

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

MONDAY, 21 FEBRUARY 2022
Minutes of the meeting held at 1.45 pm

Present

Members:

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

In attendance:

Michael Herington – Members of the Audit and Risk Management Committee (of the Board of Governors of the GSMD)

Officers:

Katharine Lewis	Guildhall School of Music and Drama
Sean Gregory	Guildhall School of Music and Drama
Andy Lavender	Guildhall School of Music and Drama
Armin Zanner	Guildhall School of Music and Drama
Amy Grimes	Guildhall School of Music and Drama
Orla O'Loughlin	Guildhall School of Music and Drama
Alison Mears	Guildhall School of Music and Drama
Natalie Williams	Guildhall School of Music and Drama
Ashleigh Hope	Guildhall School of Music and Drama
Graeme Hood	Guildhall School of Music and Drama/Barbican Centre
Jonathon Poyner	Guildhall School of Music and Drama/Barbican Centre
Julie Mayer	Town Clerks

1. APOLOGIES

Apologies were received from Alderman Sir William Russell, Jeremy Mayhew and Andy Taylor.

Before starting the business on the agenda, the Chair thanked Governors David Bradshaw, Marianne Fredericks, Jeremy Mayhew and Vivienne Littlechild, who had reached the end of their terms and would be standing down after this meeting of the Board.

The Chair added special thanks to Mrs Littlechild for her long, dedicated service to the School and past Chairmanship, which had run into the start of the pandemic. Mrs Littlechild thanked the Board for their support during a difficult time for the School.

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 non-public summary of the meeting held on 22nd November 2021 were approved as a correct record.

RESOLVED, that – the public minutes and non-public summary of the meeting held on 22nd November 2021 be approved as a correct record, subject to an amendment recording Paula Haynes and Neil Greenwood as having been present.

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

4.1 **Audit and Risk Management Committee - held on 1st February 2022**

The draft public minutes and non-public summary were received.

4.2 **Governance and Effectiveness Committee - held on 8th February 2022**

The draft confidential minutes were circulated to the Board ahead of this meeting and the public and non-public sets would follow shortly

5. **PRINCIPAL'S PUBLIC REPORT**

The Board received the Principal's public report.

6. **AMENDMENTS TO INSTRUMENT & ARTICLES OF GOVERNMENT**

The Board considered a report of the Principal in respect of the amendments to the Instrument and Articles of Government. Governors noted that the Establishment and Policy and Resources Committees, of the City of London Corporation, had recently approved a target operating model and governance review proposals for the School, which would need to be incorporated as formal amendments to the School's Instrument & Articles of Government. Once the Board had agreed the amendments, they would need to be formally approved by the Court of Common Council, before being presented to the Office for Students as a reportable event.

Governors noted that, under its designation as a Higher Education Institution, the relationship of the School's Academic Board to the Governing Body needs to be visible within the I&As. Within the Code of Practice for Higher Education, there is also a requirement for a Nominations Committee. The I&As do not

preclude the establishment of other committees, and the School also has Audit and Risk Management, Finance and Resources and Governance and Effectiveness Committees. The Board also noted that it now reserves the right to appoint a second Deputy Chairman from amongst its external (co-opted) Members, which is also compliant with the Committee of University Chairs' (CUC) Higher Education Code of Governance.

RESOLVED, that – the amendments to the School's Instrument and Articles of Government be recommended to the Court of Common Council for formal approval, before being presented to the Office for Students as a reportable event.

7. **TEACHING AND LEARNING STRATEGY**

The Board considered a report of the Principal in respect of the Teaching and Learning Strategy for 2001-2026. Governors noted that this had been delayed during 2021, whilst the School ensured that Covid-related changes to the delivery and assessment processes maintained the high quality of student learning and continued to meet regulatory requirements.

Governors commended a comprehensive action plan and during the discussion on this matter the following points were noted:

- a) A more detailed version of the action plan was being created to include targets and KPIs. Detailed annual reports and regular verbal reports would be presented to the Academic Board, with the Board retaining overall responsibility for standards.
- b) It was suggested that the section on teaching choices be presented differently, so as not to suggest that standards are dependent on them.
- c) Governors noted that whilst research is always desirable, it is entirely demand led and if academics take up research work, their teaching time would be covered.
- d) An error was spotted in the report in that it referred to a 10 week summer term in 23/24 and not 22/23.

RESOLVED, that – the Strategy and its implementation be approved.

8. **REQUEST FOR A DELEGATED AUTHORITY - STUDENT UNION AMENDMENTS TO THE VICE PRESIDENT STRUCTURE**

The Board considered a report of the Principal which sought to delegate authority in respect of amendments to the Students' Union Constitution. Governors noted that, since the publication of this report, the Student Parliament had voted 100% in favour of the proposal, with a turnout of over two-thirds. Governors felt that this had given credibility to the proposal and noted that the Student Union were looking to incorporate welfare into the President's job description.

In response to initial concerns about a perceived demotion of welfare, Governors noted that the original role had been one of advocacy and as a point of referral to the School's Welfare Services, which are very comprehensive. It was also suggested that welfare should be a 'golden thread' throughout the School and that mental health first aid training might be considered at a future meeting. There was also a risk of some of the processes being duplicated, which this report sought to clarify.

The Past Chairman had met the School's counsellors and found their services exemplary, together with the School's approach to supporting students in both their mental and physical health.

RESOLVED, that – authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair of the Board, and the Principal of the Guildhall School of Music and Drama, to approve amendments to the Students' Union Constitution for adoption for the Student Elections for 2022/23; i.e. - removal of the Vice-President (Welfare) and encompassing welfare advocacy across all roles, which will be part of the training offered to role holders at the start of their appointment. *NB. The Union would then replace the role with a VP Marketing and Communications, to reflect the increase in demand for more social content and online presence.*

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

There were no questions

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chair was heard in respect of the appointment of the new Principal

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	1,2 & 3
17-22	3
23	1,2 & 3
24-26	3
27-28	1,2 & 4

At 3.40 pm, the Board agreed to extend the meeting to conclude the business on the agenda.

12. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 22nd November 2022 were approved as a correct record.

13. **NON PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***
 - 14.1 **Audit and Risk Management Committee - held on 1st February 2022**

The draft non-public minutes were received.
 - 14.2 **Governance and Effectiveness Committee - held on 8th February 2022 (TO FOLLOW)**
15. **PRINCIPAL'S NON-PUBLIC REPORT**

The Board received the Principal's non-public report
16. **SAFEGUARDING UPDATE**

The Board received a report of the Principal
17. **GUILDHALL SCHOOL OF MUSIC AND DRAMA AND BARBICAN CENTRE CATERING BLOCK HEATING, COOLING AND VENTILATION PROJECT: GATEWAY 2 - PROJECT PROPOSAL**

The Board considered and approved a report of the Director of Operations and Buildings, Guildhall School of Music and Drama and Barbican Centre.
18. **GUILDHALL SCHOOL OF MUSIC AND DRAMA/BARBICAN CONFINED SPACES AND BARBICAN FIRE SAFETY (JOINT PROJECT): GATEWAY 2 - ISSUES REPORT**

The Board considered and approved a report of the Principal of the Guildhall School of Music and Drama, the Managing Director of the Barbican Centre and the City Surveyor,
19. **DASHBOARD FOR THE 9 MONTHS TO DECEMBER 2021 ***

The Board received a report of the Principal.
20. **RISK REGISTER***

The Board received a report of the Principal
21. **MEDIUM TERM FINANCIAL PLAN DEEP DIVE***

The Board received a report of the Principal
22. **ACCESS AND PARTICIPATION MONITORING 2020/21**

The Board considered and approved a report of the Principal
23. **AGED DEBT REPORT FOR THE GUILDHALL SCHOOL OF MUSIC & DRAMA AS AT 31 JANUARY 2021**

The Board considered and approved a report of the Principal
24. **REQUEST FOR A DELEGATED AUTHORITY - TRAC RETURN**

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 TRAC return
25. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

The Group Accountant was heard in respect of the ISTA review

27. REPORT OF ACTION TAKEN - TARGET OPERATING MODEL & GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA - DELEGATED AUTHORITY

The Board received a report of the Town Clerk and the Principal provided an update.

28. EQUALITY, DIVERSITY AND INCLUSION UPDATE

The Board received a report of the Principal.

The Chairman was heard in respect of an urgent item of confidential business

28.1 Audit and Risk Management Committee - held on 1st February 2022

The draft public minutes and non-public summary were received.

The meeting ended at 4.25 pm

Chairman

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