



## **Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama**

**Date:** TUESDAY, 8 FEBRUARY 2022

**Time:** 2.00 pm

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Graham Packham (Chairman)      Andrew Mayer  
Professor Geoffrey Crossick      Jeremy Mayhew  
Professor Maria Delgado      Randall Anderson  
Dr Paula Haynes

**Enquiries:** Julie Mayer  
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### **Accessing the virtual public meeting**

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

<https://youtu.be/E3J-guz3-y8>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

**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 non-public summary of the meeting held on 4<sup>th</sup> November 2021.

**For Decision**  
(Pages 5 - 8)

4. **COMMITTEE'S TERMS OF REFERENCE**

To consider the Committee's Terms of Reference and make any suggestions, if appropriate, to the Board of Governors.

**For Decision**  
(Pages 9 - 10)

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

Report of the Principal, Guildhall School of Music and Drama.

**For Information**  
(Pages 11 - 20)

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

8. **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**

9. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 4<sup>th</sup> November 2021.

**For Decision**  
(Pages 21 - 26)

10. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**Confidential**

12. **TARGET OPERATING MODEL (TOM) AND GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA**

Report of the Principal, Guildhall School of Music and Drama.

**For Information**

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**GOVERNANCE AND EFFECTIVENESS COMMITTEE OF THE BOARD OF  
GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA  
Thursday, 4 November 2021**

Minutes of the virtual meeting held at 2.00 pm

**Present**

**Members:**

Professor Geoffrey Crossick  
Professor Maria Delgado (Chairman)  
Dr Paula Haynes  
Vivienne Littlechild  
Jeremy Mayhew  
Graham Packham (Deputy Chairman)

**Officers:**

Katharine Lewis	Guildhall School of Music & Drama
Jonathan Vaughan	Guildhall School of Music & Drama
Antoinette Duhaney	Town Clerk's Department

**1. APOLOGIES**

No apologies for absence were received.

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

There were no declarations.

**3. ELECTION OF CHAIRMAN**

RESOLVED – That Maria Delgado be appointed as Chair for the ensuing year.

**4. ELECTION OF DEPUTY CHAIRMAN**

RESOLVED – That Graham Packham be appointed as Deputy Chair for the ensuing year.

**5. TERMS OF REFERENCE**

The Committee discussed the current terms of reference and Officers suggested cross referencing with the CUC code to identify any gaps and then revising the terms of reference accordingly in consultation with the Audit and Risk Committee Chairman prior to making recommendations to the Board.

RESOLVED –

1. That the terms of reference be noted.
2. That the terms of reference be cross referenced with the CUC code to identify any gaps and then revised accordingly in consultation with the

Audit and Risk Committee Chairman prior to making recommendations to the Board.

**6. PUBLIC MINUTES**

The Deputy Chairman suggested that the annual plan should be placed as a standing agenda item to keep the Committee updated on forthcoming items of business. Members also flagged that in the absence of a timetable of meetings, for the Academic Assurance working Group, the Board was satisfied with the level of assurance.

RESOLVED –

1. That the public minutes of the meeting held on 5 July 2021 be approved as a correct record.
2. That a timetable of meetings for the Academic Assurance Working Group be agreed noting that in the absence of meetings, the Board was satisfied with the level of assurance.
3. That the annual plan be placed as a standing agenda item to keep the Committee updated on forthcoming items of business.

**7. BOARD OF GOVERNORS MEMBERSHIP**

The Committee discussed the current membership of the Board noting at least 3 new Common Council Governors would be joining the board after the elections in March 2022 and the Board should consider what skillset was required from new appointees.

Members requested that consistent titles were used for Board Members such as Dr/Professor as appropriate.

RESOLVED – That the report be noted.

**8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

**10. 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 on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Items	Paragraph
11 - 15	3

**11. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 5 July 2021 were approved as a correct record.

12. **DRAFT STATEMENT OF COMPLIANCE WITH CUC CODE OF GOVERNANCE**

The Committee considered the draft statement of compliance with the CUC Code of Governance.

13. **POSSIBLE FUTURE BOARD GOVERNANCE STRUCTURES**

The Board considered a report on future Governance Structures.

14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There was 1 question.

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

There were no urgent items.

The meeting ended at 16.17 pm

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Chairman

**Contact Officer: Antoinette Duhaney, [antoinette.duhaney@cityoflondon.gov.uk](mailto:antoinette.duhaney@cityoflondon.gov.uk)**

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## **Governance and Effectiveness Committee - Terms of Reference**

### **Introduction**

- The role of the Governance and Effectiveness Committee is to consider improvements to the effectiveness of the Board of Governors of the Guildhall School.
- The Committee shall utilise guidance from appropriate sources, including *Office for Students* and *Advance HE* in undertaking its work, and the *CUC Higher Education Code of Governance*.
- The Committee shall report its findings and recommendations to the Board of Governors.

### **Membership**

- The Membership shall include the Chairman and Deputy Chairman of the Board of Governors, the Chairman of the Audit & Risk Management Committee, the Principal of the Guildhall School and other Members of the Board of Governors.
- The Chair of the Committee shall normally be a co-opted governor.
- The quorum consists of three Members.

### **Attendance at meetings**

- A representative of the Town Clerk shall attend meetings.

### **Frequency of meetings**

- Full reviews shall be held every three years.
- The committee shall determine the frequency of its meetings.

### **Authority**

- The Committee does not have power to act, it will report its findings and recommendations to the Board of Governors for approval.

### **Duties**

- The duties of the Committee shall be:

- a. To undertake a formal and rigorous evaluation of the effectiveness of the Board of Governors of the Guildhall School and its committees, in line with guidance from Office for Students and Advance HE.
- b. To report and make recommendations to the Board.
- c. To consider the success of the Board of Governors in meeting long term strategic objectives and Key Performance Indicators.
- d. To facilitate the benchmarking of the performance of the Guildhall School against other comparable Higher Education Institutions.
- e. To monitor progress of the implementation of the recommendations of efficiency reviews.
- f. To consider other matters referred to it by Board

# Agenda Item 5

<b>Committee</b>	<b>Date:</b>
Governance & Effectiveness Committee of the Guildhall School of Music & Drama	8 February 2022
Board of Governors of the Guildhall School of Music and Drama	21 February 2022
<b>Subject: Amendments to Instrument &amp; Articles of Government</b>	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
<b>Report of:</b> Jonathan Vaughan, Interim Principal, Guildhall School	<b>For information (Committee) For decision (Board)</b>
<b>Report author:</b> Secretary & Dean of Students	

## Summary

Following consideration by the Establishment Committee and the Policy & Resources Committee of a target operating and governance model proposal for the School, the subsequently agreed proposal needs to be incorporated as formal amendments to the School's Instrument & Articles of Government.

Attached are the Instrument & Articles as approved June 2019 by the Court of Common Council with new amendments highlighted as grey and ~~strike through~~. Any amendments will need to be approved by the Board of Governors and the Court of Common Council. Once finalised a revised document will then be presented to the Office for Students as a reportable event.

**Recommendation:** that the Committee receives the report and recommends the amendment to the Board of Governors.

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**Guildhall School of Music & Drama**

**INSTRUMENT AND ARTICLES OF GOVERNMENT**

**Definitions**

In the Instrument and Articles of Government, the following expressions have the meanings set out below.

“the Act”	means Education Reform Act 1988 as amended from time to time;
“the Board of Governors”	means the Board of Governors of the Guildhall School of Music & Drama as appointed from time to time in accordance with paragraph 1 of this Instrument;
“the Clerk to the Board of Governors”	means the Town Clerk or his representative;
“the Court of Common Council”	means the Court of Common Council of the City of London Corporation;
“OfS”	means the Office for Students
“the Institution”	means the Guildhall School of Music & Drama;
“the Remuneration and Nominations Committee”	means the sub-committee of the Governing Body established to seek out and recommend the appointment of new co-opted members of the Board of Governors;
“the Principal”	means the Principal of the Institution as appointed from time to time;
“the Town Clerk”	means the Town Clerk and Chief Executive of the City of London Corporation for the time being.

In this Instrument and Articles of Government, words importing the masculine gender only shall include the feminine gender and neuter meaning and vice versa.

**Instrument of Government**

**Board of Governors**

1. The constitution of the Board of Governors is:

- (a) ~~11~~ **Eight** members elected by the Court of Common Council for a term of three years (renewable twice);
  - (b) the Principal of the Institution;
  - (c) one member of the Institution's academic staff to be elected by such staff for a term of three years (renewable twice);
  - (d) one member of the Institution's administrative staff to be elected by such staff for a term of three years (renewable twice);
  - (e) one of the Institution's elected student representatives who shall normally be the President of the Students' Union<sup>1</sup>;
  - (f) up to six co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice).
2. When a vacancy occurs in the Board of Governors, the member elected to fill it will continue for the remainder of the term of the member creating the vacancy.
  3. Any Court of Common Council member wishing to serve on the Board of Governors must notify the Town Clerk in writing and all applications received shall be listed in the Summons for the meeting of the Court at which the appointment is to be made. The Common Council members of the Board of Governors will need to have experience in the following areas: corporate finance (including accounting and audit); corporate governance; human resources; business management at a senior level; legal matters and property and estate management.
  4. The Remuneration and Nominations Committee will advertise vacancies for co-opted members of the Board of Governors which indicate the skills, knowledge and experience required for the post. The qualifications should reflect the needs of the Institution in the fields of music, theatre, arts management, broadcasting/media and higher education. In making its recommendations to the Board of Governors, the Remuneration and Nominations Committee must pay regard to the balance of membership and the needs of the Institution and may keep a "skills register" against which to consider the field of candidates. The issue of inclusion of members of the local community must also be addressed.
  5. With the exception of the Principal, none of the Governors shall serve on the Board of Governors for more than a maximum of nine years in total. An extension will only be considered in exceptional circumstances to accommodate the rotation of the Chairman to Deputy Chairman as set out in Article 13 below, or where a Governor is subsequently undertaking a new and more senior role.

### **Committees**

6. The Board of Governors may establish committees and in so doing shall have regard to the "The Higher Education Code of Governance" of the Committee of University Chairs as amended or substituted from time to time.

### *Academic Board*

7. The Board of Governors shall establish and retain an Academic Board which shall be the committee responsible under delegated authority from the Board of Governors for the regulation of the academic work of the Institution in teaching, examination and research and the Academic Board shall advise the Board of

Governors on academic matters affecting the School. The Academic Board may establish standing and ad hoc working groups to consider and report on any matters within the Academic Board's remit.

8. The Board of Governors shall consult the Academic Board on any matter coming before the Board of Governors which has academic implications and which has not previously been considered by the Academic Board.
9. Under the Power to Award Degrees etc (Guildhall School of Music and Drama) Order of Council 20142, the Academic Board shall confer taught degrees, diploma certificates and other academic distinctions of the Institution and may revoke such awards conferred by the Institution.
10. The membership and terms of reference of the Academic Board shall be as agreed by the Board.
11. The Academic Board shall report at least annually to the Board of Governors.

## **Articles**

### **Board of Governors: terms of reference and statement of primary responsibilities**

1. The terms of reference of the Board of Governors are to be responsible for:
  - (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Institution and oversight of its activities;
  - (b) the effective and efficient use of resources;
  - (c) the approval of an annual Business Plan;
  - (d) the approval of annual estimates of income and expenditure;
  - (e) the setting of fees for students attending the Institution;
  - (f) the appointment of the Principal of the Institution and, where appropriate, the deputy;
  - (g) the general welfare of students in consultation with the Academic Board;
  - (h) the management of the Institution's land and buildings belonging to the City of London Corporation (with the exception of those which are the province of another Committee);
  - (i) writing off debts in accordance with such terms and conditions as are from time to time established by the Court of Common Council;
  - (j) authorising the institution of any civil proceedings (e.g. for recovery of debts) arising out of the exercise of its functions;

each of the above to be subject to the City of London's Standing Orders, Financial Regulations and such other terms and conditions as the City of London may determine, other than where varied otherwise.

### **The Principal**

2. Without prejudice to the rights of the City of London Corporation, the Board of Governors and any committee thereof, the following powers are delegated to the Principal:

- (a) to make such decisions and to initiate such action as he/she deems necessary in the interests of the efficient running of the Institution and the services provided by the Institution;
- (b) to make proposals to the Board of Governors about the educational character and mission of the Institution and to implement the decisions of the Board of Governors;
- (c) the appointment, assignment, appraisal and dismissal of staff;
- (d) the maintenance of student discipline and the suspension or expulsion of students on disciplinary grounds in accordance with the procedures relating thereto in force from time to time and the implementation of decisions to expel students for academic reasons;
- (e) to incur revenue and capital expenditure and enter into commitments on behalf of the City of London Corporation where appropriate provision has been included in either the revenue or capital estimates, subject to compliance with Standing Orders;
- (f) to act as Chief Accounting Officer for OfS purposes.

### **Staff**

- 3. Each member of staff shall serve under a contract of employment with the City of London Corporation.

### **Procedures for meetings**

- 4. The Chairman and Deputy Chairman of the Board of Governors shall be elected from the Common Council Governors.
- 5. The quorum consists of any ~~seven~~ **four** Common Council Governors plus three co-opted members.
- 6. If the quorum is not established within five minutes of the hour stated on the summons for the meeting, the formal meeting shall be dissolved and formal consideration of the business adjourned to the next regular meeting unless, in the opinion of the Chairman, a special meeting should be called before that date.
- 7. If during a meeting of the Board of Governors a quorum ceases to exist and there is no reasonable likelihood that it will be re-established, the meeting shall be dissolved and all remaining business adjourned to the next meeting. Any items that have not been considered by the meeting before its dissolution and which, in the opinion of the Chairman require a decision before the next meeting will be considered in accordance with Article 29.
- 8. The Chairman will:
  - (a) preside at every meeting of the Board of Governors at which he is present;
  - (b) sign the minutes of proceedings of the previous meeting when approved as a correct record;
  - (c) in the case of an equality of votes, have a second or casting vote. If the Chairman is unwilling to exercise a second or casting vote the decision shall be taken by lot;
  - (d) determine all questions of order;
  - (e) have power, after consultation with the Deputy Chairman, to
    - (i) convene an additional meeting;
    - (ii) vary the date and/or time and/or place of a scheduled meeting;



(iii) cancel a meeting if in his opinion there is insufficient business to warrant the holding of such a meeting or for other reasons.

9. At the first meeting of the Board of Governors following the appointments by the Common Council, the Town Clerk will read out a list of members eligible to take the Chair and each of those members will be asked if he is willing to serve.
10. A member unable to be present may previously express in writing to the Town Clerk his willingness to serve.
11. The names of those who are willing to serve will be voted on by Ballot. The successful candidate will require a majority of the votes cast. All Governors present will be eligible to vote.
12. The Deputy Chairman will in the absence of the Chairman have the powers, rights and duties of the Chairman.
13. The immediate past Chairman will be Deputy Chairman for the first year on election of a new Chairman.
14. When the immediate past Chairman has completed his year of office as Deputy Chairman, the other members of the Board of Governors who are members of the Court of Common Council are eligible to seek election as Deputy Chairman and the provisions of Articles 9, 10 and 11 shall apply to the meeting at which the election takes place.
15. Unless otherwise determined by the Board of Governors, all meetings of the Board of Governors and its committees (with the exception of the Academic Board and its standing groups) are open to the public unless:
  - (a) confidential information as defined in section 100A(3) of the Local Government Act 1972 is to be discussed; or
  - (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A Local Government Act 1972.
16. Public notice of the time and place of meetings of the Board of Governors will be posted in an appropriate place at least five working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.
17. The Town Clerk acts as the Clerk to the Board of Governors and will issue a summons for each meeting of the Board of Governors stating the time and place at which the Board of Governors will meet and setting out the order of business.
18. A meeting of the Board of Governors may be summoned upon the requisition of a number of its members not less than the quorum provided they have business to lay before the Board of Governors. Such business will be set out in detail together with the reason(s) why the matter(s) to be raised could not wait until the next regular meeting.
19. A special meeting of the Board of Governors shall not, except in the case of absolute necessity, be called on the same morning or afternoon of another

Committee of the Court of Common Council, and under any circumstances the special meeting shall be called at a different time from that of the other Committee.

20. Except in cases of urgency or where circumstances make it impracticable, the summons and accompanying papers will be sent to members six clear days in advance of the meeting of the Board of Governors.
21. Every member of the Board of Governors must confine his speech strictly to the motion or amendment under discussion or to a point of order or explanation and must not be repetitious. The ruling of the Chairman on issues of relevance or repetition is final.
22. At any time a member may raise a point of order or make a personal explanation necessitated by the statement of another member. Any member speaking at the time must give way when a point of order or personal explanation is made. The ruling of the Chairman on a point of order or the admissibility of a personal explanation is final.
23. If a member stands either while another member is addressing the Governing Body or, if there is a motion before the Board of Governors, at the conclusion of a speech and moves "That the question be now put", and this motion is seconded, that question shall be put forthwith and without debate unless the Chairman is of the opinion that the motion is premature or in any sense is an abuse of the rules of the Board of Governors. In no case shall the mover be precluded from a right to reply should he elect to exercise it.
24. Decisions made by the Board of Governors will be either unanimous or will represent the view of the majority of those members present and eligible to vote. The Town Clerk will, if requested, record in the minutes of a meeting the name(s) of any member(s) dissenting from a majority decision.
25. In the event of disorder or a persistent disregard of the authority of the Chair, and if he considers it necessary in the interests of maintaining order, the Chairman may:
  - (a) direct the member(s) causing disorder or disregarding his authority to retire for the remainder of the meeting or for such shorter period as the Chairman may decide. In the event of non-compliance with that instruction and with the consent of the majority of the Board of Governors to be shown immediately on a show of hands, the Chairman shall take all reasonable steps for the removal of such member(s) from the meeting;
  - (b) require a member(s) of the public to be removed from the meeting.
26. If, after two hours from the appointed time for the start of the meeting the business has not been concluded the meeting will adjourn and any unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the members present wish the meeting to continue and subject to there being a quorum.
27. (1) The Board of Governors may at any time:
  - (a) constitute, dissolve or alter the membership of a sub-committee set up by them with the exception of the Academic Board, pursuant to Article 28 below;

- (b) within its terms of reference, authorise a committee to act on behalf of the Governing Body;
- (c) appoint a working party to consider and report on particular matters but any such working party shall have no delegated powers.

(2) With the exception of the Academic Board and its standing groups, the quorum for a committee shall be any three of its members.

28. The Board of Governors may not dissolve the Academic Board without the approval of the Court of Common Council. If such decision was taken by the Court of Common Council it would be reportable to the OfS. It may amend the Academic Board's terms of reference and membership provided that:

- (a) such amendments do not substantially alter the Board's overall remit as set out in paragraphs 7, 8 and 9 of the Instrument of Government; and
- (b) the Academic Board has been formally consulted.

29. Between scheduled meetings of the Board of Governors or any committees thereof (excluding the Academic Board and its standing groups), if:

- (a) in the opinion of the Town Clerk, it is urgently necessary for a decision to be made; or
- (b) the Board of Governors or sub-committee have delegated power to the Town Clerk to make a decision;

then the powers of the Board of Governors or committee may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, he shall seek and obtain the comments of the Chairman and Deputy Chairman of the Board of Governors or committee or, failing either of them, their nominees. Each action or decision shall be reported to the next regular meeting of the Board of Governors or committee.

30. If a matter for decision is under consideration by the Board of Governors in which a member has a personal interest he must declare the existence and nature of his interest in accordance with the Code of Conduct.

#### **Procedures for staff member elections**

31. Elections for the staff members of the Board of Governors shall be conducted by the Clerk to the Board of Governors in accordance with procedures agreed by the Board.

#### **Students' Union**

32. There shall be a Students' Union of the Institution which shall have the composition, powers and functions as prescribed in the rules in force from time to time.

#### **Amendment**

33. This Instrument and Articles may be amended by a resolution of the Common Council of the City of London Corporation.

1 An elected Students' Union Vice-President (or equivalent) may attend a meeting on behalf of the SU President

2 Granted the 3rd day of April 2014 by the Lords of Her Majesty's Most Honourable Privy Council.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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