



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 12 MAY 2014

Time: 1.45 pm

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

Members:	Deputy John Barker	Professor Barry Ife
	Deputy John Bennett	Jeremy Mayhew
	Sir Andrew Burns	Kathryn McDowell
	Christina Coker	Ann Pembroke
	Neil Constable	Alderman William Russell
	Ieuan Davies	John Scott
	Marianne Fredericks	Jeremy Simons
	Lucy Frew	Angela Starling
	Alderman David Graves	Vacancy (Co-opted Governor)
	Gareth Higgins	Vacancy (Staff Representative)
	Paul Hughes	

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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

Principal's Introduction to the Agenda

There are a number of items on today's agenda that affect the constitution of the governing body itself, including the annual election of the Chairman (item 4), Deputy Chairman (item 5) and appointments to committees (item 6). Re-appointments are also proposed of five of the six non-City governors, together with the appointment of a new non-City governor whose nomination arises from a need identified in the recent skills audit (item 12) for more expertise in institutional development and fundraising (item 20).

The remaining items are of a more routine nature: the School's overall position is good, with the success of the TDAP application a major point of interest. In addition, there are a number of nominations for awards that mark growing public and sector recognition of the School's achievements (item 11). The current financial position is satisfactory (item 24), and the School is pleased to report considerable progress on the establishment of an enterprise arm, which will be the subject of an oral presentation (item 13).

Other matters for consideration and decision include: recommendations from the Nominations Committee for fellowships and honorary fellowships (item 21); headline fees for the 2015/16 academic year (item 23 – these will be subject to confirmation at the September meeting, but are recommended at this stage so that they can be placed on the website to inform prospective applicants); and the annual proposed Access Agreement (item 22) with the Office of Fair Access (OFFA), which is a condition of being able to charge the full £9,000 fee to home and other-EU undergraduate students.

Finally, the Board is asked to approve proposals for the refurbishment of accommodation in the Silk St building.

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, 1 May 2014, appointing the Board and approving its Terms of Reference (circulated separately).

For Information

4. **ELECTION OF CHAIRMAN**

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

For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**

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

For Decision

6. **APPOINTMENT OF SUB COMMITTEES FOR 2014/15**

Report of the Town Clerk.

For Decision
(Pages 1 - 18)

7. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 24 February 2014.

For Decision
(Pages 19 - 24)

8. ***PUBLIC MINUTES OF THE SKILLS WORKING PARTY**

To receive the public minutes of the Skills Working Party meetings held on 14 February 2014 and 14 April 2014.

For Information
(Pages 25 - 34)

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

To receive the public minutes of the Finance & Resources Committee held on 9 April 2014.

For Information
(Pages 35 - 36)

10. ***PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

To receive the public minutes of the Nominations Committee held on 2 May 2014 (To Follow).

For Information

11. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

For Information
(Pages 37 - 44)

12. **SKILLS & EFFECTIVENESS REVIEW 2014**

Report of the Town Clerk.

For Decision
(Pages 45 - 90)

13. **ENTERPRISE - PRESENTATION**

Oral presentation.

For Information

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

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

16. **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

17. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 24 February 2014.

For Decision
(Pages 91 - 94)

18. ***NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To receive the non-public minutes of the Finance & Resources Committee held on 9 April 2014.
For Information
(Pages 95 - 98)
19. ***NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**
To receive the non-public minutes of the Nominations Committee held on 2 May 2014 (To Follow).
For Information
20. **PROPOSALS FOR THE RE-APPOINTMENT OF FIVE NON-CITY GOVERNORS AND THE APPOINTMENT OF A NEW NON-CITY GOVERNOR**
Report of the Principal.
For Decision
(Pages 99 - 102)
21. **RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS, 2014**
Report of the Principal.
For Decision
(Pages 103 - 112)
22. **ACCESS AGREEMENT 2015**
Report of the Principal.
For Information
(Pages 113 - 130)
23. **HEADLINE FEES 2015/16**
Report of the Principal.
For Decision
(Pages 131 - 136)
24. **FINANCE REVIEW**
Report of the Chief Operating & Financial Officer (To Follow).
For Information
25. **REFURBISHMENT AND MODIFICATION OF ACCOMMODATION IN SILK STREET BUILDING**
Report of the Principal.
For Decision
(Pages 137 - 150)

26. **DECISIONS TAKEN UNDER URGENCY PROCEDURES**

Report of the Town Clerk.

For Information
(Pages 151 - 152)

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

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

Governors Only

29. **CONFIDENTIAL MINUTES**

To agree the confidential 'Governors Only' minutes of the meeting held on 24 February 2014 (circulated separately).

For Decision

Agenda Item 6

Committee: Board of Governors of the Guildhall School of Music & Drama	Date: 12 May 2014
Subject: Appointment of Sub Committees for 2014/2015	
Report of: Town Clerk	Public
	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>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 2014/2015. (The Town Clerk having previously sought expressions of interest from Governors).</p> <p><u>Recommendations:</u></p> <ul style="list-style-type: none">(a) That you note the Membership of the Board including the different categories of membership and the Terms of Reference of the Sub Committees (set out in Appendix A).(b) That you consider the membership of the Audit & Risk Management Committee for 2014/15 and appoint it's Chairman.(c) That you consider the membership of the Remuneration Committee for 2014/15.(d) That you consider the membership of the Nominations Committee for 2014/15.(e) That you consider the membership of the Reference Sub Committee for 2014/15.(f) That you consider the membership of the Finance & Resources Committee for 2014/15.(g) That the membership of the Governance & Effectiveness Committee remains unchanged for 2014/15.	

Membership of the Board of Governors

1. Governors are asked to note the Membership of the Board and the different categories of membership.

Common Council Members (11)

John Barker, Deputy
John Bennett, Deputy
Marianne Fredericks
Lucy Frew
David Graves, Alderman
Jeremy Mayhew
Ann Pembroke
William Russell, Alderman
John Scott
Jeremy Simons
Angela Starling

Principal of the Institution

Professor Barry Ife, CBE FKC HonFRAM as Principal of the Guildhall School of Music & Drama

Institution's Academic Staff

Gareth Higgins elected by the Administrative Staff
Vacancy (elected by Academic Staff)

Institution's Student Representative

Ieuan Davies as President of the Students' Union (to July 2014)

Co-opted Governors (6)

Sir Andrew Burns
Christina Coker
Neil Constable
Paul Hughes
Kathryn McDowell
Vacancy

2. The Chairman of the Barbican Centre Board, Chairman of the Culture, Heritage & Libraries Committee (if not elected as a full Governor) and one representative of the Centre for Young Musicians shall be permitted to attend the Board/Sub Committee meetings in a non-voting advisory capacity.
3. 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

4. The membership of the Audit & Risk Management Committee in 2013/14 was:
- Jeremy Simons
Neil Constable
Christina Coker
Angela Starling
Vacancy
5. There are five vacancies on the Audit & Risk Management Committee for 2014/15. Neither the Chairman of the Board of Governors nor members of the Finance & Resources Committee may serve on this Committee. The Board must elect the Chairman of the Audit & Risk Management Committee.
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. **Recommendations: That you consider the membership and elect a Chairman of the Audit & Risk Management Committee for 2014/15.**

Remuneration Committee

9. The membership of the Remuneration Committee in 2013/14 was:
- Chairman of the Board
Deputy Chairman of the Board
The Principal of the Guildhall School

Sir Andrew Burns
Neil Constable
Deputy John Chapman
Pamela Lidiard
Jeremy Simons

10. The Terms of Reference of this Committee state that the membership should include at least three Members and that if necessary should make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities.
11. Membership of this Committee should include the Chairman of the Board, 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 Principal may be a member of the Committee.
12. It should be noted that the School will remain **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).
13. The Remuneration Committee can, however, play a most 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.
14. **Recommendations: That you consider the membership of the Remuneration Committee for 2014/15.**

Nominations Committee

15. The membership of the Nominations Committee for 2013/14 was:

Chairman of the Board
Deputy Chairman of the Board
The Principal of the Guildhall School
Marianne Fredericks– *Court of Common Council Governor*
John Scott – *Court of Common Council Governor*
Jeremy Simons – *Court of Common Council Governor*
Sir Andrew Burns– *Co-opted Governor*
Christina Coker – *Co-opted Governor*
Paul Hughes – *Co-opted Governor*
Pamela Lidiard – *As senior Member of the Academic Staff*
16. This Committee should include 3 Co-opted Governors and 3 Common Council Members together with one senior Member of the Academic Staff.

17. 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.
18. 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.
19. 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.
20. 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.
21. The Nomination Committee meets as and when required.
22. The 15 May 2006 meeting of the Board agreed that a Nominations Committee should be established to make recommendations to the Board regarding the appointment of Non-City Governors.
23. **Recommendations: That you consider the membership of the Nominations Committee for 2014/15.**

Reference Sub Committee

24. 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.
25. The membership of the Reference Sub Committee for 2013/14 was:

Chairman of the Board
Deputy Chairman of the Board
Deputy John Barker
Sir Andrew Burns
Deputy John Chapman
Gareth Higgins

26. There are four vacancies and Governors are invited to express their interest in serving on the Reference Sub Committee.

27. **Recommendations: That you consider the membership of the Reference Sub Committee for 2014/15.**

Finance & Resources Committee

28. The membership of the Finance & Resources Committee for 2013/14 was:

Chairman of the Board
Deputy Chairman of the Board
Sir Andrew Burns
Deputy John Chapman
Marianne Fredericks
Jeremy Mayhew
John Scott

29. Members of the Audit & Risk Management Committee are **not** eligible to serve as Members of the Finance and Resources Committee and vice versa.

30. There are five vacancies and Governors are invited to express their interest in serving on the Finance & Resources Committee.

31. **Recommendations: That you consider the membership of the Finance and Resources Committee for 2014/15.**

Governance & Effectiveness Committee

32. The Governance and Effectiveness Committee was originally set up at the 18 February 2008 Board meeting. The Committee undertakes a Governance & Effectiveness Review every three years, with the recommendations being submitted to the Board. It is proposed that the membership of the Committee remain the same, in principle:

Chairman of the Board
Deputy Chairman of the Board
Chairman of the Audit & Risk Management Committee
The Principal of the Guildhall School for the time being
Sir Andrew Burns
Gareth Higgins

33. **Recommendations: That you agree the membership of the Governance & Effectiveness Committee for 2014/15 as above.**

Dates of Board meetings in 2014 and 2015

34. The Board will meet on the following dates/times for the remainder of 2014 and in 2015.

22 September 2014 at 1:45pm

17 November 2014 at 1:45pm

9 February 2015 at 1:45pm

11 May 2015 at 1:45pm

7 September 2015 at 1:45pm

16 November 2015 at 1:45pm

Appendices

- Appendix A: Terms of Reference of Sub Committees

Contact:

Rakesh Hira, Committee & Member Services Officer

Town Clerk's Department

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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 Finance Director and the Director of Business Support of the Guildhall School, and the Chief Internal Auditor and such other representatives of the Chamberlain's department of the City of London Corporation as appropriate, shall normally attend or be represented at meetings. A representative of the City of London Corporation's external auditors may 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 Chief Internal Auditor 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.

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
- The Principal of the Guildhall School of Music & Drama (except when the Committee discusses his or her remuneration)
- May include up to three other lay/independent members (who are not necessarily members of the governing body)

Quorum

- At least three Governors

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 look at pay equality, gender, ethnicity and other appropriate balances 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 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.

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

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

Membership

4. 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
5. A Chairman shall be appointed from amongst the membership
6. The quorum consists of three Members

Attendance at meetings

7. A representative of the Town Clerk shall attend meetings

Frequency of meetings

8. Full reviews shall be held every three years
9. When a full review is being undertaken, the committee shall determine the frequency of its meetings
10. 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

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

Duties

12. The duties of the Committee shall be:
 - a) 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;
 - b) To report and make recommendations to the Board
 - c) To consider the success of the Board of Governors in meeting long term strategic objectives and Key Performance Indicators
 - d) To facilitate the benchmarking of the performance of the Guildhall School against other comparable Higher Education Institutions
 - e) To monitor progress of the implementation of the recommendations of efficiency reviews

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 24 February 2014

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, 24 February 2014 at 1.45pm

Present

Members:

Alderman David Graves (Chairman)	Professor Barry Ife
Deputy John Bennett (Deputy Chairman)	Pamela Lidiard
Deputy John Barker	Jeremy Mayhew
Deputy John Chapman	Kathryn McDowell
Christina Coker	Ann Pembroke
Neil Constable	John Scott
Ieuan Davies	Jeremy Simons
Daniel Evans	Angela Starling
Marianne Fredericks	

Officers:

Sean Cable	- Town Clerk's Department
Sandeep Dwesar	- Guildhall School of Music and Drama
Clive Russell	- Guildhall School of Music and Drama
Sean Gregory	- Guildhall School of Music and Drama
Michael Dick	- Guildhall School of Music and Drama
Steve Eddy	- Guildhall School of Music and Drama
Jo Hutchinson	- Guildhall School of Music and Drama

1. APOLOGIES

Apologies were received from Sir Andrew Burns, Gareth Higgins, Paul Hughes and the Rt Hon the Lord Mayor Alderman Fiona Woolf.

The Chairman thanked Daniel Evans, as this was his last meeting as a Governor of the School, and expressed the hope that the School would continue to benefit from his engagement with the School.

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

Nicy Roberts declared her personal interest as a member of the CYM Monitoring Group, editor of the CYM newsletter UPBEAT, and organiser of the LSSO Alumni Database (this was a standing declaration).

3. PUBLIC MINUTES

The public minutes of the meeting held on 18 November 2013 were approved as a correct record.

4. ***PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
The public minutes of the Audit & Risk Management Committee held on 20 January 2014 were received.
5. ***PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
The public minutes of the Finance & Resources Committee held on 24 January 2014 were received.
6. ***MINUTES OF THE SKILLS WORKING PARTY**
The minutes of the Skills Working Party meeting on 14 February 2014 would be submitted to the next Board meeting.

The Deputy Chairman informed the Board that both the Chairman and the Deputy Chairman of the Board were on the Skills Working Party.

7. ***RESOLUTION FROM THE POLICY & RESOURCES COMMITTEE**
The Board received a resolution from the Policy & Resources Committee relating to the Cultural Hub Working Party.
8. **CORPORATE GOVERNANCE - SCHEME OF DELEGATIONS AND STANDING ORDERS**
The Board received a report of the Town Clerk regarding a review of the City Corporation's review of the Scheme of Delegations which requested all service Committees/Boards to consider those elements for which they had responsibility.

The Board noted that the delegations to the Principal had not changed and were simply declaratory of the existing position and involved no material change.

RESOLVED, that –

- I. the delegation relating to the Principal of the Guildhall School of Music & Drama as set out in the appendix to the report be approved.
 - II. the proposed amendment to Standing Orders relating to the declaration of operation property assets which are surplus to requirements be noted.
9. **DECISIONS TAKEN UNDER URGENCY PROCEDURES**
The Board received a report from the Town Clerk reporting decisions taken under Urgency Procedures since the last meeting.

The Board noted that the Town Clerk had, in consultation with the Chairman and Deputy Chairman, approved the establishment of the Skills Working Party together with the proposed membership. This decision had been taken under Urgency in order to enable the Working Party to meet and to report its findings at the next meeting of the Board in May.

RESOLVED, that – the report be noted.

10. **PRINCIPAL'S GENERAL REPORT**

A report of the Principal updated Governors on a number of general issues which included:

- Awards & Prizes
- Milton Court
- Taught Degree-Awarding Powers (TDAP)
- 2013 Admissions
- 2014 Admissions
- Brand Review, Visual Identity and Fundraising Case for Support
- Programme Developments
- Regional and International Developments
- Enterprise

Milton Court

With regard to Milton Court, the number of outstanding snags had reduced to just 290 of the 6,098 that had been identified.

A serious flaw remains with the building due to the build-up of excessive heat in the fly tower of the theatre largely due to the theatre stage lighting.

Excessive heat could have a destabilising impact on the control systems for the automated flying system causing the flying system to power down. A Member asked whether there were good grounds to recover the potential financial losses to the School as a result of the problem with the fly tower heat build-up. Officers explained that the installations comply with the design specification but it also appeared that the design complied with the design brief, so there seemed to be no clear contractual recourse. The contractor and professional team were co-operating closely in seeking a solution, not least because there would be reputational issues if they were left unresolved.

2013 Admissions

Admissions were said to be going well and in response to a question, around confidence that the School was attracting the best students (despite high acceptance rates), the Principal explained that all Heads of Institution sought the very best students. The Board was asked to note that the School was operating in a very competitive domestic and international market. It was apparent that applicants were attracted to studying in London owing to its reputation. A mix of affordability (for domestic students) and tighter immigration controls (for international students) all represented a challenge to the School when attracting top class students. This meant that, ultimately, all UK universities were competing to attract a smaller pool of talented individuals.

RESOLVED, that – the report be noted.

11. **ANNUAL REVIEW OF CARBON REDUCTION STRATEGY**

The Board received a report of the Director of Operations and Buildings (Barbican/GSMD) regarding the Guildhall School Carbon Reduction Strategy.

The Board noted that the Guildhall School's original Carbon Reduction Strategy was first approved and published in February 2011 and had since been revised on an annual basis. The report and the associated update of the Carbon Reduction Strategy 2011-2020 was the third revision. It included:

- an update on progress achieved so far, showing that scope 1 and 2 direct greenhouse gas emissions were reduced to 31.56% below the 2005 baseline in 2011/12, thus achieving the first interim milestone of a 31% reduction. In the 2012/13 period this reduction had reduced to 28% of baseline, this could be attributed to the colder winter conditions in the period. A degree day comparison with the 2005 baseline year showed a 31% increase in degree days for 2013.
- the results of the 2013 staff travel survey showed an overall increase in carbon when compared to previous surveys. However when the increase in staff numbers was accounted for there was a decrease in carbon impact.
- a continuation of the reduction target of 8% by 2020 for indirect greenhouse gas emissions arising from transport, and of 30% for those arising from water and waste.

The Board noted that the Higher Education Funding Council for England required that all Higher Education Carbon Reduction Strategies and their revisions should be approved by the Higher Education institution's governing body.

RESOLVED, that – the revised Carbon Reduction Strategy be approved.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

14. 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
15	3
16	3
17	3
18	
19	3
20	3

21	
22	3
23	3

15. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 18 November 2013 were approved as a correct record.

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

The non-public minutes of the Audit & Risk Management Committee held on 20 January 2014 were received.

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

The non-public minutes of the Finance & Resources Committee held on 24 January 2014 were received.

18. **VISUAL IDENTITY - PROGRESS REPORT**

The Board received a presentation from Pentagram.

19. **MONITORING RETURN FOR THE 2012/13 ACCESS AGREEMENT AND INTERIM WIDENING PARTICIPATION STRATEGIC STATEMENT (IWPSS)**

The Board received a report of the Principal.

20. **GUILDHALL SCHOOL SCHOLARSHIPS FUND 2013/14**

The Board received a report from the Principal regarding the Guildhall Scholarship Fund 2013/14.

21. **BUDGET UPDATE 2014/15**

The Board received a report of the Chief Operating & Financial Officer.

22. **FINANCE REVIEW**

The Board received a report of the Chief Operating & Financial Officer.

23. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Board received a report from the Town Clerk reporting decisions taken under Urgency Procedures since the last meeting.

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

There were no questions.

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

There was no urgent business.

26. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 18 November 2013 were considered and agreed.

The meeting ended at 4.20pm

Chairman

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SKILLS WORKING PARTY OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Friday, 14 February 2014

Minutes of the meeting of the Skills Working Party of the Board of Governors of the Guildhall School of Music and Drama held at the Guildhall EC2 at 2.30pm

Present

Members:

Alderman David Graves (Chairman)
Sir Andrew Burns
Christina Coker

Helena Gaunt
Professor Barry Ife
Peter Lisley

Officers:

Rakesh Hira

- Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy John Bennett.

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

There were no declarations.

3. SKILLS AND EFFECTIVENESS REVIEW 2014

A report of the Town Clerk was considered. The report sought approval to undertake a skills and effectiveness review of governance and performance arrangements of the Board of Governors of the Guildhall School of Music & Drama. The Skills Working Party would oversee the process, note the findings and report any subsequent recommendations to the Board.

The Town Clerk reported that the proposed skills and effectiveness review looked at various aspects around the work of the Board and the management of meetings, taking into consideration best practice and guidance from the Higher Education Funding Council for England (HEFCE) and the Leadership Foundation.

A discussion took place and reference was made to the following points:-

- The proposed survey had been further enhanced since the previous skills and effectiveness review which had taken place in 2008, and had recently been adopted by the Barbican Centre Board.
- The Principal would further explore the implications of the School potentially being awarded Taught Degree Awarding Powers and the impact this may

have on the rigour required of the Board in relation to the HEI experience available within the Board.

- The composition of the Board included music, drama, under 18 provision and higher education representatives. It was noted that a representative with a fundraising background would prove to be extremely beneficial and was an area which required higher priority.
- The Principal highlighted that some Governors appointed by the Court of Common Council had served on other educational governing bodies and had experience and expertise to serve on the Board.
- It was noted that the specific skills required by potential Governors to serve on the Board could be made clearer and that they had relevant experience and expertise when expressions of interest were sought from the Court of Common Council.
- The Principal would undertake a piece of work to look at what the composition of an 'ideal' Board should look like taking into account the various skill sets required.
- It was noted that work would take place by the School to look at a separate website for Governors to access the Strategic Plan, induction/training material and other useful information.
- The Principal would explore whether an appraisal system for Governors would be an area which should be pursued and whether other institutions carried out this activity.

The following amendments to the survey were suggested:-

- Number 10 had been repeated twice and should therefore be amended.
- A rating system for responding to questions would be used for questions rather than closed 'yes/no' questions.
- A question relating to whether a Governor of the Board was a member of a Sub Committee, Governors would be asked to confirm membership of any Sub Committees and if there are none, to ask why that was the case.
- A question relating to whether Governor's used the School's website, whether they found it useful or if it could be improved would be included.
- The skills section would be amended to include 'Research' and 'Safeguarding'. 'Student Matters' would be amended to 'Student Wellbeing'.

RESOLVED – That Governors:

- Approve the undertaking of a skills and effectiveness review of the Guildhall School's governance and performance arrangements;
- Agree that the skills survey be circulated to Governors subject to the above comments/amendments;
- Request that the Principal undertake a piece of work to look at what the composition of an 'ideal' Board should look like, taking into account the various skill sets required; and
- Note that the Working Party meet in April 2014 to examine and evaluate the results of the review and make any recommendations to the Board.

4. QUESTIONS ON THE MATTERS RELATING TO THE WORK OF THE WORKING PARTY

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

The meeting closed at 3.50pm

Chairman

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**SKILLS WORKING PARTY OF THE BOARD OF GOVERNORS OF THE
GUILDHALL SCHOOL OF MUSIC AND DRAMA**

Monday, 14 April 2014

Minutes of the meeting of the Skills Working Party of the Board of Governors of the Guildhall School of Music and Drama held at the Guildhall EC2 at 1.45pm

Present

Members:

Alderman David Graves (Chairman)
Deputy John Bennett (Deputy Chairman)
Sir Andrew Burns
Christina Coker

Professor Helena Gaunt
Professor Barry Ife
Peter Lisley

Officers:

Rakesh Hira

- Town Clerk's Department

1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. MINUTES

The minutes of the Skills Working Party meeting held on 14 February 2014 were agreed as a correct record.

Matters Arising

Online Governor Portal

The Principal reported that the implications and practicalities of creating an online portal for Governors was being considered alongside the reconfiguring of the website, which will follow the conclusion of the visual identity exercise.

Role of the Board

A Member initiated a discussion on the role/function of the Board. It was noted that the Higher Education Funding Council for England (HEFCE) expected the Board to carry out its role in the same manner that any other Higher Education Institution would. In addition, the Board considers and is asked to approve key documents such as the Strategic Plan, the budget and in overseeing areas such as the Application for Taught Degree Awarding Powers and oversight of the Milton Court project. It was expected by HEFCE that the Board should act

as if it was autonomous and this was considered to be the appropriate mindset for Governors to adopt.

4. SKILLS AND EFFECTIVENESS REVIEW 2014

A report of the Town Clerk set out the results of the skills and effectiveness survey which was recently undertaken by the Board of Governors. The results demonstrated that overall Governors were satisfied with the administration of the Board and that the role of the Board was understood. The results also show that some Governors consider reports to the Board to contain relevant information but could be more concise in nature, the length of Board meetings could be shorter and that a separate Governor's portal could be made available online to provide Governors with access to relevant material i.e. the Strategic Plan and other key documents.

The results of the skills audit demonstrated that the Board was strong in areas of governance, strategic management and business planning and that Governors had an interest and knowledge of the arts. The survey identified a lack of skills among Governors with regard to fundraising and investments.

The review also highlighted that Governors have specific and relevant skills and knowledge for their role, such as Governors who sat on other educational governing bodies and some with qualifications in Education, Music, Stage Management and Theatre, which all served to strengthen the governance of the School.

A summary of actions on improving the governance of the Board and to inform the process for appointing future Governors was considered and agreed.

The Chairman indicated that while it might not be possible to implement all of the comments/suggestions arising from the survey of Governors, they should all be responded to so it is clear to the Board which suggestions are to be implemented and which may require further discussion/full Board approval.

A discussion took place with particular reference being made to the following points:

Research

It was agreed that an understanding of the School's mission and primary objectives particularly relating to 'research' would be better addressed and explained to Governors through a presentation at a future Board meeting.

Staff Views

It was noted that whilst the Board includes two staff representatives and one student representative, consideration would be given to carrying out a survey of staff opinions, it was suggested that this possibility could be canvased first with the staff Governors for their input.

Induction Process

The induction process for new Governors would be enhanced. New Governors would be invited to tour the School's premises and to meet the Chairman of the Board, the Principal and other members of the Senior Management Team through 1-1 meetings. In addition, guidance would be given regarding the essential reading within the bulky induction pack provided to new Governors and there would be an induction session for new Governors.

Higher Education Funding Council for England (HEFCE)

A note explaining the purpose of HEFCE and offering Governors further information on the expectations HEFCE had of the Board would be prepared and circulated.

Board meetings

In order to promote achieving the desirable position whereby Board meetings would not overrun beyond two hours, further thought will be given to the structure of the agenda and the balance between public and non-public items on the agenda. The Board would be invited to consider whether it would prefer to meet more frequently than quarterly, appreciating that there may be arguments both for and against.

Late Tabled Reports

It was explained that whilst every effort was made to avoid the late circulation of reports (and above all laying a report for decision upon the table at the start of a meeting), it was the 'least worst' option depending upon the circumstances. A Chairman can refuse to accept a late item onto the agenda.

Interaction with the School outside of meetings

Governors would be encouraged to attend more events/functions outside of meetings. It was appreciated that some Governors were regular attenders at performances by the students, but suspected that some have difficulty attending and that this might restrict their ability to understand the quality of the students' performances.

Governor Development Programme and Skills Audit

An internal training programme, led by staff within the School, would be prepared for new and current Governors. The training could be delivered at future Board meetings. Initial areas suggested for coverage included the development/funding office and how the research and quality systems functions operated.

International Strategy

It was noted that the School was progressing its international strategy.

RESOLVED – That:-

- (a) an abridged version of the skills and effectiveness review report be submitted to the Board.
- (b) the summary of actions, listed below, be progressed and taken forward accordingly:-

SKILLS AUDIT

- 1. The skills gaps identified from the skills audit of the Board be conveyed to the Nominations Committee in order to inform the appointment process with particular regard to areas such as fundraising, investments and public relations (**Action:** Town Clerk's Office).

INDUCTION PROCESS

- 2. The induction process include a training session to explain the role of the Board, its responsibilities and internal City Corporation governance procedures (**Action:** Principal/Town Clerks Office).
- 3. The induction process be enhanced for new Governors through 1-1 meetings with the School's management team and the Chairman of the Board when newly appointed to the Board (**Action:** Principal/Chairman/ Town Clerks Office).

ON-GOING GOVERNOR SUPPORT & DEVELOPMENT

- 4. An understanding of the School's mission and primary objectives relating to 'research' would be better addressed and explained to Governors (**Action:** Principal).
- 5. A secure area of the School's website be explored to include a portal for Governors which would contain relevant material to carry out their role i.e. strategic plans, induction material (**Action:** Principal)
- 6. An internal training programme, led by the School, would be put together for new and current Governors to provide on-going support for Governors (**Action:** Principal).
- 7. Governors would be offered training sessions in the form of presentations, at Board meetings, on development/funding and quality systems, along with others in the future (**Action:** Principal).
- 8. Governors will be emailed inviting them to suggest agenda items prior to Board meetings (**Action:** Town Clerks Office).

9. A briefing note on the School's staffing strategy would be circulated to Governors (**Action:** Principal).
10. A document outlining appointment timescales of Governors would be circulated to the Board (**Action:** Town Clerks Office).
11. Governors would be encouraged to attend more events/functions outside of meetings (**Action:** Principal/Chairman).

ROLE AND ADMINISTRATION OF THE BOARD

12. A note detailing the purpose of HEFCE and offering Governors further information on what the expectations HEFCE had of the Board would be circulated (**Action:** Principal).
13. The way the agenda was formulated and the timing of Board meetings would be given further thought to look at ways to avoid meetings continuing beyond two hours (**Action:** Principal/Town Clerk's Office/Chairman).
14. The Board would be asked if an additional Board meeting, per annum, would be desirable (**Action:** Chairman/All).
15. Staff views would be sought possibly through a staff survey or the staff representatives on the Board seeking views of staff at the School (**Action:** Principal).

CHAIRMAN

16. The Chairman to consider whether an annual "Away Day" take place, with the involvement of external practitioners, to understand and examine the School's strategy or other topical issues in greater detail (**Action:** Chairman/All).
17. The Chairman considers whether an annual Governor Appraisal process should be offered (**Action:** Chairman/Principal).

OFFICER FEEDBACK

18. Notify report authors of comments made by Governors requesting more concise and succinct reports and offer the option of attending in house report writing training sessions (**Action:** Town Clerks Office).

5. **QUESTIONS ON THE MATTERS RELATING TO THE WORK OF THE WORKING PARTY**
There were no questions.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting closed at 3.34pm

Chairman

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

Wednesday, 9 April 2014

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 Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 9 April 2014 at 1.45pm

Present

Members:

Alderman David Graves (Chairman)	Marianne Fredericks
Deputy John Bennett (Deputy Chairman)	Jeremy Mayhew
Deputy John Chapman	

Officers:

Sean Cable	- Town Clerk's Department
Alexandra Bentley	- City Surveyor's Department
Professor Barry Ife	- Principal, Guildhall School of Music and Drama
Sandeep Dwesar	- Guildhall School of Music and Drama
Niki Cornwell	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Sir Andrew Burns and John Scott.

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 24 January 2014 were 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 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 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
8	3
9	3

7. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 24 January 2014 were approved as a correct record.

8. **BUDGET MANUAL**

The Committee considered a report from the Chief Operating & Financial Officer.

9. **FINANCE REVIEW**

The Committee considered a report of the Chief Operating & Financial Officer.

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

There were no questions.

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 urgent items.

The meeting ended at 3.00pm

Chairman

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Committee:	Date:
Board of Governors of the Guildhall School of Music & Drama	12 May 2014
Subject: Principal's General Report	
Report of: Principal	Public
	For Information/Consideration
<p style="text-align: center;"><u>Summary</u></p> <p>This report updates the Board on a number of current issues:</p> <ul style="list-style-type: none"> • Awards and Prizes • Milton Court • Taught Degree-Awarding Powers (TDAP) • Student recruitment • Brand Review • Fundraising • Guildhall Young Artists • Service Based Review <p>Recommendation: that the Board receives the report and notes its contents.</p>	

Main report

1 Awards and Prizes

Chloe Schaaf (Guildhall Artists Masters, student of Sue McCulloch)

- Accepted onto the prestigious Opera Programme at Amsterdam

Alison Rose (Guildhall Artist Masters, student of Gary Coward)

- Awarded Miriam Licette Scholarship

Bethan Langford (Mezzo-Soprano, Guildhall Artists Masters, student of Kate Paterson) & Ben San-Lau (Piano Accompaniment, Guildhall Artists Masters, student of Eugene Asti & Caroline Palmer)

- Winners of the Musicians' Company Concert Award supported by Concordia Foundation

Gerard Schneider (Opera Course Year 2, student of Yvonne Kenny)

- Accepted onto the Young Artist Programme at the Salzburger Festspiele

Phoebe Haines (Guildhall Artists Masters, student of John Evans)

- Accepted onto the Britten-Pears Young Artist Programme

Patrycja Mynarska (BMus Year 1, student of Krzysztof Smietana)

- 2nd Prize in the American Protégé International Strings and Piano Competition

Matilda Lloyd (Junior Guildhall)

- Winner of the BBC Radio 2 Young Brass Award

Peter Gane and Guildhall Trombone Ensemble

- Winners of the British Trombone Society Ensemble Competition

Marta Fontanals-Simmons (Opera Course Year 2, student of Marilyn Rees)

- Finalist in the Kathleen Ferrier Competition

Alumni and Staff

Alumni

Olivier Awards

Tim Lutkin (alumnus) & Finn Ross (Technical Theatre Artist-in-Residence) won the White Light award for Best Lighting for *Chimerica* at the Almeida Theatre & Harold Pinter Theatre

Fellow Alumni nominated for Oliviers included:

Hayley Atwell: Best Actress for *The Pride* at the Trafalgar Studios

Andy Nyman (co-written and directed): Best Entertainment and Family for *Derren Brown: Infamous* at the Palace Theatre

Simon Baker: Best Sound Design for *The Light Princess* at the National Theatre, Lyttelton

BAFTA TV Award Nominations

Dominic West: Best Actor for *Burton and Taylor*

Sarah Lancashire: Best Supporting Actress for *Last Tango in Halifax*

Shirley Henderson: Best Supporting Actress for *Southcliffe*

Staff

Simon Fischer has been awarded ESTA's 'In Celebration of a lifetime contribution to string teaching' award.

Institutional awards

The School has been shortlisted in the category ‘Outstanding Leadership and Management Team’ by the *Times Higher*’s Leadership and Management Awards 2014. The winner will be announced on Tuesday 17 June.

The School has also been nominated for a *Times Higher* Award in the category Excellence and Innovation in the Arts.

The School has been nominated for the CASE Circle of Excellence Awards in the following categories:

- Special Issues – the Autumn/Winter 2014 magazine for its Milton Court coverage
- Special Events, Single Day – the opening of Milton Court

Milton Court has been shortlisted in the RIBA awards 2014. The winners will be announced on Tuesday 6 May.

The School and Stage Electrics are finalists in two categories of the InstallAwards, a leading award scheme in the stage technology industry. The winners will be announced on Thursday 12 June.

2 Milton Court

As at 28 April 2014, 150 snags remained of the 6,098 that were formally identified at Practical Completion. In order to close out the remainder, Sir Robert McAlpine (SRM) and selected sub-contractors continue to remain in the building, with most work taking place at night so that the School has unimpeded access during the day. With one or two exceptions, the outstanding snags now fall into just a few significant categories. For example, more than 50 of the remaining snags relate to the specialist acoustic ceilings in many of the foyer and front-of-house areas. These ceilings have worked exceptionally well in terms of acoustic isolation, but in many instances the aesthetic finish is less than perfect, and the material is extremely difficult to work with after it has been applied. Once a solution has been agreed and implemented for this one category of problem, more than a third of the remaining snags will have been resolved.

Formal monitoring of snags and defects continues to take place on a fortnightly basis at a meeting attended by the School, Heron, SRM, relevant sub-contractors, the quantity surveyor and contract administrator, the architects and other relevant members of the design team as appropriate.

In terms of the two most serious defects that are still outstanding, a new solution to resolve the issue of excessive heat in the Theatre fly tower has been implemented. Further investigation needs to be carried out of some of the new heat sensors that have been installed, as they may not be working correctly. However early indications suggest that the mean temperature in the fly tower has reduced. It has also been identified that some (but not all) of the most heat-sensitive elements of the automation control systems can be re-located to an adjacent ‘amps’ room, a move that will significantly reduce the risk of the automation system failing. Once it is confirmed that the sensors are working properly, that the relocation work is complete and that there is a level of comfort that the temperature levels are reducing as expected, a further heat stress test will be carried out to assess the effectiveness of the combined solutions.

Regarding the rain water ingress into the basement plant areas, which are thought to be caused largely by leaking pavement lights, it has now been suggested by Barbican Estates that some of the pavement lights are needed to provide emergency smoke ventilation to the car park underneath Speed House. This mitigates against the easiest solution, which would have been to remove them entirely and pave over. The Highways Section of the Department of the Built Environment is currently examining the available options before deciding how to proceed. The Chamberlain has agreed that this is a City cost and has suggested that it should be added to the City’s Milton Court project costs.

3 Taught Degree-Awarding Powers (TDAP)

The School’s application for taught degree-awarding powers was finally approved and the order signed on 3 April 2014. This completes a scrutiny process that has lasted some eighteen months. A consultation meeting with students will be held on Wednesday 7 May to inform them of the implications for their own degree awards. No change is possible for students graduating in 2014, but it is intended that the School will award its own degrees for the first time in 2015.

A great many individuals have assisted in the process – staff, students and other stakeholders – and a small celebration will be held on Tuesday 20 May. The School is particularly indebted to the support of the Board of Governors throughout the scrutiny process.

4 Student Recruitment

Student recruitment for entry in September 2014 is progressing well. At the time of writing, the second ‘reality check’ showed that offers and acceptances in music were slightly above target at both undergraduate and postgraduate levels with a number of

applications still to be determined. A record number of applications are being processed for drama.

5 Brand Review

Following reviews of the School's brand values and visual identity, the School is in the final stages of agreeing new design principles with Pentagram. An implementation programme has been drawn up, starting with the new *Guide for Prospective Students* to be published in the early summer. Some illustrative artwork for the new visual identity will be available at the Board meeting.

6 Fundraising

The Head of development circulated his latest monthly report on 15 April 2014. The headline points were as follows:

- Fundraising for the **Campaign for Milton Court** continues and £10,757,289 of the original fundraising target of £13.5million has been secured so far. This leaves £2,742,711 to be raised.
- The number of livery companies who have pledged or made donations in support of the **City Livery Companies Bar** at Milton Court stands at 66 companies.
- 280 seats have been taken through the **Take Your Seat** appeal and the amount raised in cash and pledges now stands at £326,739 including Gift Aid.
- The School has received over £2,500,000 in philanthropic cash income since the beginning of the current academic year (1 August 2013). This amount includes donations towards the Scholarships Fund for 2013/14, the establishment of endowments within the Guildhall School Trust, and the Campaign for Milton Court as well as Gift Aid on these donations.

7 Guildhall Young Artists

Regional Centres in Norfolk and Somerset have both now opened and are running successfully. Norfolk (NCYM) opened in September 2013 with c. 60 students and the current roll is approaching 100. The county Intermediate Orchestra (the training band for Norfolk County Youth Orchestra) will move from sessional provision to weekly Saturdays at NCYM from September. This will raise standards and increase ensemble diversity in the Centre as well as increasing numbers further.

Individual lessons have started and continue to grow by demand and ensembles have been established in strings, woodwind, guitar, percussion. There is also an improvisation group (jazz), musicianship training, samba band, all ability singing and auditioned chamber choir.

Visits to City of Norwich School and NCYM have been made by a brass quartet, postgraduate wind duo, and piano trio. These have been extremely well received and it is clear that our students are excellent ambassadors for music and for Guildhall. A composer in residence will be piloted during the summer term.

Esmée Fairbairn provided a £15k bursary as pump priming in March 2014, and the centre is now generating a small surplus.

Hestercombe CYM finally opened on March 1st 2014 with a roll of 30 students that has now increased to 50. 60+ are expected to enrol in September. Operational issues and accommodation have been largely resolved including necessary adaptations to comply with health and safety and safeguarding.

Ensembles have been established in strings, woodwind, brass, guitar – singing, aural perception and history/composition classes. Individual lessons started with just piano, but the range is growing in response to demand.

Budgeted rent has been reduced by agreement with the landlord while the centre becomes established and the lease is under review by the CoLC legal team. The centre is currently running at a controlled deficit which will move into surplus as student numbers grow.

Approaches have been received from a number of other potential centres, and these will be pursued as appropriate. HMG is proposing that all funding for music education should lie with the newly-established HUBS (currently in the third and final year of funding). This is a considerable worry to music educators if support for music services is withdrawn by local authorities. However, it could represent an opportunity for the School to work more closely with providers in other parts of the country.

8 Service Based Review

The City of London Corporation has announced a review of all services with the intention of identifying up to £20m of savings from which up to £13m could be implemented. The process and timescale have been announced on the City Corporation's website:

<http://colnet/Pages/News/Service-Based-Review-March-2014-Update.aspx>

The Principal was invited to a preliminary meeting with the 'Star Chamber' on Monday 31 March and will take part in a further challenge meeting on Wednesday 21 May.

Contact:

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Committee:	Date:
Nominations Committee of the Board of Governors of the Guildhall School of Music and Drama (For Information)	2 May 2014
Board of Governors of the Guildhall School of Music and Drama (For Decision)	12 May 2014
Subject: Skills and Effectiveness Review 2014	Public
Report of: Town Clerk	For Decision

Summary

The Skills Working Party has recently undertaken a skills and effectiveness review. This review asked all Governors of the Board to comment on various aspects around the work of the Board and the management of meetings with regard to best practice and guidance from the Higher Education Funding Council for England (HEFCE) and the Leadership Foundation. It explored Governors' understanding of the Board's role, the input into and quality of meetings, the governance and clerking support received by the Board, and Governors views on communication from the School. It went on to assess personal skills and attributes including specialist and technical areas relating to the School.

The non-attributable results of the effectiveness survey are set out at **Appendix A**. The results demonstrate that overall Governors are satisfied with the administration of the Board and that the role of the Board is understood. The results also show that Governors feel reports to the Board contain relevant information but could be more concise in nature, the length of Board meetings could be shorter and that a separate Governor's online portal could be made available to provide Governors with access to relevant material i.e. the Strategic Plan and other key documents.

The results of the skills audit set out at **Appendix B** demonstrate that the Board is strong in areas of governance, strategic management and business planning and that Governors have an interest and knowledge of the arts. There is, however, a lack of identified skills with regard to fundraising and investments.

The review also highlights that the Board is comprised of a number of Governors who have specific and relevant skills and knowledge to carry out their role, such as Governors who sit on other educational governing bodies and some with qualifications in Education, Music, Stage Management and Theatre, which all serve to strengthen the governance of the School.

The Skills Working Party evaluated the results of the review and a number of actions were agreed for recommendation to this Board. **Appendix C** sets out a summary of those actions relating to the skills gaps, training sessions and areas of particular note to improve the governance of the Board and to inform the process for

appointing future Governors.

Recommendation

Governors are asked to note the contents of this report and the Board are requested to agree the summary of actions set out at Appendix C.

Appendices

- Appendix A - Board of Governors of the Guildhall School of Music and Drama - Skills and Effectiveness Review 2014 - Results and Analysis
- Appendix B – Skills Audit Section
- Appendix C – Summary of Actions

Background Papers

Skills and Effectiveness Review 2014 – Skills Working Party 14 April 2014

Rakesh Hira

Committee and Member Services Officer

Town Clerk's Department

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Board of Governors of the Guildhall School of Music and Drama

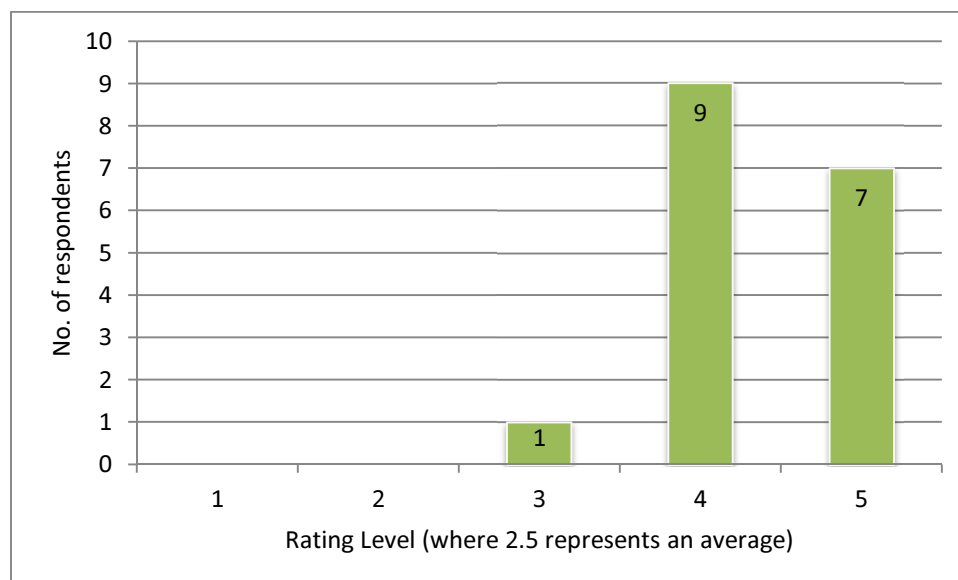
Skills and Effectiveness Review 2014 – Results and Analysis

Ratings of 1-5 were provided for the following questions where 1 represented a very low understanding/clarity rating, and 5 was a high understanding/clarity rating (2.5 represents an average).

(17 out of 20 Governors responded to the Survey with some questions not completed with a rating level)

THE SCHOOL

1. a) How would you rate your understanding of the School's mission and primary objectives relating to learning, teaching and research?



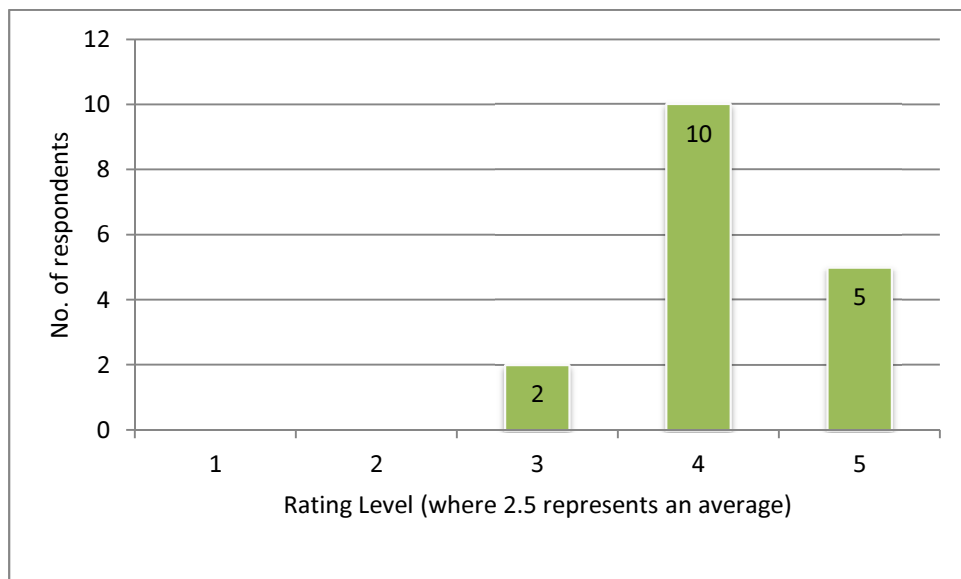
Brief analysis of results:

Governors have a very high level of understanding of the School's mission and primary objectives relating to learning, teaching and research. Some Governors would however welcome further knowledge and understanding relating to 'research' and being better informed when initially becoming a Governor of the School's mission and primary objectives.

Governor comments:

- Research is my principal area of lack of knowledge.
- I believe my understanding of the GSMD mission and primary objective to the students who attend the school is average. I feel that I would benefit (and by default so would the GSMD) if I was given more of an insight to the schools approach to research and what benefits are derived from it with particular regard to the aid that music gives to mental illness sufferers and its results.
- Least clear about the role of research or of its importance to the School in terms of numbers, finances or outcomes.
- I would rate "5" re my understanding of the School's mission and primary objectives relating to learning and teaching. My reason for rating "4": I would welcome opportunity for a little more discussion about primary objectives, priorities, and applications of research, with regard to progressing Strategic Plan.
- I think I have a good understanding of the school's mission to be (one of) the world's leading conservatories and drama schools and the strategic ambitions and current 2010-2015 business plan set down to achieve and sustain this ambition alongside a strong educational offer. I naturally focus on the ambitions, successes and outcomes of the Drama and SMTT courses to ensure they reflect well with the industry's needs and working practices, as well as ensuring they fully support the professional development of students within the academic framework. My area of weakness is probably being fully conversant with the School's Research programme.
- Greater access to the general public and media publicity reporting the School's successes, past and present, naming names. A larger drama department to be comparable with music.
- I would suggest that all newly appointed Governors are giving a tour of the school and an induction session with the Heads of Departments and the Principal, along with information of our outreach projects and Partners. The better informed Governors are from the start of their appointment the more effective that can be. Whilst the introduction pack was very helpful, I feel it would have been more beneficial used alongside an induction meeting.
- Funding.

1. b) How would you rate your understanding of the School's Strategic Plan which sets out the academic aims and objectives of the School and identifies the financial, physical and staffing strategies?



Brief analysis of results:

There is an above average understanding of the Strategic Plan but greater clarity would be beneficial especially with regard to staffing strategies.

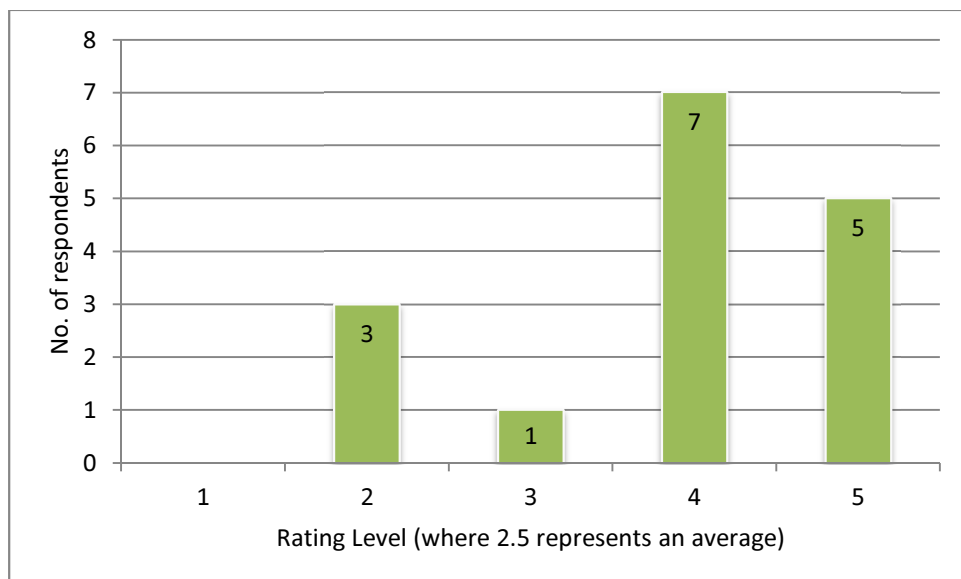
Governor comments:

- Research and to a lesser extent Development.
- Staffing strategies, particularly as the School is looking to build upon its current provision.
- Students and Staff opinions, requirements and suggestions on the academic aims and objectives of the School.
- I believe my understanding of the schools Strategic Plan with regard to the financial and physical strategies is above average, however, the staffing strategies do not fall within my area of expertise and as a result I know little or nothing of that strategy.

- There are particularities with regard to HEFCE funding and reports that I find I need to work harder at understanding but otherwise I always find that any questions or enquiries are responded to swiftly by the Executive team.
- As Chairman I feel I need to have a deep understanding of the strategies, etc.

HEFCE REQUIREMENTS

2. Do you understand the Board's role in respect of the Higher Education Funding Council (HEFCE) requirements?



Brief analysis of results:

There is an above average level of understanding of HEFCE's requirements; some Governors may however welcome further clarity.

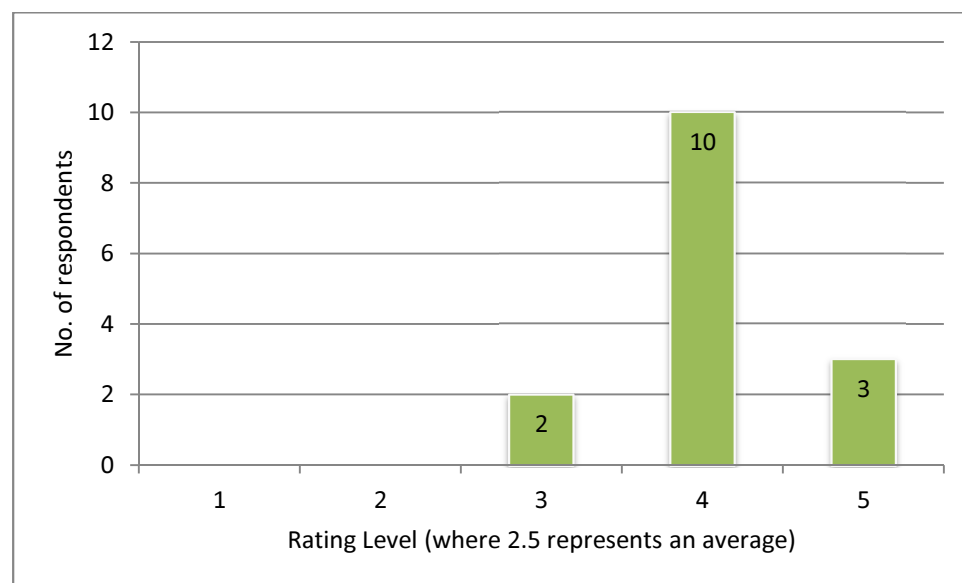
Governor comments:

- I need to understand better the Board's role in respect of the HEFCE requirements.
- I occasionally have to do further research to ensure that I am conversant with the full reporting requirements, academic standards, funding range issues and the academic cycle of work are complied with.

- I also feel confident about the School's financial and budgetary information provided and being able to make decisions with this information to ensure in the long term the school's finances are stabilised.
- Reporting and statutory obligations.
- I believe this could be explained better and the underlying reasoning of HEFCE's existence should be narrated and distributed to ALL Board members for their ongoing reference and review
- Does HEFCE serve any useful purpose now that it no longer supports undergraduate teaching costs?

THE BOARD

3. Do you feel decisions the Board is expected to take are explained clearly?



Brief analysis of results:

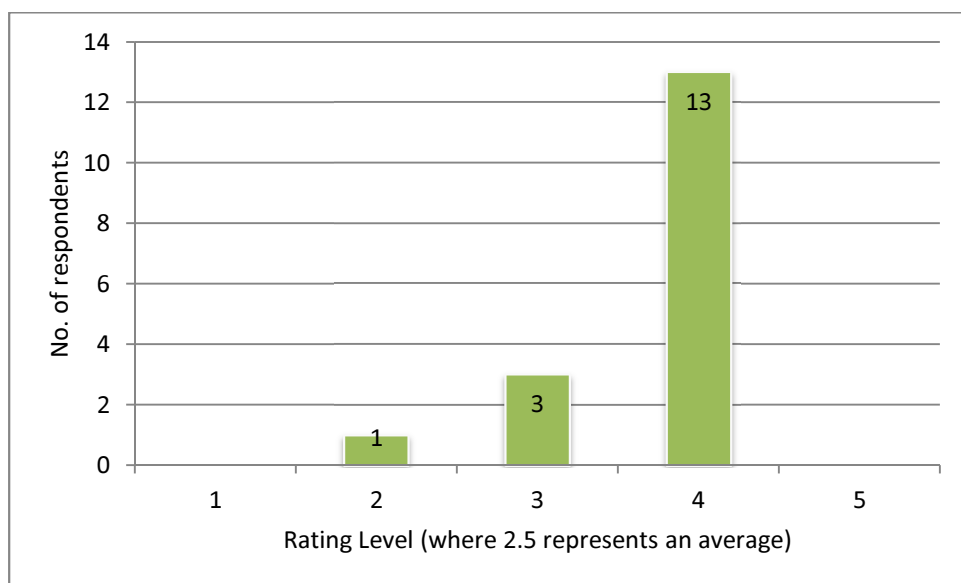
On the whole the decisions required by the Board are very clear and the Principal's Introduction to the agenda has proved as a useful tool. An understanding of the City Corporation's internal procedures on governance could be explained more fully for the benefit of external Governors.

Areas which Governors feel could be done better:

- An induction session which explains the role of the board, its responsibilities and relationship with the CoL for new members would be helpful.
- The introduction of a summary paper from the Principal has helped, but it would still be better if the volume of papers could be reduced and the key elements distilled so that it is very clear what Board members should focus their attention on.
- Broadly defined papers at Committee meetings of the Board of Governors, with competent support.

- Decisions as ratification of issues discussed elsewhere (in sub-committees or by senior management) means that the board spends less time than is sometimes ideal discussing before deciding.
- The requests offered to the Board on a variety of subjects are I believe in the main very well presented. All of the members on the Board would I think benefit from further training in a number of disciplines but on the whole I believe the balance of the Boards skill set compensates for the lack of across the Board expertise in all GSMD related matters and as such the explanations of what is needed are on the whole dealt with successfully.
- Accounts information is rather confusing, running from different date, i.e. start of academic calendar & Corps accounting dates. The accounts need to have notes of explanation where necessary. Whilst we have Officers to hand to answer our questions, we must understand that these accounts are sent to other Corp committees and they must be able to understand the information as set out in the report.
- I think the City of London's meeting format makes very clear when decisions need to be made, The only frustration is having to comply with the Local Authority requirements for both a public and private agenda.
- Decisions Board is expected to take are explained clearly. Reason for rating "4": Over time I have gained an understanding of the matters on which the Board's decision-making interlinks (inc. scheduling) with that of the City Corporation. Especially as an external Governor, it would have been useful to have had this covered as fully as possible during induction.

4. How would you rate, in your opinion, the skills, experience, time and resources the Board has to undertake its duties effectively?



Brief analysis of results:

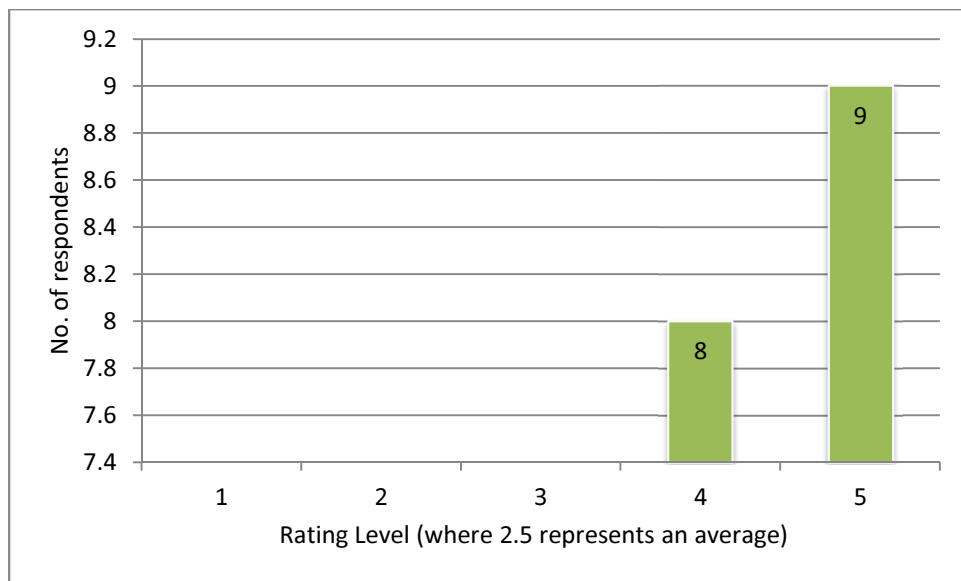
There is an above average level of Governors who think that the Board has the necessary skills to undertake its duties. There are concerns around the length of meetings and the need for specific skill gaps to be filled e.g. fundraising.

Areas which Governors feel could be improved:

- We can still improve the quality of the Board's knowledge and experience from outside the CoLC, but, otherwise, there is a good cross section of skills and experience.
- Governors' meetings over-run their time. Other forms of conveying information to the Board? More frequent meetings.

- I believe the balance of the knowledge spread evenly across the Board is very good. Where one area appears light for some members, others appear to have it covered very well and conversely where members are well versed in a particular subject others appear to benefit from that knowledge when imparted to them.
- Breaking out of the City of London format and City of London particular issues would be useful at times in order to aid better discussion.
- Probably less experienced in fund raising externally than we should be and time is always an issue with unpaid volunteers with many other calls on their time.
- Particular experience gaps - H.E., and income generation/fundraising - already identified.

5. How would you rate the leadership of the Chairman (ensures that the Board operates effectively, is decisive, open-minded, courteous, allows contribution, leads by example, holds Governors to high standards)?



Brief analysis of results:

There is a high level of confidence in the leadership of the Chairman.

Governor comments:

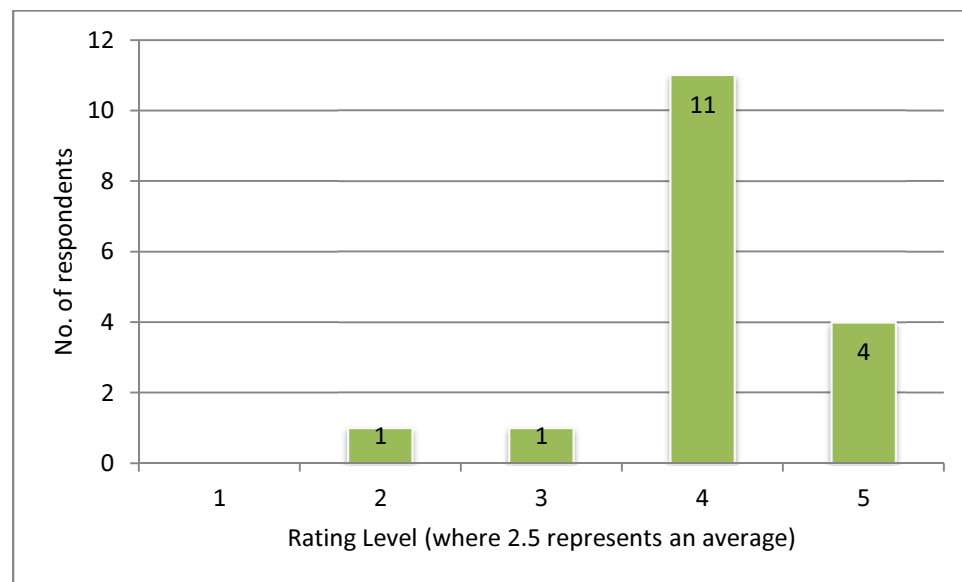
- Sometimes allows excess discussion which can prolong meetings unnecessarily.
- I feel our chairman does an excellent job in fulfilling his role as both the lead member in refereeing debate and as an arbiter of cross board questioning of officers and co-members alike. His approach to matters arising from both Board members and the running of the GSMD is professional and deliberate which was evidenced recently during the recent problems which arose when Milton Court completion did not meet delivery dates.
- The Chairman may be too courteous on occasion!

- Excellent. The current Chairman is fully conversant with the challenges the School faces and is very prepared for Governors meetings.
- Seems a bit self-serving as I am the Chairman.

ADMINISTRATION OF THE BOARD

6. Please rate the following aspects of the Board's conduct of business:-

a) Structure of the agenda? (E.g. is it clear and are you aware of how an item can be added to the agenda?)



Governor comments:

- It has taken me seven years to understand how the board papers are structured; to anyone joining new they must be daunting and confusing. And for all of us, they are (in my opinion) too bulky (it has been known to have over 200pp of board papers)
- I am not privy to how the structure of the Agenda is arrived at and neither am I aware of the selection process to get a matter on the Agenda. Notwithstanding, the Agendas have always seemed comprehensive when particular matters have been raised and I have never had reason to doubt the effectiveness of that practice.

Brief analysis of results:

Overall the administration of the Board is rated above average with Governors considering items of business which are relevant and significant to the Board.

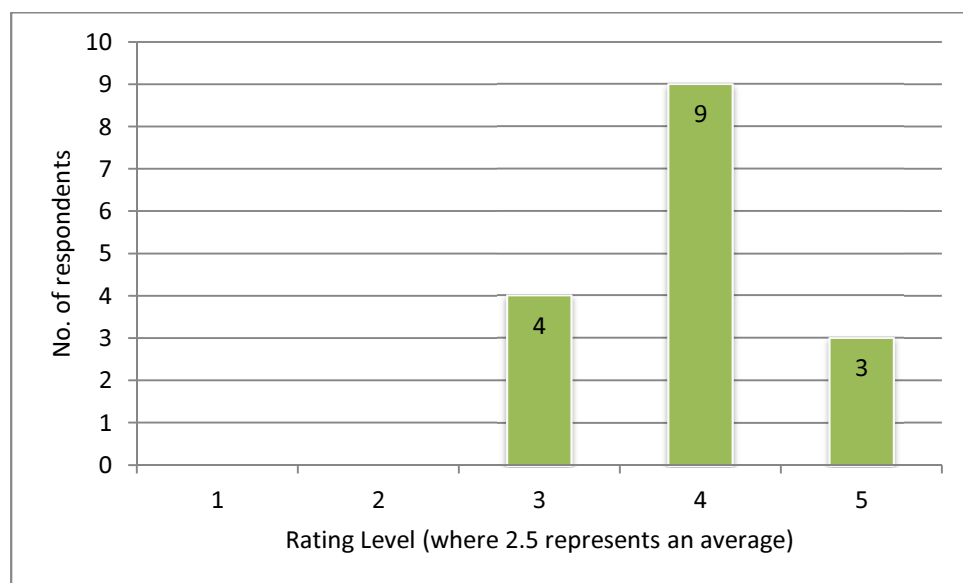
There is opportunity for reports to be concise i.e. Accounts, and for sufficient time given to discussing all items of business.

There is some clarity required on how an item is added to the agenda.

The clerking arrangements and clarity of minutes are above average.

- I think the Chairman leads a good agenda and the Clerk services the Board well. As suggested before but not taken up, I think it would be valuable for the non-City Governors to meet with the Principal and Executive annually outside of a formal Board meeting.
- May not be as evident to non-City governors.
- The whole process seems cluttered and over complex because of the Corporation procedures.
- The structure of the agenda is clear. However, the process for constituting the agenda is not - i.e. not stated overtly. So, for example, I am not 100% certain how an item could be added, though presume this would involve discussion with the Chair.

b) To what extent does the agenda address issues which are of major significance to the School? (where 1 is not at all and 5 is fully addresses)



Governor comments:

- The major issues are normally contained within the papers, but it can be tricky to see the wood for the trees.
- Significant amount of time taken up, in depth, with past activities reported reducing time available for forward-thinking options.
- The agenda I hope is drawn up by the officers in tandem with the Boards senior members as matters come to light. The significance of the issues raised can only be measured in proportion to the effectiveness they have over school matters in an objective sense and one would hope that if they weren't material to the smooth operation of the school they would NOT appear on the agenda.

- Need additional time away from Board Meetings to discuss major strategic issues.
- As mentioned previously, the City of London style of agenda means important decisions are made in the private part of the agenda, which is near the end of the meeting and when Governors may have to rush off. Thus there should be an opportunity to talk about important issues for decision earlier on in the meeting. Also there can be a feeling that a separate City of London Committee or Committee Members have made a pre-determined decision elsewhere that has not involved the full Governors in the decision making process.
- The difficulty in obtaining visas seems to be a problem for many gifted students and performers from certain countries but usually arises only as an aside during discussion rather than as a subject where we should be lobbying MPs and others.
- As far as it can be given the division of powers.

c) Please rate the content of reports submitted to the Board**Governor comments:**

- There is a lot of repetition in the board papers especially where a summary duplicates the main content of a report.
- On the whole I would comment that the reports presented to the Board are informative and well presented. The quality of the content of the said reports being variable to the subject matter contained therein - occasionally they leave a little margin for improvement but on the whole are usually very satisfactory.
- Accounts information is rather confusing, running from different date, ie start of academic calendar & Corps accounting dates. The accounts need to have notes of explanation where necessary. Whilst we have Officers to hand to answer our questions, we must understand that these accounts are sent to other Corp committees and they must be able to understand the information as set out in the report.

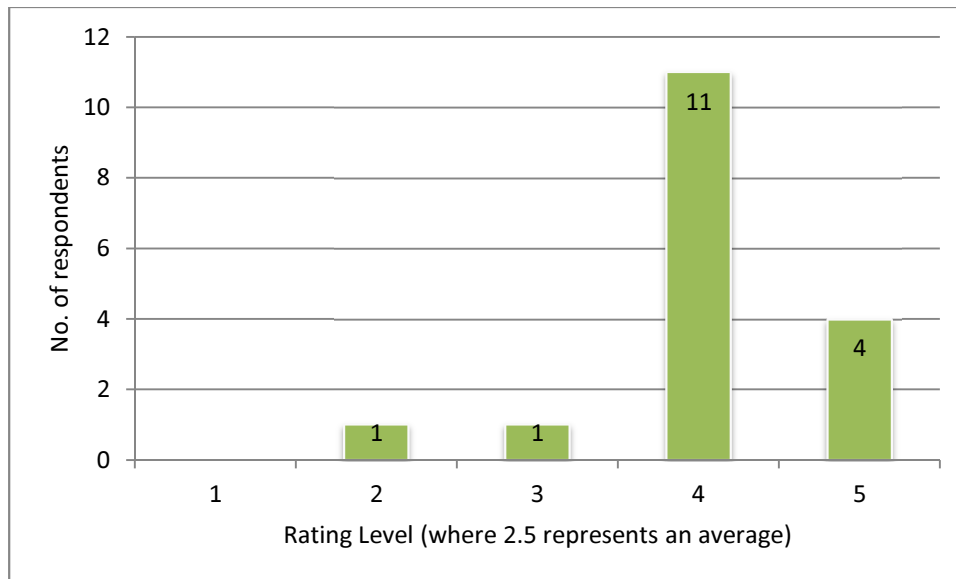
- Could be briefer, more concise.
- Sometimes the reports are too long, though on the whole they probably do need to cover the topic in full.
- Content of reports generally very good - on the whole, concise and appropriately informative to support decision-making.

Reason for rating "4": With regard to any report submitted to two or more meetings within a Committee/Board cycle - if amendment has been agreed by a committee, then such amendment (s) should then appear in the reports when subsequently submitted in the Committee/Board cycle. It is not unknown, too, for an extract of such a report to appear again (still un-amended) in a future Committee/Board cycle.

Often this is just a niggle - but could be more material. Therefore, unless there is an overriding reason why it is not possible, it would be helpful to have reports amended accordingly - i.e. in a more timely fashion, in the course of Committee/Board cycles.

- Quality is generally very high and provides the information Members need. There is an unavoidable element of formal "box ticking" involved, given the highly regulated nature of the sector.

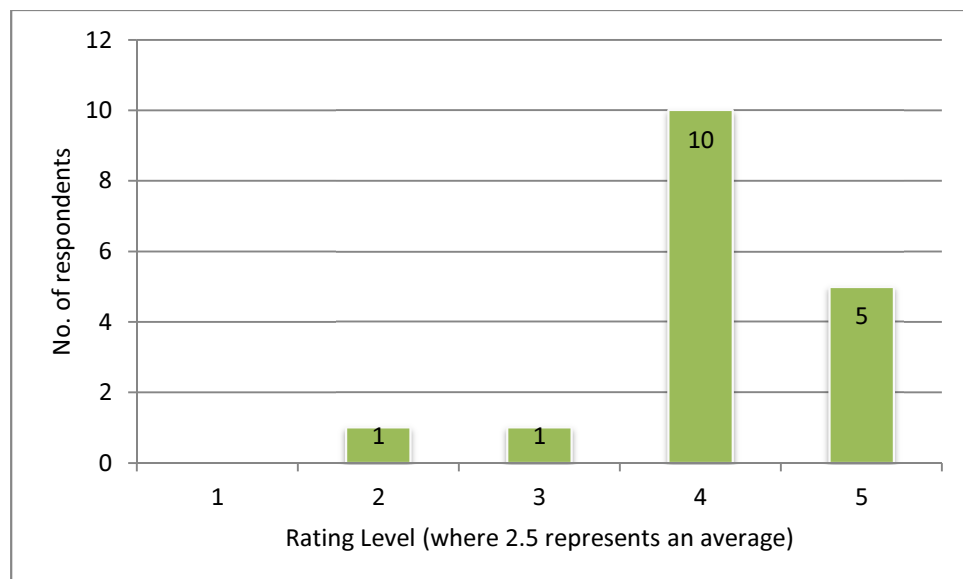
d) Please rate the clarity of the minutes (as a record of agreed decisions)



Governor comments:

- As in most Board meetings I have attended there is always some dissent regarding the production of minutes - whether it is their accuracy or the length of the minutes or the shortness of the content. I believe the GSMD Board minutes are highly satisfactory and to some extent at the better end of the spectrum when compared to other Committee minutes.
- Lack of in-depth record.

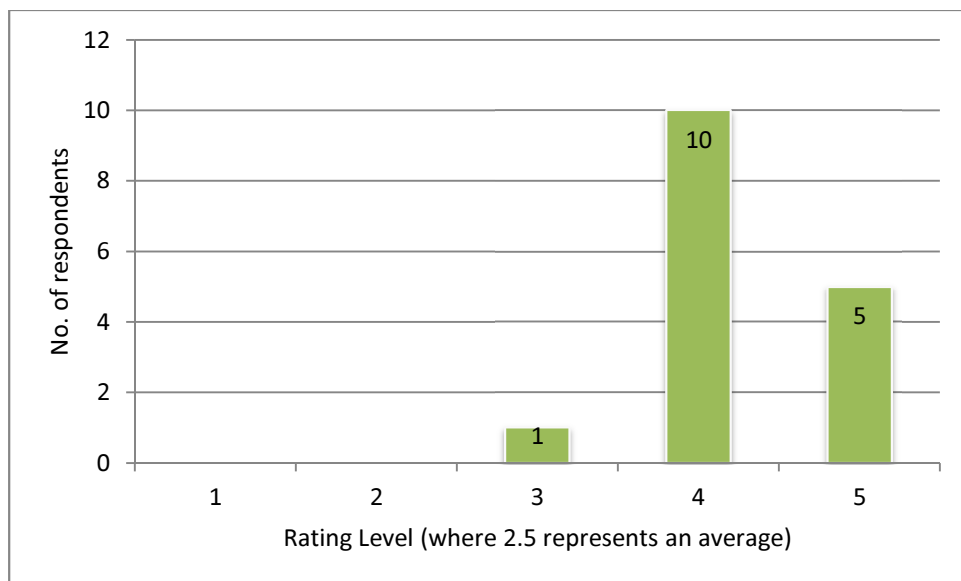
e) Please rate the scheduling of meetings



Governor comments:

- The scheduling of the meetings in my experience appears to be well balanced.
- The regular meeting times and dates are fine for me, though being Monday's occasionally clash with Shakespeare Globe Board meetings.
- Not sufficiently frequent to accommodate the work of the meetings. A bulky Agenda cannot be properly addressed by the Board of Governors and requires a longer period of two hours to complete, resulting in items in the private part of the Agenda to be rushed and opportunities for Members to ask questions reduced or vanquished. A bulky Agenda cannot be properly addressed by the Board of Governors and requires a longer period of two hours to complete, resulting in items in the private part of the Agenda to be rushed and opportunities for Members to ask questions reduced or vanquished.

f) Please rate the clerking arrangements

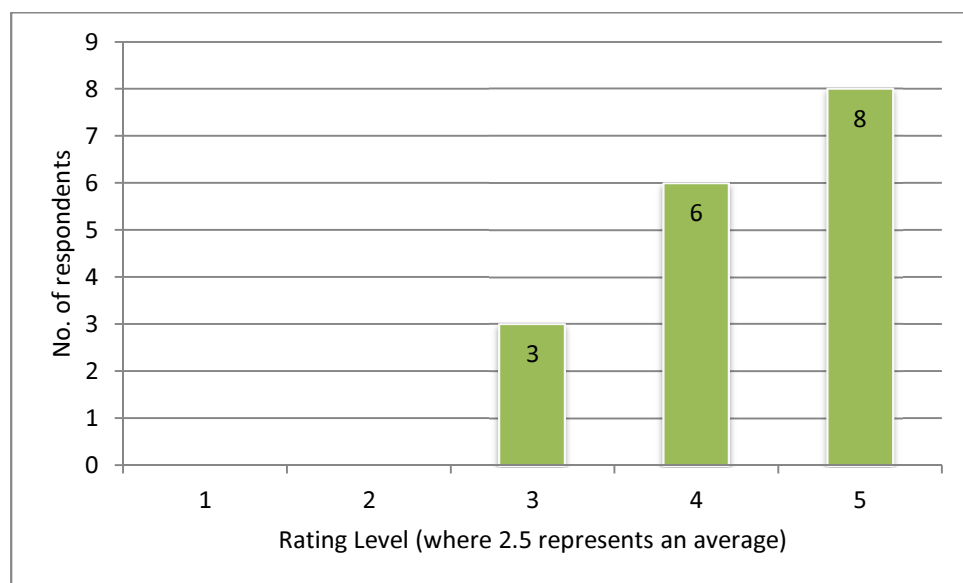


Governor comments:

- I find the clerking arrangements entirely adequate and have a lot of respect for the work the clerks put into the preparation of the relevant documents and the recording of the discussions undertaken at the relevant meeting.
- It is unclear at times when non-City Governors are due for re-election or retirement and how the cycle of Common Councilmen works.
- Fine as far as they go, but because the Clerk comes from the Town Clerk's office rather than from within the school the Clerk is not a vehicle for understanding the core of the School's life.
- Ensure that no papers are on the table for Governors consideration at the time of the meeting. All contributors to the Agenda to be put on a time alert of producing reports five working days before each meeting. All hard copies of brochures, etc. to be posted to Governors five working days before the meeting.

GOVERNOR ROLE

7) Do you understand your role on the Board (acting in best interests of the School, participating constructively in debates, acting as a critical friend, conducting behaviour in accordance with Nolan Principles)



Brief analysis of results:

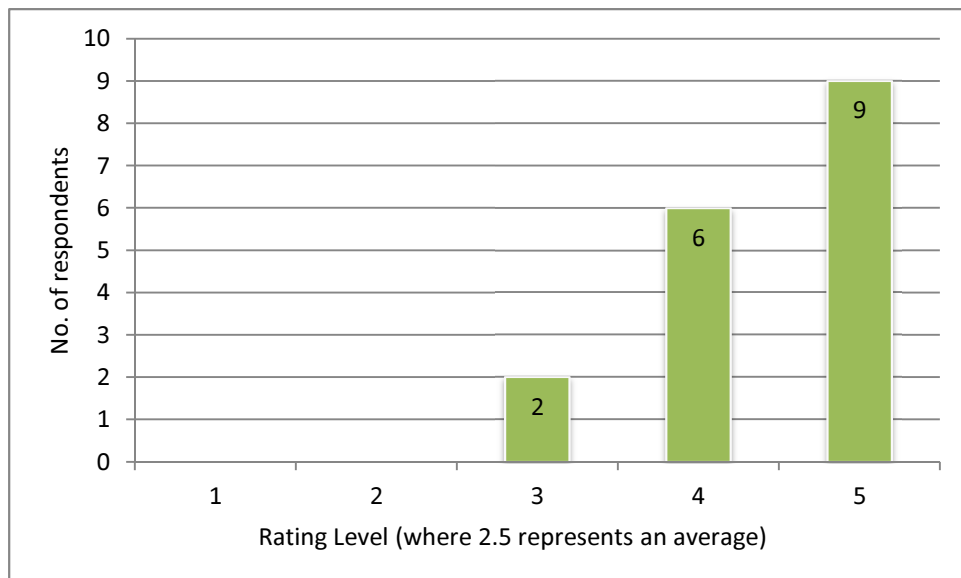
There is a very high level of understanding of the role Governors play. There is opportunity to make this clearer especially once a Governor starts their appointment, as part of the induction process.

Governor comments:

- I believe that this ties in with an effective induction that sets out an individual's role on the Board.
- Those of us who are co-opted governors have long felt under-used and without a clear role or mandate to make a useful contribution in our areas of expertise, BUT this has improved significantly under the Chairmanship of David Graves and his Deputy, John Bennett.
- I hope my attendance on the Board offers effective financial and managerial experience to others. It is the only board where I am actively involved in all matters and not just the specialized cohorts that reflect my own individual business experience.

8. Please rate your own performance in respect of the following: -

a) Meeting attendance.



Brief analysis of results:

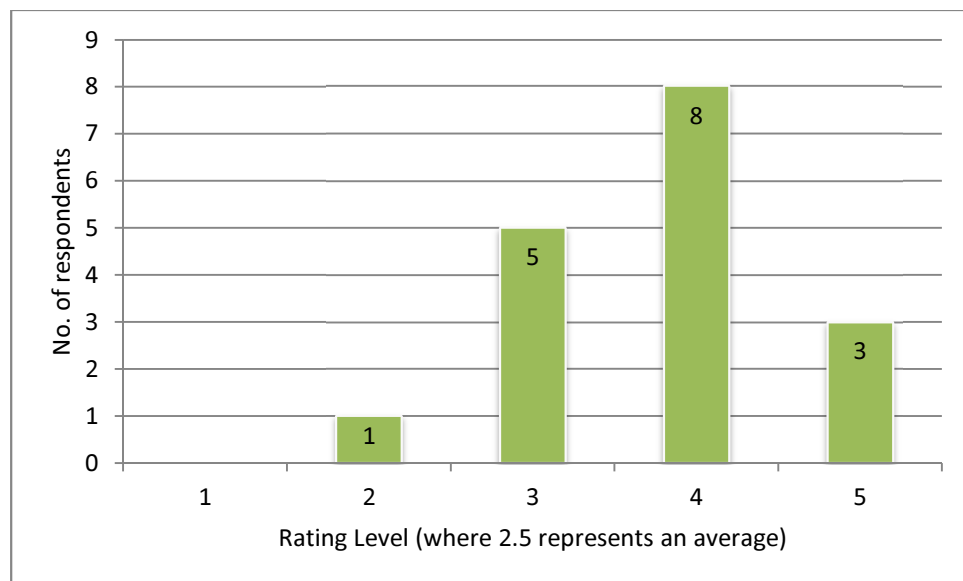
Governors feel that their attendance at meetings is very good and that when they are not able to attend, due to other commitments, comments on reports are sometimes provided to the Chairman/Principal.

Governor comments:

- I make every effort to attend whenever possible, but my role as MD of the LSO means that on certain occasions I am abroad with the orchestra and I cannot avoid that.
- I do my best and feel guilty when I am away and unable to attend meetings but, on the whole, I am at more than I miss. And when I am unable to attend, I respond to the papers in writing and with a phone call to either the Chairman or the Principal, or both.
- I believe I have an excellent attendance record - 100% during the past Mayoral Year.

- I suggest a meeting /telephone call with the Chairman or Deputy Chairman as part of an annual Board appraisal process would be useful.
- Will always attend provided not otherwise committed.
- I believe my level of attendance has been consistently good. However, in previous years, my punctuality (arrival time) was occasionally affected by conflicting commitments. I am pleased to say punctuality now achieved for all meetings.

b) Input at meetings



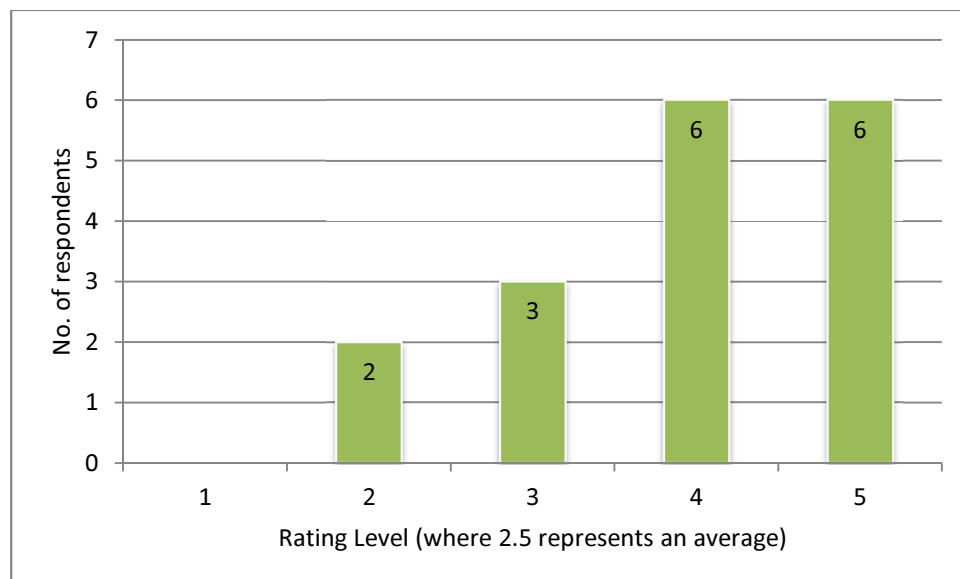
Brief analysis of results:

Input at meetings is above average and Governors feel that their input is valued.

Governor comments:

- Scrutinising the papers in advance for issues that relate to the administrative staff at the institution and raising any causes for concern.
- I seek to bring the perspective from the profession. I find it difficult at times to avoid such comments being received as criticism, when in fact they are intended to help the School to ensure the highest possible standards and recruitment/retention of the best possible students.
- I believe my involvement in the GSMD Board is highly effective and I enjoy being fully involved in debate relating to the financial and musical side of the Schools existence.
- I feel the Chairman values my input at meetings and I find the Sub Committees I serve on useful to secure a broader and better understanding of the School.

c) Interaction with the School outside of meetings



Brief analysis of results:

There is a high number of Governors who interact with the School outside of meetings but some Governors feel this could be improved, time permitting.

Governor comments:

- I could get more involved in understanding the internal workings of the school in addition to attending functions and performances.
- Attendance at performances a requisite. Opportunity for the Board of Governors to attend general meetings (? get-togethers) of students and staff, followed by refreshments. Creating more personal involvement and learning more of the School, literally at the "coal face".
- I try and attend as many performances as possible and am always available to the school for anything they might need.

- I try and attend as many performances as possible undertaken by the GSMD and where they don't clash with the Barbican or COLF performances. My time has not been my own over the past few months and I don't believe I can change this in the near future so my attendance to performances are dealt with on an individual demand basis
- Whilst I attend School performances, that currently is about the sum of it.
- I find attending concerts, operas, plays and other events at the School significantly assists me in my role as Governor. I also value supporting the Development Team and have assisted on some HR appeal issues.
- Only by having more hours in the day and more days in the week sadly.

d) How might your own performance be improved (e.g. time of meetings, training etc.)?

- More informal meetings with staff and students.
- Clear guidance provided from the start as to the Board's expectations of a governor.
- The timing of meetings is fine for me (apart from the time I missed one, arriving at lunch only to find the meeting had already taken place!). The training sessions we have, whilst infrequent, have been valuable and well run.
- Currently, I don't believe I can spare any time for further education on my own performance and I do believe my punctuality at meetings could not be improved. I would admit that my experience of chairing meetings is slight and if I am to rise to becoming chairman in a few years' time I could benefit from some form of education in that regard.
- Would like to visit some of our outreach projects and the Saturday school if possible. Along with more information on how we work with the Barbican Centre.
- I expect that additional training wouldn't make much difference. It doesn't help that after most Board meetings, I have to depart for a late afternoon meeting at Hampstead.
- More involvement with School and its managers outside meetings.
- More experience of what HEFCE expects from Governors - arising from the comment that Governors should have more experience of higher education which to my mind could be overdone.
- I shall be very preoccupied on non-GSMD business in 2014, but will do my best
- The only challenge is that of combining the GSMD role with many other roles and working for a living.

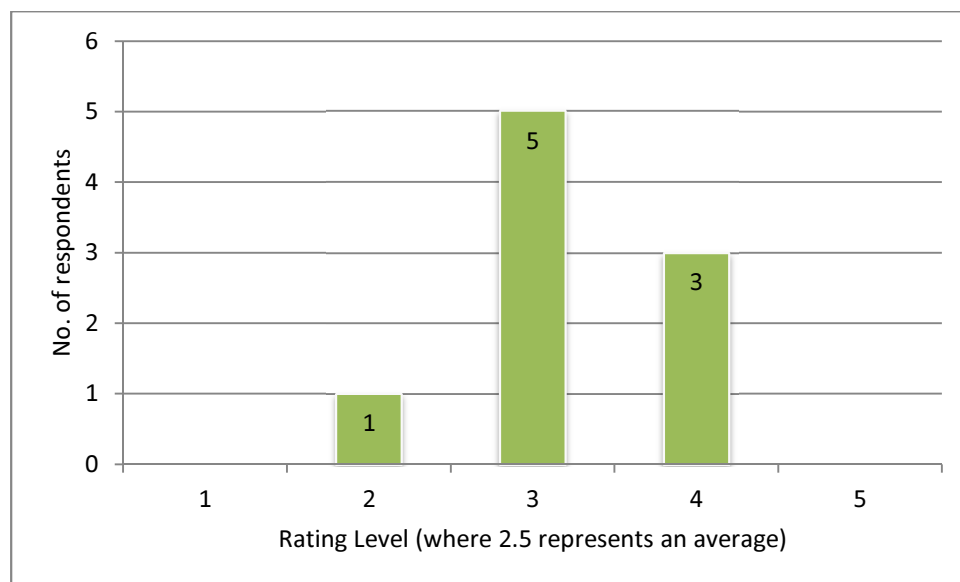
INDUCTION AND ON-GOING GOVERNOR DEVELOPMENT

9. a) Did you receive an induction pack upon your appointment as a Governor of the Board?

YES = 10

NO = 6

9. b) If yes, how useful was it?



Brief analysis of results:

The majority of Governors received an induction pack with its usefulness being rated as adequately average. Some Governors have highlighted that the induction pack has improved since they started their appointment and that a meeting with the Chairman/Principal when initially becoming a Governor would prove beneficial in understanding their role.

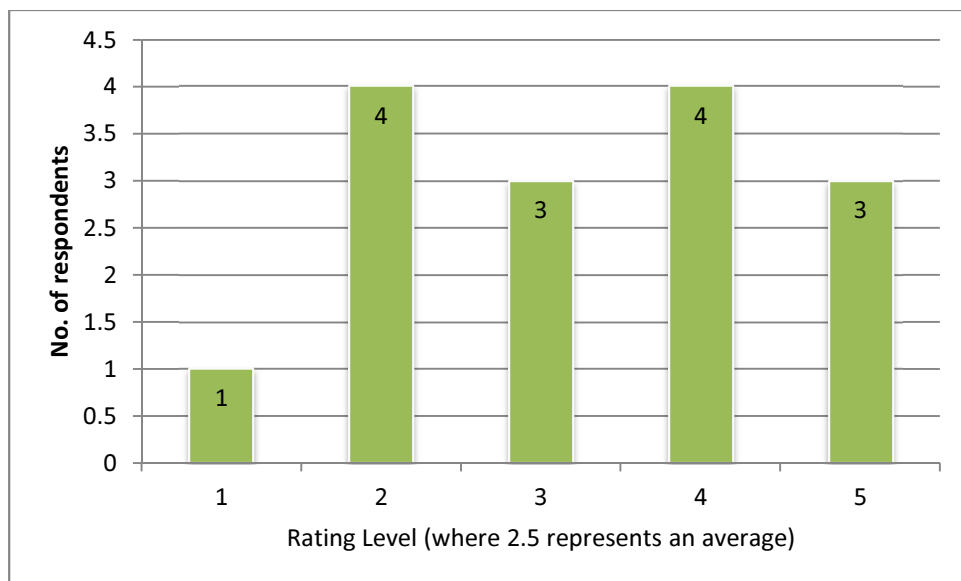
There is also opportunity to publish all induction material online so that it is easily accessible and can be updated accordingly.

9. c) In your opinion, how might the induction process be improved?

- The induction process should be influenced significantly by feedback from newly inducted governors.
- For new Governors, it is a matter of getting to know the School and its aims and targets. Perhaps a one-to-one meeting with a School representative might be a good idea.
- A half-day session on the work of the board, expectations of governors, the work of the School and relationship with the CoL.
- To receive a pack; a walk around the school, meeting staff, provided with termly work programmes. To receive information on the Governor Development Programme.
- For governors coming onto the board from outside, one of the hardest things to understand is the structure of and processes of the Corporation and the role of the Board within the Corporation (i.e. the Board isn't a board, as such). That impacts so much on the way meetings are run and how, for example, the opaque procedure for selecting a chairman and deputy chairman just seems to happen. A meeting with the Chairman some time before a new governor's first meeting would be invaluable, and with the Principal too.
- As far as I can remember (it was some 4 years ago) the pack contained everything needed to give me a sound bases on which to build to becoming an effective Board member.
- Whilst the introduction pack was very helpful. I feel it would have been more beneficial used alongside an induction meeting with the Principal and Heads of Departments and a tour of the schools facilities for new Governors.
- Cannot recall.
- A lot of paperwork did not really align with the Governor role. I believe this has been much improved since my original induction in 2007.
- Much shorter!

- By offering groups of Governors the opportunity to see behind the scenes, including Sundial Court. I have indicated "yes" as I am sure I must have received a pack. However, I cannot recall, therefore also cannot comment on usefulness. My apologies! In future, it would be helpful to have all induction material available online (intranet for Governors?) so it is easily accessible for reference and, when necessary, updating.
- So long as it works, it should be fine. We might need new governor sessions to help with the considerable volume of printed materials that new Governors receive.

9. d) Please rate your interest in the Governor Development Programme led by the Leadership Foundation?



Brief analysis of results:

There is a broad interest in the Governor Development Programme from Governors.

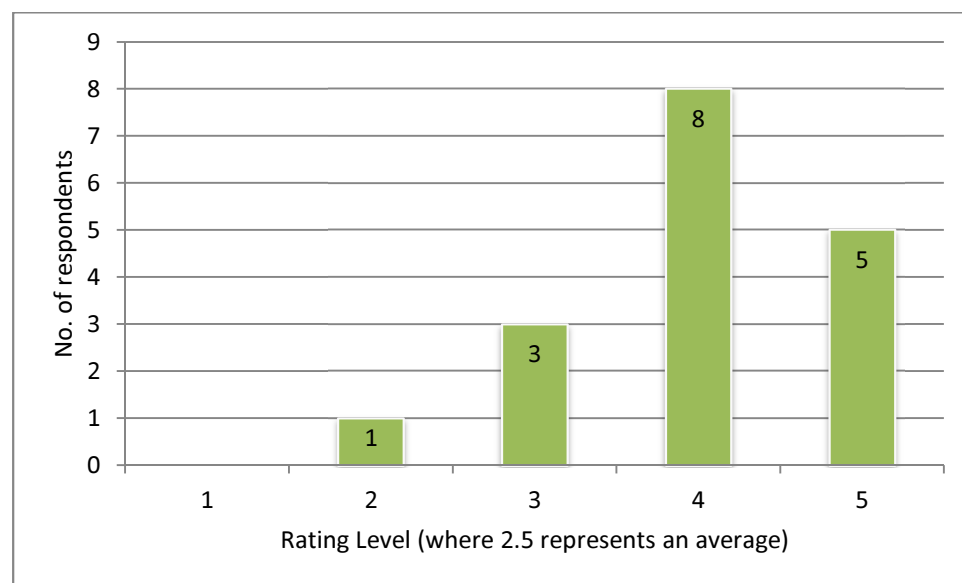
This may be an area where detailed information may be provided to Governors on what the programme consists of before a decision is taken on whether or not to engage with the programme.

Governor comments:

- Not on my first appointment although this may be done nowadays.
- I have to be honest and to the best of my knowledge - I have never been involved in the Governor Development Programme.
- Being provided with more information on the programme.
- I know nothing about this.
- This question assumes we know about this, or can remember. And I am not going to follow a web reference in case it throws me out of this questionnaire.

COMMUNICATION FROM THE SCHOOL

10. How would you rate the relevance and usefulness of School communications to your role (e.g. fundraising updates, strategic updates, progress against strategic targets and other indicators)



Brief analysis of results:

The relevance and usefulness of the School's communications are considered to be highly useful.

Governor comments:

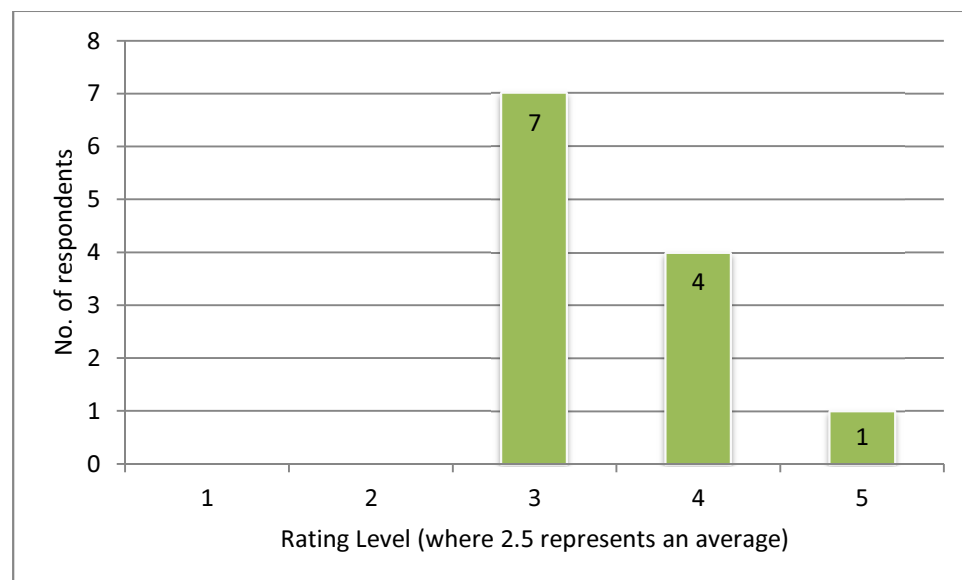
- Better to receive this information at meetings of the Board of Governors to encourage Governors participation and questions.
- The school communications appear to be sufficient. I cannot complete this further as the text for this box response appears to be faulty.
- I think there is scope for greater dissemination of the School's Communications.

11. a) Do you use the School website?

YES = 13

NO = 4

11.b) If yes, how useful do you find it?



Brief analysis of results:

The School's website is considered to be useful with potential for a secure Governors only portal containing quick links to relevant material i.e. Strategic Plans, induction material etc.

11. c) How could it be made more useful to governors?

- This is a small point, but I use it often to find out what events and performances are taking place in the school, and finding a number to call if, for example, one needs to change a booking at the last minute, isn't always clear. So - a more outward-facing public-oriented element to the 'What's On / Events' section would be good.
- As I am not a regular user of the site I cannot offer any suggestions that reflect my experience of the site. I will say however as a general overview it does appear busy and the text is very small.
- I use it mostly to find out what is on. It would be helpful in planning ahead for external bodies with which we are associated to be able to know up to six months in advance what performances are planned so that we can encourage more groups to take up tickets.
- It provides information for and about students which interests the Board, but it is not relevant to governance about which it says nothing.
- Intranet/Governors' portal? Generally find the site a bit dull and jumbled, so tend to use rarely.
- It would be useful to have a secure Governors area of the website.

12. Other comments about the effectiveness of the Board:

- It is for the Principal, Staff and Students to offer their views on the effectiveness of the Board of Governors, which would be very welcome.
- Should the Board be reduced in size?
- An away day at least once a year, with the involvement of external practitioners, would enable the Board to examine and understand issues in greater detail.
- I wonder how the governors, those not connected to the performance world, are elected and whether this process can be improved so that we ensure that discussion is relevant and useful.

SKILLS AUDIT SECTION

The Board of Governors rated their personal skills, knowledge and experience. The charts below demonstrate the results.

Brief analysis of overall results:

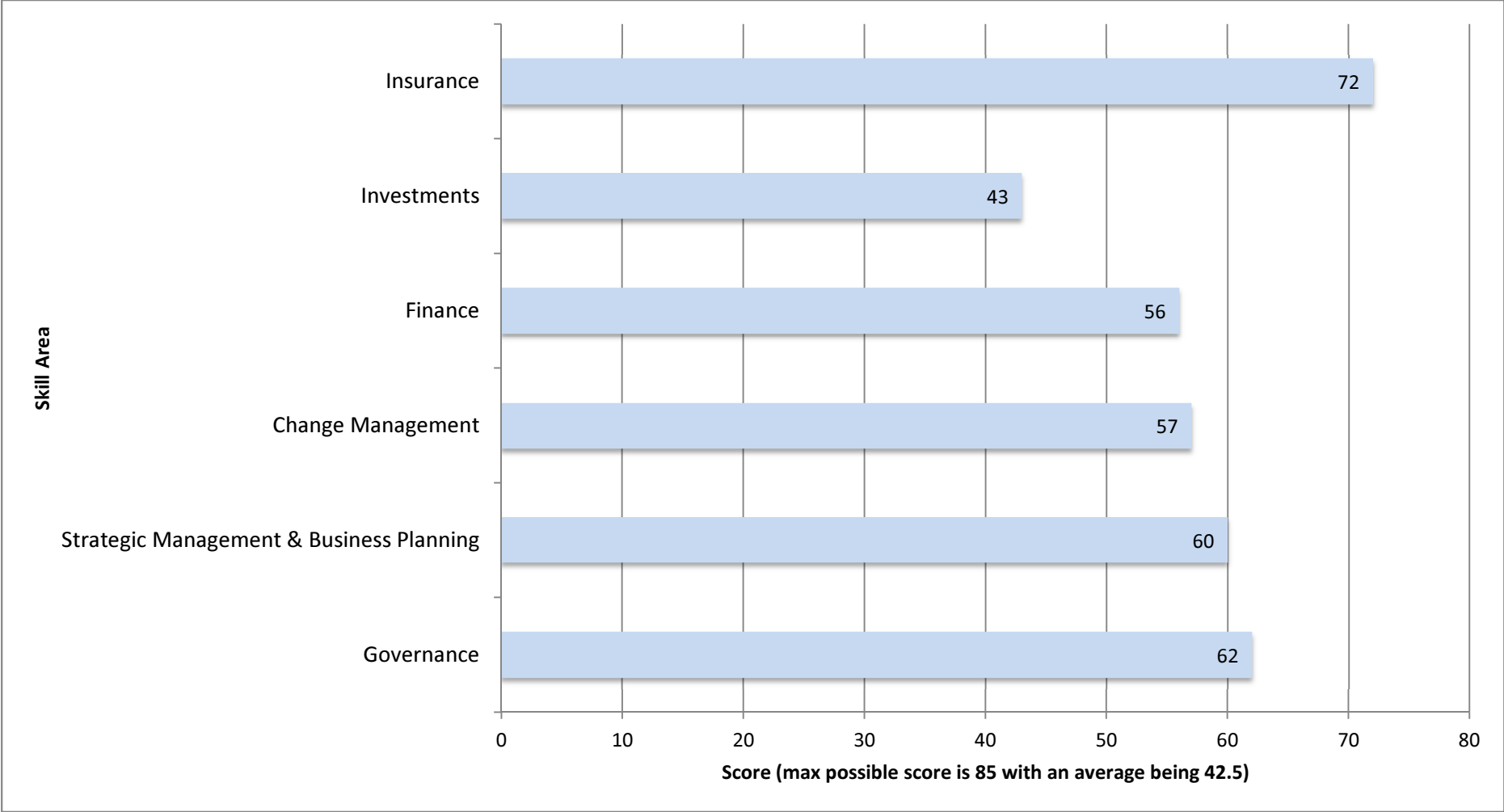
The areas which are represented at a high level include:-

- governance
- insurance
- strategic management & business planning
- project management
- change management; and
- the arts.

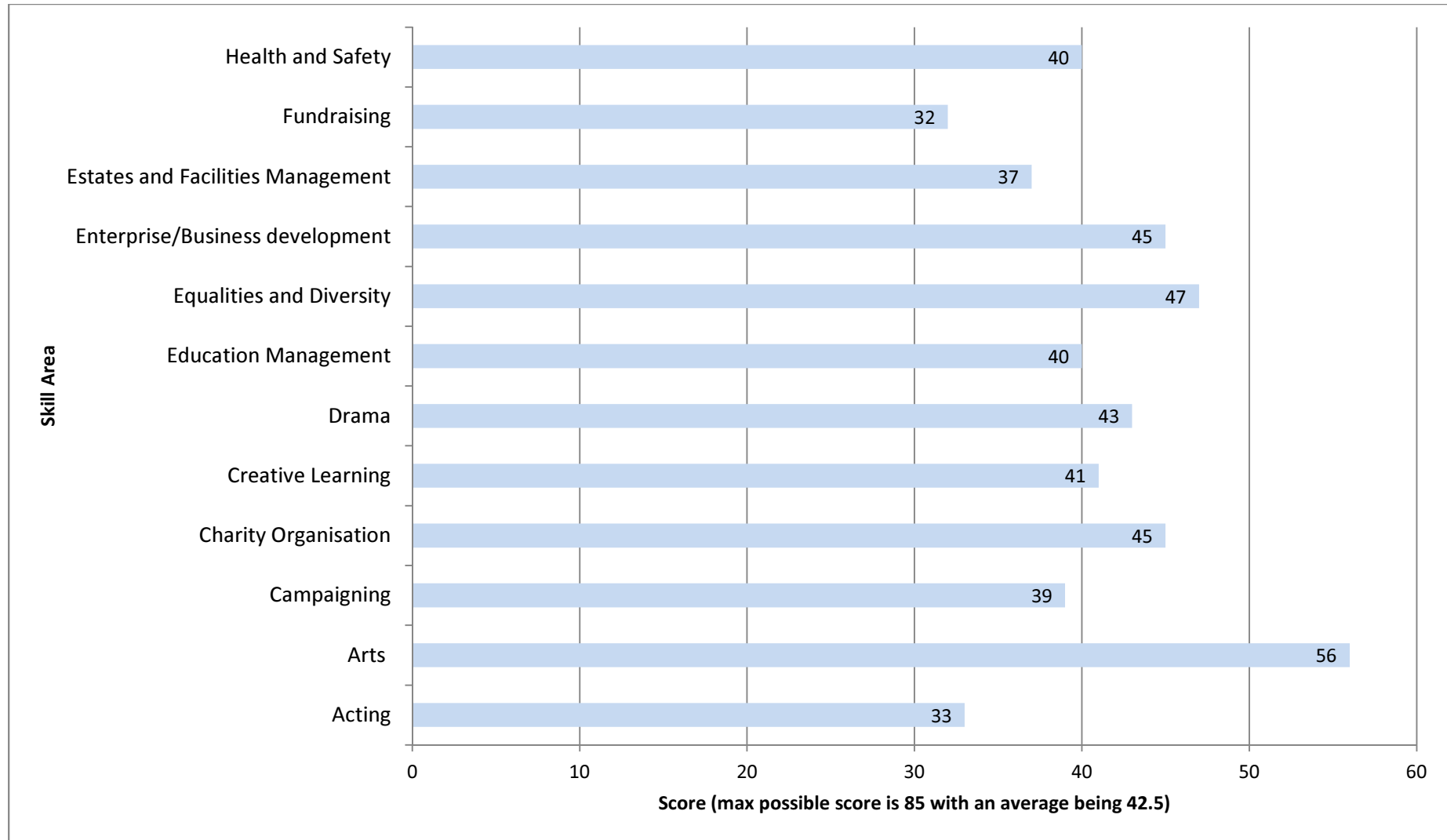
The areas which are represented at a basic level include:

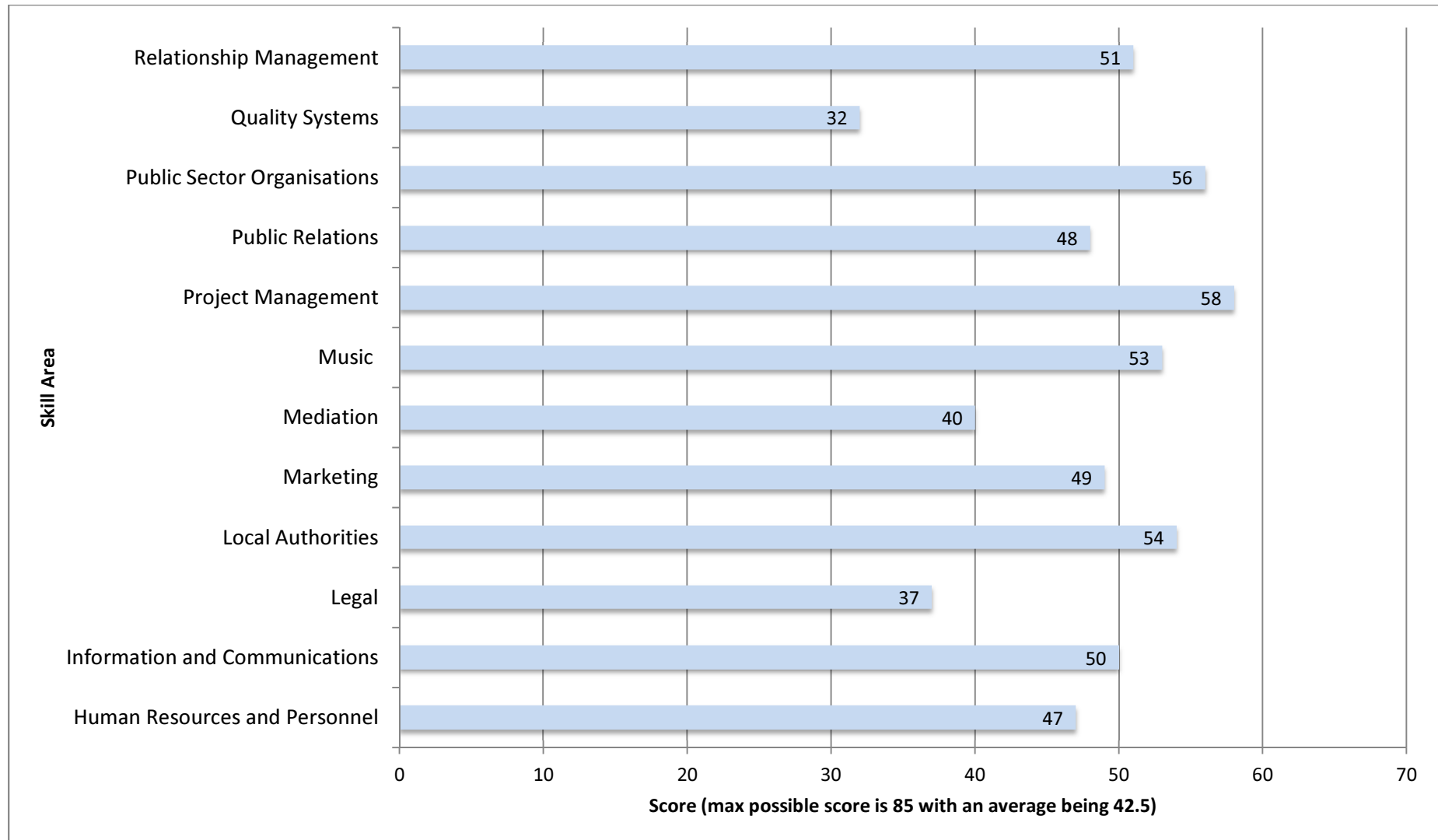
- teaching – primary (may not be directly relevant to the role of a Governor of the Guildhall School)
- teaching – secondary (may not be directly relevant to the role of a Governor of the Guildhall School)
- fundraising and;
- technology (may be mitigated through training opportunities).

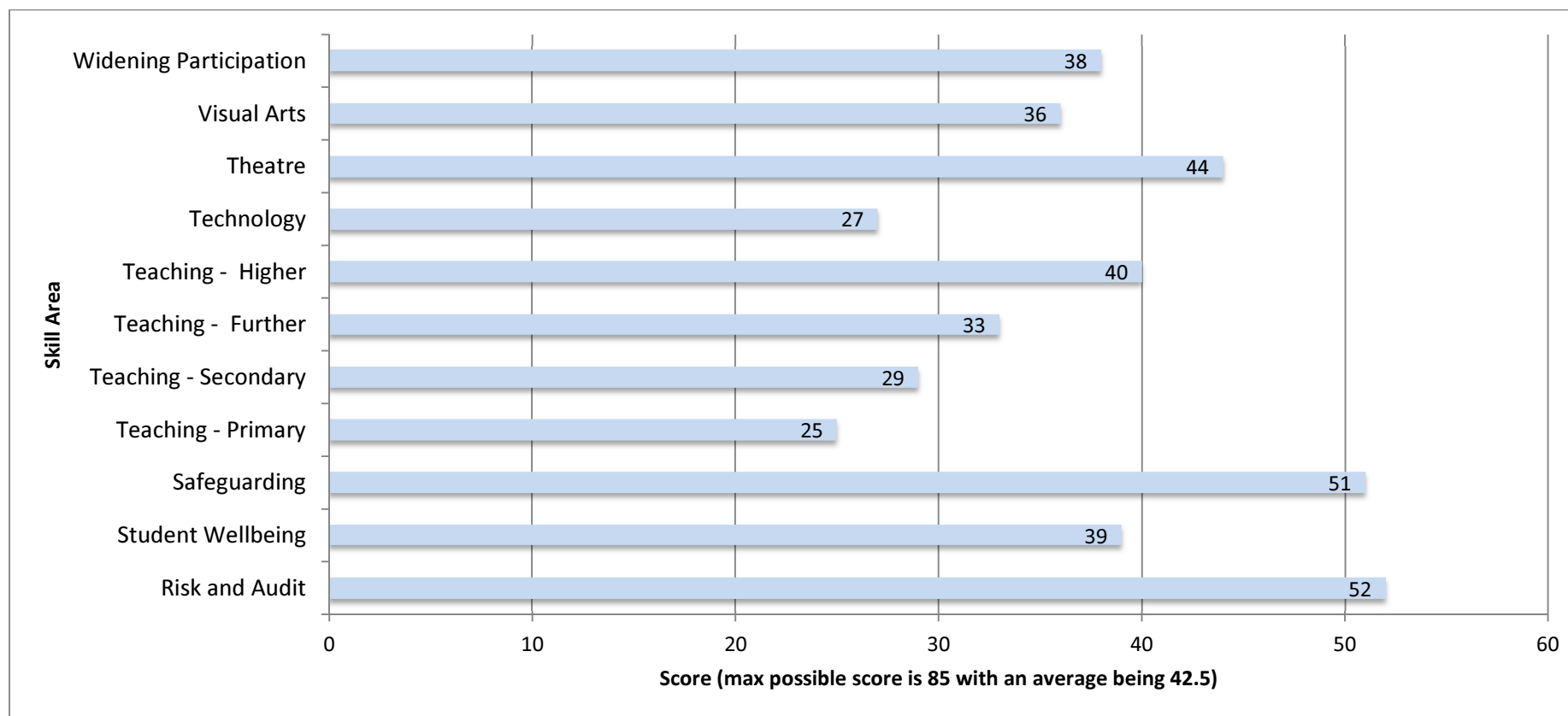
CORPORATE AND FINANCIAL MANAGEMENT



SPECIALIST AND TECHNICAL AREAS







Other skills not listed in the survey which have been stated as relevant by Governors:

- Professional support services in Higher Education
- International
- Customer Care
- Research within HE/Performing Arts context

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SUMMARY OF ACTIONS

SKILLS AUDIT

1. The skills gaps identified from the skills audit of the Board be conveyed to the Nominations Committee in order to inform the appointment process with particular regard to areas such as fundraising, investments and public relations (**Action:** Town Clerk's Office).

INDUCTION PROCESS

2. The induction process include a training session to explain the role of the Board, its responsibilities and internal City Corporation governance procedures (**Action:** Principal/Town Clerks Office).
3. The induction process be enhanced for new Governors through 1-1 meetings with the School's management team and the Chairman of the Board when newly appointed to the Board (**Action:** Principal/Chairman/ Town Clerks Office).

ON-GOING GOVERNOR SUPPORT & DEVELOPMENT

4. An understanding of the School's mission and primary objectives relating to 'research' would be better addressed and explained to Governors (**Action:** Principal).
5. A secure area of the School's website be explored to include a portal for Governors which would contain relevant material to carry out their role i.e. strategic plans, induction material (**Action:** Principal)
6. An internal training programme, led by the School, would be put together for new and current Governors to provide on-going support for Governors (**Action:** Principal).
7. Governors would be offered training sessions in the form of presentations, at Board meetings, on development/funding and quality systems, along with others in the future (**Action:** Principal).
8. Governors will be emailed inviting them to suggest agenda items prior to Board meetings (**Action:** Town Clerks Office).
9. A briefing note on the School's staffing strategy would be circulated to Governors (**Action:** Principal).

10. A document outlining appointment timescales of Governors would be circulated to the Board (**Action:** Town Clerks Office).
11. Governors would be encouraged to attend more events/functions outside of meetings (**Action:** Principal/Chairman).

ROLE AND ADMINISTRATION OF THE BOARD

12. A note detailing the purpose of HEFCE and offering Governors further information on what the expectations HEFCE had of the Board would be circulated (**Action:** Principal).
13. The way the agenda was formulated and the timing of Board meetings would be given further thought to look at ways to avoid meetings continuing beyond two hours (**Action:** Principal/Town Clerk's Office/Chairman).
14. The Board would be asked if an additional Board meeting, per annum, would be desirable (**Action:** Chairman/All).
15. Staff views would be sought possibly through a staff survey or the staff representatives on the Board seeking views of staff at the School (**Action:** Principal).

CHAIRMAN

16. The Chairman to consider whether an annual "Away Day" take place, with the involvement of external practitioners, to understand and examine the School's strategy or other topical issues in greater detail (**Action:** Chairman/All).
17. The Chairman considers whether an annual Governor Appraisal process should be offered (**Action:** Chairman/Principal).

OFFICER FEEDBACK

18. Notify report authors of comments made by Governors requesting more concise and succinct reports and offer the option of attending in house report writing training sessions (**Action:** Town Clerks Office).

Agenda Item 17

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 18

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Agenda Item 20

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Agenda Item 21

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Agenda Item 22

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Agenda Item 23

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Agenda Item 25

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Agenda Item 26

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