

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

MONDAY, 23 JULY 2018

NOT FOR PUBLICATION

By virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

- 1. APOLOGIES**
- 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN
RESPECT OF ITEMS ON THE AGENDA**
- 3. PUBLIC MINUTES**
- 4. PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
- 5. PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**
- 6. OUTSTANDING ACTIONS**
- 7. PRINCIPAL'S PUBLIC REPORT**
- 8. CARBON REDUCTION KPI**
- 9. ASSURANCES: ACADEMIC QUALITY AND STANDARDS**
- 10. MA IN TRAINING ACTORS - CLOSURE STRATEGY**
- 11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
- 12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
- 13. EXCLUSION OF THE PUBLIC**

14. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 24th May were approved as a correct record, subject to the following change:

Maria Delgado was appointed to fill the non-City governor vacancy on the Board of a period of three years from 2019 – 2022 (not 2018 – 2021)

A Member raised the significance of the next Government Spending Review for higher education due to start in Spring 2020. This could have a deleterious impact on central funding, with the knock-on effect for institutional specific funding, clearly the School's current funding arrangement should be defended, and work needed to start on ensuring we were doing everything we can to prepare for all funding scenarios post 2020.

15. NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE

The non-public minutes of the Audit & Risk Management Committee held on 6th July were received.

16. NON PUBLIC MINUTES OF THE REMUNERATION COMMITTEE

The non-public minutes of the Finance & Resources Committee held on 12th July were received.

17. PRINCIPAL'S NON-PUBLIC REPORT

The Board received a non-public Report of the Principal concerning recent activities and updates at the School.

Discussion opened with an update on the recruitment of Orla O'Loughlin and appointment of Brodie Moss to the roles of Vice Principal & Director of Drama and Interim Head of Acting.

Members noted the pause in the recruitment for a new Director of Innovation, to allow for an interim period of reflection regarding the breadth of activity within the department, and the potential for a stronger Barbican partnership in areas of research, enterprise and innovation. This could prove a golden opportunity to take a wider view of how the department can be shaped in the years ahead.

Members welcomed the positive turnaround in staff relationships in the Norfolk (Norwich) CYM Hub. Although the dispute was rooted in personality clashes, there was a case for drawing the lessons and working on better defining the ownership model more widely. This would be something for Stephen Dagg's replacement.

Officers suggested that further bespoke training for staff of GDPR provisions would be helpful, there were specific concerns on the "right to be forgotten" rules, advice for visiting lecturers and best practice around IT equipment.

Members welcomed the overall trend of increases in admissions, they queried if there were any courses that were bucking that trend; officers pointed to wind & percussion and strings suffering a drop in numbers recently, as a comparison, vocal and piano had over recruited, and Jazz/World Music offered huge potential.

Officers were concerned that Brexit would have a negative impact on EU enrolment, indeed numbers of applications from EU students had gone down recently. The funding from EU students was circa £1.5m so clearly a robust mitigation strategy needed to be put in place to ensure a potential shortfall in funding in the medium term was filled. We would need to be creative, not least in expanding the sub-courses within Acting (new courses were due to come on stream in the next 2/3 years) and Music, which had viable expansion options in the medium term. Another opportunity was to look beyond the traditional student recruitment platforms, Social media, Youtube and Comic Con for instance offered two non-traditional areas to examine. A Board Member stressed that whilst home talent is a very important pipeline, the school needed to be repeatedly making the case that cutting down on the number of overseas students will ultimately diminish the UK's world leading reputation. Diversity was a crucial part of the School's success.

Officers did stress that recruitment should be carefully considered in the context of the limited amount of space for the current number of students. Each department in the school had been forced on at least one occasion over the previous academic year to secure alternative space at short notice. A Board Member suggested that the City churches might be a useful alternative, officers responded that most of the Churches, although, excellent settings, were ill suited to moving heavy equipment in and out so were not ideal. Another Member suggested that the CASS Business School might provide useful space. Officers would liaise with City Surveyors and return with a Report in the autumn outlining the space challenge.

RESOLVED – that the Board noted the Report

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

There were no questions.

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

There was no other urgent business.

The meeting ended at 3.25 pm

Chairman

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