



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 18 MAY 2020

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Vivienne Littlechild (Chairman)
Graham Packham (Deputy Chairman)
Natasha Bucknor
George Abrahams
Randall Anderson
Deputy David Bradshaw
Deputy Michael Cassidy
John Chapman
Professor Geoffrey Crossick
Professor Maria Delgado
Marianne Fredericks
Shreela Ghosh
Steven Gietzen
Neil Greenwood
Dr Paula Haynes
Ann Holmes
Jeremy Mayhew
Dave Muncey
The Rt Hon. the Lord Mayor, Alderman William Russell
Andy Taylor
Lynne Williams

Enquiries: Julie Mayer tel. no.: 020 7332 1410
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Accessing the virtual public meeting

Members of the public can observe the virtual public meeting at the below link:

<https://youtu.be/Aoy6MfdqInw>

**John Barradell
Town Clerk**

AGENDA

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 17th February 2020.

For Decision
(Pages 1 - 8)
- 4. PRINCIPAL'S PUBLIC REPORT**
Report of the Principal – Guildhall School of Music and Drama.

For Information
(Pages 9 - 12)
- 5. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
- 6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
- 7. 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

- 8. NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 17th February 2020.

For Decision
(Pages 13 - 18)
- 9. PRINCIPAL'S NON-PUBLIC REPORT**
Report of the Principal, Guildhall School of Music and Drama.

For Discussion
(Pages 19 - 36)
- 10. CO-OPTEE NOMINATIONS FOR THE AUDIT & RISK MANAGEMENT COMMITTEE**
Report of the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 37 - 46)

11. **OFFICE FOR STUDENTS EXPECTATIONS FOR LEADERSHIP TEAMS AND BOARDS OF GOVERNORS DURING THE COVID-19 CRISIS.**
Report of the Principal, Guildhall School of Music and Drama.

For Discussion
(Pages 47 - 62)

12. **FINANCIAL IMPACT OF COVID-19**
Report of the Principal, Guildhall School of Music and Drama.

For Discussion
(Pages 63 - 70)

13. **HIGHER EDUCATION TUITION FEES FOR 2021/22**
Report of the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 71 - 72)

14. **UPDATE ON BARBICAN GUILDHALL CREATIVE ALLIANCE**
Report of the Principal, Guildhall School of Music and Drama.

For Discussion
(Pages 73 - 76)

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

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

CONFIDENTIAL AGENDA

17. **CONFIDENTIAL MINUTES**
To approve the confidential minutes of the meeting held on 17th February 2020.

For Decision

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 17 February 2020

Minutes of the meeting held at Guildhall at 1.50pm

Present

Members:

Vivienne Littlechild (Chairman)	Professor Maria Delgado
Graham Packham (Deputy Chairman)	Marianne Fredericks
Natasha Bucknor	Steven Gietzen
George Abrahams	Jeremy Mayhew
Randall Anderson	Dave Muncey
Deputy David Bradshaw	Andy Taylor
Deputy Michael Cassidy	Lynne Williams
John Chapman	
Professor Geoffrey Crossick	

Officers:

Niki Cornwell	- Chamberlain's Department
Katharine Lewis	- Guildhall School of Music and Drama
Sandeep Dwesar	- Guildhall School & Barbican Centre
Jeremy Newton	- Guildhall School of Music and Drama
Professor Cormack Newark	- Guildhall School of Music and Drama
Sean Gregory	- Guildhall School & Barbican Centre
Jonathon Poyner	- Barbican Centre
Jonathan Vaughan	- Guildhall School of Music & Drama
Graeme Hood	- Guildhall School of Music and Drama
Hannah Bibbins	- Guildhall School of Music and Drama

1. APOLOGIES

Apologies were received from Shreela Gosh, Ann Holmes, and the Rt Hon the Lord Mayor, Alderman William Russell.

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

There were no declarations.

3. PUBLIC MINUTES

3.1 Public minutes and summary of the inquorate meeting held on 25th November 2019

RESOLVED, that – the public minutes and summary of the inquorate meeting held on 25th November 2019 be approved, subject to an amendment recording Nicy Roberts (Centre for Young Musicians) as being in attendance.

3.2 **Public minutes and summary of the inquorate meeting held on 23rd September 2019**

RESOLVED, that – the public minutes and summary of the inquorate meeting held on 23rd September 2019 be approved.

3.3 **Public minutes and summary of the meeting held on 13th May 2019**

RESOLVED, that – the public minutes and summary of the meeting held on 13th May 2019 be approved.

4. **PUBLIC MINUTES OF SUB COMMITTEE MEETINGS**

4.1 **Public minutes and summary of the meeting of the Governance and Effectiveness Committee on 28th October 2019**

RESOLVED, that – the public minutes and summary of the meeting held on 28th October 2019 be received.

4.2 **Public minutes and summary of the meeting of the Audit and Risk Management Committee held on 13th November 2019**

RESOLVED, that – the public minutes and summary of the meeting held on 13th November 2019 be received.

4.3 **Public minutes and summary of the meeting of the Finance and Resources Committees held on 4th November 2019**

RESOLVED, that – the public minutes and summary of the meeting held on 4th November 2019 be received.

4.4 **Public minutes and summary of the meeting of the Remunerations and Nominations Committee held on 18th November 2019**

RESOLVED, that – the public minutes and summary of the meeting held on 18th November 2019 be received.

4.5 **Public minutes and summary of the meeting of the Finance and Resources Committees held on 22nd January 2020**

RESOLVED, that – the public minutes and summary of the meeting held on 22nd January 2019 be received.

5. **OUTSTANDING ACTIONS**

Governors received the outstanding actions list.

6. **FREQUENCY AND DATES OF MEETINGS AND TERMS OF REFERENCE**

The Board considered a report of the Town Clerk in respect of the Annual Review of the Committee's Terms of Reference and frequency of meetings. The Town Clerk explained that the Terms of Reference, as set out in the appendix to the report, were high level and should be read in conjunction with

the School's Instrument and Articles of Government, which listed the Board's responsibilities in more detail.

RESOLVED, that:

1. The Terms of Reference of the Board of Governors of the Guildhall School of Music and Drama be approved for submission to the Court.
2. The Board shall continue to meet 4 times a year; meeting twice in term one.

7. **PRINCIPAL'S PUBLIC REPORT FEBRUARY 2020**

The Board received a report of the Principal which provided various updates on matters of interest and activity at the School. The Principal also tabled a press release from 13th February 2020 in respect of the School's overhaul of application fees for entry to the acting programmes.

Governors noted the misconceptions of London-based institutions being well-financed and the suggestion that the Government might well seek to direct more specialist funding towards non-arts institutions following the forthcoming Review of Institution Specific Targeted Allocations (RISTA). In response to a query concerning adequate resourcing levels for responding to the RISTA process, particularly given other returns due to the Office for Students (OfS) in the coming year, the Principal confirmed that she was fully engaged with the Chamberlain, who was supportive of ensuring there was sufficient support in place, noting that all submissions to the OfS would need to be very specific and incorporate high-quality financial information.

RESOLVED, that – the report be noted.

8. **RESEARCH**

8.1 **Research annual report for 2018/19**

The Board received a report of the Principal in respect of the Research Annual Report for 2018/19, together with a presentation from Professor Cormack Newark, Head of Research. The report, amongst other things, sought to provide assurance to the Board of an adequate research infrastructure, which would support doctoral studies and maintain the standards for award. Governors noted the submission in November 2020 to the Research Excellence Framework; a UK-wide assessment. Governors commended a rich and comprehensive report.

Governors suggested how the School's research activities could signal joint working with international and national partners, which would be helpful in demonstrating that the School's impact and activity was not limited to London and the South-East. Professor Newark also explained that the new Research Strategy would focus on the whole School, rather than just the research department; incorporating priorities, KPIs and academic staff roles and research contracts. Governors were asked to

note the TRAC Return later on this agenda, which showed that currently there was a net loss on doctoral students.

There was a debate about civic responsibilities and Governors noted the work of students across the world in prisons and public health services. Governors noted that the School could lead in this area of research and also stressed the importance of timely communications. The emerging joint Civic Strategy with the Barbican Centre was also noted.

There was some discussion on current resourcing levels and it was advised that recruitment was underway, noting the Research Team's 5-year objective of having its own Faculty. Governors observed the importance of external investment for the Doctorate Programme and that the School might need to reach out to other institutions.

RESOLVED, that – the report be noted.

8.2 The Research Excellence Framework (REF) 2021 Code of Practice

The Board received a report of the Principal in respect of the REF 2021 Code of Practice which had been formally approved by Research England in November 2020. Governors noted that the Chair of the Governance and Effectiveness Committee had suggested it be presented to the full Board for information.

RESOLVED, that – the report be noted.

9. PREVENT: ANNUAL MONITORING REPORT FOR 2018/19 TO THE OFFICE FOR STUDENTS (OFS)

The Board received a report of the Director of Guildhall Young Artists and Safeguarding, which provided the annual update to the Office for Students on the number of Prevent cases. Member noted that there had been no Prevent referrals during the 2018/19 Academic Year.

RESOLVED, that – the report be noted.

10. ACCESS AND PARTICIPATION PLAN: REPORT ON MONITORING FOR 2018/19

The Board received a report of the Principal which presented the Access and Participation Plan Monitoring Report for 2018/19, which was a requirement of continued registration with the Office for Students. The Principal explained that the School continued to be proactive in terms of BAME applications but it might take some time to see results.

RESOLVED, that – the report be noted.

11. GENERAL ELECTRICAL AND DIMMER INSTALLATION - GATEWAY 6 OUTCOME REPORT

Governors received an Outcome (Gateway 6) report of the Principal in respect of a project to replace the general electrical installation in the Silk Street theatre; including the house, emergency lighting and dimmer racks. The report set out lessons learned and recommendations for improvement and sought to formally close the project.

RESOLVED, that – the report be noted and the project closed.

12. ACTION TAKEN BETWEEN MEETINGS

Members received a report of the Town Clerk in respect of urgent decisions taken since the last meeting of the Committee. Members were reminded that the Board Meeting of 25 November 2019 had been inquorate and it had not been possible for Governors in attendance to take any decisions. As a number of the decisions had been time critical, and could not wait until the next Board meeting scheduled for 17 February 2020, the following decisions had been taken by the Town Clerk, under urgency provision, in consultation with the Chairman and Deputy Chairman of the Board:

1. Academic Assurances Working Group Report and Recommendation
2. Programme closure of the BA in Performance and Creative Enterprise
3. Guildhall School International Strategy
4. Remuneration Annual Statement
5. Recruitment Strategy Document for Co-Opted Members of the Board and its Committees

RESOLVED, that – the report be noted.

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

There were no questions

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items.

15. 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 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 as follows:-

Item	Paragraph
16-29	3
23	1&2
28,29	1&2

16. NON-PUBLIC MINUTES

16.1 Non-public minutes of the inquorate meeting held on 25th November 2019

RESOLVED, that – the non-public minutes of the inquorate meeting held on 25th November 2019 be approved.

16.2 Non-public minutes of the inquorate meeting held on 23rd September 2019

RESOLVED, that – the non- public minutes of the inquorate meeting held on 23rd September 2019 be approved.

16.3 Non-public minutes of the meeting held on 13th May 2019

RESOLVED, that – the public minutes and summary of the meeting held on 13th May 2019 be approved.

17. NON-PUBLIC MINUTES OF SUB COMMITTEES

17.1 Non-public minutes of the meeting of the Governance and Effectiveness Committee held on 18th October 2019

RESOLVED, that – the non-public minutes of the meeting held on 18th October 2019 be received.

17.2 Non-public minutes of the meeting of the Audit and Risk Management Committee held on 13th November 2019

RESOLVED, that – the non-public minutes of the meeting held on 13th November 2019 be received.

17.3 Non-public minutes of the meeting of the Finance and Resources Committees held on 4th November 2019

RESOLVED, that – the non-public minutes of the meeting held on 4th November 2019 be received.

17.4 Non-public minutes of the meeting of the Finance and Resources Committees held on 22nd January 2020

RESOLVED, that – the non-public minutes of the meeting held on 22nd January 2019 be received.

17.5 Non-public minutes of the Remunerations and Nominations Committee held on 18th November 2019

RESOLVED, that – the non-public minutes of the meeting held on 18th November 2019 be received.

18. PRINCIPAL'S NON-PUBLIC REPORT FEBRUARY 2020

The Board received the Principal's non-public report.

19. UPDATED BUSINESS CASE FOR EXTRA SPACE

The Board considered a report of the Principal.

20. **ANNUAL TRANSPARENT APPROACH TO COSTING (TRAC) RETURN REPORTING FOR ACADEMIC YEAR 2018/19**
Governors received a report of the Principal.
21. **LATEST GUILDHALL SCHOOL BUDGET REPORT - 2020/21**
The Board considered a report of the Principal.
22. **GUILDHALL SCHOOL MANAGEMENT INFORMATION 'DASHBOARD' 2019/20 - DECEMBER 2019 (PERIOD 9)**
The Board received a report of the Principal.
23. **SAFEGUARDING UPDATE**
The Principal was heard in respect of Safeguarding.
24. **PIANO REPLACEMENT - GATEWAY 6 - OUTCOME REPORT**
Governors received an Outcome (Gateway 6) report of the Principal.
25. **NON-PUBLIC ACTIONS TAKEN BETWEEN MEETINGS**
Governors received a report of the Town Clerk outlining action taken under urgency procedures or delegated authority since the last meeting.
26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items.

Confidential Agenda

28. **CONFIDENTIAL MINUTES OF THE REMUNERATION AND NOMINATIONS COMMITTEE**
RESOLVED, that – the Confidential Minutes of the meeting held on 18th November 2019 be approved.
29. **ADMINISTRATION REVIEW**
The Board considered and approved a report of the Principal.

The meeting ended at 3.50 pm (start time 1.50 pm)

Chairman

Contact Officer: Julie Mayer tel. no.: 020 7332 1410

julie.mayer@cityoflondon.gov.uk

Committee: Board of Governors of the Guildhall School of Music & Drama	Date: 18/05/2020
Subject: Principal's Public Report	Public
Report of: Lynne Williams	For Information
Report author: Lynne Williams, Principal	

Summary

This is the Principal's General Report for the Board of Governors. The report concentrates on the current COVID-19 crisis.

Recommendation: that the Board receives the report and notes its contents.

Main Report

Introduction

As I read my last report of February 2020, I am reminded that at that time we were mostly concerned with the impact of Brexit, especially in terms of a reduction in student numbers from the EU, international mobility for staff and students and collaborative international research opportunities. We were also concerned with the implementation of certain aspects of the Augur Review.

Our focus changed on the day of the Board Away Day on March 2, when we took the decision to close the School buildings for a week on learning one of our hourly paid staff had contracted Corona Virus, was in hospital and had already announced this on social media. We were the first university to experience infection and we acted swiftly to stem the tide of panic, especially among the parents of 600 of our under-18 students who had been in the same teaching building, our residential students within Sundial Court and our Chinese students whose government knew the full impact of the disease. We set about tracking and tracing all those with whom the staff member had come in contact, isolating them and suggesting tests where appropriate. We were pleased that only one student tested positive linked to this incident. The School was thoroughly cleaned and additional cleaning regimes were put in place especially in terms of pianos and other shared instruments. We opened one week later, only to be locked down with the rest of the country soon after. We

are convinced that the nature of our intense and intimate specialist training makes us especially vulnerable to the spread of the disease and we learnt a lot of lessons for the future from this early experience.

The School has now been operating in emergency mode since the country's lockdown in March in response to the Coronavirus pandemic. At the time of government directives for schools to close, the government advised the university sector that Vice Chancellors should each be responsible for achieving the continuity of programmes as they saw fit. We have therefore been 'open' as a higher education provider, albeit delivering exclusively online, concentrating on supporting all students to achieve progression or completion in this academic year. This means that all staff whether teaching, administrative or support staff are totally engaged in the life of the School with the additional stress of working remotely and learning how to deliver in new and creative ways. A small Facilities, Security and Engineering team have maintained a physical presence on site during this period.

We immediately turned to our Business Continuity Plans which had fortuitously recently included a training scenario for an epidemic. Phase One saw Gold, Silver and Bronze groups meet three times per week via Teams, to deal with day-to-day operational decisions and implementation. The Principal and the Chair of the Board discussed and agreed all major decisions and weekly conversations were held with the President of the Students' Union and bi-weekly meetings with a small group of representatives of the Students' Union to make sure the students were part of the problem-solving. A weekly email from the Principal was sent to all staff and shared with the members of the Board. A small group of board members including Chair, Deputy Chair and our two higher education experts came together with the Principal and the Dean of Students as the Cobra Group to discuss overarching issues including those pertaining to the City, the Office for Students, our student/staff welfare, the status of the sector and our industry, and the likely financial impact on the Guildhall School in best and worst case scenarios.

We took an early decision to deliver the entire summer term online, knowing that even if the lockdown was lifted earlier, the specialist nature of the one-to-one teaching and the reliance on large and close gatherings of students in ensembles, orchestras and plays would be problematic given that social distancing rules would likely still be in place. This decision was discussed and agreed with Peter Lisley who is leading the Covid 19 Gold Group for the City of London Corporation.

This was not a popular decision for students who were concerned that online experiences would not meet their expectations and would not warrant the fees they were being asked to pay. This dissatisfaction was paramount amongst international students who were not going to be able to experience the performance opportunities for which they had come to the Guildhall School. We have put some plans in place for students to make up some of these activities during the Autumn term but there are still lingering concerns and our Students' Union is involved with the rest of the NUS in making representations to government.

During this phase we concentrated on resourcing remote teaching for both students and staff and increasing training capacity for staff, many of whom had never taught in this way. Staff then began to redesign the entire Summer term programme across all higher education disciplines and within the under 18's programme. This has been a herculean effort and the staff are to be congratulated on reframing courses and getting newly tailored programmes and a new timetable to students in time for the commencement of the Summer term. The students have appreciated the efforts of the staff and I can report that currently, students and staff are concentrating on their new programmes and working towards the achievement of all learning outcomes by the end of the academic year.

We are now entering the next phase which is the planning for September commencement of the new academic year and the physical reopening of the buildings. We intend to plan for a number of scenarios in case social distancing measures inhibit a full performance programme.

The School has been active as a member of Conservatoires UK, UUK, UUKi (UUL International), the Specialist Institutions Forum of UUK, and the Creative Industries Forum in registering our concerns over the past weeks especially those that affect small and specialist conservatoires. We are currently awaiting the government response to UUK's proposals for a package of support for Universities.

A major positive of the crisis we find ourselves in, is that School board member, the Right Honourable The Lord Mayor Alderman William Russell will have his term of office extended by one year. Culture is a major theme of his programme and we are now looking forward to picking up planning for events and supporting him in many of the activities which bring focus to arts and culture. Although the launch of our Institute for Social Impact has been postponed, we are still in

discussion regarding a new date for the following year and looking forward to the fundraising evening at Mansion House to celebrate the Guildhall School's 140th anniversary.

Lynne Williams, Principal, Guildhall School of Music & Drama

Tel: via MS Teams

Email: principal@gsmd.ac.uk

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