

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

Monday, 22 November 2021
Minutes of the meeting held at 1.45 pm
<https://youtu.be/HJAKMyholc0>

the public part of this meeting can be viewed on the above link
for 1 year from the date of the meeting

Present

Members:

Graham Packham (Chairman)	Steven Gietzen
Randall Anderson (Deputy Chairman)	Paula Haynes
Vivienne Littlechild	Jeremy Mayhew
Deputy David Bradshaw	Neil Greenwood
Professor Geoffrey Crossick	Andy Taylor
Professor Maria Delgado	Harry Plant
Simon Duckworth	Natasha Bucknor
Marianne Fredericks	Andrew Mayer
	Jonathan Vaughan
	Amatey Doku

In Attendance:

Lew Hodges	- Finance Committee
Michael Herington	- Audit and Risk Management Committee
Deborah Lincoln	- Chair of the Guildhall Trust

Officers:

Katharine Lewis	- Guildhall School of Music and Drama
Armin Zammer	- Guildhall School of Music and Drama
Andrew Lavender	- Guildhall School of Music and Drama
Alison Mears	- Guildhall School of Music and Drama
Orla O'Loughlin	- Guildhall School of Music and Drama
Hetsie Van Rooyen	- Guildhall School of Music and Drama
Sean Gregory	- Guildhall School of Music and Drama
Cormac Newark	- Guildhall School of Music and Drama
Graeme Hood	- Guildhall School/Barbican Centre
Jonathon Poyner	- Guildhall School/Barbican Centre
Julie Mayer	- Town Clerks

1. APOLOGIES

Apologies were received from 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**

The public minutes of the meeting held on 20th September 2020 were approved as a correct record, subject to an amendment recording Paula Haynes and Neil Greenwood as having been present.

NB Amatey Doku's appointment to the Board, as an External Governor, was confirmed during the non-public part of the meeting, having been recommended by the Remuneration and Nominations Committee.

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

The public minutes of the following Committees were received:

- 4.1 Remuneration and Nominations Committee - 2nd November 2021 (draft) – to follow after the Board Meeting.
- 4.2 Governance and Effectiveness Committee - 4th November 2021 (draft) – to follow after the Board Meeting.
- 4.3 Finance and Resources - 8th November 2021 (draft)
- 4.4 Audit and Risk Management - 9th November 2021 (draft)

5. **PRINCIPAL'S PUBLIC REPORT**

The Board received the Principal's public report and during the discussion, the following points were noted:

- 1) The School's low latency system, which had enabled 50 venues within the School to join together for teaching and performances, had won the Industry's top 3 awards for the best performance venue, best educational project and best entertainment event project. Given that this is a predominantly male dominated industry, Governors were pleased to note that the design team had been 50% female and asked for their congratulations to the AV and IT Departments to go on record. The Principal advised that the project had received a £350k investment, which had been 50% match funded by the City of London Corporation.
- 2) A summary of the exchanges in Parliament about future higher education policy, as included in this report for the first time, would be helpful in future reports, noting that the Higher Education White Paper and Free Speech Bill were still pending.
- 3) The Principal had contacted the City's Remembrancer, in order to be kept updated on any parliamentary briefings. A Governor suggested that the Higher Education Policy Institute might have some insight. The Principal further advised that the School's Leadership Team are working on strategies to mitigate any changes.
- 4) Concern was expressed about issues which could impact the school; i.e. – fee reduction, possible minimum entry levels for English and Maths (which might be a challenge for some students who excel creatively) and lowering the threshold of student loans. A Governor suggested that financial planning should assume an £8500 fee at this stage

- 5) There are two imminent changes in top higher education posts; i.e. - the Chief Executive of the Office for Students, and the Head of Research England.

RESOLVED, that – the report be noted.

6. **STATEMENT OF COMPLIANCE WITH CUC CODE OF GOVERNANCE**

The Board considered a report of the Principal in respect of the Committee of University Chairs (CUC) *Higher Education Code of Governance*. Governors noted that the Code has had a number of iterations; the latest version having been published in June 2020 at height of the pandemic. The document appended to the report was a self-assessment of the Board's compliance with the Code, using the tool-kit recommended by the CUC. The Chair confirmed that the Governance and Effectiveness Committee had looked at this report in detail and their suggestions had been incorporated. Geoffrey Crossick, Maria Delgado and Katharine Lewis were thanked for their work on the report.

Governors noted that the 'red' item relates to the School's relationship with the City of London Corporation, and it could be relegated to 'amber', as it would be picked up as part of the City Corporation's Lisvane Governance Review. Both the Target Operating Model and the Lisvane Review had been included in the actions list, given their impact across a number of areas. The City Corporation's Audit and Risk Management Committee, and Barbican Centre Board have a second Deputy Chair who is one of the co-opted members. The Chair explained that this would be a possibility for the Board, but the Chair would need to be a Common Councillor (of the City Corporation) in order to retain oversight and to be able to represent the GSMD in Court of Common Council. This second deputy could also be the Senior Independent Governor for the CUC code.

It was suggested that the Code of Compliance should be a standing item at every Board meeting, as Governors need to be aware of the requirements in terms of best practice, where the School adheres to it and if, why and where this might not be the case.

RESOLVED, that – the self-assessment of compliance with the CUC Higher Education Code of Governance and the actions identified be approved, with a view to this checklist being made publicly available on the School's website.

7. **ACADEMIC BOARD ANNUAL REPORT 2020/21**

The Board received a report of the Principal in respect of the Academic Board, which was established under the Instrument & Articles of Government and reports to the Board of Governors. Governors noted that the Academic Assurance Working Group will consider this report and other quality documentation, at its next meeting, when it undertakes its Review of Academic Assurances.

During the discussion the following points were noted:

- 1) The Academic Board should give assurance on grade inflation to the Board, and not the Academic Assurance Working Group. However, the Academic Board could appoint an urgent Task and Finish Group to

consider the matter. The Principal advised that he had chaired the Academic Board last week, where this had been discussed at length.

- 2) External Examiners recommend the full range of marks, which should not change the boundary classifications, but it was accepted that a 10% rise in the number of 'Firsts' needs to be fully investigated. The external examiners oversee the marking and attend programme boards, to gain assurance of standards.
- 3) During the lockdown some music students, who had been required to record themselves, improved their self-learning in this area. It had been suggested that a reduced number of social distractions, with less travel and more time devoted to studies, might have been a factor in improved grades.
- 4) The gradings are final for 2021 but if a specific factor comes to light, notwithstanding the pandemic and lockdowns, it will be possible to mitigate in the future. The Academic Board would be reporting to the Board in May 2022 on grade inflation and the Principal advised that there had been similar experiences across the sector.
- 5) Consideration used to be given to boundary variables within 0.5% of a higher classification and, in such cases, the overall standard of work would be given weighting. However, the Academic Board agreed last year that balance and weighting were already built into the system, but assessment criteria and learning outcomes could still be applied if there was a distortion.
- 6) Appendix B of the Academic Board's Annual Report included comments from the examiners. There is a moderation process throughout the assessment regime, and both assessors and examiners have a role in the final recitals of music students, to ensure maintenance of standards. If there had been some grade inflation, it might not have been due to a weakness in processes.
- 7) The School are planning to streamline the Doctoral Programme to 50 – 55 students, to give a better research training experience and to manage supervisory capacity. The programme had been built up with external supervision, in order to benefit from industry expertise and other sectors; to diversify the research culture of the School and plan for knowledge exchange.
- 8) The School recognises its duty of care for those students who do not fall under the remit of either Research England or the Office for Students, although one of them might have more intervention in the future. The Head of Research praised the team for their work in terms of improved training and contact and pointed out that, in the most recent satisfaction survey, they received some 100% ratings. There is a robust administrative process in place, which ensures that supervisors' reports are submitted on time

- 9) The doctoral programme has a mixture of full- and part-time students, some self-funded, some benefiting from full or partial fee-waivers or fully funded studentships. The School plans to increase the latter between now and the next Research Excellence Framework.
- 10) The School is currently connected to Techno 2 and has been accepted as a pilot institution for higher education and arts, as part of a Culture Mile package.

RESOLVED, That – the contents of Academic Board Annual Report for 2020/21 and, in particular the action plan, be noted.

8. REMUNERATION ANNUAL REPORT 2021 +

The Board considered a report of the Principal which set out the Remuneration Annual Report for 2021 for the Guildhall School, as required by the Office for Students. Governors noted that the Remuneration and Nominations Committee had considered the report at its meeting on 2nd November 2021 and recommended it to the Board.

RESOLVED, that – the report be noted.

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

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items.

11. 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
12 -16	3
17	1&2
18-23	3

12. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 20th September 2021 were approved as a correct record.

13. NON PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS

The following non-public minutes were received:

- 13.1 Remuneration and Nominations - 2nd November (draft) – to follow after the Board.
- 13.2 Governance and Effectiveness - 4th November (draft) – to follow after the Board.

- 13.3 Finance and Resources - 8th November (draft)
- 13.4 Audit and Risk Management - 9th November (draft)

14. PRINCIPAL'S NON PUBLIC REPORT

The Board received the Principal's non-public report

15. TARGET OPERATING MODEL - REQUEST FOR A DELEGATED DECISION

The Principal was heard, and the Board agreed to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair of the Board, in respect of the above item.

16. NSS ASSESSMENT RATINGS - SCHOOL'S RESPONSE

The Board received a report of the principal.

17. SAFEGUARDING UPDATE

The Board received a report of the Principal.

18. RESEARCH

The Board received two updates from the Head of Research in respect of the Research Strategy for 2021-26 and the Annual Research Report.

19. GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER

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

20. GUILDHALL SCHOOL BUDGET REPORT – 2022/23 *

The Board received a report of the Principal.

21. MANAGEMENT DASHBOARD FOR THE SIX MONTHS TO SEPTEMBER 2021 *

The Board received a report of the Principal.

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

There were no questions.

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

One item was agreed whilst the public were excluded.

The meeting ended at 15.40.

Chairman

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