



Board of Governors of the Guildhall School of Music and Drama

Date: THURSDAY, 24 MAY 2018

Time: 1.45 pm

Venue: ALDERMEN'S DINING ROOM - 4TH FLOOR, WEST WING, GUILDHALL

| | | |
|-----------------|-----------------------------|--------------------------|
| Members: | Randall Anderson | Shreela Ghosh |
| | Deputy John Bennett | Gareth Higgins |
| | Sir Andrew Burns | Michael Hoffman |
| | Deputy Michael Cassidy | Ann Holmes |
| | John Chapman | Vivienne Littlechild |
| | Christina Coker O.B.E. | Jeremy Mayhew |
| | Felicity Chilton | Graham Packham |
| | Professor Geoffrey Crossick | Alderman William Russell |
| | Stuart Fraser | Lynne Williams |
| | Marianne Fredericks | |

Enquiries: Martin Newton
tel. no.: 020 7332 3154
martin.newton@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

NB: Part of this meeting could be the subject of audio 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. *** ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council, 19 April 2018, appointing the Board and approving its terms of reference.

For Information
(Pages 1 - 4)

4. **ELECTION OF THE CHAIRMAN**

To appoint a Chairman in accordance with Standing Order No. 29.

For Decision

5. **ELECTION OF THE DEPUTY CHAIRMAN**

To appoint a Deputy Chairman in accordance with Standing Order No. 30.

For Decision

6. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 19 February 2018.

For Decision
(Pages 5 - 10)

7. *** PUBLIC MINUTES OF SUB COMMITTEES**

To receive the public minutes of the

- (a) Governance & Effectiveness Committee held on 27 February 2018;
- (b) Remuneration Committee held on 6 March 2018;
- (c) Audit & Risk Management Committee held on 30 April 2018; and
- (d) Nominations Committee held on 1 May 2018.

For Information
(Pages 11 - 26)

8. **TERMS OF REFERENCE AND DATES OF MEETINGS**

Joint report of the Principal and the Town Clerk.

For Decision
(Pages 27 - 40)

9. **APPOINTMENT OF SUB COMMITTEES FOR 2018/2019**

Report of the Town Clerk.

For Decision
(Pages 41 - 48)

10. **OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 49 - 50)

11. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

For Information
(Pages 51 - 56)

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 19 February 2018.

For Decision
(Pages 57 - 62)

16. *** NON PUBLIC MINUTES OF SUB COMMITTEES**

To receive the non public minutes of the

- (a) Governance & Effectiveness Committee held on 27 February 2018;
- (b) Remuneration Committee held on 6 March 2018;
- (c) Audit & Risk Management Committee held on 30 April 2018; and
- (d) Nominations Committee held on 1 May 2018.

For Information
(Pages 63 - 78)

17. **PRINCIPAL'S NON PUBLIC GENERAL REPORT**

Report of the Principal.

For Information
(Pages 79 - 90)

18. **APPOINTMENTS TO THE BOARD**

Report of the Town Clerk.

For Decision
(Pages 91 - 96)

19. **TUITION FEE SCHEDULE FOR 2019 ENTRY**

Report of the Principal.

For Decision
(Pages 97 - 108)

20. **STUDENT PROTECTION PLAN AND PROGRAMME CLOSURE**

Report of the Principal.

For Decision
(Pages 109 - 120)

21. **RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS, 2017/18**

Report of the Principal.

For Decision
(Pages 121 - 138)

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

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

Part 3 - Confidential Agenda

24. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 19 February 2018.

For Decision

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|---------------|---|
| BOWMAN, Mayor | RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019. |
|---------------|---|

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

1. **Constitution**

A Non-Ward Committee consisting of,

- 11 Members elected by the Court of Common Council for a term of three years (renewable twice) at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Principal of the Guildhall School of Music & Drama
- one member of the Guildhall School academic staff to be elected by the Academic staff for a term of three years (renewable twice)
- one member of the Guildhall School administrative staff to be elected by such staff for a term of three years (renewable twice)
- one Guildhall student representative who shall normally be the President of the Students' Union
- up to six co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice)

None of the appointed Governors shall serve on the Board for more than a maximum of nine years.

The Chairman and Deputy Chairman of the Board shall be elected from the City Corporation Members.

The Chairman of the Barbican Centre Board, the Chairman of the Culture, Heritage & Libraries Committee and one representative of the Centre for Young Musicians shall be permitted to attend the Board in a non-voting, advisory capacity.

2. **Quorum**

The quorum consists of any seven Common Council Governors plus three co-opted Governors.

3. **Membership 2018/19**

- 9 (3) John Alfred Bennett, Deputy
- 6 (3) Marianne Bernadette Fredericks
- 6 (3) Jeremy Paul Mayhew
- 3 (3) Stuart John Fraser, C.B.E.
- 2 (2) Michael John Cassidy, C.B.E, Deputy
- 2 (2) Graham David Packham
- 5 (2) William Anthony Bowater Russell, Alderman
- 1 (1) Randall Keith Anderson
- 7 (1) John Douglas Chapman
- 1 (1) Ann Holmes
- 4 (1) Vivienne Littlechild, J.P.

together with those referred to in paragraph 1 above and:-

the Principal of the Guildhall School for the time being - Lynne Williams

one Academic Member of the Guildhall School Staff, elected by the Academic Staff - *Vacancy*

one Non-Academic Member of the Guildhall School Staff, elected by the administrative staff - Gareth Higgins

one Guildhall School Student representative (President of the Student Union for the time being) - Felicity Chilton

up to 6 Non-City of London Corporation Members with appropriate expertise - Sir Andrew Burns, K.C.M.G
Christina Coker, O.B.E.
Professor Geoffrey Crossick
Shreela Ghosh
Michael Hoffman
Vacancy

4. **Terms of Reference**

To be responsible for:-

- (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School of Music & Drama and oversight of its activities;
- (b) the approval of an annual Business Plan;
- (c) the approval of annual estimates of income and expenditure;
- (d) the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
- (e) the appointment of the Principal of the Guildhall School of Music & Drama.

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 19 February 2018

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, 19 February 2018 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)
Sir Andrew Burns
Deputy Michael Cassidy
John Chapman
Christina Coker O.B.E.
Professor Geoffrey Crossick
Stuart Fraser
Marianne Fredericks

Alderman David Graves
Jo Hensel
Michael Hoffman
Jeremy Mayhew
Graham Packham
Alderman William Russell
Jeremy Simons
Lynne Williams

In Attendance

Nicy Roberts

Officers:

| | | |
|------------------|---|-------------------------------------|
| Michael Bradley | - | City Surveyor's Department |
| Niki Cornwell | - | Chamberlain's Department |
| Sandeep Dwesar | - | Guildhall School of Music and Drama |
| Beth Forge | - | Chamberlain's Department |
| Sean Gregory | - | Barbican Centre |
| Katharine Lewis | - | Guildhall School of Music and Drama |
| Alison Mears | - | Guildhall School of Music and Drama |
| Martin Newton | - | Town Clerk's Department |
| Jonathon Poyner | - | Barbican Centre |
| Jonathan Vaughan | - | Guildhall School of Music & Drama |

1. APOLOGIES

Apologies for absence were received from the Deputy Chairman, Gareth Higgins, Shreela Ghosh and Felicity Chilton.

2. CHAIRMAN'S ANNOUNCEMENT

The Chairman informed the Board that this would be his last meeting in the role, that Alderman David Graves and Jeremy Simons would be standing down from the Board in April 2018 having completed their maximum terms of office, and that Jo Hensel had also informed him of her intention to stand down. On behalf of the Board, the Chairman thanked Alderman David Graves, Jeremy Simons and Jo Hensel for their past work and contribution at meetings.

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

There were no declarations of interest.

4. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 20 November 2017 be approved as a correct record.

5. *** PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**

The public minutes of the Finance & Resources Committee held on 8 January 2018 were received.

RECEIVED.

6. *** PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

The public minutes of the Audit & Risk Management Committee held on 31 January 2018 were received.

RECEIVED.

7. *** TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

Governors considered the Town Clerk's report on terms of reference and frequency of meetings. The following was raised:-

- It was noted that a further meeting of the Remuneration Committee may be required during 2017/18.
- The Board agreed with a Governor's suggestion that the Governance and Effectiveness Committee further consider the terms of reference and any future changes, particularly arising from requirements of the new Office for Students and articles of governance.

RESOLVED – That

- a) approval be given to the terms of reference of the Board for submission to the Court as set out in the appendix, with further consideration to be given by the Governance and Effectiveness Committee to any future changes, particularly arising from requirements of the new Office for Students; and
- b) the frequency of meetings going forward be noted.

8. **OUTSTANDING ISSUES**

Governors considered the report of the Town Clerk on outstanding actions and it was noted that Privy Council approval was in the process of being sought for the change to the Board's quorum.

RECEIVED.

9. **PRINCIPAL'S GENERAL REPORT**

The Principal's general report was considered by the Board and the following matters were raised:-

- The Principal informed Governors that the School had hosted the National Music Therapy Conference the previous weekend, attracting 400 attendees, and would host the Reflective Conservatoires Conference during the week.
- Responding to a question on partnerships, the Principal confirmed the intention to look further than the 'square mile' with link-ups to the London Borough of Islington and the potential for the City Academies to become genuine 'feeders' under discussion.

RECEIVED.

10. **ANNUAL RESEARCH & KNOWLEDGE EXCHANGE REPORT FOR 2016/17**

The Board considered the report of the Principal on the annual research and knowledge exchange report 2016/17.

The following matters were raised:-

- The Chairman thanked the Principal for the paper which he felt showed the impressive breadth of work being undertaken.
- Governors were informed that Daniel Kidane (referred to on page 27 of the agenda pack) is a former CYM student.
- In response to comments from a Governor, the Board were informed that consideration was being given to obtaining further research income. It was noted that, in Research Council terms, the School is relatively small. Further updates would be provided to the Board as the research focus is narrowed down.
- Noted that the Corporation's annual dedicated grant toward research is in the region of £500,000.
- The new Vice Principal, Director of Advancement would be tasked with attracting additional funds for research purposes.
- Governors were told that work is underway to ensure the School's visibility at the Centre for Music with 'named areas'.

RECEIVED.

10.1 **ANNUAL EFFICIENCY RETURN**

With the agreement of the Chairman, the Board considered the late report and further appendices of the Principal on the annual efficiency return.

RESOLVED – That the annual efficiency return be approved.

11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions on the public section of the agenda.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items of business on the public section of the agenda.

13. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the remaining 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.

14. NON PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 20 November 2017 be approved as a correct record, subject to a minor amendment.

15. * NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE

The non-public minutes of the Finance & Resources Committee held on 8 January 2018 were received.

RECEIVED.

16. * NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE

The non-public minutes of the Audit & Risk Management Committee held on 31 January 2018 were received.

RECEIVED.

17. PRINCIPAL'S GENERAL REPORT

The Board considered the Principal's non-public general report.

RECEIVED.

18. * ANNUAL WAIVERS REPORT 2016/17

The Board considered the report of the Chamberlain on annual waivers 2016/17.

RECEIVED.

19. ACCESS MONITORING RETURN 2016/17

The Board considered the report of the Principal on the access monitoring return 2016/17.

RECEIVED.

20. **STUDENT PROTECTION PLAN**

The Board considered the report of the Principal on the student protection plan.

RESOLVED – That the recommendations set out in the report be approved.

21. **SCHOOL RISK REGISTER**

The Board considered the report of the Principal on the School risk register.

RECEIVED.

22. *** ANNUAL TRANSPARENT APPROACH TO COSTING (TRAC) RETURN 2016/17**

The Board considered the report of the Principal on the annual transparent approach to costing (TRAC) return 2016/17.

RECEIVED.

23. *** FINANCE REVIEW**

The Board considered the report of the Principal on the finance review.

RECEIVED.

24. **HONORARY MEMBERSHIP**

The Board considered and approved a course of action on the report of the Principal on Honorary Membership of the School.

RESOLVED

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

The Board considered one non-public matter relating to its work.

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

There were no non-public urgent matters.

27. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 20 November 2017 be approved as a correct record.

28. **BARBICAN CENTRE AND GUILDHALL SCHOOL OF MUSIC AND DRAMA - IT RESTRUCTURE**

The Board considered a report of the Head of Finance and Business Administration on IT restructure.

RESOLVED – That the recommendations set out in the report be approved.

The meeting ended at 3.45 pm

Presentation on Centre for Music

At the conclusion of the meeting, the Board received a presentation on the Centre for Music from Simon Johnstone and Ben Gilmartin.

Chairman

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GOVERNANCE AND EFFECTIVENESS COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Tuesday, 27 February 2018

Minutes of the meeting of the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama held at the Guildhall EC2 at 1.45 pm

Present

Members:

Sir Andrew Burns (Chairman)

Christina Coker O.B.E.

Deputy John Bennett (Deputy Chairman)

Lynne Williams

Officers:

Martin Newton

- Town Clerk's Department

Katharine Lewis

- Guildhall School of Music and Drama

1. APOLOGIES

Apologies for absence were received from Professor Geoffrey Crossick, Gareth Higgins, Michael Hoffman and Vivienne Littlechild.

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

There were no declarations.

3. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 16 June 2017 be approved as a correct record with the addition of Christina Coker in the apologies list.

4. TERMS OF REFERENCE

The Committee considered the terms of reference of the Board of Governors of the Guildhall School of Music and Drama and, with the agreement of the Chairman, the late circulated Instrument and Articles of Government of the School.

The following matters were raised:-

- Noted that the term of office of the appointed Governors set out in the terms of reference did not correspond exactly with the associated wording in the Articles.
- Members were informed that comments on the terms of reference and other associated matters had been submitted to the Chairman by Professor Geoffrey Crossick with the suggestion that the terms could be amended to include the following:-

- (a) the addition to (a) ...'; and to assure itself that appropriate steps are being taken to deliver the institutional strategic plan, and that there are effective systems of control and risk management;'
 - (b) the addition of a new term (f) 'responsibility to ensure that the requirements of the Office for Students, UK Research and Innovation and other relevant statutory bodies are followed and that compliance with these requirements is monitored.'
 - (c) inclusion of a term (g) referring to the Board's responsibility for the promotion of equality and diversity throughout the School.
 - (d) Consideration of including a new term (h) covering the responsibility of the Board to ensure institutional sustainability.
- The terms of reference did not make reference to the “statement of primary responsibilities” in the Articles.
 - Noted that amendments to the Articles would be required in the future as a result of the introduction of the Office for Students as the regulator. The amendments would need to be approved to come into effect from March 2019.
 - On the future potential to produce one composite governance schedule encompassing the current terms (a) to (e) and the Instrument and Articles of Government, a Governor made the point that this would present a far longer document in a format that would be unusual for the Court of Common Council to consider.

It was noted that streamlining of the Articles would be possible by removing sections on procedures for meetings by way of cross reference to the established provisions in the Corporation's Standing Orders, or by including these sections in an appendix to the main document.

The Town Clerk undertook to report back on the possible progression of a future composite governance schedule with regard to established Court procedures.

- The Town Clerk confirmed that the procedure for approval to terms of reference changes would be for the Board of Governors to firstly recommend changes to Policy and Resources Committee, prior to final consideration by the Court of Common Council, and that it would therefore not be possible for any changes to be confirmed for submission to the Court at its April meeting when terms of reference of committees were normally considered.

RESOLVED – That

(a) the Board consider a paper from the Principal at its next meeting in May 2018 on proposed changes to (i) include the addition of points identified by Professor Geoff Crossick; (ii) clarify other minor anomalies with cross referencing to the Articles where appropriate; (iii) alert Governors to the future requirement for a redrafting of the governance documents to comply with changes arising from the introduction of the Office for Students and the scope for streamlining the section on meeting procedures and (iv) clarify where possible the requirements for Governors' earlier experience; and

(b) the Town Clerk report back on the most appropriate way to progress future changes to the governance documents in relation to established Court procedures and the potential to produce one composite governance schedule.

5. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

7. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the remaining items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

8. NON PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 16 June 2017 were approved as a correct record.

9. CHANGES TO INSTRUMENT AND ARTICLES OF GOVERNANCE

With the approval of the Chairman, the Committee considered the further late discussion report of the Academic Registrar on the terms of reference of the School, Office for Students, and changes to the Instrument and Articles of Government.

10. UPDATE ON ACTIONS IN RESPECT OF GOVERNANCE AND EFFECTIVENESS

With the approval of the Chairman, the Committee considered the late discussion report of the Academic Registrar on updates on actions in respect of governance and effectiveness.

11. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

The Committee considered one non-public question.

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

There were no urgent items.

The meeting closed at 3.37 pm

Chairman

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**REMUNERATION COMMITTEE OF THE BOARD OF GOVERNORS OF THE
GUILDHALL SCHOOL OF MUSIC & DRAMA
Tuesday, 6 March 2018**

Minutes of the meeting of the Remuneration Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 6 March 2018 at 1.45 pm

Present

Members:

Sir Andrew Burns (Chairman)
Deputy John Bennett (Deputy Chairman)
Alderman William Russell
Jeremy Simons
Lynne Williams

Officers:

| | |
|-----------------|--|
| Steve Eddy | - Head of HR, Guildhall School of Music & Drama / Barbican |
| Katharine Lewis | - Guildhall School of Music & Drama |
| Amanda Mays | - Assistant Human Resources Director and Transformation |
| Martin Newton | - Town Clerk's |

1. APOLOGIES

Apologies for absence were received from Vivienne Littlechild, Michael Hoffman and Maria Delgado.

The Committee noted the submitted comments provided by Maria Delgado.

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

There were no declarations.

3. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 18 July 2017 be approved as a correct record, subject to amendments to delete the apostrophe from ‘..Committee’s..’ in paragraph 3 of page 2; correct a typographical error ‘..bringing..’ in paragraph 7 of page 3; and changing ‘if’ to ‘of’ in the last line of paragraph 3 on page 4.

The following matters were raised:-

- The Committee agreed that 2 further meetings were required during the calendar year and that these should be scheduled in the Summer and Autumn terms. The Town Clerk to liaise with the appropriate officers on prospective dates before confirming these with the Chairman and Deputy Chairman.

- Members considered the circulated terms of reference of the Committee and, in accordance with the draft CUC Code and Guidance, noted that the Principal should attend, but not be a Member of, the Remuneration Committee (subject to not being present when their individual remuneration was being discussed). Noted also that the second point of the terms of reference should include all protected characteristics. Additionally, in the fifth bullet point (concerning benchmarking) “and Vice-Principals (the senior post holders)” should be included. Further changes may be required following the publication of the CUC Remuneration Code and Guidance. The Town Clerk undertook to bring the above changes to the attention of the Board for approval at its May meeting.
- The Committee was informed that one further non Common Council Governor could be appointed to the Committee, and that Professor Geoff Crossick might be interested in the role, along with two additional other lay / independent members. The Academic Registrar informed Members that it would be consistent with the new CUC Code for a lay / independent member with experience in remuneration (preferably in the higher education sector) to be appointed were a suitable candidate to be found. Noted that the School and Corporate Human Resources Departments would attempt to identify an appropriate person.
- The Assistant Human Resources Director said that, depending on content, views of the Remuneration Committee that required consideration by the Establishment Committee would usually be reported to that committee by HR. It was noted that the Chairman of the Board had spoken at Establishment Committee on relevant matters previously.
- In response to a question from the Chairman, the Academic Registrar said that subscription to the CUC would cost £1,800 per annum. The benefits of membership were discussed with a query whether other conservatoires were also members. The Academic Registrar was asked to submit a report to a future Board meeting with a recommendation as to whether the School should join.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE REMUNERATION COMMITTEE**

There were no questions.

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

There was no other urgent public business.

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 remaining 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.

7. **NON PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 18 July 2017 be approved as a correct record subject to minor amendment.

8. **HR REPORT**

The Committee considered the HR report of the Head of HR, Guildhall School of Music and Drama / Barbican.

RECEIVED.

9. **DRAFT CUC REMUNERATION CODE AND GUIDANCE**

With the agreement of the Chairman, the Committee considered a late report of the Principal on the Draft CUC Remuneration Code and Guidance.

RESOLVED – That a response be submitted to meet the 12 March 2018 deadline.

10. **COMPARATIVE SALARY DATA**

With the agreement of the Chairman, the Committee considered a late report of the Principal on comparative salary data.

RECEIVED.

11. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE REMUNERATION COMMITTEE**

There were no non-public questions.

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

There were no non-public urgent items.

The meeting ended at 3.45 pm

Chairman

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AUDIT AND RISK MANAGEMENT COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Monday, 30 April 2018

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 Monday, 30 April 2018 at 1.45 pm

Present

Members:

Christina Coker O.B.E. (Chairman) Neil Constable
Marianne Fredericks (Deputy Chairman)

In Attendance

Deputy John Bennett
Vivienne Littlechild
John Scott

Officers:

| | |
|-----------------|--|
| Niki Cornwell | - Chamberlain's Department |
| Jo Hutchinson | - Guildhall School of Music and Drama |
| Martin Newton | - Town Clerk's Department |
| Jonathon Poyner | - Barbican Centre |
| Dominic Smith | - GSMD |
| Pat Stothard | - Head of Internal Audit and Risk Management |
| Sarah Wall | - Chamberlain's Department |
| Lynne Williams | - Principal, Guildhall School of Music and Drama |

1. IN CAMERA SESSION

The first 15 minutes of the meeting took the form of an 'in camera' session with only Members of the Committee, the Head of Internal Audit and Risk Management and the Town Clerk present.

ATTENDANCE AT MEETING

The Chairman welcomed the Chief Commoner, John Scott and a member of the public in attendance at the meeting.

2. APOLOGIES

Apologies were received from Graham Packham.

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

There were no declarations.

4. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 31 January 2018 be approved, subject to an amendment to the Committee’s proposed terms of reference on page 3 to read –

“4. The Vice Principal, Director of Advancement on behalf of the Principal of the Guildhall School of Music & Drama, along with the Head of Finance and Business Administration (Chamberlain’s Department) and the Head of Internal Audit and Risk Management (Chamberlain’s Department) shall normally attend or be represented at meetings. When appropriate, such other representatives of the Guildhall School of Music & Drama and the City of London Corporation shall also attend.....”

The following matters were also raised:-

- The Principal confirmed that a joint Barbican / GSMD boards meeting would be held on 26 September 2018 to consider matters of common interest.
- Noted that the report on waivers would be submitted to the Committee’s July meeting.
- The Head of Internal Audit and Risk Management said that long-term work continued on risk appetite and that a further report would be made to the Committee in due course.
- Noted that a written officer response to the Committee’s request for more detailed information on data back-up and recovery systems testing (re Internal Audit update report) had very recently been received for consideration.

5. **OUTSTANDING ACTIONS**

The Committee considered a report of the Town Clerk on outstanding actions and the following matters were raised:-

- The Town Clerk informed Members that the development of IT pedagogy and disaster recovery (IT backup) would be the subject of further reports, as risk focus discussion topics, at the July meeting.
- The Director of Operations and Buildings confirmed that the Committee would be updated on the health and safety risk register issue, as an agree risk focus topic at the July meeting.

RECEIVED.

6. **INTERNAL AUDIT UPDATE**

The Committee considered the report of the Head of Internal Audit and Risk Management on the internal audit update and the following matters were raised:-

Audit Plan 2017/18

- On the audit plan 2017/18, the Principal updated Members on student accommodation in the Wembley area. It was noted that students accepted that some accommodation may be further away from the City centre and that the Wembley area provided a suitable travel route back in. The Chairman asked that the accommodation strategy be referenced in the risk register.
- The Committee were informed that a report on the catering audit would be submitted to the July meeting.

Schedule of Projects informing Audit Opinion

- Noted that Members would be alerted to any problems around corporate full assurance reviews prior to the July meeting as appropriate.

Internal Audit Plan 2018/19 and Previous Audits

- In response to a question from a Governor on whether adequate days were available for the programme, the Principal said that discussions would take place with internal audit to identify specific parameters and 'firm up' the programme. She emphasised that further teaching space was the immediate priority. The Vice Principal, Director of Advancement said that additional information and data was required for input into the extended business plan. The Head of Internal Audit and Risk Management informed Members that the City's service level agreement set out the 50 day timescale for the audit annual plan, although there was scope to provide flexibility with the planned days.
- A Committee Member made the point about the usefulness of spot checks to give confidence and assurance that policies and procedure are being followed.

RECEIVED.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

9. EXCLUSION OF THE PUBLIC

The Chairman thanked the member of the public present for his attendance.

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the remaining 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.

10. **NON PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 31 January 2018 be approved.

11. **BARBICAN / GUILDHALL ALLIANCE**

With the agreement of the Chairman, the Committee considered the late report of the Vice Principal and Director of Guildhall Innovation on the Barbican/Guildhall Alliance.

RECEIVED.

12. **INFRASTRUCTURE INVESTMENT**

With the agreement of the Chairman, the Committee considered the late report of the Director of Operations and Buildings on infrastructure investment.

RECEIVED.

13. **STANDING ORDER 40**

With the approval of the Committee, the remaining business was discussed after the usual 2 hour time limit for meetings.

14. **RISK REGISTER**

With the agreement of the Chairman, the Committee considered the late report of the Principal on the Guildhall School Risk Register.

RECEIVED.

15. **FINANCE REVIEW**

With the agreement of the Chairman, the Committee considered an oral update of the Principal on the Finance review.

RECEIVED.

16. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

There were no questions.

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 urgent items.

The meeting ended at 3.52 pm

Chairman

Contact Officer: Martin Newton
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martin.newton@cityoflondon.gov.uk

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**NOMINATIONS COMMITTEE OF THE BOARD OF GOVERNORS OF THE
GUILDHALL SCHOOL OF MUSIC & DRAMA
Tuesday, 1 May 2018**

Minutes of the meeting of the Nominations Committee of the Board of Governors of
the Guildhall School of Music & Drama held at Committee Room 1 - Committee
Room 1 on Tuesday, 1 May 2018 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)
Vivienne Littlechild (Deputy Chairman)
Christina Coker O.B.E.
Marianne Fredericks

Officers:

| | |
|----------------|---------------------------|
| Lynne Williams | - Principal, GSMD |
| Martin Newton | - Town Clerk's Department |

ATTENDANCE AT MEETING

The Chairman welcomed the member of the public in attendance at the meeting.

1. **APOLOGIES**

Apologies were received from Graham Packham.

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

There were no declarations.

3. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 5 May 2017 be approved as a correct record.

There were no matters arising.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

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 remaining items of business on

the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A of the Local Government Act.

7. **NON PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 5 May 2017 be approved as a correct record.

8. **APPOINTMENT OF GOVERNORS**

The Committee considered a joint report of the Principal / Town Clerk on appointments to the Board.

RESOLVED – That a recommendation be made to the Board of Governors for the appointment of a non-City Governor.

9. **RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS, 2017**

The Committee considered a report of the Principal on recommendations for fellowships and honorary fellowships.

RESOLVED – That recommendations be made to the Board for awards of fellowships and honorary fellowships.

10. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

The meeting ended at 3.17 pm

Chairman

Contact Officer: Martin Newton
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martin.newton@cityoflondon.gov.uk

| | |
|---|---------------------|
| Committee(s): | Date(s): |
| Board of Governors of the Guildhall School of Music & Drama | 24 May 2018 |
| Subject: Amendments to terms of reference / dates of Board and Committee meetings in 2018 | |
| Report of: Principal / Town Clerk | Public |
| Report Author: Secretary & Dean of Students | For Decision |

Summary

The Board of Governors has two sets of governing documents, the *Instrument & Articles of Government* (approved as part of the School's designation process in 2006 and amended in light of the grant of taught degree awarding powers) and the standard City of London committee terms of reference.

Discussions at the Governance & Effectiveness Committee highlighted the lack of connection between the two, and the significant lacuna in the latter (and a small inaccuracy). Amendments to the terms of reference of the Board of Governors (highlighted in grey) are presented to address these immediate concerns. It is anticipated that there may need to be a full-scale review of the Board's committee structure (is there need for a Nominations Committee and a Remuneration Committee), terms of reference and the Articles of Government to streamline them and to accommodate new expectations arising from the new regulatory framework under the Office for Students.

Recommendation:

- (a) The Board is asked to -
 - (i) recommend amendments to the terms of reference of the Board of Governors for approval by the Court of Common Council;
 - (ii) approve amendments to the Audit & Risk Management Committee terms of reference;
 - (iii) approve amendments to the Remuneration Committee terms of reference; and
 - (iv) approve the terms of reference of all the other committees and the Academic Assurance Working Group;
- (b) note the need for a future review of committee structure, terms of references, etc; and

(c) note the dates of the next Board and committee meetings in 2018.

Dates of forthcoming Board and Committee meetings

All meetings **1.45** except where individually indicated:-

Wednesday 27 June - Finance and Resources Committee (**11.30**)

Tuesday 3 July - Governance and Effectiveness Committee

Friday 6 July - Audit and Risk Management Committee (**11.30**)

Thursday 12 July – Remuneration Committee

Monday 23 July – Board

Monday 24 September – Board

Tuesday 2 October - Governance and Effectiveness Committee

Wednesday 31 October – Remuneration Committee

Monday 12 November - Finance and Resources Committee

Wednesday 14 November - Audit and Risk Management Committee (**10.30**)

Monday 19 November - Board

Lynne Williams
Principal
principal@gsmd.ac.uk

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

1. Constitution

A Non-Ward Committee consisting of,

- 11 Members elected by the Court of Common Council for a term of three years (renewable twice) at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Principal of the Guildhall School of Music & Drama
- one member of the Guildhall School academic staff to be elected by the Academic staff for a term of three years (renewable twice)
- one member of the Guildhall School administrative staff to be elected by such staff for a term of three years (renewable twice)
- one Guildhall student representative who shall normally be the President of the Students' Union
- up to six co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice)

With the exception of the Principal, none of the ~~appointed~~ Governors shall serve on the Board for more than a maximum of nine years.

The Chairman and Deputy Chairman of the Board shall be elected from the City Corporation Members.

The Chairman of the Barbican Centre Board, the Chairman of the Culture, Heritage & Libraries Committee and one representative of the Centre for Young Musicians shall be permitted to attend the Board in a non-voting, advisory capacity.

2. Quorum

The quorum consists of any seven Common Council Governors plus three co-opted Governors.

3. Terms of Reference

These terms of reference should be read in conjunction with the Guildhall School's Instrument & Articles of Government which lists the primary responsibilities of the Board of Governors. In summary, these are to be responsible for:-

- (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School of Music & Drama and oversight of its activities, ***assuring itself that appropriate steps are being taken to deliver the strategic plan;***
- (b) ***Institutional sustainability and*** the approval of an annual Business Plan, ***assuring itself that there are effective systems of control and risk management;***
- (c) the approval of annual estimates of income and expenditure;

- (d) the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
- (e) ***ensuring that the requirements of the Office for Students, UK Research & Innovation and other relevant statutory bodies are followed and compliance is monitored;***
- (f) the appointment of the Principal of the Guildhall School of Music & Drama.

Audit & Risk Management Committee – Terms of Reference

The Audit and Risk Management Committee must:

- be independent
- have sufficient authority and resources to form an opinion and report on the risk management, control and governance arrangements of the Guildhall School to the Board of Governors
- be able to satisfy itself that the institution has adequate arrangements for ensuring economy, efficiency and effectiveness.

These terms of reference have been formally approved by the Board of Governors.

Constitution

1. The Board of Governors has established a committee of the Board of Governors known as the Audit and Risk Management Committee.

Membership

2. The Committee and its chair shall be appointed by the Board of Governors, from among its own members, and must consist of governors with no executive responsibility for the management of the Guildhall School. There shall be no fewer than three members; a quorum shall be at least two members. The Chairman of the Board of Governors shall not be a member of the Committee. Members shall not have significant interests in the Guildhall School.
3. At least one member should have recent and relevant experience in finance, accounting or auditing. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise. No member of the Committee may also be a member of a Finance or Resources Committee (or equivalent) of the Board of Governors of the Guildhall School.

Attendance at meetings

4. ***The Vice Principal, Director of Advancement on behalf of the Principal of the Guildhall School of Music & Drama, along with the Head of Finance and Business Administration (Chamberlain's Department) and the Head of Internal Audit and Risk Management (Chamberlain's Department) shall normally attend or be represented at meetings. When appropriate, such other representatives of the Guildhall School of Music & Drama and the City of London Corporation shall also attend*** where business relevant to them is to be discussed.

5. At its discretion, the Committee may also convene a meeting, or part of a meeting, without any officers present (save for the clerk who shall attend to take a record of the meeting, unless otherwise instructed by the Committee), or with the external and/or internal auditors without any other officers present (save for the clerk, as previously noted).

Frequency of meetings

6. Meetings shall normally be held at least three times in each financial year. ***The external auditors or The Head of Internal Audit and Risk Management may request a meeting if they consider it necessary.***

Authority

7. The Committee is authorised by the Board of Governors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.
8. The Committee is authorised by the Board of Governors to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Principal of the Guildhall School and/or Chairman of the Board of Governors. However, it may not incur direct expenditure in this respect in excess of £5,000, without the prior approval of the Board of Governors.
9. The Audit and Risk Management Committee will review the audit aspects of the Guildhall School's draft Income & Expenditure Account for the year ending 31 July. These aspects will include the external audit opinion, the statement of Governors' responsibilities, the statement of internal control and any relevant issue raised by the external auditors. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control systems has been reviewed, and comment on this in its annual report to the Board of Governors.

Duties

10. The duties of the Committee shall be:
 - a. To discuss if necessary with the external auditors, before the audit begins, the nature and scope of their audit as it relates to the Guildhall School.
 - b. To discuss if necessary with the external auditors problems and reservations arising from their audit, including a review of the external auditors' report to the Audit and Risk Management Committee, and any other matters the external auditors may wish to discuss (in the absence of officers where necessary).

- c. To review the internal auditors' audit risk assessment and strategy, and to consider major findings of internal audit investigations and management's response.
- d. To keep under review the effectiveness of the risk management, control and governance arrangements, and in particular to review the external auditors' report, the internal auditors' annual report, and management responses.
- e. To monitor the implementation of agreed audit-based recommendations, from whatever source.
- f. To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE accounting officer, have been informed.
- g. To oversee the Guildhall School's compliance with the City of London's policy on fraud and irregularity, including being notified of any action taken under that policy.
- h. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness.
- i. To receive any relevant reports from the National Audit Office, HEFCE and other organisations.
- j. To consider elements of the Guildhall School's draft Income & Expenditure Account for the year ending 31 July in the presence of the external auditors if necessary, including the auditors' formal opinion, the statement of Governors' responsibilities and the statement of internal control, in accordance with HEFCE's Accounts Directions.
- k. To receive the Guildhall School's management accounts.

Reporting procedures

- 11. The minutes of meetings of the Committee will be circulated to all members of the Board of Governors.
- 12. The Committee will prepare an annual report covering the year to 31 July and any significant issues up to the date of preparing the report. The report will be addressed to the Board of Governors and the Principal, summarising the activity for the year. It will give the Committee's opinion on the adequacy and effectiveness of the Guildhall School's arrangements for the following:
 - risk management, control and governance (the risk management element includes the adequacy of the statement of internal control accompanying the Income & Expenditure account for the year ending 31 July)

- economy, efficiency and effectiveness (value for money).

This opinion should be based on the information presented to the Committee. The Audit and Risk Management Committee's annual report should normally be submitted to the Board of Governors before the Governors' responsibility statement accompanying the Income & Expenditure account for the year ending 31 July is signed.

In line with the Higher Education Code of Governance, the Audit Committee will ensure that the annual corporate governance statement includes a description of the work of the Remuneration Committee.

Clerking arrangements

13. The clerk to the Audit and Risk Management Committee shall be the clerk to the Board of Governors.

Remuneration Committee – Terms of Reference

The Remuneration Committee provides advice to the Board of Governors of the Guildhall School of Music & Drama. It is recognised that all matters relating to employment of staff are within the purview of the City Corporation's Establishment Committee.

Constitution

- The Chairman of the Board of Governors of the Guildhall School of Music & Drama
- The Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama
- At least three non-Common Council Governors
- Two Common Council Governors
- May include up to three other lay/independent members (who are not necessarily members of the governing body)

Quorum

- At least three Governors

In attendance (but not a member of the Committee)

- ***The Principal of the Guildhall School of Music & Drama (except when the Committee discusses his or her remuneration)***

Terms of Reference

- To take note of staff remuneration, the pay structure and benchmark the School against the rest of the higher education sector.
- ***To consider all characteristics protected under the Equality Act 2010 and to flag any significant discrepancies within the School.***
- To satisfy itself with the procedures in place at the School to allow staff to make representations about their pay.
- To satisfy itself that any ad hoc or personalised payments that might distort the basic remuneration structure are made according to transparent and justifiable rules.
- To benchmark the salary of the Principal ***and Vice-Principals (the senior post holders)*** against sector comparators and is (or is not) content with the outcome of the benchmarking.
- To make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities.

Nominations Committee – Terms of Reference

Membership

- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Nominations Committee.
- Quorum of any three Committee Members.
- All Members are entitled to vote.
- Members should include three co-opted Governors, three Common Council Members and one senior Member of the Academic Staff.

Remit

- To consider any application(s) for nominations for Fellowships and/or Honorary Fellowships and;
 - To make recommendations to the Board of Governors of the Guildhall School of Music & Drama on any applications, as and when required.
 - To seek out and recommend the appointment of new lay/independent/co-opted members to the Governing Body
-

Reference Sub Committee – Terms of Reference

Membership

- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Reference Sub Committee.
- Quorum of any three Governors.
- All Members are entitled to vote.

Remit

- To consider any matter(s) referred to it by the Board of Governors of the Guildhall School of Music & Drama.

Authority

- The Sub Committee does not have power to act; it will report its findings and recommendations to the Board of Governors for approval.

Finance & Resources Committee – Terms of Reference

Membership

- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Finance and Resources Committee.
- Quorum of any three Committee Members.
- All Members are entitled to vote.
- Members of the Audit & Risk Management Committee are not eligible to serve as Members of the Finance and Resources Committee and vice versa.

Remit

- To consider the management accounts providing advice to the Board, without delegated powers to act; except for those specific matters delegated to it by the Board
- To consider the setting of the financial priorities for the School through the consideration of the proposed fees and charges, business plan and budget prior to submission to the Main Board, without delegated powers to act; except for those specific matters delegated to it by the Board
- To monitor all capital cap and premises matters, providing advice to the Chairman and Deputy Chairman of the Board who retain their delegated powers to act in these matters
- To review any matters that may affect the finances of the Guildhall School reporting to the Main Board

Note:-

- In parallel, the Audit & Risk Management Committee will scrutinise the adequacy and effectiveness of risk management, internal controls and arrangements for promoting value for money.

Governance and Effectiveness Committee - Terms of Reference

Introduction

- The role of the Governance and Effectiveness Committee is to consider improvements to the effectiveness of the Board of Governors of the Guildhall School.
- The Committee shall utilise guidance from appropriate sources, including HEFCE and the Leadership Foundation in undertaking its work
- The Committee shall report its findings and recommendations to the Board of Governors.

Membership

- The Membership shall include the Chairman and Deputy Chairman of the Board of Governors, the Chairman of the Audit & Risk Management Committee, the Principal of the Guildhall School and two Members of the Board of Governors
- A Chairman shall be appointed from amongst the membership
- The quorum consists of three Members

Attendance at meetings

- A representative of the Town Clerk shall attend meetings

Frequency of meetings

- Full reviews shall be held every three years
- When a full review is being undertaken, the committee shall determine the frequency of its meetings
- In those years when a full review is not being undertaken, the committee shall meet at least once a year to consider progress on implementation

Authority

- The Committee does not have power to act, it will report its findings and recommendations to the Board of Governors for approval

Duties

- The duties of the Committee shall be:
 - To undertake a formal and rigorous evaluation of the effectiveness of the Board of Governors of the Guildhall School and its committees, in line with guidance from HEFCE and the Leadership Foundation;
 - To report and make recommendations to the Board
 - To consider the success of the Board of Governors in meeting long term strategic objectives and Key Performance Indicators
 - To facilitate the benchmarking of the performance of the Guildhall School against other comparable Higher Education Institutions
 - To monitor progress of the implementation of the recommendations of efficiency reviews

Academic Assurance Working Group – Terms of Reference

Membership

- Co-opted member of the Board with HE experience (in the Chair)
- Further member of the Board (not staff)
- Principal
- Students' Union President
- Option to co-opt a HE specialist from outside the Board of Governors

Officers in attendance:

- Secretary & Dean of Students
- Quality Assurance Officer (Programme Development) - clerk to the meeting

Brief:

To meet once a year, early in the Autumn term, for report to the November Board of Governors.

The Academic Assurance Working Group will review the Academic Board annual report, and all other matters reported to the Board during the previous academic year on higher education matters, to assist the Board in coming to a view whether the academic assurances have been met sufficiently.

The Working Group will have the authority to seek clarification on any matter relating to academic assurance and ask for additional information.

| | |
|--|-----------------------------|
| Committee: Board of Governors of the Guildhall School of Music & Drama | Date: 24 May 2018 |
| Subject: Appointment of Sub Committees for 2018/2019 | Public |
| Report of: Town Clerk | For Decision |
| Report Author: Martin Newton | |

Summary

The purpose of this report is to consider the appointment of your Audit & Risk Management, Remuneration, Nominations, Reference Sub, Finance & Resources and Governance & Effectiveness Committees for 2018/2019.

Recommendations:

The Board is asked to approve -

- (b) the membership of the Audit & Risk Management Committee for 2018/19, along with the appointment of a Chairman;
- (c) the membership of the Remuneration Committee for 2018/19;
- (d) the membership of the Nominations Committee for 2018/19;
- (e) the membership of the Reference Sub Committee for 2018/19;
- (f) the membership of the Finance & Resources Committee for 2018/19;
- (g) the membership of the Governance & Effectiveness Committee for 2018/19; and
- (h) the membership of the Academic Assurance Working Group.

Main Report

1. It should be noted that only **full** Governors may serve on the Audit & Risk Management, Remuneration, Nominations, Finance & Resources and Governance & Effectiveness Committees, although others may be invited to attend.

Audit & Risk Management Committee

2. The membership of the Audit & Risk Management Committee in 2017/18 was:
 - Christina Coker (elected Chairman by the Board)
 - Marianne Fredericks
 - Alderman David Graves

- Graham Packham
 - Neil Constable (Co-opted on to the Audit and Risk Management Committee at the Board's agreement)
3. The Committee and its chair shall be appointed by the Board of Governors, from among its own members, and must consist of governors with no executive responsibility for the management of the Guildhall School. There shall be no fewer than three members; a quorum shall be at least two members. The Chairman of the Board of Governors shall not be a member of the Committee. Members shall not have significant interests in the Guildhall School.
 4. At least one member should have recent and relevant experience in finance, accounting or auditing. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise. No member of the Committee may also be a member of a Finance or Resources Committee (or equivalent) of the Board of Governors of the Guildhall School.
 5. There is currently one vacancy on the Audit & Risk Management Committee for 2018/19, with Alderman David Graves no longer a Board member, and the Board is asked to note that Christina Coker, current Chairman of the Committee, completes her second and final 3 year term of office in November 2018.
 6. The Audit & Risk Management Committee should be a small authoritative body which has the necessary financial expertise and the time to examine the institution's risk management control and governance under delegation from the governing body. It should not confine itself to financial systems but should examine risk management, control and governance independently and report areas of concern to the governing body. The Audit & Risk Management committee **must** produce an annual report for the governing body including its opinion on the adequacy and effectiveness of the School's risk management, control and governance arrangements, and arrangements for promoting economy, efficiency and effectiveness (value for money).
 7. The specific responsibilities of the Board in respect of audit are:-
 - to appoint the Audit & Risk Management Committee and its Chairman
 - to consider, and where necessary, act on an annual report from the Audit & Risk Management committee
 - to appoint the external auditors
 - to receive and approve the audited annual financial statements

(This is usually reserved to the governing body for its collective decision without delegation).

8. At its meeting in January, the Audit and Risk Management Committee identified some required minor amendments to its terms of reference arising mainly from changes to officer designations. These changes are set out in bold and italics in Appendix A and the Board is asked to approve them.

9. **Recommendations: That you approve the membership, and elect a Chairman, of the Audit & Risk Management Committee for 2018/19.**

Remuneration Committee

10. The membership of the Remuneration Committee in 2018/19 was:

- Sir Andrew Burns (Chairman)
- John Bennett (Deputy Chairman) – chair of Board
- Prof Maria Delgado (Co-opted)
- Michael Hoffman
- Vivienne Littlechild
- Sheriff & Alderman William Russell
- Jeremy Simons
- Lynne Williams - Principal

11. Terms of Reference

- The Chairman and Deputy Chairman of the Board of Governors
- At least three non-Common Council Governors
- Two Common Council Governors
- The Principal (except when his or her remuneration is discussed)
- May include up to three other lay/independent members (who are not necessarily members of the governing body)

12. The Terms of Reference provide for at least three other lay/independent members (not necessarily members of the governing body) and the lay treasurer if such an office exists, from among whom a Committee Chairman should be appointed. The Committee should make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities. From last year's membership, Jeremy Simons is no longer a Board member.

13. There is currently one vacancy on the Remuneration Committee for 2018/19, with Jeremy Simons no longer a Board member.

14. At its meeting in March, the Remuneration Committee was informed that recent guidance indicates that the Principal should not be a member of the Committee but should attend meetings (except on items where the Principal's personal salary is under discussion). The Remuneration Committee also identified some other required minor amendments to its terms of reference and these changes

are set out in bold and italics in Appendix A. The Board is asked to approve the changes.

15. It should be noted that the School is subject to the Corporation's priorities, budgetary and other policies, financial regulations and standing orders. Furthermore, the City of London Corporation's Establishment Committee has overriding responsibility for human resources and employment within the City of London Corporation (including the Guildhall School).
16. The Remuneration Committee has a helpful advisory role regarding the salaries of senior staff at the School and a mapping of the remuneration/skills etc. required against other parts of the Higher Education Sector. Accordingly following the submission of its considered views to this Board, advice could then be fed into the establishment process within the City Corporation.
17. **Recommendations: That you approve the membership of the Remuneration Committee for 2017/18.**

Nominations Committee

18. The membership of the Nominations Committee for 2017/18 was:
 - John Bennett (Chairman)
 - Viv Littlechild (Deputy Chairman)
 - Christina Coker
 - Marianne Fredericks
 - Jo Hensel
 - Michael Hoffman
 - Graham Packham
 - Jeremy Simons
19. Terms of Reference
 - Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Nominations Committee.
 - Quorum of any three Committee Members.
 - All Members are entitled to vote.
 - Members should include three co-opted Governors, three Common Council Members, and one senior Member of the Academic Staff.

The Nominations Committee meets as and when required.
20. Governing bodies should establish a Nominations Committee to seek out and recommend the appointment of new lay/independent/co-opted members to the Governing Body. Membership of the Nominations Committee should include the Chairman of the Board (who should normally chair it), at least three other lay/independent/co-opted members, the Principal and at least one senior member of the academic staff.

21. The Comptroller and City Solicitor has confirmed that independent Members in terms of the Nominations Committee should encompass Court of Common Council Governors and the Co-opted Governors. Independent members are external and independent of the School.

There is currently two vacancies on the Nominations Committee for 2018/19, with Jo Hensel and Jeremy Simons no longer Board members, and the Board is asked to note that Christina Coker completes her third and final term of office as a Board member in November 2018.

22. Vacancies for lay/independent members and co-opted members should be publicised (including a job specification and a clear indication of the skills, knowledge and experience required) within and outside the institution. Staff and students, as well as members of the Board, should be invited to submit names to the Clerk of the Board in due course.
23. In making its recommendations to the Board, the Nominations Committee must pay regard to the balance of membership and the needs of the Guildhall School, and may keep a 'skills register' against which to consider the field of candidates. The question of inclusion of appropriate members of the local community should also be addressed.
24. The Committee also considers any application(s) for nominations for Fellowships and/or Honorary Fellowships and recommends the Board of Governors on any applications, as and when required.
25. **Recommendations: That you approve the membership of the Nominations Committee for 2017/18.**

Reference Sub Committee

26. The Reference Sub Committee meets as and when required to consider any issues that arise outside of the normal cycle of the Board and which are not suitable to be advanced through the City's urgency procedures.
27. The membership of the Reference Sub Committee for 2017/18 was:
- John Bennett
 - Vivienne Littlechild
 - Sir Andrew Burns
 - Michael Hoffman
 - Sheriff & Alderman William Russell
28. Terms of Reference
- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Reference Sub Committee.
 - Quorum of any three Governors.

- All Members are entitled to vote.
29. The Board could appoint further members, as many Non Common Council Governors as they wish and also up to three lay/independent persons who do not have to be on the Board. Governors are invited to express their interest in serving on the Reference Sub Committee.
30. **Recommendations: That you approve the membership of the Reference Sub Committee for 2018/19.**

Finance & Resources Committee

31. The membership of the Finance & Resources Committee for 2017/18 was:
- John Bennett (Chairman)
 - Viv Littlechild (Deputy Chairman)
 - John Chapman
 - Sheriff & Alderman William Russell
 - Jeremy Simons
32. Terms of Reference
- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Finance and Resources Committee.
 - Quorum of any three Committee Members.
 - All Members are entitled to vote.
 - Members of the Audit & Risk Management Committee are not eligible to serve as Members of the Finance and Resources Committee and vice versa.
- There is currently one vacancy on the Finance and Resources Committee for 2018/19, with Jeremy Simons no longer a Board member.
33. Governors are invited to express their interest in serving on the Finance & Resources Committee.
34. **Recommendations: That you approve the membership of the Finance and Resources Committee for 2018/19.**

Governance & Effectiveness Committee

35. The membership of the Committee for 2017/18 was:
- Sir Andrew Burns (Chairman)
 - John Bennett (Deputy Chairman)
 - Christina Coker
 - Professor Geoff Crossick
 - Gareth Higgins
 - Michael Hoffman

- Vivienne Littlechild
- Lynne Williams

36. Terms of Reference

- The Membership shall include the Chairman and Deputy Chairman of the Board of Governors, the Chairman of the Audit & Risk Management Committee, the Principal of the Guildhall School and two Members of the Board of Governors
- A Chairman shall be appointed from amongst the membership
- The quorum consists of three Members

Although all previous Committee members remain on the Board, the Board is asked to note that Christina Coker completes her second and final 3 year term of office in November 2018.

37. Governors are invited to express their interest in serving on the Governance & Effectiveness Committee.

38. **Recommendations: That you approve the membership of the Governance & Effectiveness Committee for 2018/19.**

Contact:

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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 | July 2017 | <u>Report on Board Membership's skills and diversity to be submitted to the Board.</u> | Town Clerk | For report to Board 2018 | 50% of returns received – new Board members will be invited to submit returns following which a report will be considered at Governance and Effectiveness Committee and then the Board during 2018. |
| 2 | November 2017 | <u>Quorum of the Board</u> | Remembrancer | | Privy Council approval awaited for change to quorum to provide for 7 Common Council Governors and 3 Co-opted Governors to be present. |
| 3 | February 2018 | <u>Finance Staff</u> | Principal | | Update on School's current finance staff levels at May 2018 meeting. |
| 4 | February 2018 | <u>Teaching and Office Space Requirements</u> | Principal | | Update at May 2018 meeting. |

| Item | Date | Action | Officer responsible | To be completed/ progressed to next stage | Progress Update |
|------|---------------|--------------------------------|---------------------|--|---|
| 5 | February 2018 | <u>Student Protection Plan</u> | Principal | | Final plan for submission to Board in May 2018. |

Principal's Public Report Main report

1. Quality of learning and teaching environment

**Academic Assurance:
quality of the learning
experience and employability**

The School continues to have critical success in many areas of teaching and learning both internally and externally within industry contexts. Recent highlights include the work of Production Arts students at Tower Bridge in an immersive sound and light installation and the news that video mapping students have won the competition to mount the last exhibition on the Museum of London's current site. This will be a prestigious event and we are particularly pleased that the students have won this opportunity in competition with industry professionals.

Our recent Undergraduate Open Day welcomed around 800 to experience the Guildhall School learning and teaching environment including talks, workshops, performances and tours of facilities. The target audience was 16 and 17 year old students with parents/carers and many comments complimented the current students and staff for their involvement on the day and obvious commitment to the School.

We have also hosted a number of conferences at Milton Court recently including *The Reflective Conservatoire Conference 2018: Artists as Citizens*, which brought together over 300 leading performers, teachers and researchers from 22 countries across the world to consider how artists, arts organisations and specialist higher education institutions can promote artistic citizenship within contemporary society. Keynote addresses were given by Geoffrey Crossick, Viki Heywood and Helen Marriage.

The National Music Therapy Conference was also hosted by Guildhall School on the occasion of the 50th anniversary of the first Music Therapy course to be offered in the UK at the School. The Principal opened the international conference citing the trailblazing staff at Guildhall who had pioneered the discipline which continues to be an important element of our music programme today.

The Aesop *Arts in Health Conference* was also hosted at Milton Court and opened by the Principal. This was a valuable addition to the School's work, supporting practice where artists and medical practitioners worked together in addressing patient wellbeing with new integrated models of health care. The conference welcomed 400 doctors, healthcare workers, artists and patients and we are currently exploring a future event in partnership with Aesop.

Another recent highlight was the launch of the Leadership Academy and a taster event for its first programme, the *Enriched Leader*. This initiative will harness the school's deep knowledge and expertise in the arts to develop new models of leadership and leadership training for senior decision-makers. Led by Patsy Rodenburgh, the inaugural event featured Cressida Dick and

Catherine McGuinness speaking to an invited audience of corporate, cultural and third sector professionals.

A busy end of year season is envisaged with student productions and presentations, the Gold Medal, the Summer Gala over two evenings and Take to the Stage events to come. Thank you to board members in advance of a very busy summer season. We appreciate your support of our students' work and our development activities. Increasingly, our events are being staged within industry contexts such as the return season of the Philip Venables opera 4.48 Psychosis at the Lyric Hammersmith and the upcoming new opera Mamzer Bastard by Na'ama Zisser, Samantha Newton and Rachel Zisser at the Hackney Empire.

2. Partnerships with Barbican and with the City of London

One of the key objectives of the new strategic plan is the exploration of an enhanced artistic and education partnership with the Barbican Centre to add to the many shared areas of the operational common platform. Vice Principal, Director of Innovation, Helena Gaunt has been working closely with Louise Jeffries and Sean Gregory to spearhead these new developments. Recently the Principal attended the Barbican Board Away Day to present the School's future plans and outline the aspirations of this unique partnership between world leading Conservatoire and Arts Centre.

The Culture Mile distributed model for management and delivery of shared activities has been implemented and a budget to support this work has been agreed by the City of London. In the distributed model, the Guildhall School is leading on partnerships and a part time role will be recruited to support Sian Bird in this area of work. The first Culture Mile event took place during April and featured the video mapping of the Beech Street Tunnel. Despite the weather, this event attracted huge audiences and participants in and around the Barbican and Guildhall School.

The Centre for Music project has now entered an intensive phase of development leading up to the December presentation of the Business Case. The School is a major partner in the proposal for a Centre for Music and has spent considerable time and energy in developing plans for a strong physical and continuous presence within the new proposed Centre. This is envisaged as a Research and Innovation Hub which will allow next generation artists opportunities to explore new ways of making work and engaging with audiences.

3. Under 18's Programme

An Away Day was held for all those staff delivering Under 18 education and training for the School and included Junior Guildhall, London and Regional CYMs, Creative Learning and Short Courses. This was the first time such a meeting had been convened and staff considered a more integrated offer with clear pathways between programmes for students. The draft findings of the Under 18 Review were also presented. We are moving towards a consolidation of the current work

of all CYMs and Junior Guildhall under a Guildhall Young Artist banner and the additional provision of acting and production arts programmes within all.

4. Future Sustainability

We are planning a Graduates' Fair at the end of the 2017/18 academic year, drawing on experience gained from the Employability Week of 2014/15. We intend to open this event up to alumni and external parties to share knowledge and experience with graduates entering the profession. This will also be an opportunity to raise awareness of the School's Alumni offering and secure permissions within GDPR regulations.

**Academic Assurance:
enhancement of the
learning experience**

5. International

Auditions have taken place for our second cohort of Chinese drama students from the Central Academy of Drama, Beijing, who will commence in September 2018. We intend to carry out a review of the efficacy of this new course before the end of the calendar year to inform our decisions going forward. The numbers of applicants from abroad continues to increase. Production Arts in particular have seen a rise in US applicants this year.

6. Awards and Prizes

External

Callie Brennan, Guildhall Artists Masters

- 1st Prize in the Ernest Read Symphony Orchestra (ERSO) concerto
(Prize: Performance of the Walton Violin Concerto with the Orchestra at St John's Waterloo)

**Academic Assurance:
employability**

Tamaki Sugimoto, BMus, student of Evan Rothstein

- Winner of the North London Festival's D'Addario String Prize 2018
(Prize: £500 cash)
- Winner of the Stephen Bell Charitable Trust Award 2018-19

Harriet Burns, Vocal Studies Masters, student of Yvonne Kenny and Susan McCulloch

- Winner of the Oxford Lieder Young Artist Platform
(Prize: As part of the award these Young Artists are each given recitals at the Oxford Lieder Festival, as well as a number of paid song recital engagements around the country.)

Michael Pandya, Piano Accompaniment, Masters, student of Julius Drake & Peter Bithell

- Winner of the Oxford Lieder Young Artist Platform
(Prize: As part of the award these Young Artists are each given recitals at the Oxford Lieder Festival, as well as a number of paid song recital engagements around the country.)
- *Winner of the Accompanist Prize at the Kathleen Ferrier Awards*

Dylan Perez, Artist Diploma, Piano Accompaniment, student of Eugene Asti & Andrew West

- Winner of the Oxford Lieder Young Artist Platform
(Prize: As part of the award these Young Artists are each given recitals at the Oxford Lieder Festival, as well as a number of paid song recital engagements around the country.)

Juniors

Thomas Nielsen

- Winner of the Radio 2 Young Brass Award
(Prize: The prize for the winner of The Young Brass Award will be a trophy, a feature session on Listen to the Band and a broadcast performance with an established group)

Emma Demetriades (Violin)

- Grand Prize Virtuoso Competition (Musikverein, Vienna, Austria), September 2017,
(1st Prize)
- Euterpe International Music Competition (Corato, Italy), October 2017,
(Absolute First Prize)
- Rotary GB “Young Musician”, Northern district semi-final (Leicester), March 2018,
(Winner)
- Rotary GB “Young Musician”, Northern district final (Market Harborough), April 2018,
(Winner of the intermediate instrumental section)
- Anton Rubinstein International Violin Competition, Dusseldorf, April 2018,
(Finalist Diploma)

Sofia Demetriades (Violin)

- Grand Prize Virtuoso Competition (Musikverein, Vienna, Austria), September 2017,
(1st Prize and Most Promising Young Musician Prize)
- Euterpe International Music Competition (Corato, Italy), October 2017,
(Absolute First Prize)
- Rotary GB “Young Musician”: Northern district semi-final (Leicester), March 2018, winner; Northern district final (Market Harborough), winner and “Best Instrumentalist”; Regional Final (Doncaster), April 2018, instrumental winner (advanced to the National Final in Edinburgh in May 2018).
- Anton Rubinstein International Violin Competition, Dusseldorf, April 2018,
2nd prize (John Dodd 1800 bow)

Alumni

New Years Honours List

Cleveland Watkiss (Music): Awarded an MBE for services to music

Julia McKenzie (Acting): Awarded a CBE for services to drama

Anthony Marwood (Music): Awarded an MBE for services to classical music

BBC Audio Drama Awards

- Nikesh Patel – Winner (Best Actor for *Midnight's Children* by Salman Rushdie)
- Paapa Essiedu – Nominated (Best actor, *Wide Open Spaces*)
- Julia McKenzie – Nominated (Best actress, John Finnemore's *Double Acts: Mercy Dash*)
- Kate Phillips – Nominated (Best actress, *Gudrun's Saga*)

Olivier Awards 2018

- Roderick Williams – Nominated ('Outstanding Achievement in Opera' category for his performance in The Royal Opera's *The Return Of Ulysses* at the Roundhouse.)
- Thomas Ades – Nominated (*The Exterminating Angel* nominated for 'Best New Opera Production' category)
- Monica Dolan – Nominated ('Outstanding Achievement in Affiliate Theatre' category for *The B*casts*)
- Shirley Henderson – Winner (Best Actress in a Musical for her role in *Girl from the North Country* at the Old Vic Theatre)

William Thomas (Graduated 2017, Bass Masters Vocal studies, student of John Evans)

- Winner of the Kathleen Ferrier Music Awards
(Prize: £12500)

Helen Kay (Saxophonist, Graduated 2016)

- Winner of the Peter Whittingham Jazz Award
(Prize: £5000)

Jessica Dandy (Contralto, student of Gary Coward and Susan McCulloch, graduated 2016)

- Winner of the Oxford Lieder Young Artists Platform with Dylan Perez
(Prize: As part of the award these Young Artists are each given recitals at the Oxford Lieder Festival, as well as a number of paid song recital engagements around the country.)

Dominic Sedgewick (Baritone, Graduated 2015)

- Chosen as an Askonas Holt Rising Star

Raymond Yiu (Composition, Graduated 2014)

- Nominated for RPS Music Award in the 'Large-Scale Composition' category for *The World Was Once All Miracle*

Alison Balsom (Trumpet, Graduated 2011)

- Awarded Freedom of the City at a Ceremony on 26 April 2018

Contact:

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