

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

**Monday, 16 November 2015**

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, 16 November 2015 at 1.45 pm

## **Present**

### **Members:**

Deputy John Bennett (Chairman)  
Alderman David Graves (Deputy  
Chairman)  
Sir Andrew Burns  
Deputy John Chapman  
Christina Coker  
Marianne Fredericks  
Lucy Frew  
Jo Hensel  
Gareth Higgins

Michael Hoffman  
Professor Barry Ife  
Vivienne Littlechild  
Kathryn McDowell  
Alderman William Russell  
John Scott  
Jeremy Simons  
Angela Starling  
Alex Tostdevine

### **In Attendance**

Deputy John Tomlinson

### **Officers:**

Gemma Stokley	- Town Clerk's Department
Michael Bradley	- City Surveyor's Department
Niki Cornwell	- Chamberlain's Department
Sandeep Dwesar	-
Professor Helena Gaunt	-
Sean Gregory	- Barbican Centre

## **1. APOLOGIES**

Apologies for absence were received from Neil Constable, Paul Hughes, Jeremy Mayhew and Nicy Roberts.

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

Sir Andrew Burns declared a personal interest as Chairman of the Hestercombe Gardens Trust. This was a standing declaration.

## **3. PUBLIC MINUTES**

### **3.1 Public Minutes of the Board**

The public minutes of the meeting held on 7 September 2015 were considered and approved as a correct record.

### **MATTERS ARISING**

**Counter-Terrorism and Security Act (page 2)** – The Principal reported that the Prevent duty was being taken forward by the School and that the actions taken to date had been discussed with HEFCE at their visit which had taken place last week. Governors were informed that, particularly in light of the recent atrocities in Paris, the Prevent duty and acts of terrorism would now be re-visited and re-profiled as specific risks on the School's Risk Register.

The Principal went on to report that the School had made contact with all 32 of its French national students over the weekend and had offered them any necessary assistance following the events of Friday evening.

The Chief Operating and Financial Officer informed the Board that the Barbican Centre had, this morning, undertaken a wholesale security review and that there would now be a greater physical security presence in the Centre's public spaces. Staff had been briefed accordingly and the Centre were now awaiting further guidance and advice from the Metropolitan and City of London Police as to any further steps that should now be taken.

In response to questions, the Chief Operating and Financial Officer stated that there were no plans to search the bags of all visitors to the Centre at present nor for the introduction of scanners at main entrances.

A Governor highlighted that the City of London Police offered relevant training to security and facilities managers and it was hoped that Departments within the City Corporation would make use of such training.

**Awards and Prizes (page 3)** – The Chairman reported that, unfortunately, Ashley Fripp had not progressed to the final of the Leeds International Piano Competition after competing in the Semi Final in September.

### **3.2 \*Public Minutes of the Governance and Effectiveness Committee**

The public minutes of the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music and Drama held on 23 October 2015 were received.

### **RECEIVED.**

#### **4. TERMS OF REFERENCE AND FREQUENCY OF MEETINGS OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA**

The Board considered a report of the Town Clerk regarding their terms of reference and frequency of meetings.

A Governor suggested that some thought should be given to the nine year limit of Governors serving on the Board and whether this was sustainable going forward, particularly in terms of nurturing future Chairmen and Deputy Chairmen.

**RESOLVED:** That the Board:

- a) approve the Terms of Reference of the Board for submission to the Court as set out in the appendix to the report; and
- b) approve the frequency of their meetings going forward.

5. **OUTSTANDING ISSUES REPORT**

The Board received a report of the Town Clerk setting out Outstanding Actions.

The Chairman reported that the meeting regarding Sundial Court was postponed and was now set to take place later this week.

**RECEIVED.**

6. **PRINCIPAL'S GENERAL REPORT**

The Board received the Principal's General Reports updating them on a number of current issues including Awards and Prizes, Open House, CYM Regional Centres and Engagement with China.

**Awards and Prizes**

In addition to those Prizes and Awards listed, the Principal reported that Guildhall students had recently won three of the four possible prizes in Junior Ferrier and that ten of this year's twelve 2<sup>nd</sup> year Opera students had secured places at Glyndebourne or Garsington next summer.

**Current Issues**

The Principal reported that the annual HEFCE visit to the School had taken place last week and that a wide range of business had been covered.

With regard to financial provisions, the Principal reported that a lot currently hinged on the Autumn statement due on 25<sup>th</sup> November 2015 as this would provide some clarity as to funding for the sector as a whole. Governors were reminded that the School's submission for RISTA funding was still in progress and that a panel due to consider whether or not they fulfilled the 'World Leading' aspect would meet next week. The Principal stated that he felt that the School had every reason to be positive about their submission at this stage.

The Board were informed that both the Chairman and the Principal had attended the HEFCE annual meeting last week at which the Chief Executive of HEFCE had modelled four different scenarios that could heavily impact on the financial health of the sector in the near future. These included a 5% reduction in the teaching grant, a 20% increase in staff costs, a reduction in non-EU Students and 'Brexit'. The Principal commented that the School were monitoring these developments closely and were engaged in discussions in different ways at various levels.

In response to a question on a possible Brexit, the Principal reported that, whilst he was fairly confident that there would be provisions/protections put in place for existing European students studying in the UK, this remained a real

concern given that in excess of 35% of the School's students were from mainland Europe.

The Principal went on to report that the Government had now published a Higher Education Green Paper which had four main 'headlines'. Each of these were discussed as follows:

### **Teaching Excellence Framework (TEF)**

The highly anticipated proposal to put in place a Teaching Excellence Framework (TEF), intended to serve as a robust assessment of teaching quality alongside the assessment of Research Quality which currently existed. Governors were informed that a maximum fee cap would be set for those institutions successful in TEF and providers would then be entitled to raise their fees in line with inflation up to this amount for new students from 2017/18. The Principal commented that the Green Paper demonstrated a marked shift towards funding students as opposed to institutions.

### **Market Entry**

Governors were informed that the Green Paper signals a strong desire to create more competition, particularly through new market entrants by removing all unnecessary barriers to entry into higher education.

### **The future 'architecture' of Higher Education**

The Principal reported that the Green Paper proposes to establish a new regulator and student champion, the Office for Students, and to introduce a single, light touch regulatory system for all providers of higher education. HEFCE and the Office for Fair Access would be merged to avoid any duplication.

### **Research**

The Principal reported that the Green Paper sets out support for the continuation of dual funding for research.

The Principal stated that the School would be engaging in follow up discussions on this and would keep the Board apprised of any progress.

### **RECEIVED.**

## **7. ACADEMIC BOARD - ANNUAL REPORT**

The Board received a report of the Principal of the Guildhall School of Music & Drama listing the activities of the Board during the last academic year including its consideration of two equality-strand analyses of the data for the 2014 entry admissions cycle and the 2013/14 assessment cycle.

The Chairman reminded the Board that the Academic Board had replaced the former Teaching and Learning Board and that this was therefore their first annual report to Governors.

The Vice Principal and Director of Academic Affairs of the Guildhall School of Music and Drama reported that, in academic terms, the past year had been a

very positive one. The School had now awarded its first degrees, external examiners continued to be very impressed with the programme offer, there had been a very small number of formal student complaints and some strong degree outcomes.

In terms of student feedback on their learning experiences, the Vice Principal referred back to the fact that the agenda on this would clearly intensify as was highlighted within the Green Paper and proposals around the introduction of a TEF. The Board were informed that the School's efforts on widening participation here and getting all to understand the importance of such surveys going forward would continue.

In response to questions regarding the various student surveys, the Vice Principal stated that the National Student Survey (NSS) contained a standard set of questions for across the sector. These therefore often have to be interpreted by Guildhall School students to be of direct relevance to their courses. The Whole School Survey (WSS) was, however, an internal questionnaire open to all years to complete.

A Governor questioned whether the School were currently employing the best strategies regarding the employability of its students. The Vice Principal recognised that there was still more work to do here in terms of 'joining up' existing initiatives and improving internal communication. She went on to highlight that, unfortunately, the School had performed below its HESA benchmark for work or further study at undergraduate level for the last two years. She stated that this was a particular concern if it were to become a metric in the new TEF.

In response to further questions on student employability, the Board were informed that of 9,300 alumni, 87% were employed in the creative industries and that many graduates also went on to teach as part of their careers.

A Governor stated that it would be beneficial for the Board of Governors to have more frequent interaction with Academic Board issues going forward and asked what the key points for Governors to note post TDAP were at present. The Vice Principal welcomed this input and went on to state that it would be important for the Board to monitor the way in which the School were now overseeing all of its own processes post TDAP given that this had presented staff with considerable additional work that was now more widely spread.

The Vice Principal went on to state that some of the Schools new programmes and the business models for these would also need to be strengthened going forward, particularly those with smaller cohorts. Finally, she highlighted that it would be useful for the Board of Governors to look at the issue of student recruitment going forward.

**RESOLVED** – That, the Board note the contents of the report.

8. **\*HEFCE ANNUAL ACCOUNTABILITY RETURN 2015**

The Board received a report of the Chief Operating and Financial Officer containing the HEFCE Annual Accountability Return for 2015.

**RESOLVED** – That, the Committee note the contents of the report in relation to the 2015 Annual Accountability Return documents for consideration elsewhere on the agenda.

9. **INTERNAL AUDIT UPDATE REPORT**

The Board received a report of the Head of Internal Audit and Risk Management providing Governors with details of the Internal Audit work undertaken at the School during the academic year ended 31<sup>st</sup> July 2015 with the intention of providing them with an opinion on the adequacy and effectiveness of risk management, control and governance, economy, efficiency and effectiveness.

The Principal reported that, with the agreement of the Chairman of the Audit Committee of the Board of Governors, the planned audit of Annual Enrolment would be postponed. He explained that an audit on this area had taken place last year and that its inclusion on the forthcoming plan arose as a result of a misunderstanding in Internal Audit who believed that this had to be undertaken annually. Governors were informed that an audit of Principal Studies would now replace this.

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

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

There were no questions.

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

**Public Minutes of the Finance and Resources Committee of the Board of Governors of the Guildhall School of Music and Drama**

The public minutes of the Finance and Resources Committee of the Board of Governors of the Guildhall School of Music and Drama held on 5 November 2015 were tabled and received.

**RECEIVED.**

**Public Minutes of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music and Drama**

The public minutes of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music and Drama held on 6 November 2015 were tabled and received.

**RECEIVED.**

12. **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
<b>13</b>	<b>3</b>
<b>14</b>	<b>1</b>
<b>15 - 22</b>	<b>3</b>

**13. NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 7 September 2015 were considered and approved as a correct record.

**14. RECOMMENDATIONS FOR HONORARY FELLOWSHIPS**

The Board considered and approved a report of the Principal of the Guildhall School of Music and Drama providing Governors with two nominations for honorary fellowships for the 2015/16 session.

**15. \*HEFCE ACCOUNTS DIRECTION FOR 2015/16**

The Board received a report of the Principal of the Guildhall School of Music and Drama regarding the HEFCE Accounts Direction for 2015/16.

**16. AUDIT COMMITTEE ANNUAL REPORT**

The Board considered and approved the Audit Committee Annual Report.

**17. ECONOMY, EFFECTIVENESS AND EFFICIENCY UPDATE**

The Board received a report of the Principal of the Guildhall School of Music and Drama summarising the arrangements currently in place to achieve best value for money and the initiatives being undertaken to improve them.

**18. AUDITED FINANCIAL STATEMENT - 2014/15**

The Board considered and approved the Guildhall School's Accounts, to be submitted to HEFCE, for the year ended 31 July 2015.

**19. FINANCE REVIEW**

The Board received a report of the Chief Operating and Financial Officer providing a financial review of September 2-15 (Period 6 of the 2015/16 Financial Year).

**20. GUILDHALL SCHOOL BUDGET REPORT 2016/17**

The Board received a report of the Principal of the Guildhall School of Music and Drama detailing the School's budget for 2016/17.

**21. PRINCIPAL'S REPORT (NON-PUBLIC)**

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

**22. GUILDHALL SCHOOL ENTERPRISE 2015 UPDATE ON 5 YEAR PLAN**

The Board considered and approved a report of the Vice Principal and Director of Academic Affairs, Guildhall School against the Enterprise 2013 Five Year Plan.

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

There were no questions raised in the non-public session.

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

The non-public minutes of the Finance and Resources Committee of the Board of Governors of the Guildhall School of Music and Drama held on 5 November 2015 and the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music and Drama held on 6 November 2015 were tabled and received.

**The meeting ended at 4.20 pm**

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Chairman

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