



## Board of Governors of the Guildhall School of Music and Drama

**Date:** MONDAY, 22 FEBRUARY 2016

**Time:** 1.45 pm

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

<b>Members:</b>	Deputy John Bennett (Chairman)	Paul Hughes
	Alderman David Graves (Deputy Chairman)	Professor Barry Ife
	Sir Andrew Burns	Vivienne Littlechild
	Deputy John Chapman	Jeremy Mayhew
	Christina Coker	Kathryn McDowell
	Neil Constable	Alderman William Russell
	Marianne Fredericks	John Scott
	Lucy Frew	Jeremy Simons
	Jo Hensel	Angela Starling
	Gareth Higgins	Alex Tostdevine
	Michael Hoffman	

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**Lunch will be served in the Guildhall Club at 1pm**  
**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Principal's Introduction to the Agenda**

Today's agenda is relatively short and we have taken the opportunity to bring a presentation from the new Head of Research, Dr Cormac Newark, to inform members of recent developments in what is a growing dimension to the School's activity (item 7). The other major item is an update on strategic issues from the Principal, in the form of a commentary on the equivalent report from the previous meeting of 16 November (item 14, previous report appended for ease of reference).

Although there has been considerable movement on most of the major issues, it has not yet been possible to finalise a new strategic plan in view of continued uncertainty about funding at both the national and institutional level. As Items 8 and 14 make clear, the generally optimistic tone of the Chancellor's autumn statement seems to have been overtaken by a succession of global concerns since the new year, and there is a two-month delay in the issue of the government's grant letter from BIS to HEFCE. This means that the outcomes of the institution-specific funding review have not yet been considered by the HEFCE Board and that grant letters are not expected to be issued until the middle of April. Nevertheless, the senior management team has been progressing the artistic and educational strategy while addressing operational issues around student recruitment.

Other more formal items on the agenda include a resolution to the Privy Council concerning the Instrument and Articles of Government (item 6), future arrangements to replace the capital cap (item 15) and the finance review (item 16) which confirms previous forecasts that this year is the first of a series of challenging years as City funding to the School reduces steeply and alternative sources of funding are still in question.



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. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 16 November 2015.

**For Decision**  
(Pages 1 - 8)

4. **\*PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

To receive the public minutes of the Audit & Risk Management Committee held on 22 January 2016.

**For Information**  
(Pages 9 - 12)

5. **\*OUTSTANDING ISSUES REPORT**

Report of the Town Clerk.

**For Information**  
(Pages 13 - 14)

6. **INSTRUMENT AND ARTICLES OF GOVERNMENT: RESOLUTION TO PRIVY COUNCIL**

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 24)

7. **HEAD OF RESEARCH PRESENTATION**

Presentation from Dr Cormac Newark, Head of Research, Guildhall School of Music and Drama.

**For Information**

8. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal of the Guildhall School of Music and Drama.

**For Information**  
(Pages 25 - 32)

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

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

11. **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**

12. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 16 November 2015.

**For Decision**  
(Pages 33 - 40)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 22 January 2016.

**For Information**  
(Pages 41 - 44)

14. **PRINCIPAL'S NON PUBLIC REPORT**

Report of the Principal of the Guildhall School of Music and Drama.

**For Information**  
(Pages 45 - 62)

15. **BARBICAN CENTRE AND GUILDHALL SCHOOL OF MUSIC AND DRAMA  
CAPITAL CAP REPLACEMENT - DETAILED ARRANGEMENTS**

Report of the Chamberlain.

**For Decision**  
(Pages 63 - 86)

16. **FINANCE REVIEW**

Report of the Chief Operating and Financial Officer.

**For Information**  
(Pages 87 - 94)

17. **PRINCIPAL GUILDHALL SCHOOL OF MUSIC AND DRAMA - SUCCESSION  
PLANNING / RECRUITMENT**

Report of the Town Clerk.

**For Decision**  
(Pages 95 - 98)

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

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

## 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  
Peter Young - Chairman, Guildhall School Trust

#### **Officers:**

Gemma Stokley	- Town Clerk's Department
Michael Bradley	- City Surveyor's Department
Niki Cornwell	- Chamberlain's Department
Sandeep Dwesar	- Chief Operating & Financial Officer
Professor Helena Gaunt	- Vice-Principal & Director of Academic Affairs
Jonathan Vaughan	- Vice-Principal & Director of Music
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 or 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 standard 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 to RISTA 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 also 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 Industry 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 forwards, 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 forwards.

**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
13	3
14	1
15 - 22	3

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

**Friday, 22 January 2016**

**Minutes of the meeting of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music & Drama held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Christina Coker (Chairman)  
Neil Constable

Jeremy Simons (Deputy Chairman)  
Angela Starling

#### **Officers:**

Professor Barry Ife	- Principal, Guildhall School of Music and Drama
Julie Mayer	- Town Clerk's Department
Michael Dick	- Director of Operations and Buildings, Guildhall School of Music and Drama
Nikki Cornwell	- Chamberlain's Department
Anna Simmonds	- Senior Audit Manager, Chamberlain's Department

#### **1. APOLOGIES**

Apologies were received from Deputy John Bennett and Alderman David Graves.

#### **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 and summary of the meeting held on 6 November 2015 were approved.

#### **4. MATTERS ARISING NOT COVERED ELSEWHERE**

In respect of the Student Union Bar, Members noted that this was run by Baxter Storey. Officers advised that a report on the Student Union Bar would be presented to the next Board meeting.

#### **5. INTERNAL AUDIT UPDATE REPORT**

The Committee received a report of the Chamberlain, which provided Members with an update on the progress of Internal Audit reviews undertaken within the Guildhall School since the last report in November 2015. Members noted a summary of the status of all Audit Reviews in Appendix 1 (2015/16 Audit Plan). It was noted that there were no live red priority recommendations and work was on track for finalisation by 31 July 2016, as previously advised.

Members were invited to share their observations and during the discussion, the following matters were raised/noted:

## **2015/16 Internal Audit Plan**

### Procurement of Supplies and Services

- There were currently 4 amber recommendations outstanding. Officers advised that they were expected to clear in February, April and July 2016.
- In respect of sample testing purchases, only one supplier had been used/no alternative quotations obtained in eight of the twelve cases sampled, given the specialist nature of the School's requirements; e.g. oboe reeds. Officers agreed to provide a more detailed response to Members, in order to give further assurance of value for money.
- The smart forms and e-catalogues introduced by City Procurement had been designed to assist users and reduce the risk of mis-codings.

### Milton Court

- In respect of Milton Court rental income, the Barbican had been offering advice on this matter, given their vast experience and contacts with regard to letting business space. Officers agreed to check that other hirer fees were being compared, like-for-like.

### 2016/17 – 2018/19 Internal Audit Strategy

- There had been a general restructure of Internal Audit Plans in order to align with risk registers, business plans and organisational priorities. The School had been consulted on these changes and were content. The Internal Audit Manager had been working with the School to identify potential areas for audit coverage, as part of the Comprehensive Review of Internal Audit.
- With regard to the 3-year strategy, the Chairman invited the Committee to consider if the right issues were being reviewed and if any different and/or alternative items should be included. Following discussion, the Chairman requested two additions - (i) TDAP processes and (ii) enhancement of student offer/quality of teaching and learning. The Committee agreed the strategy with these additions, both to be scheduled for review in 2018/19. The Principal reflected that, by then, the School would have operated three cycles of TDAP and the Teaching Excellence Framework (covering issues in ii) would have been in place from the 2016/17 academic year.



## 2016/17 Internal Audit Plan

- The Committee agreed the four items to be reviewed. The rationale for two of the items was expanded as follows:
  - Strategic Planning - in addition to scrutiny and approval, the governance arrangements should also cover monitoring and appropriately supporting execution of the School's Strategic Plan.
  - Succession Planning - to include identifying and nurturing talent/ professional development. It will also take account of related actions and controls that appear in the risk register.
  - In response to a question about remuneration concerns, the Principal indicated that the City was reviewing its recruitment and retention policies in order to give Chief Officers more flexibility in rewarding exceptional performance, within budgetary provisions.
- With regard to "Satellite Site Operations" it was noted that two further CYM satellites were planned for 2016/17 and it was agreed that, once a total of five or six were in place, then an Internal Audit review would be appropriate.

**RESOLVED** – That the Internal Audit Plan 2016-19 be agreed, giving due regard to the comments set out above.

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

There were no questions.

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

There were no urgent items.

8. **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:-

Items	Paragraph(s)
9-16	3

9. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 6<sup>th</sup> November 2015 were approved.

10. **MATTERS ARISING NOT COVERED ELSEWHERE**

The Sub Committee noted some matters arising from the Minutes in respect of the last report on the Risk Register.

11. **ANNUAL TRANSPARENT APPROACH FOR COSTING (TRAC) - RETURN FOR ACADEMIC YEAR 2014-2015**

The Sub Committee received the Annual TRAC return, reporting for the Academic Year 2014-15.

12. **GUILDHALL SCHOOL OF MUSIC AND DRAMA RISK REGISTER**

The Sub Committee received a report of the Chief Operating and Financial Officer, which provided members with assurance that the risk management procedures in place within the School are satisfactory and meet the requirements of the Corporate Risk Management Framework.

13. **FINANCE REVIEW**

The Sub Committee received the Period 8 Finance Review for the 2015/16 Financial Year.  
be noted.

14. **EXTERNAL AUDITORS**

In accordance with CIPFA Guidelines, all officers, with the exception of the Town Clerk, left the room in order for the External Auditor to hold a private meeting with the Members of the Sub Committee.

The Chairman asked that the External Auditors be invited back to the 7 November 2016 Meeting of the Sub Committee.

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

There were no questions.

16. **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 closed at 3.55 pm**

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Chairman

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**[gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk)**

## Board of Governors of the Guildhall School of Music and Drama – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	7 September 2015, Item 10	<u>Fees Schedule</u> The Principal to provide more information to the Board regarding the relationship between non-EU fees, Scholarships and the admission of students to the School prior to the setting of the Fees Schedule for 2017/18.	Principal	Spring 2016	Report to be submitted to Spring 2016 meeting of the Board.
2.	September 2015,	<u>Sundial Court</u> Update to Board following a meeting scheduled for November 2015	Principal		Update to Board at February 2016 meeting

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<b>Committee(s):</b>	<b>Date:</b>
Board of Governors of the Guildhall School of Music and Drama	22 February 2016
<b>Subject:</b>	<b>Public</b>
Instrument and Articles of Government	<b>For Decision</b>
<b>Report of:</b>	
Town Clerk	
<b>Report author:</b>	
Greg Moore – Town Clerk's Department	

## Summary

In April 2014, the Guildhall School of Music & Drama's application to the Privy Council for Taught Degree Awarding Powers was approved. The granting of these powers required a number of amendments to the School's Instrument and Articles of Government, to facilitate the embedding of appropriate governance arrangements.

The requisite governance changes and associated amendments to the Instruments and Articles were approved by the Court of Common Council in March 2015 and have since been implemented. The Board of Governors is now asked to pass a resolution recording that the associated changes, as previously put to the Privy Council, are now being acted upon accordingly.

The revised Instrument and Articles are attached at Appendix 1 for your Board to receive and formally note.

## Recommendation(s)

That the Board of Governors assents to the Guildhall School of Music and Drama's amended Instrument and Articles of Government as submitted to the Privy Council Office and set out in appendix 1.

## Main Report

### Background

1. In April 2014, the Guildhall School of Music and Drama was granted Taught Degree Awarding Powers (TDAP) by the Privy Council.
2. The Board of Governors subsequently identified two issues which were essential to allow the School to award its own degrees. First the need to establish the locus of responsibility for the exercise of taught degree awarding powers within an academic committee of the School, and second to clarify the relationship of that committee to the Guildhall School Board of Governors.
3. The School already had a Teaching & Learning Board responsible for all academic matters but the Instrument and Articles at that time were silent on its relationship to the Board of Governors.

4. It was consequently determined that the Teaching & Learning Board should be renamed the Academic Board and that it should be recognised within the School's Instrument and Articles that taught degree awarding powers reside with the Academic Board. The establishment of the locus of responsibility for the exercise of these powers, in a manner cognisant of sector practice, was considered to be vital if the School was to exercise its taught degree awarding powers and retain them in the longer term.
5. Accordingly, the Board of Governors submitted a report to the Court of Common Council on 5 March 2015 asking that the requisite amendments to the Instrument and Articles of Government for the Guildhall School, recognising the academic authority of the Academic Board and its power to confer academic distinctions, be recommended by the Court to the Privy Council for approval.
6. The Court of Common Council's approval was duly obtained and the amended Instrument and Articles of Government are set out in Appendix 1 to this report.

### **Conclusion**

7. Governors are asked to formally assent to the Guildhall School of Music and Drama's amended Instrument and Articles of Government, as submitted to the Privy Council Office and set out in appendix 1.

### **Appendices**

- Appendix 1: Instrument and Articles of Government

### **Greg Moore**

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**GUILDHALL SCHOOL OF MUSIC & DRAMA**

**INSTRUMENT AND ARTICLES OF GOVERNMENT**

Approved by the Court of Common Council of the City of London on: 5 March 2015

With the Assent of the Privy Council: [insert date]

# Guildhall School of Music & Drama

## **INSTRUMENT AND ARTICLES OF GOVERNMENT in accordance with section 129A Education Reform Act 1988 (Government and Conduct of Designated Schools)**

### **Definitions**

In the Instrument and Articles of Government, the following expressions have the meanings set out below.

“the Act”	means Education Reform Act 1988 as amended from time to time;
“the Board of Governors”	means the Board of Governors of the Guildhall School of Music & Drama as appointed from time to time in accordance with paragraph 1 of this Instrument;
“the Clerk to the Board of Governors”	means the Town Clerk or his representative;
“the Court of Common Council”	means the Court of Common Council of the City of London Corporation;
“HEFCE”	means the Higher Education Funding Council for England;
“the Institution”	means the Guildhall School of Music & Drama;
“the Nominations Committee”	means the sub-committee of the Governing Body established to seek out and recommend the appointment of new-co-opted members of the Board of Governors;
“the Principal”	means the Principal of the Institution as appointed from time to time;
“the Town Clerk”	means the Town Clerk and Chief Executive of the City of London Corporation for the time being.

In this Instrument and Articles of Government, words importing the masculine gender only shall include the feminine gender and neuter meaning and vice versa.



# Instrument of Government

## Board of Governors

1. The constitution of the Board of Governors is:
  - (a) 11 members elected by the Court of Common Council for a term of three years (renewable twice);
  - (b) the Principal of the Institution;
  - (c) one member of the Institution's academic staff to be elected by such staff for a term of three years (renewable twice);
  - (d) one member of the Institution's administrative staff to be elected by such staff for a term of three years (renewable twice);
  - (e) one of the Institution's student representatives who shall normally be the President of the Students' Union;
  - (f) up to six co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice).
2. When a vacancy occurs in the Board of Governors, the member elected to fill it will continue for the remainder of the term of the member creating the vacancy.
3. Any Court of Common Council member wishing to serve on the Board of Governors must notify the Town Clerk in writing and all applications received shall be listed in the Summons for the meeting of the Court at which the appointment is to be made. The Common Council members of the Board of Governors will need to have experience in the following areas: corporate finance (including accounting and audit); corporate governance; human resources; business management at a senior level; legal matters and property and estate management.
4. The Nominations Committee will advertise vacancies for co-opted members of the Board of Governors which indicate the skills, knowledge and experience required for the post. The qualifications should reflect the needs of the Institution in the fields of music, theatre, arts management, broadcasting/media and higher education. In making its recommendations to the Board of Governors, the Nominations Committee must pay regard to the balance of membership and the needs of the Institution and may keep a "skills register" against which to consider the field of candidates. The issue of inclusion of members of the local community must also be addressed.
5. With the exception of the Principal, none of the Governors shall serve on the Board of Governors for more than a maximum of nine years in total. An extension will only be considered in exceptional circumstances to accommodate the rotation of the Chairman to Deputy Chairman as set out in Article 13 below, or where a Governor is subsequently undertaking a new and more senior role.

## Committees

6. The Board of Governors may establish committees and in so doing shall have regard to the "The Higher Education Code of Governance" of the Committee of University Chairs as amended or substituted from time to time.

## Academic Board

7. The Board of Governors shall establish and retain an Academic Board which shall be the committee responsible under delegated authority from the Board of Governors for the regulation of the academic work of the Institution in teaching, examination and research and the Academic Board shall advise the Board of Governors on academic matters affecting the School. The Academic Board may establish standing and ad hoc working groups to consider and report on any matters within the Academic Board's remit.

8. The Board of Governors shall consult the Academic Board on any matter coming before the Board of Governors which has academic implications and which has not previously been considered by the Academic Board.
9. Under the *Power to Award Degrees etc (Guildhall School of Music and Drama) Order of Council 2014*<sup>1</sup>, the Academic Board shall confer degrees, diploma certificates and other academic distinctions of the Institution and may revoke such awards conferred by the Institution.
10. The membership and terms of reference of the Academic Board shall be as agreed by the Board.
11. The Academic Board shall report at least annually to the Board of Governors.

## Articles

### Board of Governors: terms of reference and statement of primary responsibilities

1. The terms of reference of the Board of Governors are to be responsible for:
  - (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Institution and oversight of its activities;
  - (b) the effective and efficient use of resources;
  - (c) the approval of an annual Business Plan;
  - (d) the approval of annual estimates of income and expenditure;
  - (e) the setting of fees for students attending the Institution;
  - (f) the appointment of the Principal of the Institution and, where appropriate, the deputy;
  - (g) the general welfare of students in consultation with the Academic Board;
  - (h) the management of the Institution's land and buildings belonging to the City of London Corporation (with the exception of those which are the province of another Committee);
  - (i) writing off debts in accordance with such terms and conditions as are from time to time established by the Court of Common Council;
  - (j) authorising the institution of any civil proceedings (e.g. for recovery of debts) arising out of the exercise of its functions;

each of the above to be subject to the City of London's Standing Orders, Financial Regulations and such other terms and conditions as the City of London may determine, other than where varied otherwise.

### The Principal

2. Without prejudice to the rights of the City of London Corporation, the Board of Governors and any committee thereof, the following powers are delegated to the Principal:
  - (a) to make such decisions and to initiate such action as he/she deems necessary in the interests of the efficient running of the Institution and the services provided by the Institution;
  - (b) to make proposals to the Board of Governors about the educational character and mission of the Institution and to implement the decisions of the Board of Governors;
  - (c) the appointment, assignment, appraisal and dismissal of staff;
  - (d) the maintenance of student discipline and the suspension or expulsion of students on disciplinary grounds in accordance with the procedures relating thereto in force from time to time and the implementation of decisions to expel students for academic reasons;
  - (e) to incur revenue and capital expenditure and enter into commitments on behalf of the City of London Corporation where appropriate provision has been included in either the revenue or capital estimates, subject to compliance with Standing Orders;
  - (f) to act as Chief Accounting Officer for HEFCE purposes.

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<sup>1</sup> Granted the 3<sup>rd</sup> day of April 2014 by the Lords of Her Majesty's Most Honourable Privy Council.

## Staff

3. Each member of staff shall serve under a contract of employment with the City of London Corporation.

## Procedures for meetings

4. The Chairman and Deputy Chairman of the Board of Governors shall be elected from the Common Council Governors.
5. The quorum consists of any seven Common Council Governors.
6. If the quorum is not established within five minutes of the hour stated on the summons for the meeting, the formal meeting shall be dissolved and formal consideration of the business adjourned to the next regular meeting unless, in the opinion of the Chairman, a special meeting should be called before that date.
7. If during a meeting of the Board of Governors a quorum ceases to exist and there is no reasonable likelihood that it will be re-established, the meeting shall be dissolved and all remaining business adjourned to the next meeting. Any items that have not been considered by the meeting before its dissolution and which, in the opinion of the Chairman require a decision before the next meeting will be considered in accordance with Article 29.
8. The Chairman will:
  - (a) preside at every meeting of the Board of Governors at which he is present;
  - (b) sign the minutes of proceedings of the previous meeting when approved as a correct record;
  - (c) in the case of an equality of votes, have a second or casting vote. If the Chairman is unwilling to exercise a second or casting vote the decision shall be taken by lot;
  - (d) determine all questions of order;
  - (e) have power, after consultation with the Deputy Chairman, to
    - (i) convene an additional meeting;
    - (ii) vary the date and/or time and/or place of a scheduled meeting;
    - (iii) cancel a meeting if in his opinion there is insufficient business to warrant the holding of such a meeting or for other reasons.
9. At the first meeting of the Board of Governors following the appointments by the Common Council, the Town Clerk will read out a list of members eligible to take the Chair and each of those members will be asked if he is willing to serve.
10. A member unable to be present may previously express in writing to the Town Clerk his willingness to serve.
11. The names of those who are willing to serve will be voted on by Ballot. The successful candidate will require a majority of the votes cast. All Governors present, will be eligible to vote.
12. The Deputy Chairman will in the absence of the Chairman have the powers, rights and duties of the Chairman.
13. The immediate past Chairman will be Deputy Chairman for the first year on election of a new Chairman.
14. When the immediate past Chairman has completed his year of office as Deputy Chairman, the other members of the Board of Governors who are members of the Court of Common

- Council are eligible to seek election as Deputy Chairman and the provisions of Articles 9, 10 and 11 shall apply to the meeting at which the election takes place.
15. Unless otherwise determined by the Board of Governors, all meetings of the Board of Governors and its committees (with the exception of the Academic Board and its standing groups) are open to the public unless:
    - (a) confidential information as defined in section 100A(3) of the Local Government Act 1972 is to be discussed; or
    - (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A Local Government Act 1972.
  16. Public notice of the time and place of meetings of the Board of Governors will be posted in an appropriate place at least five working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.
  17. The Town Clerk acts as the Clerk to the Board of Governors and will issue a summons for each meeting of the Board of Governors stating the time and place at which the Board of Governors will meet and setting out the order of business.
  18. A meeting of the Board of Governors may be summoned upon the requisition of a number of its members not less than the quorum provided they have business to lay before the Board of Governors. Such business will be set out in detail together with the reason(s) why the matter(s) to be raised could not wait until the next regular meeting.
  19. A special meeting of the Board of Governors shall not, except in the case of absolute necessity, be called on the same morning or afternoon of another Committee of the Court of Common Council, and under any circumstances the special meeting shall be called at a different time from that of the other Committee.
  20. Except in cases of urgency or where circumstances make it impracticable, the summons and accompanying papers will be sent to members six clear days in advance of the meeting of the Board of Governors.
  21. Every member of the Board of Governors must confine his speech strictly to the motion or amendment under discussion or to a point of order or explanation, and must not be repetitious. The ruling of the Chairman on issues of relevance or repetition is final.
  22. At any time a member may raise a point of order or make a personal explanation necessitated by the statement of another member. Any member speaking at the time must give way when a point of order or personal explanation is made. The ruling of the Chairman on a point of order or the admissibility of a personal explanation is final.
  23. If a member stands either while another member is addressing the Governing Body or, if there is a motion before the Board of Governors, at the conclusion of a speech and moves "*That the question be now put*", and this motion is seconded, that question shall be put forthwith and without debate unless the Chairman is of the opinion that the motion is premature or in any sense is an abuse of the rules of the Board of Governors. In no case shall the mover be precluded from a right to reply should he elect to exercise it.
  24. Decisions made by the Board of Governors will be either unanimous or will represent the view of the majority of those members present and eligible to vote. The Town Clerk will, if requested, record in the minutes of a meeting the name(s) of any member(s) dissenting from a majority decision.
  25. In the event of disorder or a persistent disregard of the authority of the Chair, and if he considers it necessary in the interests of maintaining order, the Chairman may:
    - (a) direct the member(s) causing disorder or disregarding his authority to retire for the remainder of the meeting or for such shorter period as the Chairman may decide. In

the event of non-compliance with that instruction and with the consent of the majority of the Board of Governors to be shown immediately on a show of hands, the Chairman shall take all reasonable steps for the removal of such member(s) from the meeting;

- (b) require a member(s) of the public to be removed from the meeting.

26. If, after two hours from the appointed time for the start of the meeting the business has not been concluded the meeting will adjourn and any unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the members present wish the meeting to continue and subject to there being a quorum.

27. (1) The Board of Governors may at any time:

- (a) constitute, dissolve or alter the membership of a sub-committee set up by them with the exception of the Academic Board, pursuant to Article 28 below;
- (b) within its terms of reference, authorise a committee to act on behalf of the Governing Body;
- (c) appoint a working party to consider and report on particular matters but any such working party shall have no delegated powers.

(2) With the exception of the Academic Board and its standing groups, the quorum for a committee shall be any three of its members.

28. The Board of Governors may not dissolve the Academic Board without the approval of the Privy Council. It may amend the Academic Board's terms of reference and membership provided that:

- (a) such amendments do not substantially alter the Board's overall remit as set out in paragraphs 7, 8 and 9 of the Instrument of Government; and
- (b) the Academic Board has been formally consulted.

29. Between scheduled meetings of the Board of Governors or any committees thereof (excluding the Academic Board and its standing groups), if:

- (a) in the opinion of the Town Clerk, it is urgently necessary for a decision to be made; or
- (b) the Board of Governors or sub-committee have delegated power to the Town Clerk to make a decision;

then the powers of the Board of Governors or committee may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, he shall seek and obtain the comments of the Chairman and Deputy Chairman of the Board of Governors or committee or, failing either of them, their nominees. Each action or decision shall be reported to the next regular meeting of the Board of Governors or committee.

30. If a matter for decision is under consideration by the Board of Governors in which a member has a personal interest he must declare the existence and nature of his interest in accordance with the Code of Conduct.

### **Procedures for staff member elections**

31. Elections for the staff members of the Board of Governors shall be conducted by the Clerk to the Board of Governors in accordance with procedures agreed by the Board.

### **Students' Union**

32. There shall be a Students' Union of the Institution which shall have the composition, powers and functions as prescribed in the rules in force from time to time.

**Amendment**

33. This Instrument and Articles may be amended by a resolution of the Common Council of the City of London Corporation either with the approval of the Privy Council or as required by the Privy Council in accordance with section 129 of the Act.

Committee(s):	Date(s):	Item no.
Board of Governors of the Guildhall School of Music & Drama	22 February 2016	
<b>Subject: Principal’s General Report</b>		
<b>Report of: Principal</b>	<b>Public</b>	
<b>Report Author: Principal, Barry Ife</b>	<b>For information</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report updates the Board on the following:</p> <ul style="list-style-type: none"><li>• Awards and Prizes</li><li>• Sector Funding</li><li>• Green Paper</li><li>• Prevent Duty</li></ul> <p>Recommendation: that the Board receives the report and notes its contents.</p>		

## **Main report**

### **1 Awards and Prizes**

Marta Fontanals-Simmons (Artist Diploma Vocal Training) and Ricardo Gosalbo (Fellow, piano)

- Winners of the 'Prix de Lied' at the Concours International de chant-piano Nadia et Lili Boulanger (*Prize: 6000 Euros*)

Natalie Burch (Guildhall Artist Masters Piano Accompaniment) and Ed Liddall (Fellow, piano)

- Joint winners of the accompanist prize at the Maureen Lehane competition (*Prize: unknown*)

Alexander Soares (DMus, Piano, student of Ronan O'Hora)

- Named as City Music Foundation Artist

Antonio Oyarzabal (Artist Diploma, Piano, student of Caroline Palmer)

- Winner of the Finalist Prize and the Audience Special Prize at the Campillos International Piano Competition  
(*Diploma, cash award of 3000 euro and recitals in important Music Halls and Festivals in Spain*)

Fernando Martín-Peñasco (BMus Year 4, student of Peter Bithell)

- 3rd Prize in the 2015 Beethoven Piano Society of Europe Intercollegiate Competition (*Prize: Unknown*)

Francesca Chiejina (Guildhall Artist Masters in Vocal Studies, student of Sue McCulloch)

- Accepted onto the Jette Parker Young Artists Programme 2016

Scott MacIsaac (BMus, Year 4, student of Ronan O'Hora)

- Winner of the Grand Prize in the 2015 Montreal Symphony Competition (*Prize: \$10,000*)

Tom Atkins (Advanced Certificate in Opera Studies, student of Adrian Thompson)

- Accepted onto the Jette Parker Young Artists Programme 2016

### **Junior Guildhall**

Leia Zhu (Violin)

- Winner of Russia's prestigious Nutcracker competition, youngest ever winner and First British winner.  
(*Prize: Gold Nutcracker*)

Zak Eastop (Trumpet)

- Brass finalist in BBC Young Musician 2016

Hristiyan Hristov (Percussion)

- Percussion finalist in BBC Young Musician 2016

### **Alumni**

Daniel Evans (Acting, 1994)

- Appointed Artistic Director, Chichester Festival theatre)

Emma Rice (Acting, 1988)

- Appointed Artistic Director, Shakespeare's Globe)

Sameeta Gahir (Graduated in 2013)

- Appointed Principal Piccolo with Royal Liverpool Philharmonic Orchestra

Raphaella Papadakis (Graduated in 2015)

- Named as a City Music Foundation Artist



## **CYM Alumni**

James Moriarty (Ex CYM violinist & pianist, also violin in LSSO)

- James was one of the 6 composers selected for the 2012 **LSO Panufnik Young Composers Scheme**. On the strength of that the LSO commissioned him to write a 10 minute piece for the orchestra which was performed at the LSO Barbican concert on 6 December 2015.

Amy Roberts (Ex CYM & LSSO oboist, now postgraduate at RAM)

- Currently on LPO Foyle Future Firsts Programme and has also just been offered a trial with the BBC Symphony Orchestra for the position of Co-Principal

## **2 Sector Funding**

The Chancellor's Autumn Statement (25 November) imposed a real terms reduction of 17% on the Department for Business, Innovation and Skills. Much, if not all, of this cut was achieved by the previously announced conversion of student maintenance grants to loans. The statement also confirmed the introduction of a loan scheme for postgraduate Masters students. Although the Chancellor announced a cut of £120m in the teaching grant by 2019/20, funding for high-cost subjects was to be protected in real terms over the CSR period. The Minister has since confirmed that protection for high-cost subjects will include specialist institutions. The science budget was also to be protected during this period. In general, the sector welcomed the general thrust of the Chancellor's proposals, including the commitment to science capital, support for the recommendations of the Nurse review of research funding and the proposed review of the Research Excellence Framework.

Since the Autumn Statement, the Chancellor has given greater emphasis to a 'cocktail' of growing concerns about the global economic climate which have suggested that the aspiration of eliminating the current account deficit by 2019/20 may be over-optimistic. As an indication, BIS's grant letter to HEFCE, normally issued in the first half of January, has been delayed, possibly by up to two months. As a result, the HEFCE Board was unable to approve provisional grants to institutions at its 3 February meeting, including consideration of the outcome of the institution-specific funding review (RISTA). As a result, it is unlikely that the School will receive its own grant letter until after the start of the 2016/17 financial year to which it applies. The implications of this delay are discussed in more detail in the principal's non-public report.

### 3 Green Paper

Government also issued a Green Paper – *Fulfilling Our Potential. Teaching Excellence, Social Mobility and Student Choice* - on 13 November 2015. An oral report on the main features of the Green Paper was given at the 16 November Board:

- Teaching Excellence Framework (TEF)
- Opening the sector to new providers
- Simplifying the higher education architecture
- Reducing complexity and bureaucracy in research funding

There has been extensive discussion in the sector of the proposals and their implications. The Principal spoke at a joint HEA/HEPI event at the house of Commons and met the minister, Jo Johnson, as part of a small deputation from London Higher. The School input into sector responses from Universities UK and Conservatoires UK and did not feel it necessary to make a response of its own. Over 600 responses to the consultation were received by BIS.

There was a high degree of consensus across the sector in response to the proposals. In general, the sector:

- welcomed the opportunity to comment (it was perceived to be a very green Green Paper)
- is broadly supportive of the emphasis given to teaching quality (though not of the proposal to link TEF to fee levels)
- is agnostic about the entry of new providers but concerned that they are being offered more generous terms than those applied to existing providers
- supports the simplification of the HE architecture, though not the contention that ministers should determine grant allocations
- welcomes the commitment to the continuation of the dual support system for research, though not necessarily the contention that Research UK should run the REF and decide the funding outcomes

In general, there was concern about the fragmentation of HE funding as between teaching, research and third stream, loss of institutional autonomy and loss of the ‘whole institution’ perspective that HEFCE has provided for many years. The minister has shown his readiness to consider responses carefully, though the main thrust of the proposals will clearly be implemented in one form or another.

## 4 Prevent Duty

Institutions were required to send initial Prevent duty risk assessments and action plans to HEFCE in January and the School made its submission by the due date. The risk assessment will be incorporated into the School's main risk register in due course. The following self-assessment ratings were also submitted and have been the subject of a satisfactory follow-up telephone call between HEFCE and the Prevent Coordinator, Alison Mears (rating scale is given at the end):

Factor in the 'Prevent' duty guidance	Self-assessment rating (A to E)	Comments
a. Arrangements for senior management and governance oversight of the implementation of the provider's 'Prevent' duty obligations and engagement with 'Prevent' partners (PDG paragraphs 16 and 17, HEG paragraphs 16 to 18).	B	Prevent is included in the Safeguarding policy approved by the Board of Governors in September 2015.  Prevent Lead has been appointed.  Some multi-agency meetings have taken place.  Full engagement with local Prevent coordinator and partners by April 2016.  Engagement with student body on plans to implement duty by April 2016.
b. 'Prevent' risk assessment (HEG paragraphs 19 and 20).	A	
c. Action plan in response to that risk assessment (HEG paragraph 21).	B	Initial Action plan has been drawn up. Further refinements to policies and procedures to be identified by April 2016  Engagement with local Prevent coordinators to develop the action plan by April 2016.
d. Arrangements for engaging with and consulting students on the provider's plans for implementing the 'Prevent' duty (HEG paragraph 16).	C	Initial information to be sent to students on the plans to implement the duty by April 2016  Meetings with the department lead and student union. April 2016

<b>Factor in the ‘Prevent’ duty guidance</b>	<b>Self-assessment rating (A to E)</b>	<b>Comments</b>
e. Training appropriate staff about ‘Prevent’ (HEG paragraphs 14, 15 and 22 to 24).	D	Relevant training (including online options) to be identified by March 2016 WRAP training to be organised for staff by April 2016 Training for all front line staff to be in place by July 2016 Training for departmental leads on referrals to Channel Programme by July 2016 Prevent duty information to be added to staff induction by April 2016
f. Arrangements for sharing information internally and externally about vulnerable individuals, where appropriate (HEG paragraph 23).	B	Existing policies are in place but will be updated to include Prevent duty by April 2016. Consultation with local partners on external information sharing agreements by July 2016.
g. Policies and procedures for approving external speakers and events on campus (HEG paragraphs 7 to 15).	C	Policies to include the Prevent duty and risk assessment procedures implemented before of approval for any event. April 2016
h. Code of practice for ensuring freedom of speech within the law on the provider’s premises, including (if applicable) those of the students’ union (if not covered in the external speakers and events policies) (HEG paragraph 8).	C	Freedom of speech/expression included in Maintaining good campus relations policy. Code of practice to be included in relevant policies. April 2016
i. Arrangements to protect the importance of academic freedom (if not covered in the external speakers and events policies) (HEG paragraph 8).	B	Arrangements to protect artistic and academic freedoms are in place which will be strengthened to incorporate Prevent duty by April 2016.
j. Policies and procedures for approving branded events taking place off campus (if not covered in the external speakers and events policies) (HEG paragraph 12).	C	Policy for approving branded events off campus to be drawn up. The Events Committee will work with the Students’ Union and campus partners in relation to event planning. April 2016

<b>Factor in the ‘Prevent’ duty guidance</b>	<b>Self-assessment rating (A to E)</b>	<b>Comments</b>
k. Arrangements for sharing information about external speakers with other providers, where legal and appropriate (if not covered in the external speakers and events policies) (HEG paragraph 14).	C	Information sharing framework to be updated and specific external speaker and events policies in preparation. April 2016  The City of London Police and Community Safety Team will develop additional information sharing agreements with individual institutions. July 2016
l. Arrangements for ensuring sufficient pastoral and chaplaincy support for all students (including arrangements for managing prayer and faith facilities) (HEG paragraphs 25 and 26).	C	Good pastoral care support.  Religious observance policy in place.  No in house chaplaincy support and no requests received for faith facilities. Arrangements to be reviewed and updated if necessary.  April 2016
m. Policies for the use of the provider’s computer facilities (hardware, software, networks, social media), to include consideration of filtering arrangements and of academic activities that might require online access to sensitive or extremism-related material (HEG paragraphs 27 and 28).	B	Acceptable use policy in place and internet activity is monitored.  The City of London Prevent team will advise to ensure that IT facilities are equipped with adequate filters to protect students, staff and visitors from terrorist and extremist material when accessing the internet. April 2016
n. Arrangements for engaging with students’ unions and societies, which are not subject to the ‘Prevent’ duty but are expected to cooperate with their institution (HEG paragraph 29).	C	Policies about activities on campus will be updated April 2016  The departmental lead will engage with the students’ union and activities will be risk assessed and action taken where necessary. April 2016

#### **Rating scale:**

- A** Arrangements, including documented policies and procedures, are in place and have been reviewed and updated as necessary to reflect the statutory Prevent guidance. Where appropriate, they have been formally approved. They are active.
- B** Arrangements, including documented policies and procedures, are in place, but need to be reviewed against the statutory ‘Prevent’ duty guidance, updated as necessary and, where appropriate, formally approved.
- C** Arrangements, including documented policies and procedures, are in preparation.

**D** Arrangements, including documented policies and procedures, have not been prepared yet.

**E** This factor does not apply, so arrangements are not in place.

Providers that have assessed themselves to be B, C or D should indicate in the comments column a timescale by which they will reach level A. Providers that consider a factor does not apply should explain why in the comments column.

Contact:

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of the Local Government Act 1972.

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