

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

**Monday, 23 July 2018**

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Rooms - Committee Rooms on Monday, 23 July 2018 at 1.45 pm

## **Present**

### **Members:**

Vivienne Littlechild (Chairman)	Marianne Fredericks
Deputy John Bennett (Deputy Chairman)	Shreela Ghosh
Randall Anderson	Gareth Higgins
Sir Andrew Burns	Ann Holmes
Deputy Michael Cassidy	Jeremy Mayhew
John Chapman	Graham Packham
Christina Coker O.B.E.	Alderman William Russell
Felicity Chilton	Andy Taylor
Professor Geoffrey Crossick	Lynne Williams

## **In Attendance**

### **Officers:**

John Cater	- Town Clerk's Department
Katharine Lewis	- Guildhall School of Music & Drama
Sandeep Dwesar	- Guildhall School of Music & Drama
Sarah Wall	- Chamberlain's Department
Jonathan Vaughan	- Guildhall School of Music & Drama
Sean Gregory	- Barbican Centre
Alison Mears	- Guildhall School of Music and Drama

### **1. APOLOGIES**

Apologies were received from Stuart Fraser and Michael Hoffman.

### **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 24 May 2018 were approved as a correct record.

### **4. PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

The public minutes of the Audit & Risk Management Committee held on 6<sup>th</sup> July were received.

5. **PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

The public minutes of the Finance & Resources Committee held on 12<sup>th</sup> July were received.

6. **OUTSTANDING ACTIONS**

The Board received a Report of the Town Clerk concerning recent outstanding actions from previous meetings.

7. **PRINCIPAL'S PUBLIC REPORT**

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

Members began by congratulating the staff on achieving gold in the recent Teaching Excellent Framework (TEF3).

A Member asked whether the collaborative work with the London Borough of Islington, in the development of the Islington Music Education Hub could potentially dilute the School's other London wide CYM collaboration. Officers reassured Members that the work in Islington would provide a useful testbed for future work in the rest of London. Officers would bring a report back to the Board outlining "what worked" and how this could be applied to the rest of London, either via a pan-London approach or borough-by-borough. This had potentially big implications for evaluating under 18s music education in London, which had hitherto, received virtually no rigorous scrutiny. This final point spoke to a wider malaise nationally about the state of music in primary education, the School was doing its bit to help tackle this trend and resources were being mobilised to continue these efforts. A Member encouraged his fellow Board Members to write to their MP stressing the vital role music education provided young pupils.

Discussion briefly turned to the Islington Music Leaders Conference in the autumn. A Member asked whether there were sufficient measures and a forum in place for young people to offer feedback, officers responded that this was of critical importance and a platform would in place during and after the conference.

A Member commended the School's recent awards and the continued drive towards enhancing a diverse school community, she did raise two concerns; the danger of "hot housing" young pupils, and whether, building from the earlier discussion around the autumn conference, the School was doing all it could to ensure measures were in place for students to provide feedback to staff. Members were of the view that generally this was a problem that hadn't quite been conquered; specifically, conflict remained between marks given and feedback provided.

Finally, the Chairman noted the low attendances at recent School performances and encouraged fellow Board Members (and colleagues more

widely) to attend and support the students, the school has great potential to become a leading part of Culture Mile, but the students needed to be given a greater platform – getting the message out there to support them was incumbent on the Board.

**RESOLVED** – that the Board noted the Report

8. **CARBON REDUCTION KPI**

Members received a Report of the Director of Operations and Buildings concerning the School's carbon reduction KPI.

Members expressed their concerns about Milton Court's performance against the original BREAM projections. They asked for a Report to be produced in time for the November meeting of the Board outlining the challenges and how this can be turned around in the future.

**RESOLVED** – that the Board noted the Report.

9. **ASSURANCES: ACADEMIC QUALITY AND STANDARDS**

Members received a Report of the Principal concerning academic quality and standards assurance.

Officers clarified that the main basis for assurance to the Office for Students (OFS) was due later down the line (December), and this report is an interim measure to ensure the Board was aligned and assured about its responsibilities.

Furthermore, officers explained that the learning and teaching strategy was on hold as they needed to resolve where this sit. In addition, the digital strategy is in the process of being set up, officers are liaising with HR currently.

Board Members were concerned with the status of marking and moderation; this was due in large part to gaps in the workforce, a succession of individuals had recently departed.

Discussion turned to (re) validation, which, officers confirmed, is a standing agenda item for the Programme Leaders' Group, where the concern remains that a one size fits all approach is not fit for purpose. Members responded that it should be possible to identify high level principles that can be applied across the board (so dance, music, drama etc) and then go down to a granular level to cater for different needs. Members and officers agreed that we weren't there yet, and a report would come back in November outlining options to go forward.

**RESOLVED** – that the Board received these reports for information and considered the update to the action plan provided sufficient evidence for the Board to be assured about its responsibilities.

10. **MA IN TRAINING ACTORS - CLOSURE STRATEGY**

The Board received a Report of the Principal concerning the MA in Training Actors closure strategy.

Board Members asked officers about whether there had been any feedback about the closure from current students on the course, officers responded that they would return to the Board in the autumn with feedback.

**RESOLVED** – that the Board noted the Report.

**11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were two questions on matters relating to the work of the Board.

Safeguarding – officers confirmed that only one safeguarding governor was needed, however it would be useful to have two (as was the case in 2017/18).

In response to a query, officers confirmed that staff at the school can individually order IT equipment, this was a legacy issue, that would be discussed at a meeting between the Chairman and the Principal on 7<sup>th</sup> August.

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

There was one item of urgent business.

The Chairman thanked Stephen Dagg for his sterling contributions since 2015 in his role as Director of CYM National Strategy.

The Chairman thanked Helena Gaunt and Christian Burgess for their vital work as vice-principals – they would be sorely missed.

**13. 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.

**14. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 24<sup>th</sup> May were approved as a correct record, subject to one change.

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

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

**16. NON-PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

The non-public minutes of the Finance & Resources Committee held on 12<sup>th</sup> 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.

**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**

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Chairman

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