

**BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND  
DRAMA**

**Monday, 14 May 2012**

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Rooms, West Wing, Guildhall, London, EC2 on Monday, 14 May 2012 at 1.45 pm

**Present**

**Members:**

Deputy John Bennett  
Sir Andrew Burns  
John Chapman  
Josh Chapman  
Christina Coker  
Neil Constable  
Deputy Stella Currie  
Daniel Evans  
Alderman David Graves  
Professor Barry Ife  
Katharine Lewis  
Pamela Lidiard  
Kathryn McDowell  
Ann Pembroke  
Deputy Richard Regan  
Jeremy Simons  
Alderman Fiona Woolf

**In attendance:**

Tom Hoffman, Past Chairman  
Deputy Catherine McGuinness, Chairman of the Barbican Centre Board  
Nicy Roberts, Representative for the Centre for Young Musicians  
John Scott, Chairman of the Culture, Heritage & Libraries Committee

**Officers:**

Rakesh Hira	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Peter Lisley (For Item 22)	- Town Clerk's Department
Nikki Cornwell	- Chamberlain's Department
Sean Gregory	- Barbican Centre
Mathew Lawrence	- Town Clerk's Department
Deborah MacCallum	- Guildhall School of Music & Drama
Peter Martin	- Barbican Centre
Clive Russell	- Guildhall School of Music & Drama

*Alderman Fiona Woolf took the chair*

Those items marked with a star were approved/noted without discussion.

1. **APOLOGIES**

Apologies for absence were received from Deputy John Barker, Paul Hughes and Sheriff & Deputy Wendy Mead.

2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

Alderman David Graves declared his personal interest as his daughter is at the Junior Guildhall (this was a standing declaration).

Deputy Catherine McGuinness declared her personal interest as a Trustee of the Guildhall School Development Fund, Chair of Governors of the City Academy - Hackney, a past association with both Junior Guildhall and the London Schools Symphony Orchestra as a parent of a participant, and a potential interest in being a parent of a prospective student (this was a standing declaration).

Katharine Lewis declared her personal interest as her relative was a prospective student (this was a standing declaration).

3. **ORDERS OF THE COURT OF COMMON COUNCIL, 19 APRIL 2012**

The Orders of the Court of Common Council appointing the Committee and approving its terms of reference were received.

4. **BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA - SCHOOL AND NEW COURT APPOINTMENTS**

**RESOLVED** – That the following Guildhall School Governors be noted:

- (i) Principal of the Guildhall School for the time being  
Professor Barry Ife CBE FKC Hon FRAM BA (Hons) PhD ALCM  
FRCM
- (ii) Academic Member of the School Staff elected by the School's  
Academic Staff – Pamela Lidiard
- (iii) Non-Academic Member of School Staff Elected by School  
Administrative Staff – Katharine Lewis
- (iv) Guildhall School Student Representative  
Josh Chapman, President of the Students' Union 2011/2012  
Mr Chapman's Term as President of The Students' Union will  
expire on 31 July 2012
- (v) 6 Co-opted Governors
- (vi) 11 Common Council Members; Ann Pembroke and Deputy John  
Barker were recently elected by the Court of Common Council.

5. **ELECTION OF CHAIRMAN**

Governors proceeded to elect a Chairman pursuant to Standing Order No. 29. The Town Clerk read out a list of Governors eligible for the Chair, and Alderman David Graves, being the only Governor who signified a willingness to serve was duly declared Chairman for the ensuing year and took the Chair.

Alderman David Graves welcomed Ann Pembroke and Deputy John Barker on joining the Board and thanked Deputy Michael Welbank and Tom Hoffman for their contribution and hard work whilst serving as Governors.

**BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA**

**RESOLVED UNANIMOUSLY:**

THAT at the conclusion of his three year term of office as Chairman of the Board of Governors of the Guildhall School of Music & Drama, his colleagues wish to convey to

TOM HOFFMAN

their sincere thanks and appreciation for the extraordinary dedication and interest he has shown in all aspects of the work of the Board and the Guildhall School of Music and Drama.

SINCE his election in May 2009, he has shown an exceptional capacity to deal with matters which impact on the School and the Board. He has shown great dedication to ensuring that the School maintains its status as a World Class Conservatoire.

HIS tenure has seen a period of transformation for the School, which commenced with the Browne Review and the shift of funding from grants to institutions, to loans for students. He showed great care and leadership in steering the Board through the various audit and corporate governance reviews that were required, with the School receiving the highest level of endorsement following the full institutional audit by the Quality Assurance Agency (QAA).

HE has been active in the work of the School and has contributed to the hard work of ensuring that the recently embarked upon major building project, Milton Court, is completed and opened in 2013. Milton Court will provide state-of-the-art performance and teaching spaces for both students and public visitors in a world-class performance venue.

The success of pupils has always been uppermost in his mind, in 2010/11 two of the School's students reached the final of the BBC Cardiff Singer of the World. In 2011 an alumna won the Kathleen Ferrier, in the same year an alumna won the Handel Singing Competition final and another alumna was recently made next Royal Harpist to HRH Prince of Wales.

FINALLY, in taking leave of their Chairman, his colleagues wish to thank him for his dedication, for the extremely able and courteous manner in which he has presided over their deliberations during the past three years and convey their good wishes for many more years of health and happiness and the hope that his considerable knowledge and abilities will continue to benefit the School for many years to come.

6. **ELECTION OF DEPUTY CHAIRMAN**

Governors proceeded to elect a Deputy Chairman pursuant to Standing Order No. 30. The Town Clerk read out a list of Governors eligible to become Deputy Chairman, and Deputy John Bennett, being the only Governor who signified a willingness to serve was duly declared Deputy Chairman for the ensuing year.

7. **APPOINTMENT OF SUB COMMITTEES FOR 2012/2013**

A report of the Town Clerk setting out the appointment of the Audit & Risk Management, Remuneration, Nominations, Reference Sub, Finance & Resources and Governance & Effectiveness Committees for 2012/2013 was considered.

It was noted that those Members who attended the Board meetings in a non-voting advisory capacity were welcome to attend the Sub Committees if they so wished.

**RESOLVED** – That the 2012/13 membership of the Sub Committees be noted/approved as follows:

a) the membership of the **Audit & Risk Management Committee** be approved as follows:

- Neil Constable
- Sheriff & Deputy Wendy Mead
- Alderman Fiona Woolf
- **Vacancy**
- **Vacancy**

The appointment of the Chairman of the Audit & Risk Management Committee, who is required to be appointed by the Board, would be considered under delegated authority by the Town Clerk in consultation with the Chairman and Deputy Chairman.

- b) the membership of the **Remuneration Committee** be approved as follows:
- Chairman of the Board for the time being – Alderman David Graves
  - Deputy Chairman of the Board for the time being – Deputy John Bennett
  - The Principal of the Guildhall School for the time being – Professor Barry Ife
  - Sir Andrew Burns
  - Neil Constable
  - Paul Hughes
  - Pamela Lidiard
  - Jeremy Simons
- c) the membership of the **Nominations Committee** be approved as follows:
- Chairman of the Board for the time being – Alderman David Graves
  - Deputy Chairman of the Board for the time being – Deputy John Bennett
  - The Principal of the Guildhall School for the time being – Professor Barry Ife
  - Christina Coker
  - Paul Hughes
  - Pamela Lidiard - as a senior member of the Academic staff
  - Sheriff & Deputy Wendy Mead
  - Jeremy Simons
  - Alderman Fiona Woolf
  - **Vacancy (Co-opted Governor)**
- d) the membership of the **Reference Sub Committee** be approved as follows:
- Chairman of the Board – Alderman David Graves
  - Deputy Chairman of the Board – Deputy John Bennett
  - Sir Andrew Burns
  - Deputy Stella Currie
  - **Vacancy**
  - **Vacancy**
- e) the membership of the **Finance & Resources Committee** be approved as follows:
- Chairman of the Board – Alderman David Graves
  - Deputy Chairman of the Board – Deputy John Bennett
  - Sir Andrew Burns
  - John Chapman
  - Katharine Lewis
  - Jeremy Simons
  - **Vacancy**
- f) the membership of the **Governance & Effectiveness Committee** be approved as follows:
- Chairman of the Board – Alderman David Graves
  - Deputy Chairman of the Board – Deputy John Bennett (*Deputy Chairman of the Governance & Effectiveness Committee*)
  - Sir Andrew Burns (*Chairman of the Governance & Effectiveness Committee*)
  - Chairman of Audit & Risk Management Committee – To be confirmed

- The Principal of the Guildhall School for the time being – Professor Barry Ife
- Katharine Lewis

8. **MINUTES**

The public minutes and summary of the meeting held on 20 February 2012 were approved.

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

The public minutes and summary of the Finance & Resources Committee meeting held on 15 February 2012 were received.

10. **MINUTES OF THE NOMINATIONS COMMITTEE**

The public minutes and summary of the Nominations Committee meeting held on 23 April 2012 were received.

11. **MINUTES OF THE TAUGHT DEGREE AWARDING POWERS SUB COMMITTEE**

The public minutes and summary of the Taught Degree Awarding Powers Sub Committee meeting held on 25 April 2012 were received.

12. **PRINCIPAL'S GENERAL REPORT**

A report of the Principal which provided Governors with an update on the general issues as outlined below was considered:

- Recent prize winners
- Recruitment and admissions 2012/13
- Fees and funding 2013/14
- Recruitment 2013/14
- Taught degree awarding powers (TDAP)
- 2010/11 Annual Report
- Enterprise
- UEA development proposal

The Principal explained that offers and acceptances continued to look strong and that the School was confident that it would reach its target for the 2012/13 intake and that from November 2012 auditions would be held at the HK Cultural Centre. It was noted that the TDAP Sub Committee had agreed that the School should apply for TDAP to the Privy Council and that the outcome as to whether the application had been accepted and whether a scrutiny process would be taken forward would be known by June 2012. In relation to the UEA development it was noted that detailed work would be undertaken to look at the under-18 service before looking at the possibility of operating in Norwich; a report would be submitted to the September Board meeting.

**RECEIVED.**

**13. BOARD OF REGULARISATION UPDATE**

A report of the Town Clerk clarifying the recent changes to the Board's membership following its realignment with the Guildhall School's Instrument and Articles of Government was considered.

A discussion took place and it was noted that changes to the Board's membership, by way of an application to the Privy Council, would potentially be made in the future and that the issues would first be considered at the Governance & Effectiveness Sub Committee with a report then being submitted to the Board. The main issues which would be considered would be the status of co-opted Governors, the quorum, and the possibility of allowing the Chairmen of the Barbican Centre Board and the Culture, Heritage & Libraries Committee to become full Board Governors.

**RECEIVED.**

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

**Guildhall School Student Representative**

It was noted that this would be Josh Chapman's last meeting, as a new President of the Students' Union for 2012/13 would be elected with the result being known on 25 May 2012. The Board thanked Mr Chapman for his contributions to the work of the Board.

**15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
**Decisions made under Delegated Authority**

The Town Clerk reported that at the 14 May 2007 Board meeting it was agreed that reports concerning the School's capital programme would be dealt with under delegated authority and that one report relating to the Music Hall Phase 2 Options Appraisal and another on the Renewal of the Lighting and Small Power Phase 1 Gateway 3 and 4 Options Appraisal were dealt with under delegated authority by the Town Clerk in consultation with the Chairman and Deputy Chairman.

**16. EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

**Item Nos.**  
17 - 27

**Exempt Paragraphs**  
1 & 3

**17. NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 20 February 2012 were approved.

18. **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**  
The non-public minutes of the Finance & Resources Committee meeting held on 15 February 2012 were received.
19. **NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**  
The non-public minutes of the Nominations Committee meeting held on 23 April 2012 were received.
20. **NON PUBLIC MINUTES OF THE TAUGHT DEGREE AWARDING POWERS SUB COMMITTEE**  
The non-public minutes of the Taught Degree Awarding Powers Sub Committee meeting held on 25 April 2012 were received.
21. **CREATIVE LEARNING DIVISION: NEW STRUCTURE PROPOSAL**  
The Board considered and agreed a report of the Director of Creative Learning.
22. **FUNDRAISING STRATEGY FOR MILTON COURT: NAMING RIGHTS**  
The Board considered and agreed a joint report of the Principal and Town Clerk.
23. **CULTURAL QUARTER: UPDATE ON PROGRESS**  
The Board received a report of the Chief Operating and Financial Officer.  
  
*The meeting was inquorate this point forward.*
24. **KEY PERFORMANCE INDICATORS**  
The Board received a report of the Principal.
25. **FINANCE REVIEW**  
The Board received a report of the Chief Operating and Finance Officer.
26. **FINANCIAL FORECASTS**  
The Board received a report of the Chief Operating and Financial Officer.
27. **RECOMMENDATIONS FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS: 2012/13 SESSION**  
The Board agreed a report of the Principal.
28. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There were no questions.
29. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**



There were no urgent items.

**The meeting ended at 3.39pm**

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Chairman

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