

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

Monday, 17 May 2021

Minutes of the virtual public meeting streamed to: <https://youtu.be/8Q14pakbFk>  
this recording will be available for one year from the date of the meeting

## Present

### Members:

|  |                 |
|--|-----------------|
| Graham Packham (Chairman)              | Neil Greenwood  |
| Vivienne Littlechild (Deputy Chairman) | Dr Paula Haynes |
| George Abrahams                        | Andrew Mayer    |
| Randall Anderson                       | Jeremy Mayhew   |
| Deputy David Bradshaw                  | Harry Plant     |
| Natasha Bucknor                        | Andy Taylor     |
| Professor Geoffrey Crossick            | Lynne Williams  |
| Professor Maria Delgado                |                 |
| Simon Duckworth                        |                 |
| Marianne Fredericks                    |                 |
| Steven Gietzen                         |                 |

### In Attendance

Deborah Lincoln – Chair of the Guildhall School Trust.

### Officers:

|                  |   |                                     |
|------------------|---|-------------------------------------|
| Jonathan Vaughan | - | Guildhall School of Music and Drama |
| Katharine Lewis  | - | 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 |
| Amy Grimes       | - | Guildhall School of Music and Drama |
| Cornell Farrell  | - | Guildhall School/Barbican Centre    |
| Jonathan Poyner  | - | Guildhall School/Barbican Centre    |
| Sandeep Dwesar   | - | Guildhall School/Barbican Centre    |
| Sean Gregory     | - | Guildhall School/Barbican Centre    |
| Nikki Cornwell   | - | Guildhall School/Chamberlains       |
| Graeme Hood      | - | Guildhall School/Barbican Centre    |
| Julie Mayer      | - | Town Clerks                         |

## 1. APOLOGIES

Apologies were received from the Rt Hon the Lord Mayor, Alderman William Russell, Munsur Ali and Nicy Roberts (Centre for Young Musicians).

It was moved by Jeremy Mayhew, seconded by Graham Packham and RESOLVED, that – Deputy David Bradshaw take the Chair until the new Chairman is elected.

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

There were no declarations.

3. **ORDER OF THE COURT**

RESOLVED, that – the order of the Court of Common Council dated 15<sup>th</sup> April 2021, appointing the Board and approving its Terms of Reference be received.

4. **ELECTION OF CHAIRMAN**

RESOLVED, that - in accordance with Standing Order 29, and being the only Member willing to serve, Graham Packham be elected as Chairman for 2021/22.

## **VOTE OF THANKS**

The most senior Common Council member present read a vote of thanks to the outgoing Chairman, and it was moved by Deputy David Bradshaw, seconded by Graham Packham and RESOLVED, that - at the conclusion of her term of office as Chairman of the Board of Governors of the Guildhall School of Music & Drama, Governors and Colleagues wish to convey their sincere thanks and appreciation to:

## **VIVIENNE LITTLECHILD**

The school has been so fortunate to have had such a committed chairman for the last three years. Under Vivienne's chairmanship, the school achieved Gold in the Teaching Excellence Awards and has been recognised as Number One Conservatoire in the UK.

Working tirelessly to support the school, by championing its staff and students, Vivienne has fought hard to ensure its high level of achievements and ongoing success, as well as seeking the best amenity for performance and study. Even before Vivienne was Chairman, she offered to be the point of contact between the Student Union and the Board.

Vivienne's attendance record at students' performances and presentations has been astounding and she has been a great ambassador for our world-leading community of artists and practitioners. Her open and friendly demeanour mean that she has always taken time to engage with the students, making these interactions not just formal and official affairs, but ones which touched and related to them on a very personal level.

The last 14 months of Vivienne's chairmanship presented some extreme challenges, due to the Covid-19 Pandemic. Vivienne's unwavering commitment and support for the Principal and Executive Team has led the School to an ambitious vision for the future.

FINALLY, IN TAKING LEAVE OF THEIR CHAIRMAN, the Board wish Vivienne every success in the future, safe in the knowledge that her legacy will benefit the School for years to come.

5. **ELECTION OF DEPUTY CHAIRMAN**

RESOLVED, that - In accordance with Standing Order 30, and exercising the right of the immediate past Chairmen, Vivienne Littlechild be elected as Deputy Chairman for 2021/22.

6. **APPOINTMENTS TO COMMITTEES AND WORKING GROUPS**

The Committee considered a report of the Town Clerk, which sought to appoint to the various Boards, Sub Committees and Portfolios. Prior to the meeting, indicative memberships lists had been circulated and the Town Clerk advised that, in the event of ballots being necessary, they would take place immediately after the meeting, with the final appointments being approved under delegated authority by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Committee.

RESOLVED, that – the Terms of Reference and Appointments to the Committees and Working Parties of the Board of Governors of the Guildhall School of Music and Drama, for 2020/21, be approved as follows:

**Audit & Risk Management Committee**

Geoffrey Crossick (Chairman – appointed by the Board)

- Randall Anderson – Deputy Chairman
- Christopher Costigan
- Michael Herington
- Paula Haynes
- Andrew Mayer

**Finance & Resources Committee**

- Graham Packham (Chairman of the Board)
- Vivienne Littlechild (Deputy Chairman of the Board)
- George Abrahams
- Simon Duckworth
- Lew Hodges
- Neil Greenwood

**Governance & Effectiveness Committee**

The membership of the Committee for 2020/21 was as follows

- Maria Delgado (Chairman – *appointed by the Membership of the Committee*)
- Vivienne Littlechild (Deputy Chairman)
- Graham Packham
- Lynne Williams

- Jeremy Mayhew
- Andrew Mayer
- Geoffrey Crossick

### **Reference Sub Committee**

At its meeting on 21<sup>st</sup> September 2020, the Board agreed that this be kept in abeyance.

### **Remuneration and Nominations Committee**

The membership of the Remuneration and Nominations Committee in 2020/21 was as follows:

- Vacancy (Chairman) - *Neil Greenwood has indicated a willingness to fill this vacancy following the resignation of the past Chairman. The Chairman is appointed by the Membership of the Committee*
- Graham Packham (Deputy Chairman)
- Randall Anderson
- Jeremy Mayhew
- David Bradshaw
- Simon Duckworth
- Vivienne Littlechild
- Andy Taylor

*[Note a Remuneration Committee should have a majority of independent members; in this instance this means independent of the School but not necessarily independent of the City of London.]*

### **Academic Assurances Working Group (administered/clerked by the School)**

The membership of the Academic Assurances Working Group in 2020/21 was as follows:

Geoff Crossick (Chairman)  
 Maria Delgado  
 Katharine Lewis  
 Vivienne Littlechild  
 Graham Packham  
 Lynne Williams  
 Harry Plant (Student Union President)  
 Tony Castro (Associate Dean of Teaching & Learning)

### **Capital Projects Strategic Working Group (administered/clerked by the School)**

Chairman – *to be confirmed*  
Randall Anderson  
Vivienne Littlechild  
Graham Packham  
Lynne Williams  
*Vacancy in the gift of John Chapman*

**7. PUBLIC MINUTES**

The public minutes of the meeting held on 15<sup>th</sup> February 2021 were approved as a correct record subject to an amendment recording Alison Mears, Head of Safeguarding, as having been present.

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

The public minutes of the recent Committee meetings were received as follows:

8.1 Remuneration and Nominations Committee - 21st April 2021 (*please see item 12 below*)

8.2 Finance and Resources Committee - 23rd April 2021

8.3 Audit and Risk Management - 26th April 2021

**9. PRINCIPAL'S PUBLIC REPORT**

The Board received the Principal's public report which provided a sector and school update, quality of learning and teaching environment by department (including Music, Drama, Production Arts, Advancement and GYA), and awards and prizes

RESOLVED, that – the report be noted.

**10. MANAGEMENT DASHBOARD FOR THE TWELVE MONTHS TO MARCH 2021**

The Board received a report of the Principal which set out the dashboard showing the projected out-turn for the year to 31 March 2021. Governors noted that the report had been scrutinised by the Audit & Risk and Finance & Resources Committees of the Board.

RESOLVED, that – the report be noted.

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

There were no questions.

**12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT  
Board of Governors Co-opted Role: Description and Person Specification**

Report of the Principal, Guildhall School of Music and Drama

The Board considered a report of the Principal and noted that the Board of Governors of the Guildhall School of Music and Drama was currently holding a vacancy for a Co-opted Governor. Following a discussion at the Remuneration and Nominations Committee, it was proposed that a revised role descriptor be presented to the Board, to accompany the advertisement for that role. Given

current needs within the School, expertise in equality and inclusion would be sought and this was set out in the person specification. The Dean and Secretary advised that recruitment would follow the process as set out in the 'Recruitment for Co-opted Members - November 2019' but the position would also be advertised on equality and inclusion related sites, as set out in attachment 1 to the report.

RESOLVED, that – the Role Descriptor and Person Specification for immediate advertising of the role, and selection and recruitment as set out in the process document, be approved.

**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 as follows:-

| <b>Item</b> | <b>Paragraph</b> |
|-------------|------------------|
| 17-23       | 3                |
| 25          | 1 and 2          |

**14. NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 15<sup>th</sup> February 2021 were approved as a correct record.

**15. NON PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS**

The non-public minutes of the recent Committee meetings were received as follows:

- 15.1 Remuneration and Nominations Committee - 21st April 2021
- 15.2 Finance and Resources Committee - 23rd April 2021
- 15.3 Audit and Risk Management - 26th April 2021

**16. PRINCIPAL'S NON PUBLIC REPORT**

The Board considered and approved a report of the Principal.

**17. GUILDHALL SCHOOL BUDGET REPORT - 2021/22**

The Board considered and approved a report of the Principal.

**18. THE NEED FOR A £1.5M CITY INVESTMENT VEHICLE AS IDENTIFIED IN THE BUSINESS RECOVERY PLAN - FURTHER FINANCIAL ANALYSIS OF THE PROJECTS IDENTIFIED FOR INVESTMENT**

The Board considered and approved a report of the Principal.

**19. RISK REGISTER**

The Board received a report of the Principal which had been scrutinised by the Audit and Risk Management Committee.

**20. SUBJECT: RESEARCH ANNUAL REPORT AND DRAFT OUTLINE RESEARCH STRATEGY**

The Board received a report of the Head of Research.

21. **HIGH EDUCATION TUITION FEE SCHEDULE FOR 2022-23**

The Board considered and approved a report of the Principal.

22. **SAFEGUARDING UPDATE**

The Board received a report of the Principal.

23. **APPROVAL OF REVISIONS TO STUDENT PROTECTION PLAN**

The Board considered and approved a report of the Principal.

24. **HEATING AND COOLING SYSTEMS UPDATE**

The Board received a report of the Director of Operations and Buildings.

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**

There were no items.

27. **CONFIDENTIAL MINUTES**

The Confidential Minutes of the meeting held on 15<sup>th</sup> February 2021 were approved as a correct record

**The meeting ended at 3.55pm**

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Chairman

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