

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

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