

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 9 February 2015

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at the Guildhall EC2 on Monday, 9 February 2015 at 1.45 pm

Present

Members:

Alderman David Graves (Chairman)	Professor Barry Ife
Deputy John Bennett (Deputy Chairman)	Jeremy Mayhew
Deputy John Barker	Kathryn McDowell
Christina Coker	Ann Pembroke
Marianne Fredericks	Alderman William Russell
Lucy Frew	John Scott
Jo Hensel	Jeremy Simons
Gareth Higgins	Angela Starling
Michael Hoffman	Alex Tostdevine
Paul Hughes	

In Attendance

Vivienne Littlechild	Chairman, Culture Heritage & Libraries Committee
Nicy Roberts	Centre for Young Musicians
Deputy John Tomlinson	Chairman, Barbican Centre Board
Peter Young	Chairman, Guildhall School Trust

Officers:

Christian Burgess	Vice Principal and Director of Drama, Guildhall School of Music & Drama
Professor Helena Gaunt	Vice Principal and Director of Academic Affairs, Guildhall School of Music & Drama
Sean Gregory	Director of Creative Learning, Guildhall School of Music & Drama
Clive Russell	Director of Strategic Projects, Guildhall School of Music & Drama
Jonathan Vaughan	Vice Principal and Director of Music, Guildhall School of Music & Drama
Hannah Bibbins	Senior Projects Manager, Guildhall School of Music & Drama
Niki Cornwell	Chamberlain's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies were received from Sir Andrew Burns and Neil Constable.

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

Nicy Roberts declared a personal interest in matters relating to the Centre for Young Musicians being a member of the CYM Monitoring Group, editor of CYM's termly magazine UPBEAT, and jointly responsible for the LSSO Alumni Database. This was a standing declaration.

3. **MINUTES**

a) **Minutes of the Board**

The public minutes of the meeting held on 17 November 2014 were approved as a correct record, subject to it being noted that John Scott had been present, that Vivienne Littlechild and Deputy John Tomlinson had been in attendance, and further subject to a grammatical correction under minute 12.

b) ***Minutes of the Governance & Effectiveness Committee**

The public minutes of the meeting held on 7 November 2014 were received.

c) ***Minutes of the Finance & Resources Committee**

The public minutes of the meeting held on 16 January 2015 were received.

d) ***Minutes of the Audit & Risk Management Committee**

The public minutes of the meeting held on 23 January 2015 were received.

e) ***Minutes of the Remuneration Committee**

The public minutes of the meeting held on 23 January 2015 were received.

4. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**

A resolution from the meeting of the Policy & Resources Committee held on 22 January 2015 was received.

The Chairman provided Members with a précis of the Policy & Resources Committee's discussions, explaining that there had been significant discomfort at the prospect of Common Councilmen comprising a minority of the Board while the City of London Corporation remained the lender of last resort for the School. Whilst this undoubtedly represented a disappointment, the Committee had nonetheless endorsed the recommendation to establish an Academic Board to facilitate the management of Taught Degree Awarding Powers. As such, the Chairman was minded that it would be sensible to accept the Policy & Resources Committee's judgment concerning the other proposals at this point in time.

RECEIVED.

5. **PRINCIPAL'S GENERAL REPORT (PUBLIC SECTION)**

The Board received a report of the Principal updating on various items including awards and prizes, Milton Court, the Research Excellence Framework (REF), admissions and applications, and carbon reduction.

The Chairman prefaced discussion by noting the recent achievement of the Vice Principal and Director of Academic Affairs, who had received a distinction in completing her MBA at Ashridge. On behalf of the Board, he expressed his congratulations to the Professor for her achievement.

Pavement Leaks

The Director of Strategic Projects provided a brief update on the Pavement Leaks issue at Milton Court, advising that a solution had been agreed at a meeting that morning which it was hoped would resolve the issue. An initial trial would take place involving four lights, so as to validate the solution prior to this being applied to all lights should it prove successful.

Research Excellence Framework

The Principal advised that he had met that morning with David Sweeney, head of HEFCE's Research Excellence Framework (REF), to discuss the results of the exercise. Members noted that the REF was the world's largest exercise aimed at assessing the quality of research work in the Higher Education sector, with over 191,000 pieces of research undertaken by over 52,000 staff read as part of the process. This year had seen the inclusion of impact assessments for the first time and specialist institutions had done particularly well in this area; indeed, the School's high rating for impact of its research demonstrated particularly good value for money for the taxpayer. Overall, the School had received extremely encouraging results as well as written feedback from the assessment panel, with 60% of its research impact being assessed as "world-leading" and 40% "internationally excellent."

The outcome on funding allocations was not yet known with any certainty, but informal discussions had indicated that few significant perturbations were expected; allocations were thus likely to remain broadly similar to the past year. Nonetheless, the School's strong performance at only the second time of submission, especially when compared to competitors with more experience both in terms of the process and in working within the research field, was extremely encouraging. The more detailed feedback received this year would also assist in learning and improvement for future years.

Admissions and Applications

The Principal highlighted his slight concerns around the decrease in the number of postgraduate music applications, which were reflective of a broader concern about the number of postgraduate applications across the sector. Whilst the Government had sought to alleviate difficulties by providing additional funding in the form of match-funded grants, these studentships would in practice be somewhat challenging to access given the various mechanisms associated with them. However, it was hoped that the extension of the Student Loan scheme to postgraduate students from 2016 would help to resolve this issue.

The Director of Music updated Members on the recent cycle of auditions for prospective students he had undertaken in New York and the Far East. He noted that the "conversion" rate of those offered places accepting was higher in the Far East, which was likely associated with the regime of Masterclasses the

School had operated in the region and the connections consequently established. Nonetheless, it was pleasing to note that the majority of applicants in the US were only applying to the Guildhall School out of the UK conservatoires.

Members discussed the implications of recent visas changes on application levels, with the Director of Music agreeing that this was having a significant impact. The inability of students to work in the UK while studying, as well as the removal of the opportunity to establish careers in the UK after their studies had completed, was demonstrably disincentivising talented potential students from applying to the School. This was true across the whole Higher Education sector and the School was doing all it could to lobby with the sector for appropriate change; the work of the Corporation on this issue was also noted.

A Member took the opportunity to mention concerns raised by the Arts Council and across the classical music sector about the lack of diversity at present, with it being clear that the sector was currently not reflective of wider society. The importance of working with specialist music schools from an early stage to bring a diverse range of musicians through the system was stressed as being of increasing importance in years to come.

Governors' Invitations to Events

In response to a question concerning the issuing of invites to Governors for various events, the Principal clarified that a letter was circulated to all Governors at the beginning of each term which listed events and when the Principal would be hosting guests, inviting Members to express their desire to attend any or all of the performances. It was further clarified that, should the dates for particular performances be unsuitable, Members were able to obtain tickets for different days; the mechanism for obtaining these tickets was also set out in the letter.

RESOLVED: That the report be received and its content noted.

6. INTERNATIONALISATION UPDATE

The Board received a report of the Vice Principal and Director of Academic Affairs updating on the School's evolving internationalisation strategy, drawing on outcomes from the session at the Governors' away day in November 2014 and including a summary of international activity through the autumn term.

The Vice Principal and Director of Academic Affairs advised that this report built upon previous discussions and sought to crystallise the central strategies that would be needed for it to work effectively. It was clear that there was a need to map what exactly was meant by "international experience" and for a delivery framework to be built to facilitate this. This framework would need to detail the opportunities available to students and involve the forging of key partnerships with other institutions, as well as the development of existing relationships. As part of this, the School would need better to gather and use the data available around its international students, and a communications package would be developed for teachers visiting different countries so as to provide a consistent and effective message.

A Member asked what could be done to build on opportunities in North America and generate greater conversion rates in terms of students accepting offers of places. The Director of Music noted that there were several factors to consider, not least that the same students were targeted by Juilliard and Yale who were able to offer substantial scholarships. However, the quality of the teaching at the Guildhall School was still managing to draw students and it was felt that using teachers in one-to-one tuition or Masterclasses was by far the most effective method of securing students. However, there were clearly resource implications associated with this and so the School needed to be selective and intelligent about whom it sent where, so as to best target prospective students.

The potential for joined-up working with the Lord Mayor's office so as to access opportunities provided through his international visits was also discussed, with the Principal advising that initial discussions had taken place with Corporation departments including the Lord Mayor's office, with a view to seeing where synergies existed for the School to "piggy back" on to existing events to maximum effect. The possibility of the Chairman of Policy & Resources mentioning the School to certain key individuals during meetings was also being discussed.

With the resource implications of one-to-one teaching meaning that there was a limit to how widely this could be used, Members asked if there were any alternative delivery methods using modern technology which allowed this effective process to be used more widely. The Director of Music confirmed that ways to use digital media were being explored so as to showcase teachers on the internet and potentially host online one-to-one sessions.

A Member suggested that working with orchestras would be a highly effective way of engaging with the North American market; a number of London-based orchestras were very active in North America and collaborating with them would allow the School to raise its profile significantly in the region.

In response to queries about the potential to hold interviews on the west coast of the US, the Director of Drama advised that experience had demonstrated prospective candidates based on the west coast were consistently prepared to travel to New York for the process; indeed, this had an accidental yet beneficial side-effect in that it meant the calibre of such applicants was often higher, as those potentially lacking the requisite skills were discouraged by the travel involved from making applications which were unlikely to be successful

RESOLVED: That the report be received and its content noted.

7. GOLD MEDAL COMPETITION

The Board considered a report of the Principal discussing the award format for the Guildhall Gold Medal Competition and proposing a range of alternative options for Members' consideration.

The Chairman introduced the item by reminding Members of the background to this issue, advising that a question had been asked at a meeting of the Court of Common Council following the previous year's competition. The thrust of the

Member's question had been that it seemed unfortunate there was no third place prize awarded on the day of the competition, with the implication that there should be more prizes. However, upon reviewing the matter, it had emerged that the clear preference of the School was to decrease the number of prizes in future, so that there was only one prize (the Gold Medal itself).

The Principal thanked the Chairman for his précis, expressing that it was his and the wider School's strong view upon reflection that the competition should have one only winner. The Gold Medal itself was a highly prestigious award and the current arrangements were somewhat confusing, with the second placed participant receiving a glass trophy and the third placed individual a silver medal. So as to minimise confusion as to who had been placed second on the day, the silver medal was not awarded at the ceremony but at a later date. In addition, a modest cash prize was also awarded to the Gold Medal Winner; however, it was widely felt that this was not commensurate with the prestige of the award and, to some extent, diminished the value of the Medal.

Clearly, the current arrangements were therefore unsatisfactory and in need of review and clarification. It was very much the opinion of staff that the Gold Medal was like the FA Cup or the Oscars, prestigious and strengthened through there being a single winner. The Student Union President agreed, observing that students were minded that a single prize would be beneficial in encouraging participants to strive harder to win the sole award.

The Board also noted that there should be equivalent recognition for actors and theatre technicians where possible and it was confirmed that Gold Medal competitions, or their equivalents, were already in existence for both drama and theatre.

Members agreed that moving to a situation whereby there was only one award, with no cash prize, was the sensible option and would appropriately reflect the prestige of the Gold Medal competition. However, it was cautioned that any change would require careful liaison with Livery partners who currently provided the cash prize and second place trophy to ensure they were supportive of the proposal and that they did not feel that their much valued support was being rebuffed. The Principal agreed and advised Members that he had held initial discussions with the Musicians' Company, who it seemed were likely to be supportive of the proposals.

Subject to these negotiations with the Livery Companies, it was therefore agreed that the Competition should revert to a single prize from 2016 onwards.

RESOLVED: That the Principal be asked to review arrangements for the Gold Medal Competition so that it adopted a single-prize format from 2016.

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

There was one question:

Employment for students

In response to a Member's question, the Director of Music advised that the School did not seek to arrange employment opportunities for those students undertaking courses as the aim was very much to ensure the students were focussed on their studies. However, many students did receive employment opportunities through the affiliations the School arranged for them and the School also worked to provide students with an awareness of their employment potential following graduation.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

10. EXCLUSION OF THE PUBLIC

RESOLVED – 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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item	Paragraph
11-15	3

11. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 17 November 2014 were approved as a correct record.

a) Non-public minutes of the Board

The non-public minutes of the meeting held on 17 November 2014 were approved as a correct record.

b) *Non-public Minutes of the Finance & Resources Committee

The non-public minutes of the meeting held on 16 January 2015 were received.

c) *Non-public Minutes of the Audit & Risk Management Committee

The non-public minutes of the meeting held on 23 January 2015 were received.

d) *Non-public minutes of the Remuneration Committee

The non-public minutes of the meeting held on 23 January 2015 were received.

12. PRINCIPAL'S GENERAL REPORT (NON-PUBLIC MATTERS)

The Board received a verbal update from the Principal on two non-public matters.

13. FINANCE REVIEW

The Committee received a report of the Chief Operating & Financial Officer presenting the Finance Review for the Period 9 Accounts 2014/15.

14. PROGRESS REPORT ON THE CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME 2009/10-2013/14 ('CAP 2') AND PROGRAMME 2014/15 - 2015/16 ('CAP 3')

The Board considered and approved a report of the Principal providing an update on the Capital and Supplementary Revenue Programme 2009/10-2013/14 ('Cap 2') and Programme 2014/15 – 2015/16 ('Cap 3'), seeking approval for the movement across financial years of certain projects, the omission of two projects, and the introduction of one new project.

15. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

16. 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 3.40 pm

Chairman

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