

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 20 November 2017

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 20 November 2017 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)	Alderman David Graves
Vivienne Littlechild (Deputy Chairman)	Jo Hensel
Sir Andrew Burns	Gareth Higgins
John Chapman	Michael Hoffman
Christina Coker O.B.E.	Jeremy Mayhew
Felicity Chilton	Graham Packham
Professor Geoffrey Crossick	Jeremy Simons
Shreela Ghosh	

In Attendance

Nicy Roberts (Centre for Young Musicians)

Officers:

Michael Bradley	-	City Surveyors
Cornell Farrell	-	City Surveyors
Pat Stothard	-	Chamberlain's Department
Sarah Wall	-	Chamberlain's Department
Hannah Bibbins	-	Guildhall School of Music and Drama
Sian Brittain	-	Guildhall School of Music and Drama
Helena Gaunt	-	Guildhall School of Music and Drama
Sean Gregory	-	Guildhall School of Music and Drama
Katharine Lewis	-	Guildhall School of Music and Drama
Alison Mears	-	Guildhall School of Music and Drama
Jonathon Poyner	-	Guildhall School of Music and Drama
Jonathan Vaughan	-	Guildhall School of Music and Drama
Louise Mankowska	-	Town Clerk's Department
Martin Newton	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Michael Cassidy, Stuart Fraser, Marianne Fredericks, Alderman William Russell and Lynne Williams.

2. ITEMS FOR DISCUSSION

At the suggestion of the Chairman, the Board agreed to add items 6, 19, 24 and 27 to the list of items to be noted without discussion at the meeting.

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

There were no declarations of interest made.

4. **PUBLIC MINUTES**

RESOLVED - That the public minutes of the meeting held on 18 September 2017 be approved as a correct record, subject to an amendment to bullet point 4 on item 5 of page 2 to refer to 'Centre for Music'.

Matters Arising

Cultural Strategy

A Governor reported that she had met with officers regarding her concerns about the need to capitalise on the unique location offered by the City and engage the important cultural 'players' to enable them to feel more a part of the City. It was noted that further work on this would be carried out.

External Auditor

The Chairman referred to the reassuring confirmation of the appointment of an external auditor with suitable expertise and experience in the higher education audit field.

5. * **PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

The public minutes of the Remuneration Committee meeting on 18 July 2017 were noted.

RECEIVED.

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

The public minutes of the Finance and Resources Committee meeting on 6 November 2017 were noted.

RECEIVED.

7. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

The public minutes of the Audit and Risk Management Committee meeting on 8 November 2017 were noted.

RECEIVED.

8. **PRINCIPAL'S GENERAL REPORT**

Governors considered a report of the Principal and the following matters were raised:-

- On Under 18s Programme, the Board welcomed the appointments of the external consultant to conduct the under 18 offer review and an Acting and Widening Participation tutor.
- The Board welcomed with thanks Eversheds Sutherland as its founding corporate partner and noted that the company were holding a pre-

concert reception linked to the School's concert in Carnegie Hall during New York audition week.

- Members noted the continued delivery of the technical theatre training courses in China, in association with industry partners, and that further courses would be held in Beijing and Shanghai over the coming months.
- The update on joint initiatives with Barbican staff, launch of Culture Mile and the School's lead on partnerships, with 40 potential partners identified, was noted and welcomed by the Board.

9. **ACADEMIC BOARD ANNUAL REPORT**

Governors considered the 2016/17 Academic Board Annual Report of the Principal and the following matters were raised:-

- The Chairman of the Academic Assurance Working Group said that the Group had met at the end of October to review the annual report and had made a number of recommendations for future reporting to the Board of Governors on the continuous improvement of the student academic experience; standards of awards (particularly concerning potential 'grade inflation'); and the research environment as set out in its report in item 9 on the agenda.
- On behalf of the Principal, and in response to a question from a Governor, it was confirmed that there had been measurable improvements in Technical Theatre in NSS scores concerning assessment. Action had been taken in respect of academic conventions with the 'Chicago' referencing method being promoted as the School standard. Further work was being undertaken in respect of the area of concern regarding a lack of clarity and consistency in the relationship between language of assessment criteria and feedback. This included the piloting of a banded pass / fail mark, with an emphasis on more context in written feedback, to see if this improved the student experience in respect of assessment.
- A Governor raised the matter of the report requiring a more 'even handed' description of Brexit which may potentially offer improved outcomes (para 2.4). With regard to this point, and on behalf of the Principal, it was noted that Brexit raised considerable uncertainty for the School with the future fees regime likely to have a significant impact on student enrolments

RECEIVED.

10. **ACADEMIC ASSURANCE WORKING GROUP**

With the agreement of the Chairman, Governors considered a late report of the Chairman of the Academic Assurance Working Group on Academic Assurances and the following matters were noted :-

- The Group had sought additional clarification from David Miller, External Examiner for the BA in Technical Theatre Arts programme, on his opinion of the standard of award for the programme. Subsequently, he had issued a statement which clarified that he considered the standards to be equivalent to or higher than elsewhere.
- The Group advised the Board that the academic assurances had been met sufficiently and that the Principal should be authorised by the Board to make the necessary academic assurances on its behalf.

RESOLVED – That the Board agreed that the academic assurances had been met sufficiently and that the Principal be authorised to make the necessary academic assurances on behalf of the Board.

11. WAIVER REPORT - INTERIM DIRECTOR OF ADVANCEMENT

Governors considered a report of the Principal on the appointment of an Interim Director of Advancement, during which Governors noted the circumstances of the retrospective waiver of the usual City procurement code in the instance, the requirement for an urgent appointment to the post and the School being unable to secure the appointment under the corporate contract.

RECEIVED.

12. * DATES OF NEXT MEETINGS

Governors considered a report of the Town Clerk on dates of Board and Committee meetings in 2018 and the following matter was raised.

- The Town Clerk confirmed that it was proposed to look for alternate dates for the Board meeting in May and also the cycle of meetings in the Autumn to provide a better timescale for the completion of finance papers.

RECEIVED

13. OUTSTANDING ISSUES

Governors considered the report of the Town Clerk on outstanding issues.

RECEIVED.

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

There were no questions on matters relating to the work of the Board.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business that the Chairman considered urgent.

16. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the remaining items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs of Part I of Schedule 12A of the Local Government Act.

17. **NON PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 18 September 2017 be approved as a correct record.

18. * **NON PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**
The non-public minutes of the Remuneration Committee meeting held on 18 July 2017 were received.

RECEIVED.

19. * **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
The non-public minutes of the Finance and Resources Committee meeting held on 6 November 2017 were received.

RECEIVED.

20. **NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
The non-public minutes of the Audit and Risk Management Committee meeting held on 8 November 2017 were received.

RECEIVED.

21. **PRINCIPAL'S NON-PUBLIC REPORT**
Governors considered a general report of the Principal.

RECEIVED.

22. **UPDATE ON STRATEGIC PROJECTS**
With the agreement of the Chairman, Governors considered a late report of the Principal on an update on strategic projects.

RECEIVED.

23. **STRATEGIC PLAN BOARD SPONSORS**
Governors considered a report of the Principal on Strategic Plan : Board Sponsors.

RESOLVED – That the recommendations set out in the report be approved.

24. * **HEFCE ANNUAL ACCOUNTABILITY RETURN**
Governors considered a report of the Head of Finance and Business Administration on the HEFCE Annual Accountability Return 2017.

RECEIVED.

25. **HEFCE ACCOUNTS DIRECTION 2017/18**

Governors considered a report of the Principal on the HEFCE Accounts Direction 2017/18.

RECEIVED.

26. **ORDER OF BUSINESS**

The Town Clerk asked Governors to consider agenda item 25 (Audited Financial Statements) in tandem with agenda item 34 (Finance Commentary).

27. **AUDITED FINANCIAL STATEMENTS**

Governors considered a report of the Chief Operating and Financial Officer on the Audited Financial Statements for the year ended 31 July 2017.

RESOLVED – That the reports and financial statements be approved.

28. **FINANCE COMMENTARY 2017**

With the agreement of the Chairman, Governors considered the late report of the Principal on the finance commentary.

RESOLVED – That the recommendations set out in the report be approved.

29. **AUDIT AND RISK MANAGEMENT COMMITTEE ANNUAL REPORT**

Governors considered the report of the Chief Operating and Financial Officer on the Annual Report of the Audit and Risk Management Committee to the Board of Governors and the Principal for the year ended 31 July 2017.

RESOLVED – That the Annual Report of the Audit and Risk Management Committee be approved.

30. **INTERNAL AUDIT UPDATE AND ANNUAL REPORT**

Governors considered the Annual Report of the Head of Internal Audit and Risk Management.

RECEIVED.

31. **FINANCE REVIEW - PERIOD 6**

Governors considered the revised report of the Principal on the School Finance Review – Period 6.

RECEIVED.

32. **GUILDHALL SCHOOL BUDGET REPORT 2018/19**

Governors considered the report of the Principal on the School Budget Report 2018/19.

RESOLVED – That the recommendations set out in the report be approved.

33. **PROJECTS UPDATE**

Governors considered the Projects Update report of the Director of Operations and Buildings.

RECEIVED.

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

There were no questions.

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

With the agreement of the Chairman, Governors considered a late report of the Principal on revocation of an Honorary Membership of the School.

RESOLVED – That the recommendation set out in the report be approved.

36. **CHANGE PROGRAMME**

Governors considered a report of the Director of Operations and Buildings on the change programme.

RESOLVED – That the recommendations set out in the report be approved.

The meeting ended at 3.42 pm

Chairman

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