



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 14 MAY 2012

Time: 1.45 pm

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL, LONDON, EC2

Members:

Deputy John Barker	Professor Barry Ife
Deputy John Bennett	Katharine Lewis
Sir Andrew Burns	Pamela Lidiard
John Chapman	Kathryn McDowell
Josh Chapman	Sheriff & Deputy Wendy Mead
Christina Coker	Ann Pembroke
Neil Constable	Deputy Richard Regan
Deputy Stella Currie	Jeremy Simons
Daniel Evans	Alderman Fiona Woolf
Alderman David Graves	The Rt Hon the Lord Mayor Alderman David Wootton
Paul Hughes	

Enquiries: Rakesh Hira
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Lunch will be served in the Guildhall Club at 1pm

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Principal's Introduction to the Agenda

The business for this meeting is largely routine and contains few surprises. My General Report summarises a number of prominent successes by current and past students, perhaps mostly notably the first and second prizes at the 2012 Ferrier Awards. This is a very considerable achievement by Natalya Romaniw, who won the 2011 Gold Medal, and Ben McAteer, who is a first-year student on the opera programme. Also of note are the large number of current and immediate past students who are progressing to young artist programmes at Covent Garden and ENO.

Admissions for 2012 are stronger than were feared when the government announced its grant and fee proposals after the Browne Review. Non-EU admissions also look strong following a successful audition week in New York earlier this year, to be followed by a similar opportunity to be held in Hong Kong later this year for autumn 2013 admissions. The balance of grant and fees funding for 2012 and 2013 is changing, but the major impact in 2013/14 will be the additional running costs of Milton Court.

The Sub-Committee established by the Board to decide on the application for degree-awarding powers concluded that an application should be made and this has been submitted to the Privy Council. If the application is allowed to proceed, this will be a major piece of work for next session, in which the Board and its committees will be fully involved.

Following advice from UUK arising from Lord Woolf's report on the LSE, the Board is asked to approve some protocols for recognition of substantial philanthropic gifts through the naming of buildings and public-facing venues. All institutions are being asked to make sure that they have clear processes for making these decisions and to ensure that they are in the public domain.

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

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

To receive the Order of the Court of Common Council, 19 April 2012, appointing the Committee and approving its Terms of Reference (copy attached).

For Information
(Pages 1 - 4)

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

To note that the Guildhall School Governors are as follows:-

- (i) Principal of the Guildhall School for the time being
Professor Barry Ife CBE FKC Hon FRAM BA (Hons) PhD ALCM
- (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 25 May 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.

For Information

5. **ELECTION OF CHAIRMAN**

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

6. **ELECTION OF DEPUTY CHAIRMAN**

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

7. **APPOINTMENT OF SUB COMMITTEES FOR 2012/2013**
Report of the Town Clerk (copy attached).

For Decision
(Pages 5 - 14)
8. **MINUTES**
To agree the public minutes and summary of the meeting held on 20 February 2012
(copy attached).

For Decision
(Pages 15 - 20)
9. **MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To agree the public minutes and summary of the meeting held on 15 February 2012
(copy attached).

For Information
(Pages 21 - 24)
10. **MINUTES OF THE NOMINATIONS COMMITTEE**
To agree the public minutes and summary of the meeting held on 23 April 2012 (copy
attached).

For Information
(Pages 25 - 28)
11. **MINUTES OF THE TAUGHT DEGREE AWARDDING POWERS SUB COMMITTEE**
To agree the public minutes and summary of the meeting held on 25 April 2012 (copy
attached).

For Information
(Pages 29 - 30)
12. ***PRINCIPAL'S GENERAL REPORT**
Report of the Principal (copy attached).

For Information
(Pages 31 - 38)
13. **BOARD OF REGULARISATION UPDATE**
Report of the Town Clerk (copy attached).

For Decision
(Pages 39 - 40)
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 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

Part 2 - Non Public Agenda

17. **NON PUBLIC MINUTES**
To agree the non-public minutes and summary of the meeting held on 20 February 2012 (copy attached).
For Decision
(Pages 41 - 48)
18. **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To agree the non-public minutes and summary of the meeting held on 15 February 2012 (copy attached).
For Information
(Pages 49 - 52)
19. **NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**
To agree the non-public minutes and summary of the meeting held on 23 April 2012 (copy attached).
For Information
(Pages 53 - 56)
20. **NON PUBLIC MINUTES OF THE TAUGHT DEGREE AWARDING POWERS SUB COMMITTEE**
To agree the non-public minutes and summary of the meeting held on 25 April 2012 (copy attached).
For Information
(Pages 57 - 60)
21. **CREATIVE LEARNING DIVISION: NEW STRUCTURE PROPOSAL**
Report of the Director of Creative Learning, Barbican and Guildhall School of Music & Drama (copy attached).
For Decision
(Pages 61 - 70)
22. **FUNDRAISING STRATEGY FOR MILTON COURT: NAMING RIGHTS**
Report of the Principal (copy attached).
For Decision
(Pages 71 - 78)

23. **CULTURAL QUARTER: UPDATE ON PROGRESS**
Report of the Chief Operating and Financial Officer (copy attached).
For Information
(Pages 79 - 96)
24. **KEY PERFORMANCE INDICATORS**
Report of the Principal (copy attached).
For Information
(Pages 97 - 102)
25. **FINANCE REVIEW**
Report of the Chief Operating and Financial Officer (copy attached).
For Information
(Pages 103 - 110)
26. **FINANCIAL FORECASTS**
Report of the Chief Operating and Financial Officer (copy attached).
For Information
(Pages 111 - 122)
27. ***RECOMMENDATIONS FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS:
2012/13 SESSION**
Report of the Principal (copy attached).
For Information
(Pages 123 - 132)
28. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
29. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC
ARE EXCLUDED**

Agenda Item 3

WOOTTON, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

1. **Constitution**

A Non-Ward Committee consisting of,

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

None of the appointed Governors shall serve on the Board for more than a maximum of nine years. In 2012/13, the Immediate Past Chairman will be permitted to attend the Board for that year in a non-voting, advisory capacity.

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

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

2. **Quorum**

The quorum consists of any seven Common Council Governors.

3. **Membership 2012/13**

- 3 (3) John Alfred Bennett, Deputy
- 9 (3) Richard David Regan, Deputy
- 9 (3) David Hugh Wootton, Alderman, The Rt. Hon. The Lord Mayor
- 9 (2) Stephanie Ella Maureen Currie, M.B.E., Deputy
- 2 (2) John Douglas Chapman
- 2 (2) Fiona Woolf, C.B.E., Alderman
- 5 (1) John Alfred Barker, O.B.E., Deputy
- 4 (1) David Andrew Graves, Alderman
- 4 (1) Wendy Mead, Deputy and Sheriff
- 6 (1) Ann Marjorie Francesca Pembroke
- 4 (1) Jeremy Lewis Simons MSc

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

- the Principal of the Guildhall School for the time being - Prof Barry Ife, C.B.E., F.K.C., Hon.FRAME., B.A.(Hons.), Ph.D., A.L.C.M.
- one Academic Member of the Guildhall School Staff, elected by the Academic Staff - Pamela Lidiard
- one Non-Academic Member of the Guildhall School Staff, elected by the administrative staff - Katharine Lewis
- one Guildhall School Student representative (President of the Student Union for the time being) - Josh Chapman
- up to 6 Non-City of London Corporation Members with appropriate expertise - Sir Andrew Burns
Christina Coker
Neil Constable
Daniel Evans
Paul Hughes
Kathryn McDowell, C.B.E., D.L.

4. Terms of Reference

To be responsible for:-

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

Committee: Board of Governors of the Guildhall School of Music & Drama	Date: 14 May 2012
Subject: Appointment of Sub Committees for 2012/2013	
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 2012/2013. (The Town Clerk having 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; (b) That you consider the membership of the Audit & Risk Management Committee for 2012/13; (c) That you consider the membership of the Remuneration Committee for 2012/13; (d) That you consider the membership of the Nominations Committee for 2012/13. (e) That you consider the membership of the Reference Sub Committee for 2012/13; (f) That you consider the membership of the Finance & Resources Committee for 2012/13 and; (g) That the membership of the Governance & Effectiveness Committee remains unchanged for 2012/13. 	

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
John Chapman
Stella Currie, Deputy
David Graves, Alderman
Sheriff Wendy Mead, Deputy
Ann Pembroke
Richard Regan, Deputy
Jeremy Simons
Fiona Woolf, Alderman
David Wootton, Rt. Hon. The Lord Mayor, Alderman

Principal of the Institution

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

Institution's Academic Staff

Pamela Lidiard elected by the Academic Staff
Katharine Lewis elected by the Administrative Staff

Institution's Student Representative

Josh Chapman as President of the Students' Union (to 25 May 2012)

Co-opted Governors (6)

Sir Andrew Burns
Christina Coker
Neil Constable
Daniel Evans
Paul Hughes
Kathryn McDowell

2. The Chairman of the Barbican Centre Board, Chairman of the Culture, Heritage & Libraries Committee 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 2011/12 was:

Deputy John Bennett
Neil Constable
Wendy Mead
Jeremy Simons
Alderman & Sheriff Fiona Woolf
Roger Chadwick (representative of the CoL Finance Committee – at the November 2011 Board meeting it was agreed that a representative was no longer required)
5. There are five vacancies on the Audit & Risk Management Committee for 2012/13. Neither the Chairman of the Board of Governors nor members of the Finance & Resources Committee may serve on this 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
 - to consider, and where necessary, act on an annual report from the Audit & Risk Management committee
 - to consider the annual report
 - 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 of the Board's Audit & Risk Management Committee for 2012/13.

Remuneration Committee

9. The membership of the Remuneration Committee in 2011/12 was:

Chairman of the Board for the time being
Deputy Chairman of the Board for the time being
The Principal of the Guildhall School for the time being
Sir Andrew Burns
Neil Constable
Pamela Lidiard
Jeremy Simons

10. This Committee is yet to have its first meeting and will meet as and when required. The Terms of Reference of this Committee state that the membership should include at least three Members.
11. The Remuneration Committee will review and advise the Establishment Committee, as necessary, on the salaries, terms and conditions (and, where appropriate, severance payments) of the head of the institution and such other members of staff as the Board deems appropriate.

12. 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.
13. 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).
14. 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 of London Corporation.
15. The 15 May 2006 meeting of the Board agreed "that a Remuneration Committee be established to act in an advisory capacity to this Board".
16. **Recommendations:** That you consider the membership of the Remuneration Committee for 2012/13.

Nominations Committee

17. The membership of the Nominations Committee for 2011/12 was:

Chairman of the Board for the time being
Deputy Chairman of the Board for the time being
The Principal of the Guildhall School for the time being
Christina Coker – *Co-opted Governor*
Paul Hughes – *Co-opted Governor*
Sheriff Wendy Mead – *Court of Common Council Governor*
Jeremy Simons – *Court of Common Council Governor*
Alderman Fiona Woolf – *Court of Common Council Governor*

Pamela Lidiard – *As senior Member of the Academic Staff*

18. This Committee should include 3 Co-opted Governors and 3 Common Council Members together with one senior Member of the Academic Staff. It is proposed that Governors are invited to express their interest in serving on the Nominations Committee for the six vacancies.
19. 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.
20. 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.
21. 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.
22. 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.
23. The Nomination Committee meets as and when required.
24. 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.

25. **Recommendations:** That, you consider as to the membership of the Nominations Committee for 2012/13.

Reference Sub Committee

26. The Reference Sub Committee meets as and when required to consider any issues that arise outside of the normal cycle of the Board and which are not suitable to be advanced through the City's urgency procedures.

27. The membership of the Reference Sub Committee for 2011/12 was:

Chairman of the Board
Deputy Chairman of the Board
Sir Andrew Burns
Deputy Stella Currie
John Scott
Jeremy Simons

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

29. **Recommendations:** That you consider the membership of the Reference Sub Committee for 2012/13.

Finance & Resources Committee

30. The membership of the Finance & Resources Committee for 2011/12 was:

Chairman of the Board
Deputy Chairman of the Board
John Chapman (*appointment was approved at the September 2011 Board meeting*)
Deputy Catherine McGuinness (*appointment was approved at the February 2012 Board meeting*)
Nicy Roberts
John Scott
Deputy Michael Welbank

31. Members of the Audit & Risk Management Committee are not eligible to serve as Members of the Finance and Resources Committee and vice versa.
32. There are five vacancies and Governors are invited to express their interest in serving on the Finance & Resources Committee.
33. **Recommendations:** That you consider the membership of the Finance and Resources Committee for 2012/13.

Governance & Effectiveness Committee

34. The Governance and Effectiveness Committee was originally set up at the 18 February 2008 Board meeting. The Committee has conducted the Governance & Effectiveness Review, which takes place every three years, with the recommendations being endorsed by the Board. It is proposed that the membership of the Committee, in principle, remains unchanged as follows:

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
Katharine Lewis

35. **Recommendations:** That the membership of the Governance & Effectiveness Committee remain unchanged for 2012/13.

Dates of Board meetings in 2012 and 2013

36. The Board will meet on the following dates/times for the remainder of 2012 and 2013.

Monday 17 September 2012 at 1:45pm
Monday 19 November 2012 at 1:45pm
Monday 4 February 2013 at 11:30am
Monday 13 May 2013 at 1:45pm

Wednesday 18 September 2013 at 1:45pm

Monday 18 November 2013 at 1:45pm

Contact:

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Town Clerk's Department

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

MONDAY 20 FEBRUARY 2012

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA HELD AT GUILDHALL, EC2 ON MONDAY 20 FEBRUARY 2012 AT 1.45 pm.

Present

Members:

Tom Hoffman (Chairman)	Pamela Lidiard
Alderman David Graves (Deputy Chairman)	Kathryn McDowell
Deputy John Bennett	Deputy Catherine McGuinness
John Chapman	Sheriff Wendy Mead
Josh Chapman	Nicy Roberts
Christina Coker	John Scott
Neil Constable	Alderman Fiona Woolf
Deputy Stella Currie	
Paul Hughes	
Professor Barry Ife	
Katharine Lewis	

In attendance:

Officers:

Rakesh Hira	Town Clerk's Department
Niki Cornwell	Chamberlain's Department
Deborah MacCallum	Guildhall School of Music & Drama
Clive Russell	Guildhall School of Music & Drama
Jonathan Vaughan	Guildhall School of Music & Drama
Christian Burgess	Guildhall School of Music & Drama
Jane Rigler	Guildhall School Trust
Hannah Bibbins	Barbican Centre

Following an inquorate discussion from the outset of the meeting a quorum was reached and thereafter all business was transacted accordingly.

1. APOLOGIES

Apologies for absence were received from Sir Andrew Burns, Daniel Evans, Jeremy Simons and Deputy Michael Welbank.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

Tom Hoffman declared his personal interest as a Trustee of the Guildhall School Trust and the Guildhall School Development Fund (this was a standing declaration).

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

Nicy Roberts declared her personal interest as a Chairman of the Friends of the Centre for Young Musicians and because her daughter played in the LSSO (part of Centre for Young Musicians) (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.

3. MINUTES

The public minutes and summary of the meeting held on 15 December 2011 were approved.

4. MINUTES OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The public minutes and summary of the Audit & Risk Management Committee meeting held on 18 January 2012 were received.

5. PRINCIPAL'S GENERAL REPORT

A report of the Principal which provided Governors with information on awards and prizes, the staff contract review, sector developments, National Music Plan, annual report, New York auditions, Gold Medal 2012 and the Summer Gala was received.

A discussion took place on the publication of the School's annual report, it was noted that due to insufficient resources to undertake the work involved immediately, the design template would be developed at the beginning of the 2012/13 financial year and the publication would be available in April 2012.

RECEIVED

6. CARBON REDUCTION STRATEGY

A report of the Director of Strategic Projects which set out the first revision of the Carbon Reduction Strategy, which in its original format was approved in February 2011, now included various amendments which were as follows:

- An update on progress achieved so far, showing that scope 1 and 2 direct greenhouse gas emissions had already been reduced by more than 28% against the 2005 baseline;
- An increased reduction target for the emissions of 43% by 2020;
- Data to establish 2010 as a baseline year for scope 3 indirect greenhouse gas emissions arising from transport, water and waste and;
- A 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 Director of Strategic Projects highlighted that less was now being spent on energy and the 43% reduction target for emissions by 2020 was achievable.

RESOLVED – That Governors approve the revised Carbon Reduction Strategy set out in Annex A of the report.

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

Governor Skills and Training

It was noted that Governor training for non-City of London Corporation Governors would be looked into by the Town Clerk and that the Principal was exploring what training opportunities were available through HEFCE.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Membership of the Finance & Resources Committee

The Town Clerk explained that Deputy Catherine McGuinness had expressed an interest to serve on the Finance & Resources Committee, Governors supported the appointment.

RESOLVED – That Deputy Catherine McGuinness be appointed on the Finance & Resources Committee.

Amendment of the Board's Constitution

The Chairman left the room for this item to be considered and Alderman David Graves took the Chair.

A report of the Town Clerk which had been circulated electronically prior to the Board meeting to amend the Board's Constitution was considered. It was proposed that the Terms of Reference be amended in order for the immediate past Chairman, if willing to do so, to be able to serve as Deputy Chairman having completed nine years as a Governor, as was usual practice within the City Corporation.

A discussion took place and a Governor pointed out that she had also been in the same situation some time ago and that the Board had agreed for her appointment to be extended by one year to enable her to serve as Deputy Chairman.

The Principal pointed out that this was an additional discrepancy with the Privy Council which had now come to surface. It was noted that the amendment to the Board's constitution did not conflict with the City Corporation's Standing Orders.

RESOLVED – That subject to the approval of the Court of Common Council, the Committee's constitution be amended to read, "None of the appointed Governors shall serve on the Board for more than a maximum of nine years, with the exception of the immediate past Chairman who shall be permitted to serve an additional year as Deputy Chairman."

The Chairman returned to the room.

9. EXCLUSION OF THE PUBLIC

RESOLVED: 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.

10 - 19

Exempt Paragraphs

3

SUMMARY OF MATTERS CONSIDERED WITH THE PUBLIC EXCLUDED

10. MINUTES

The non-public minutes and summary of the meeting held on 15 December 2011 were approved.

11. MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE

The non-public minutes and summary of the meeting held on 18 January 2012 were received.

12. KEY PERFORMANCE INDICATORS

A report of the Principal was received.

13. TAUGHT DEGREE AWARDING POWERS

A report of the Principal was considered and agreed.

14. GUILDHALL YOUNG ARTISTS CONSULTATION (NOV 11 – JAN 12)

A report of the Director of Music was considered and agreed.

15. SCHOOL LONG-TERM FINANCIAL PLAN

A report of the Principal was received.

16. FINANCE REVIEW

A report of the Chief Operating and Financial Officer was received.

17. UNIVERSITY OF EAST ANGLIA: DEVELOPMENT OPPORTUNITY

A report of the Principal was considered and agreed.

Extension of the meeting

In accordance with Standing Order 40, the Board agreed to extend the meeting beyond two hours.

18. ANNUAL MONITORING RETURN FOR 2010/11: OFFA/WIDENING PARTICIPATION STRATEGIC ASSESSMENT

A report of the Principal was received.

19. TEACHING AND LEARNING PHASE 3

A report of the Principal was considered and agreed.

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

There were no questions.

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

There were no items of urgent business.

The meeting closed at 3:51pm

CHAIRMAN

**Contact Officer: Rakesh Hira
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e-mail: rakesh.hira@cityoflondon.gov.uk**

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

WEDNESDAY 15 FEBRUARY 2012

MINUTES OF THE MEETING OF THE FINANCE & RESOURCES COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA HELD ON WEDNESDAY 15 FEBRUARY 2012 IN THE GUILDHALL, WEST WING AT 1:45PM.

Present

Governors:

Tom Hoffman (Chairman)
Alderman David Graves (Deputy Chairman)
John Chapman
Nicy Roberts

Officers:

Rakesh Hira	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Professor Barry Ife	- Principal, Guildhall School of Music & Drama
Sandeep Dwesar	- Guildhall School of Music & Drama
Niki Cornwell	- Chamberlain's Department

Also in attendance:

Deputy Catherine McGuinness

1. APOLOGIES

Apologies were received from John Scott and Deputy Michael Welbank.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND 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).

Nicy Roberts declared her personal interest as a Chairman of the Friends of the Centre for Young Musicians and because her daughter played in the LSSO (part of Centre for Young Musicians) (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.

3. MINUTES

The public minutes and summary of the meeting held on 27 October 2011 were approved.

4. QUESTIONS

There were no questions.

5. URGENT ITEMS

There were no urgent items.

6. EXCLUSION OF THE PUBLIC

RESOLVED: 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.

7-11

Exempt Paragraphs

3

Part 2 – Non-Public Agenda**SUMMARY OF MATTERS CONSIDERED WITH THE PUBLIC EXCLUDED****7. MINUTES**

The non-public minutes of the meeting held on 27 October 2011 were approved.

8. SCHOOL LONG TERM FINANCIAL PLAN

The Committee received a report of the Principal.

9. FINANCE REVIEW

The Committee received a report of the Chief Operating and Financial Officer.

10. 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

Student Numbers

A discussion took place on student numbers for 2012 - 2016.

The meeting closed at 2.29pm

CHAIRMAN

**Contact Officer: Rakesh Hira
tel. no. 020 7332 1408
e-mail: rakesh.hira@cityoflondon.gov.uk**

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MATTERS ARISING

Members noted that Mr Tony Wigram (nominated for Fellowship at the April 2011 meeting) had sadly passed away before last year's graduation ceremony. The Principal advised that the School would be sending their condolences to Mr Wigram's family.

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

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

6. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A 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.

<u>Item Nos.</u>	<u>Exempt Paragraphs</u>
7-8	1
9-10	-

SUMMARY OF MATTERS CONSIDERED WITH THE PUBLIC EXCLUDED**7. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 12 April 2011 were approved.

8. NOMINATIONS FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS 2012

The Committee considered a report of the Principal providing Governors with ten nominations for Fellowships and Honorary Fellowships for the 2011/2012 session.

Governors approved the report and made recommendations to the Board for its May meeting.

RESOLVED**9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no urgent items.

The meeting closed at 2.35 pm

CHAIRMAN

Contact Officer: Julie Mayer

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TAUGHT DEGREE AWARDING POWERS SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

WEDNESDAY 25 APRIL 2012

MINUTES OF THE MEETING OF THE TAUGHT DEGREE AWARDING POWERS SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA AT GUILDHALL, LONDON, EC2, ON WEDNESDAY 25 APRIL 2012 AT 2:00PM

Present

Members:

Alderman David Graves, Chairman
Sir Andrew Burns
Josh Chapman
Neil Constable
Professor Barry Ife
Jeremy Simons

In attendance:

Tom Hoffman
Deputy Catherine McGuinness

Officers:

Rakesh Hira - Town Clerk's Department
Katherine Lewis - Guildhall School of Music & Drama

1. APOLOGIES

There were no apologies.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND 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).

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

There were no questions.

4. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

5. 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:

<u>Item Nos.</u>	<u>Exempt Paragraphs</u>
6	3
7-8	-

Part 2 – Non-Public Agenda

6. TAUGHT DEGREE AWARDING POWERS

A report of the Principal was considered and agreed.

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

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

A discussion took place on the submission of the Taught Degree Awarding Powers application.

The meeting closed at 3:50pm.

CHAIRMAN

Contact Officer: Kesh Hira

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e-mail: rakesh.hira@cityoflondon.gov.uk

Committee(s):	Date(s):
Board of Governors of the Guildhall School of Music & Drama	14 th May 2012
Subject: Principal's General Report	Public
Report of: Principal	For information/consideration

Summary

This report updates the Board on a number of general issues, including:

- 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

Recommendation:

- that the Board receives the report notes its contents

Main report

1. Recent Prize Winners

Bethan Langford (BMus Year 4, student of Kate Paterson)

- Runner up for the Dunraven Welsh Singer of the Year 2012

Natalya Romaniw (Opera Course 2011 and current fellow, student of John Evans)

- 1st Prize and Song Prize at the Kathleen Ferrier Awards
- 2nd Prize in the Eleanor McCollum Competition for Young Singers

Ben McAteer (Year 1, Opera Course, student of David Pollard)

- Joint 2nd Prize at the Kathleen Ferrier Awards

Edmund Finnis (DMus Composer, student of Julian Anderson)

- 1st Prize in the 2011 International Composer Pyramid. His piece will be performed by the London Sinfonietta at the 2012 Sounds New Festival.

Jonathan Bloxham (MMus, student of Louise Hopkins)

- His ensemble (The Busch Ensemble) was awarded 1st place in the Chamber Music section of the Royal Overseas League Competition

Elizabeth Desbruslais (Postgraduate, student of Theresa Goble)

- 1st Prize in the Association of English Singers and Speakers Courtney Kenny Award

Grace Yeo (Keyboard Fellow, student of Joan Havill)

- 2nd Prize at the 2012 Hastings International Piano Competition

Murdo Macrae (Bmus Year 3, student of Imogen Barford and Charlotte Seale)

- Won a scholarship to the 2012 Aspen Music Festival

Ching Man Ho (Postgraduate, student of Charlotte Seale)

- Won a place in the 2012 Schleswig Holstein Festival Orchestra

Oliver Wass (Bmus year 1, student of Imogen Barford)

- Won the Gwendolyn Mason Cup at the 2012 Bromley Festival

Jennie Witton (BMus year 4, student of Sue McCulloch)

- 3rd Prize in the Association of English Singers and Speakers Competition

Min Jung Baek (AIS Piano, student of Ronan O’Hora, Martin Roscoe, Caroline Palmer)

- 1st Prize in the 6th Ernesto Falla International Piano Competition in Piemonte, Italy

Ventsislav Harkov (BMus Year 3, student of Stefan Popov)

- Awarded the Muriel Taylor Scholarship for cellists (worth £2000)

The Hieronymus Quartet (Yolanda Bruno, Hun Ouk Park, Jonathan Larson and Vladimir Waltham)

- First prize and audience prize at the Cavatina Intercollegiate Chamber Music Competition (held at the RAM).

Handel Singing Competition 2012

Anna Starushkevych (Opera Course year 1, student of Laura Sarti): 1st Prize and audience prize

Lucy Hall (Opera Course year 1, student of Sue McCulloch): Finalist

Raphaella Papadakis (Opera Course year 1, student of John Evans): Finalist

Jette Parker Young Artist Programme 2012

Natalya Romaniw (Opera Course 2011 and current fellow, student of John Evans)

Ashley Riches (Opera Course year 2, student of Robert Dean)

Oxford Music Festival

Ricard Rovirosa (Mperf, student of Joan Havill): 1st Prize

Kristina Rokashevich (BMus year 3, student of Joan Havill): 2nd Prize

Sophia Dee (Bmus year 1, student of Joan Havill): 3rd Prize

Panufnik Young Composers Scheme

Matthew Kaner (MMus, student of Julian Anderson): winner of a 10 minute commission

Alastair Putt (MComp, student of Julian Anderson): winner of a 5 minute commission

London Sinfonietta Academy Course

The following students have been awarded places on the London Sinfonietta Academy Course 2012

- Sam Wilson (BMus year 2, student of Richard Benjafield, David Corkhill and Michael Skinner)
- Sarah Campbell (BMus Year 3, student of Paul Beniston, Paul Cosh, Anne McAneney and Stephen Keavy)

Junior Guildhall

6 Junior Guildhall Groups performed in the final round of the Pro Corda National Chamber Music Festival for Schools.

As a result two Junior Guildhall Groups have been selected to perform in the Chamber Champions concert at the Wigmore Hall, 15th July 2012, 6pm.

- Under 14 Didier Osindero / Scarlet O'Shea / Millie Ashton / Georgina Lloyd-Owen

Coach – Kate Lindon

- Under 16 Lois Johnson Perkins / Seleni Sewart / Anita Monserrat

Coach – Sebastian Muller

Recent Graduate/Alumni Successes

Matthew Featherstone (BMus 2005 – 2009, MMus 2009 – 2010, Fellow 2010 – 2011, student of Sarah Newbold, Philippa Davies and Ian Clarke)

- Winner of the Royal Overseas League (category of Wind, brass, percussion)

Njabulo Madlala (BMus 2004 - 6, PVT 2006/7, Opera Course 2007 - 2009, currently a Fellow student of Robert Dean)

- Winner of the Royal Overseas League (category of Voice)

Shabaka Hutchings

- Nominated for the Jazz Musician of the Year in Parliamentary Jazz Awards

Danielle Tarento (Acting 1994)

- Winner of Best Producer and Best New Musical for *Burlesque* at the 2012 Off West End Awards

Alumni Selected for ENO Harewood Artists (2012/2013)

Katherine Broderick (PVT 2004 – 2005, Opera Course 2005 - 2007 student of Sue McCulloch)

Nicky Spence (BMus 2001 - 2005, PVT 2005 - 2006, Opera Course 2007 - 2009 student of John Evans)

Benedict Nelson (BMus 2002 - 2006, Opera Course 2006 - 2008 student of Robert Dean)

Duncan Rock (PVT 2007 - 2008, Opera Course 2008 - 2010, Fellow 2010 - 2011 student of Robert Dean)

The Olivier Award Nominations

Best Actress

Marcia Warren (Speech & Drama 1963) for *The Ladykillers* at the Gielgud theatre

Best Actress in a Musical

Sarah Lancashire (Acting 1986) for *Betty Blue Eyes* at the Novello Theatre

Best Sound Design (overall winner)

Matilda the Musical by Simon Baker (SMTT 1992) at the Cambridge Theatre

Outstanding Achievement in Opera

Amanda Holden (Music 1971 and Music Therapy 1973) for her translation of *Castor and Pollux* at the London Coliseum

Staff Success

Neil Alexander (Technical Theatre) won Best Sound Designer for *Snake in the Grass* at the 2012 Off West End Awards

2 Recruitment and admissions 2012/13

Applications as at 1 April were largely unchanged at -11.4% overall. Undergraduate applications had improved to -9.9% but the reduction in postgraduate applications was still worryingly high at -15.5%. Lord Patten has recently referred to the ‘postgraduate precipice’ that the sector will face once the first cohort of new regime students graduates in the summer of 2015. Here are worrying signs that the precipice will be reached well before that date.

The sector comparator for Creative art and design (March UCAS data) was -16.2%.

Offers and acceptances continue to look strong and the School is confident that it will reach its target intake for 2012/13 with no loss of quality, but a close eye is being kept on acceptances and declines through the regular ‘reality checks’ presented to the Senior Management Team.

The School has received its 2012/13 funding letter from HEFCE and the settlement is as forecast.

3 Fees and funding 2013/14

Provisional headline fees for 2013/14 have been posted on the School’s website. The proposed fee increases, in the order of 9% for non-statutory fees, will bring the School into line with the fee levels charged by competitor institutions in London. This increase, which is subject to final approval by the Board in September, is consistent with the Board’s policy of aligning fees with those of our closest competitors once Milton Court is open and our facilities are of a comparable standard.

The School is engaging with the second phase of HEFCE’s teaching funding consultation, due to complete on 25 May. Most of the proposals have been incorporated into financial forecasts, but the one remaining issue concerns the Review of Institution-Specific Targeted Allocations (RISTA) that is due to take place in the autumn of 2012 to affect funding in 2013/14 and beyond. At present the School does not receive this allocation, which is designed to meet high-cost, high public benefit activities the costs of which cannot be met from other sources. Serious thought is being given to ways in which the School could successfully bid for this funding notwithstanding the fact that the City of London Corporation is the School’s funder of last resort.

Early indications from HEFCE are that Treasury remains concerned at the high cost of the student loans and student support schemes to the public purse and is seeking ways of recouping these costs from grant funding to HEFCE. The Higher Education Innovation Fund (HEIF5) is thought to be an area which will come under closer

scrutiny. The School has done well from this fund in recent years and may struggle to retain its hold on this source of income. The School is engaging closely with the debate through its membership of Universities UK (UUK).

4 Recruitment 2013/14

In advance of applications opening for the 2013 intake, course and academic staff updates on the website and Guide mail outs are occurring throughout the month of May. New videos for the website centred on life in Sundial Court, student affairs, library and technical support have been commissioned for completion over the summer.

Applications for 2013/14 entry officially open on 15 June 2012. Deadlines are as usually scheduled (and different per department as required) with late applicants always considered if appropriate.

In addition to the set audition/interview periods within the UK and at the School, we will continue auditioning both music and acting students in New York (jointly) for the sixth year during the period of January 21 – 25 2013. This particular opportunity attracts applicants from all of North and South America.

For the first time this year, we will hold music auditions aimed at the entire Australasian region basing ourselves in Hong Kong at the HK Cultural Centre on November 1 & 2, 2012. Given our history within the region, we expect to attract pianists and string players from Japan, S Korea, all of China, Taiwan and Singapore, with perhaps some singers from Australia attending.

As usual, we will start tracking 2013 application numbers on 1 November 2012.

5 Taught Degree-Awarding Powers

A sub-committee of the Board has decided that the School should apply for taught degree-awarding powers and an application (in the form of a self-evaluation and covering letters from the Deputy Chairman and the Vice-Chancellor of City University) has been sent to the Privy Council and the Quality Assurance Agency (QAA). If the QAA advises that the application should proceed, we expect the scrutiny to start this summer and go well into 2013. All aspects of the School's governance and management will come under scrutiny, including the Board and its Committees. A copy of the self-evaluation will be provided to all Board members, who are asked to read it carefully and refer to it frequently throughout the coming months.

On the advice of the Remembrancer, the application has requested that the powers, if conferred, should be conferred by charter rather than by statute.

6 2010/11 Annual Report

As requested by the Board, an Annual Report format has been developed based on the 2010/11 academic year. For reasons of economy, the Report will not be published in hard copy. The Report is available electronically and can be downloaded from the School's website via a newly named Corporate Documentation page. The url is as follows:

http://www.gsmd.ac.uk/about_the_school/about_us/corporate_documentation/

It is proposed that this format is used for subsequent Annual Reports, and the report for the 2011/12 academic year will be available in January 2013.

Some print-outs of the 2010/11 Annual Report will be available at the meeting, although members are encouraged to visit the site and appreciate the results at first hand.

7 Enterprise

Financial modelling of the potential for extending enterprise activity indicates additional net income for 2015/16 at £510,000 (best case) and £89,000 (worst case). Further to the Enterprise audit from QMI, this supports testing the market.

Enterprise is being developed along three lines:

- Appointing a Business Development Manager (BDM) from May 2012, on the basis of covering own salary costs by end of year 1
- Articulating full business and operational plan
- Pilot enterprise activity in 2012, focusing on additional summer schools

The School has appointed Andrew Almond as Business Development Manager. Andrew has previously worked for The King's Fund and in a business development role at the London College of Communications. Following this appointment, we plan to bring a detailed business and operational plan to the Board at the first session of the next academic year.

Developmental activity towards the establishment of the new enterprise arm has included an awayday with senior staff from the School and Barbican (March 15, 2012), which discussed and agreed the strategic direction of activity in support of the mission and distinctiveness of the School; governance and management; financial projections; challenges in capacity and resource.

The following key areas of activity have been identified:

- Summer schools and short courses
- Corporate training
- Hire of artists
- Contract research and consultancy
- Translational research
- Enterprise projects (exploitation of IP)

The School has revised operational models for existing summer schools and developed pilot additional offers, notably in Technical Theatre and Creative Learning. Bookings are coming in. An evening course for actors is planned to start in the next academic year.

8 UEA development proposal

As reported in February, it had been intended to bring to the May Board a full evaluation of an off-site operation at the University of East Anglia in Norwich. The Principal, Director of Music, and heads of Junior Guildhall and CYM have made a further site visit, and detailed discussions have taken place with the head and senior staff of the Norfolk Music Service to scope out an under-18 service at UEA. It is felt that, without a robust under-18 service as a platform, it would not be possible to mount a viable tertiary-level operation in Norwich. Easter holidays have delayed the production of a detailed business plan for that strand of work and the Norfolk Music Service is awaiting the outcome of their hub proposal within the National Music Plan (expected early May). If there is time to analyse the outcome of these discussions and the Norfolk hub bid, a further oral update will be given at the Board meeting.

In common with many other UK institutions, the School has received other proposals to establish offsite and offshore operations in this country and abroad, some of which may merit further investigation. The issue of potential offsite and offshore operations will be given proper consideration as part of the revision of the Strategic Plan which will form a major item on the Board's September agenda.

Contact:

Professor Barry Ife CBE

Principal

Guildhall School of Music and Drama

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Committee(s):	Date(s):
Board of Governors of the Guildhall School of Music and Drama	14th May 2012
Subject: Board Regularisation update	Public
Report of: Town Clerk	For Decision
<p><u>Summary</u></p> <p>This report clarifies recent changes to the Board’s membership following its realignment with the Guildhall School’s Instrument and Articles of Government and sets out how the Board can raise any outstanding constitutional issues related to the Instrument and Articles for resolution.</p> <p>Recommendations</p> <ul style="list-style-type: none"> • The Report is noted. • Any outstanding constitutional issues relating to the Instrument and Articles are sent to the Board’s Governance and Effectiveness Committee for consideration, with a view to inputting into the Corporation’s post-implementation Governance Review. 	

Main Report

1. Due to an oversight in the Town Clerk’s office, the Board of Governors as previously constituted had moved out of line with the Guildhall School’s Instrument and Articles of Government, as set out by the Privy Council in 2006. The Board was subsequently realigned with the Instrument and Articles by a report that went to the City's Policy and Resources Committee in March 2012 and was approved by the Court of Common Council in April. As it is currently constituted, the Board is now in line with the Instrument and Articles of Government set out by the Privy Council.
2. These changes have affected individual Governors and the Board as a whole but were necessary, particularly considering the greater scrutiny the School is under due to it seeking degree-awarding powers.
3. If, however, the Board has remaining constitutional issues they would like to raise, and they cannot be resolved by pragmatic internal solutions, it is recommended that these issues are brought to the Governance and Effectiveness Committee of the School which can make recommendations to the Corporation’s post-implementation Governance Review if desired. If it is still felt that the Privy Council needs to be approached after the Review, and all other avenues to resolve the issue have been explored internally, this approach can be considered, subject to approval of the Court of Common Council.
4. Given the constitutional seriousness, the risk of exposing the School to greater constitutional scrutiny at a sensitive point in the degree-awarding process, and the length of time an approach to the Privy Council involves to seek approval to change the Instrument and Articles of Government, such an approach is recommended only as the last resort to resolving any outstanding issues. This is particularly the case as previous irregularities have now been resolved.
5. The changes brought the Board back into alignment with the Instrument and Articles. They were as follows:
 - a. The two City Corporation *ex officio* appointments (the Barbican Chairman and the Culture, Heritage and Libraries Chairman) have stood down from the Board as Governors and instead a standing invitation has been extended to

these Members to attend the meetings of the Board in a non-voting, advisory capacity. The Board may wish to consider whether it wants the Barbican Chairman to be a formal member of the Board, as this is part of the "common platform" (and is mirrored on the Barbican side by having the Guildhall School chairman as an *ex officio* member). Similar consideration can be given to the position of the Culture, Heritage and Libraries Chairman. If the Board would like to recommend this change, it is recommended that it is referred to the Guildhall's Governance & Effectiveness Committee, who in turn can then inform the City Corporation's post-implementation Governance review of their considered view.

- b. The *ex officio* appointment for the representative from the Centre for Young Musicians has also been removed as a Governor and has been issued an invitation to attend the Board in a non-voting, advisory capacity for the remaining period of their originally agreed appointment.
 - c. Due to maximum term limits established by the Instrument and Articles of Government for Governors to sit on the Board, the recent Chairman has stepped down from the Board as a Governor, and therefore stepped down from both the Chairmanship and any possible Deputy Chairman positions. Reflecting the wishes of the Board at the last meeting, to help ease the transition process, the Policy and Resources Committee suggested extending an invitation to the recent Chairman to attend the Board in a non-voting, advisory capacity for one year.
 - d. These changes will necessitate electing both a new Chairman and a new Deputy Chairman. All Governors are eligible to vote in the elections.
6. Finally, the issue of the Board's quorum has recently caused concern. The recent issues surrounding the question of whether the Board is quorate reflect the unfortunate anomalous nature of the Board's composition this year, with a number of City Members holding positions, such as Lord Mayor, that make their attendance at the Board difficult. This is unlikely to arise in the future. However, if the Board would like the quorum issue to be considered further, it is recommended the Governance and Effectiveness Committee consider the issue and make their recommendation to the post-implementation Corporate review, as appropriate.
7. If there are further issues felt outstanding relating to the recent governance reforms, the Board has a chance to raise them, and if desired, forward them to the Governance and Effectiveness Committee.

Conclusion

This report has set out changes to the Board following the regularisation of the Instrument and Articles of Government. It offers a springboard to discuss any remaining outstanding constitutional issues, which can be brought to the Governance and Effectiveness Committee of the School which can make further recommendations to the Corporation's post-implementation Governance review if desired. It has advised that internal solutions should be fully explored before going to the Privy Council to seek constitutional amendments.

Appendix

- The Instrument and Articles of Government of the Guildhall School of Music and Drama
- Policy and Resources Committee report, March 2012, Guildhall School of Music & Drama Governance Review

Agenda Item 17

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of the Local Government Act 1972.

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Agenda Item 18

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Agenda Item 19

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Agenda Item 20

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Agenda Item 21

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Agenda Item 27

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