students,
iii) Take an active part in promoting welfare activity in the School

~~**The Health and Well-being Officer will:**~~

~~i) be responsible, in conjunction with Student Affairs, for organising educational activities and workshops for the student body (e.g. alcohol awareness week, healthy relationships week, etc.),~~
~~ii) promote healthy living through such means as a healthy diet, eating habits, physical activity, alcohol and other drug awareness, sex education, and stress management in coordination with the Health & Welfare Manager,~~
~~iii) promote physical activity by advertising existing and new sports events in coordination with the sports clubs,~~
~~iv) work towards nurturing and strengthening a strong sense of community within the School,~~
~~v) be responsible for identifying areas in the School that could negatively impact on student health (chairs, noise levels (ear plugs), lighting, room allocation, temperature, manual handling etc.),~~

~~**The Charities, Volunteering and Social Justice Officer will:**~~

~~i) establish and maintain contact with selected charities. These must be presented to the Executive Committee for approval,~~
~~ii) encourage the organisation of Union fundraisers and the occasional donation of profits from Union events, to selected charities,~~
~~iii) develop a partnership with a charity or organisation in London (e.g. Crisis) for which a series of efforts can be organised throughout the year,~~
~~iv) identify volunteering opportunities for students (possibly with the charity with which a partnership has been established) and publicise in conjunction with the Welfare Officer~~
~~v) meet the Student Life Officer once a month,~~
~~vi) be a resource person for the charity and fundraising clubs and societies,~~
~~vii) act as a liaison between Clubs and Societies Officer and those clubs,~~
~~viii) be responsible for organising an annual RAG week,~~
~~ix) be the Chairperson of the RAG Committee,~~
~~x) be a member of the Sustainability Steering group,~~
~~xi) in matters of social justice, ensure to be at the forefront of representation.~~

~~**The General Music Programme Representative will:**~~

~~i) encourage the committee to act in the interests of the students from the music programme,~~
~~ii) ensure that all music students are given as equal opportunity as their colleagues in other departments of the School,~~
~~iii) hold meetings, surveys and to be in regular contact with the music department,~~
~~iv) bring concerns of music students to the attention of the committee,~~
~~v) contribute to the committee as an all purpose member and to aid any other member where possible.~~

~~**The General Acting Programme Representative will:**~~

~~i) encourage the committee to act in the interests of the students from the acting programme,~~
~~ii) ensure that all acting students are given as equal opportunity as their colleagues in other departments of the School,~~
~~iii) hold meetings, surveys and to be in regular contact with the acting department,~~
~~iv) bring concerns of acting students to the attention of the committee,~~
~~v) contribute to the committee as an all purpose member and to aid any other member where possible.~~

~~**The General Technical Theatre Programme Representative will:**~~

~~i) encourage the committee to act in the interests of the students from the technical theatre programme,~~

~~ii) ensure that all technical theatre students are given as equal opportunity as their colleagues in other departments of the School,~~

~~iii) hold meetings, surveys and to be in regular contact with the technical theatre department,~~

~~iv) bring concerns of technical theatre students to the attention of the committee,~~

~~v) contribute to the committee as an all purpose member and to aid any other member where possible.~~

Events Committee

Events Assistants will:

i) Assist in the running of an event. This will involve but is not limited to decorating, planning, and marketing,
ii) Assist in obtaining the relative materials or other requirements for an event,
iii) Take an active part in promoting events across the Union.

Technical Assistants will:

i) Assist the Technical ~~Coordinator~~ **Manager** in the technical running of an event **and the upkeep of the rig**. This will principally involve sound and lighting,
ii) Be well-educated in the equipment available to them and to treat it correctly,
iii) Take an active part in promoting and supporting events across the Union.

~~**The Broadcasting Officer(s) will:**~~

~~i) take responsibility for the Guildhall Radio Station (which will be a weekly podcast of 15 – 30 minutes to be made available on the www.gsmdsu.com and the gsmdsu facebook site).~~

~~ii) have the programme approved with the **Events Officer** and President before publication by Sunday evening for release each Monday.~~

~~**The Newsletter Designer/Producer(s) will:**~~

~~i) take responsibility for the Guildhall Students' Union Newsletter and ensure its fortnightly publication,~~

~~ii) design, edit and collect contributions for the Newsletter working closely with the Internet Communications Officer to ensure unity in style and information,~~

~~iii) submit a copy to the President or Vice-President and the **Events Officer** at least two days before publication for it to be approved,~~

~~iv) organise printing and distribution of the newsletter effectively, and to ensure any newsletters not taken are recycled,~~

~~**The Internet Communications Officer will:**~~

~~i) design and be responsible for www.gsmdsu.com, including keeping it up to date,~~

~~ii) update the GSMD SU facebook page at regular intervals,~~

~~iii) work closely with the Newsletter Designer to ensure unity in style and information,~~

~~iv) ensure uploading of the Guildhall Radio Station podcast every week,~~

Section 3 – The Appendices

Appendix One – Opting Out

1.1 Any student shall be able to relinquish their right of membership of the Union.

1.2 A student who opts out of the Union shall not be able to participate in the democratic and decision-making function of the Union. This includes not being able to stand for any Executive Committee or Extended Committee roles as contained in the Union constitution.

1.3 A student who opts out of the Union shall continue to have the right to attend Union-run events and participate in the activities of clubs and societies.

1.4 A student wishing to opt out must indicate this within four weeks of the start of their programme in writing to the Union.

1.5 A student who has opted out who wishes to become a member of the Union shall notify the President in writing. If the application falls within 21 School day s of nominations opening for a Union election, the student will not be eligible to take up the full privileges of membership until the nomination period has closed.

Appendix Two – Disciplinary Procedure

2.1 Clubs, societies and members of the Union shall be expected to abide by this constitution and its schedules at all times, as well as the Union's equal opportunities policy.

2.2 The Union's disciplinary policy applies in any of the premises managed by the Union, at any Union activities, including the activities of any Union club or society, and in relation to any misconduct which takes place outside Union premises, but is connected with the Union and is likely to affect the reputation of the Union.

2.3 If a student or a club or society is deemed to have breached the rules of the Union their conduct shall be examined by the Executive Committee. **An allegation of misconduct may be passed on to the School if deemed necessary.**

2.4 No person shall sit on the Union disciplinary or appeals committees if they are a witness, potential witness, the complainant, or directly connected with the student or society or club being charged.

2.5 The Executive Committee shall be convened within seven school day-s of the alleged offence occurring. The student shall be given written notification of the time, date and place of the hearing, together with written notification of the alleged breach, at least three days before the hearing.

2.6 In cases involving the misuse of Union facilities or resources or behaviour likely to cause potential danger or offence to students, staff or other persons, the student or club or society may be suspended from the use of particular Union facilities or resources until the Executive Committee has reached a decision.

2.7 The person bringing the charge or their representative shall call witnesses to give evidence as appropriate. They shall ask questions of the witnesses. The student or their representative may also ask questions of the witnesses.

2.8 The student or their representative may call their own witnesses to give evidence and present any relevant documents to the panel. They may ask questions of the witnesses. The person bringing the charge or their representative may also ask questions of the witnesses.

2.9 The committee may ask questions of any witnesses, the person bringing the charge or their representative, the student or club or society or their representative. The Chair shall be wholly responsible for the conduct of the hearing, and shall have the power to suspend proceedings in the event that it becomes necessary to preserve order. In this event, the Chair shall ensure that all parties are advised of the date and time of any resumed hearing either at the time of suspension or as soon as practicable thereafter. The Chair may rule on the appropriateness of any question asked in the hearing. The Disciplinary Committee shall determine the admissibility of, or weight to be given to, any material before it.

2.10 The disciplinary committee shall then deliberate in private on the matter and decide on the appropriate action to be taken. The committee shall base its decision on evidence presented and examined in the presence of the person bringing the charge and the student, club or society being charged. Evidence of any earlier misconduct shall not be presented until after the decision has been reached on the facts of the case, but then may be admitted and considered in deciding on any punishment. The ultimate sanction shall be the suspension of Union membership for a period of time.

2.11 The Union committee may refer any matter to the School disciplinary committee.

2.12 The disciplinary committee must inform the person of their right of appeal and that any appeal should be made in writing to the President within five School days.

2.13 If the student is unhappy with the decision of the disciplinary committee, they may appeal to the appeals committee made up of three students appointed by the Executive Committee. The student shall be notified in writing at least five School days in advance of the meeting.

2.14 The appeals committee shall elect its own chair. The Chair shall be wholly responsible for the conduct of the hearing, and shall have the power to suspend proceedings in the event that it becomes necessary to preserve order. In this event, the Chair shall ensure that all parties are advised of the date and time of any resumed hearing either at the time of suspension or as soon as practicable thereafter. The Chair may rule on the appropriateness of any question asked in the hearing. The Disciplinary Committee shall determine the admissibility of, or weight to be given to, any material before it.

2.15 The appeals committee shall hear the reason for the appeal and the rationale behind the original decision. They shall also hear any new evidence that has emerged since the disciplinary meeting. The matter shall be put to a vote and the decision shall be final.

2.16 The hearing shall normally take place in private. However the subjects of any charge may request that the hearing is made in public. A record shall be kept for use in any appeal. The decision of

the disciplinary or appeals committee will be posted on a Union notice board if requested by the subject of any charge.

2.17 The Executive Committee Officers may be removed from office:

i) By a two thirds majority vote at a Union Parliament meeting
ii) By a referendum of the members of the Union
iii) If the Officer is excluded from the School.

2.18 Student representatives may be removed from office:

i) By a two thirds majority vote at a Union Parliament meeting,
ii) If the representative is excluded from the School.

2.19 The regulations for a ballot to remove a member of the Executive from office shall be determined by the President and Returning Officer, within the limits of this constitution.

2.20 Any member of the Union Parliament or any other committee who has been absent from at least three successive ordinary meetings, without submitting apologies shall automatically be deemed to no longer hold office.

1.12 In the case of a vacancy arising for the position of President or Vice-President, any by-election shall be held in accordance with Schedule One (Election Regulations) of this constitution.

~~Any resignation should be made in writing to the President. Resignations shall take effect immediately, and be reported to the Union Parliament~~

Appendix Three – Students' Union Code of Practice

This code of practice is approved by the School in accordance with the requirements of clause 22 (3) of the Education Act 1994 which requires that the School shall take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is accountable for its finances. The code of practice should be read in conjunction with the constitution, schedules, and appendices.

3.1 Constitution

3.1.1 The Union shall have a written constitution, approved by the School and reviewed at intervals of not more than five years. Any amendments to the constitution shall be approved by the School **and Board of Governors.**

3.2 Elections

3.2.1 Appointment to major Union offices shall be by election in a secret ballot, in which all members of the Union are entitled to vote, in accordance with clause 5 and Schedule One (Election Regulations) of the constitution.

3.2.2 The School shall agree the appointment of an independent Returning Officer to conduct the elections, and shall satisfy itself that the elections to major Union offices are fairly and properly conducted.

3.3 Sabbatical Officers

3.3.1 No person shall hold sabbatical Union office, or paid elected Union office, for more than two years in total in the same role.

3.4 Membership

3.4.1 All registered students of the School, over the age of sixteen, shall be members of the Union unless they choose to relinquish their rights of membership in accordance with the opt out regulations contained in Appendix One of the constitution. A student opting out of the Union shall not be unfairly disadvantaged with regard to the provision of services or otherwise by reason of their having done so.

3.4.2 The consequences of opting out of membership shall be:

i) A student may not participate in any of the democratic processes of the Union,
ii) A student shall not hold office in any club or society of the Union,
iii) A student will not be represented by the Union.

3.5 Finances

3.5.1 The financial affairs of the Union shall be properly conducted in accordance with clause 9 and Schedule Four (Financial Regulations) of the constitution and include appropriate arrangements for the approval of the Union's budget and the monitoring of expenditure by the School.

3.5.2 The annual accounts of the Union shall be made available to the School and to all students.

3.6 Allocation of Resources to Clubs and Societies

3.6.1 The procedures of allocating resources to clubs, societies and groups shall be fair in accordance with clause 6 and Schedule Two (Clubs and Societies) of the constitution and shall be made available in writing to all students.

3.7 Affiliation to External Organisations

3.7.1 Any decision to affiliate to an external organisation shall be published, stating the name of the organisation and details of any subscription or similar fee paid or proposed to be paid, and any donation made or proposed to be made to the organisation and any such notice shall be made available to all students, in accordance with clause 7 of the constitution.

3.7.2 The Union shall, on an annual basis, publish a list of the external organisations to which the Union is currently affiliated and details of subscriptions or similar fees paid or donations made to such organisations in the past year, which shall be made available to the School and all students.

3.7.3 The Union Parliament shall approve annually the list of affiliations. At least 50 members of the Union may, at intervals of not less than one year, by a signed requisition delivered to the President, call for a secret ballot of all members on the continuation of an affiliation to a particular organisation in accordance with clause 7.4 of the constitution

3.8 Freedom of Speech

3.8.1 The Union and its members are bound to observe the School's code of practice in relation to freedom of speech as required by section 43 of the Education (No.2) Act of 1986.

3.9 Complaints

3.9.1 The following complaints procedure shall be made available to all students or groups of students who are dissatisfied in their dealings with the Union or claim to be unfairly disadvantaged by reason of their having exercised their right to opt out of membership of the Union.

3.9.2 Any complaint about the Union shall be addressed to the President. In any circumstances where complaints relate to the President, it shall be addressed to **one of** the Vice-Presidents.

3.9.3 The President (or a Vice-President) shall make a written reply within ten school days.

3.9.4 If the complainant is not satisfied with the response they may appeal to the Senior Management Team of the School via their programme leader, who will respond to the complainant within ten school days.

3.9.5 If the complainant remains unsatisfied with the response provided by the Senior Management Team, the School shall appoint an independent person to consider and resolve the complaint.

3.9.6 Members who complain will also be referred to the mechanisms of the constitution to remove Officers and change the policy of the Union.

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Committees:	Dates:
Project Sub-Committee Board of Governors of the Guildhall School of Music and Drama	31 January 2017 13 February 2017
Subject: Gateway 7 Outcome Report: External paving (44800024)	**Public**
Report of: The Principal, GSMD	**For Decision**
Report Author: Hannah Bibbins	

Summary

This project began in 2011, before the current project management arrangements. At the time of commencement approval was delegated to the Chief Officer for any project below £400k provided the budget at evaluation (gateway 4) stage was within that included in the bid report. As this project was included in the capital cap proposals approved by committee that was taken as the bid.

The approved budget was £297,695 works and £33,375 fees.

The project was divided into two phases; in the first instance that on the lakeside, including the renewal of the lighting, which was in a poor state followed by work to the front entrance ramp.

Work was completed to Phase 1 (lakeside) on 16th December 2011, which was 20 days beyond the extended completion date. Liquidated and Ascertained Damages where therefore deducted in respect of this period.

The total out turn cost of Phase 1 (lakeside) was £247,425.15, works, including work to planters, and £19,915 fees.

Some work was carried out on Phase 2 to prepare tender documentation but it was decided that given the long-term plans to develop the front entrance and the likely disruption to School operations, general work to this area would be postponed and any immediate problems dealt with under local risk arrangements. This was reported to the Board in the annual report.

A fee of £5,000 was incurred for work on Phase 2. The total expenditure on this project (excluding any deduction for liquidated damages) was £272,340.15 completed in 2014.

This project was carried out before the current project procedure arrangements, however, was completed within the approved budget, both at evaluation stage (Gateway 2) and tender acceptance (Gateway 5). However, the project status at out turn would have been red as the contract completion date was exceeded.

Recommendations
It is recommended that the lessons learnt be noted and the project be closed.

Main Report

1. Brief description of project	The project involved renewal of paving and lighting to the lakeside terrace and in a second phase, the paving to the front entrance ramp. It was subsequently decided not to proceed with the work to the front entrance ramp.
2. Assessment of project against SMART Objectives	All projects in the School have to be agreed in detail at all stages with stakeholders to determine priorities and maximise the limited time slots to carry out work. This project generally progressed as expected but was ultimately delayed by disappointing performance by the electrical contractor.
3. Assessment of project against success criteria	The project dealt with the very poor condition of the lighting and tiles on the lakeside, without major disruption to School's operations.
4. Key Benefits	The quality of lighting in the area has been considerably improved, with the introduction of low energy lamps and fittings to reduce light pollution. The previous lamp standards were badly corroded to the point of becoming hazardous. The renewal of the paving resulted in a more even surface and drainage.
5. Programme	The project was not completed within the agreed programme
6. Budget **Final Account Verification**	The project was completed within the agreed budget Verified

Review of Team Performance

7. Areas for improvement	The main problems arose out of the contractor's inability to cope with the wiring element and the lack of existing wiring drawings. However, had an electrical contractor been separately appointed this would have been likely to cause conflict.

Lessons Learnt

8. Key lessons	Careful vetting of contractors for inclusion on tender list is desirable.

9. Implementation plan for lessons learnt	Procurement arrangements have changed since this contract was executed. Tenders are evaluated on price and quality as evidenced on the returned documents.

Contact

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Committees:	Dates:
Project Sub-Committee Board of Governors of the Guildhall School of Music and Drama	31 January 2017 13 February 2017
Subject: Gateway 7 Outcome Report: Decorations Phase 1 (44800034)	**Public**
Report of: The Principal, GSMD	**For Decision**
Report Author: Hannah Bibbins	

Summary

This project began in 2011, before the current project management arrangements. At the time of commencement approval was delegated to the Chief Officer for any project below £400k provided the budget at evaluation (gateway 4) stage was within that included in the bid report. As this project was included in the capital cap proposals approved by committee that was taken as the bid.

The approved budget was £299,515 works and £8,000 fees, with a general contingency of £13,614 provided separately for expenditure only on specific Chief Officer approval.

As is usually the case in this type of work in the School, The works were procured in small packages from suitable contractors and were executed over a number of years as access was available and finally completed in 2014. There are no outstanding programmed works or defects. The expenditure over time was:
2011/12 - £98,039.25
2012/13 - £62,408.79
2013/14 - £72,272.00
2014/15 - £71,882.54

If the project had been executed under the current project management arrangements it would have remained green throughout as it was completed within the timescale agreed and within budget.

The outcome cost was £3,000 fees and £301,602.58 works. This included £3,378 transferred from the general contingency.

Recommendations

It is recommended that the lessons learnt be noted and the project be closed.

Main Report

1. Brief description of project	The project involved redecoration, renewal of floor covering and associated works. A summary of the works carried out is shown in the spreadsheet attached.

2. Assessment of project against SMART Objectives	The work to be carried out in each period was agreed with the client department to have the highest impact and to co-ordinate with other activities within the limited access window. By progressing this in small packages it was possible to achieve the objectives and show a continuous improvement in the environment.
3. Assessment of project against success criteria	By progressing the project over time it was possible to deliver the rolling programme of redecoration in the Sundial flats and other areas in Sundial and Silk Street, and minimise disruption to operations.
4. Key Benefits	The environment of the buildings was raised each year at relatively modest cost without significant disruption to School operations.
5. Programme	The project was completed within the agreed programme
6. Budget **Final Account Verification**	The project was completed within the agreed budget Not Verified The individual orders under which these works were procured were all below the limit where verification was required and were with separate contractors. Only 3 orders were between £40k and £61k and the remaining orders, less than £20k each.

Review of Team Performance

7. Key strengths	Flexibility in procurement
8. Areas for improvement	There is only one week in the year when the School is open and has no students, either full time or summer schools. More flexibility in scheduling is needed to allow some works to be carried out during term time.

Lessons Learnt

9. Key lessons	See 8
10. Implementation plan for lessons learnt	Discussions with client departments have led to an agreement to allow a limited amount of work to take place in some common areas during term time.

Contact
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Committees:	**Dates:**
Projects Sub Committee Board of Governors of the Guildhall School of Music and Drama	31 January 2017 13 February 2017
Subject: Gateway 7 Outcome Report: Theatre Lighting (44100036)	**Public**
Report of: The Principal, GSMD	**For Decision**
Report Author: Hannah Bibbins	

Summary

The project was to replace the moving lights, which are part of the Silk Street Theatre production lighting installation, and for the purchase of replacement and additional lights for the dedicated teaching space. Also included were associated works such as modification of the electrical supply and lighting bars.

The Gateway 5 approved budget was £227,248 for purchases, £18,921 for works and £3,160 for fees.

The main supply of lights was procured through EU procedure but other items were of much smaller values and were procured through standard procedures.

The out turn costs were Purchases £227,193.98, works £18,920.80 and fees £3,160.

Other than the major light package the works and purchases were procured in small packages from suitable suppliers and successfully completed around School operations.

In addition to the above as feasibility study at a cost of £1,960 was instructed

It was always the intention to procure this project over an extended period around School operations. Cash flow was:
2013 - £214,990
2014 - £9,627.25
2015 - £21,497.53

The project was completed within the expected time and approved budget, the status was green at all stages.

Recommendations
It is recommended that the lessons learnt be noted and the project be closed.

Main Report

1. Brief description of project	The project was to replace the moving lights used in the Silk Street Theatre and replace lights in the dedicated teaching space. There were associated modifications to the electrical supply and support system.
2. Assessment of project against SMART Objectives	No SMART objectives were set for this project at the time of inception. However, in retrospect these would be as follows: Specific: the moving lights were specified by the client and they were procured as specified Measurable: On time and on budget and it all works Achievable: The project was planned to suit availability of venue for the installation and staff and was successfully achieved Realistic: The units purchased are industry standard and have been all used on every production since we acquired them Timebound: The procurement had to be arranged around School operations and was completed on time
3. Assessment of project against success criteria	All the items outlined in the project proposal were met.
4. Key Benefits	A range of lighting currently used in commercial theatre is available for teaching and for production design
5. Programme	The project was completed within the agreed programme (Procurement was spread over time around School operations)
6. Budget **Final Account Verification**	The project was completed within the agreed budget Not Verified The value of all elements procured under this contract was less than that required to be audited. The largest single element was for the purchase of lights at £196,393 and there was no variation between the original tender/order and the out turn cost.

Review of Team Performance

7. Key strengths	Fees minimised as much of work done in house

8. Areas for improvement	Clear brief from client department

Lessons Learnt

9. Key lessons	All the requirements of the project were fulfilled but some adjustment of categories within the budget were necessary over the course of the project. Improvements could be made if the project were planned in full before commencement.
10. Implementation plan for lessons learnt	As a new team has been appointed in the Theatre the opportunity is being taken to review future planning.

Contact

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Committee:	Date:
Board of Governors of the Guildhall School of Music & Drama	13 February 2017
Subject: **Principal's General Report**	
Report of: Principal	**Public** **For Information**
Report Author: Barry Ife	

Summary

This report provides the Board with information about recent awards and prizes, together with progress on two matters of current concern:

- Sundial Court lease extension
- Teaching Excellence Framework, round 2

Recommendation: that Members receive the report and note its contents.

Main Report

1 Awards and Prizes

Current students

Alex McFarlane (BMus Viola)
- Winner of the Max and Peggy Morgan Prize

Daniel Kidane (PhD Composition)
- Winner of the Paul Hamlyn Foundation Award

Jonathan Ferrucci (Performance Masters – Piano, student of Joan Havill)
- Winner of the Jaques Samuel Intercollegiate Piano Competition

Claire Barnett-Jones (Artist Diploma Vocal Studies Year 1, student of Susan McCulloch)
- Winner of the English Song Award

Soohong Park (MMus Piano Year 1, student of Ronan O'Hora)
- Winner of the Beethoven Prize

Georgia Bishop (Opera Course Year 1, student of Marcus Van Den Akker)
- Second Prize Winner of the Wagner Competition

Carla Teresa Satrustegui (BMus Vocal Year 1)
- Winner of the Caja Navarra Foundation Scholarship

Dominic Sedgewick (Opera Course Year 3)

- Winner of the Royal Opera House's Jette Parker Young Artists Award

Alumni

Audun Breen (Music)

- Appointed Principal Trombone, Oslo Philharmonic

Roderick Williams (Music)

- Winner of the choral award – British Composer Awards

Oliver Leith (Music)

- Winner of the small chamber ensemble award – British Composer Awards

Tansy Davies (Music)

- Winner of the stage works award – British Composer Awards

Leo Chadburn (Music)

- Winner of the chamber ensemble award – British Composer Awards

Laurence Crane (Music)

- Nominated for the chamber ensemble award – British Composer Awards

Samantha Crawford (Opera)

- Awarded first prize – Wagner Competition

Byrn Terfel (Opera)

- Awarded a Knighthood in the 2017 New Year Honours

Clive Rowe (Drama)

- Appointed MBE in the 2017 New Year Honours

Daniel Newell (Music)

- Appointed Principal Cornet, Royal Opera House

Staff

Stuart Wood (Music Therapy)

- Appointed MBE in the 2017 New Year Honours

Nick Betts (Music)

- Appointed Principal Trumpet, Royal Opera House

2 Sundial Court lease extension

As the Board is aware, the School has been working with the City Surveyor for some time to secure an extension of the lease of Sundial Court, the School's hall

of residence in Chiswell St. The existing lease provided for an extension for 30 years from September 2020. Given the strategic importance of this asset, negotiations were started with the freeholder in to achieve certainty as early as possible. The School is pleased to report that agreed terms were approved by the Court of Common Council at its meeting on Thursday 12 January 2017. This means that the School can count on continued use of the Sundial Court until September 2050. The City Surveyor may wish to provide an oral update at the meeting.

3 Teaching Excellence Framework phase 2 (TEF2)

As previously reported (19 September 2016, item 19, page 125) the School was among those institutions with a current satisfactory QAA audit and automatically received the single TEF award, together with permission to raise home tuition fees for 2017 entry. The Board subsequently agreed to raise the home undergraduate fee to the permitted maximum of £9,250 from autumn this autumn.

Institutions were invited to make a submission to the second phase (TEF2), on a voluntary basis by a deadline of 26 January 2017. Institutions will be assessed as gold, silver or bronze on the basis of a standard set of metrics derived mostly from National Student Survey and the destination survey) and a written submission of up to 15 pages.

A submission was drafted which underwent extensive internal and external scrutiny and the Senior Management Team agreed at its meeting on Friday 20 January that a submission should be made. The text of the submission and the supporting metrics are provided as part of the non-public agenda.

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