

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

**Monday, 11 May 2015**

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Guildhall on Monday, 11 May 2015 at 1.45 pm

## **Present**

### **Members:**

|                       |                          |
|-----------------------|--------------------------|
| Deputy John Bennett   | Michael Hoffman          |
| Sir Andrew Burns      | Paul Hughes              |
| Deputy John Chapman   | Professor Barry Ife      |
| Christina Coker       | Vivienne Littlechild     |
| Neil Constable        | Kathryn McDowell         |
| Marianne Fredericks   | Alderman William Russell |
| Lucy Frew             | John Scott               |
| Alderman David Graves | Jeremy Simons            |
| Jo Hensel             | Angela Starling          |
| Gareth Higgins        | Alex Tostdevine          |

### **In Attendance**

|                       |                                  |
|-----------------------|----------------------------------|
| Deputy John Tomlinson | Chairman, Barbican Centre Board  |
| Nicy Roberts          | Centre for Young Musicians       |
| Peter Young           | Chairman, Guildhall School Trust |

### **Officers:**

|                   |   |
|-------------------|---|
| Christian Burgess | Vice Principal and Director of Drama, 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              |
| Sarah Wall        | Chamberlain's Department  |
| Michael Bradley   | City Surveyors' Department  |
| Gregory Moore     | Town Clerk's Department   |

## **1. APOLOGIES**

Apologies were received from Jeremy Mayhew.

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

Alderman David Graves declared a non-pecuniary interest in respect of item 20, in view of the recommendation that he be awarded a Fellowship.

Christina Coker declared a non-pecuniary interest in respect of item 13(C), a part of that item being concerned with the proposed renewal of her term.

Both Members withdrew from discussion at the appropriate point for consideration of the relevant items.

Nicy Roberts also 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. **ORDER OF THE COURT OF COMMON COUNCIL**

The Order of the Court of Common Council dated 23 April 2015 appointing the Board and setting out its Terms of Reference was received.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No.29. The Town Clerk read a list of Members eligible to stand and Deputy John Bennett, being the only Member who expressed his willingness to serve, was duly elected as Chairman of the Committee for the ensuing year.

The Chairman welcomed Deputy John Chapman and Vivienne Littlechild following their recent election to the Board and thanked outgoing Members Deputy John Barker and Ann Pembroke for their contribution and hard work whilst serving as Governors.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. Alderman David Graves, as the immediate past Chairman, in Common Council and willing to serve, was accordingly declared as the Deputy Chairman for the ensuing year.

**Vote of Thanks to the Past Chairman**

John Scott moved a vote of thanks to Alderman David Graves, the immediate past Chairman.

**RESOLVED UNANIMOUSLY:**

THAT at the conclusion of his three year term of office as Chairman of the Board of Governors of the Guildhall School of Music & Drama, his colleagues wish to convey to

DAVID ANDREW GRAVES, ALDERMAN

their sincere thanks and appreciation for the extraordinary dedication and interest he has shown in all aspects of the work of the Board and the Guildhall School of Music and Drama. His calm and considered approach has been invaluable in helping to evolve the School into a modern, world-leading Conservatoire.

UNDOUBTEDLY one of his most significant contributions has been his highly active involvement in the delivery of the Milton Court project. Involved not just as Chairman, David worked closely with the School for some years prior to his election in helping to convince residents of the benefits of the development, earning their support for the project. It is fitting therefore that Milton Court has now opened its doors during his tenure. This world-class venue opened in September 2013 and provides state-of-the-art performance and teaching spaces for both students and public visitors, including a 600 seat concert hall.

HIS Chairmanship has also seen the School successfully obtain degree-awarding powers, granted in early 2014. These powers enhance the prestige of the School and allow it to respond more effectively to the changing demands of the performing arts sector.

FINALLY, in taking leave of their Chairman, his colleagues wish to thank him for his commitment and for the extremely courteous manner in which he has presided over their deliberations during the past three years. We convey our good wishes for many more years of health and happiness are gratified to know that that his considerable knowledge and abilities will continue to benefit the School for years to come.

## 6. **APPOINTMENT OF SUB COMMITTEES**

A report of the Town Clerk was considered regarding the appointment of Members to serve on the Audit & Risk Management, Remuneration, Nominations, Reference, Finance & Resources and Governance & Effectiveness Sub Committees for 2015/2016. The report also put forward the Terms of Reference of each Sub Committee for approval and sought confirmation of the Board's representative on the Cultural Hub Working Party.

The Chairman emphasised that it was expected that Governors would serve on at least one Sub Committee. He also confirmed that he was happy to represent the Board on the Cultural Hub Working Party for the coming year.

**RESOLVED** – That the 2015/16 membership of the Sub Committees be approved as follows:

### a) the **Audit & Risk Management Committee:**

- Christina Coker (elected Chairman of the Audit & Risk Management Sub Committee by the Board)
- Jeremy Simons
- Neil Constable
- Angela Starling
- Vacancy

### b) the **Remuneration Committee:**

- Deputy John Bennett (Chairman)
- Alderman David Graves (Deputy Chairman)
- Barry Ife
- Sir Andrew Burns

- Neil Constable
- Jeremy Simons
- Paul Hughes
- Alderman William Russell

c) the **Nominations Committee:**

- Deputy John Bennett (Chairman)
- Alderman David Graves (Deputy Chairman)
- Barry Ife (Principal)
- Sir Andrew Burns (co-opted Governor)
- Christina Coker (co-opted Governor)
- Marianne Fredericks (Common Councilman)
- Paul Hughes (co-opted Governor)
- Jo Hensel (Academic Staff)
- John Scott (Common Councilman)
- Jeremy Simons (Common Councilman)

d) the **Reference Sub Committee:**

- Deputy John Bennett (Chairman)
- Alderman David Graves (Deputy Chairman)
- Sir Andrew Burns
- Michael Hoffman
- Vivienne Littlechild
- Alderman William Russell

e) the **Finance & Resources Committee:**

- Deputy John Bennett (Chairman)
- Alderman David Graves (Deputy Chairman)
- Deputy John Chapman
- Marianne Fredericks
- Michael Hoffman
- Alderman William Russell
- John Scott

f) the **Governance & Effectiveness Committee:**

- Sir Andrew Burns (Chairman)
- Deputy John Bennett (Deputy Chairman)
- Christina Coker (Chairman, Audit & Risk Management Sub Committee)
- Barry Ife (Principal)
- Gareth Higgins
- Lucy Frew

## 7. **PUBLIC MINUTES**

### a) **Public Board Minutes**

The public minutes and summary of the Board meeting held on 2 May 2015 were approved as a correct record.

## **Matters Arising**

### **Pavement Leaks**

The Director of Strategic Projects advised that a solution and price had been agreed and clarity gained about the type of membrane required to remedy the problems. However, confirmation was still awaited from the Highways department that instruction had been given to re-pave the street following the works; this was a prerequisite for works to take place. A Governor, also the Chairman of the Streets & Walkways Sub-Committee, asked the Director to pass the relevant information on to her in order that she might assist in eliciting a response.

### **Gold Medal Competition**

The Principal advised that all parties had now discussed and agreed a way forward in line with the Board's decision at the previous meeting; indeed, agreement had been achieved sufficiently swiftly that it had been possible to bring the changes in to effect for the forthcoming competition and there would only be one "winner" henceforth.

In terms of the other prizes, it was advised that the Worshipful Company of Musicians had agreed to allocate their Silver Medal to another competition; similarly, the Worshipful Company of Glass Sellers had agreed to award their trophy to the winner of the Beethoven Piano Prize. Sheriff and Alderman Parmley had also offered to allocate his financial prize to the winner of the Accompanist Prize.

#### **b) Public Minutes of the Finance & Resources Committee**

The public minutes of the Finance & Resources Committee held on 16 April 2015 were received.

#### **c) Public Minutes of the Nominations Committee**

The public minutes of the Nominations Committee held on 6 May 2015 were received.

#### **8. PRINCIPAL'S GENERAL REPORT (PUBLIC SECTION)**

The Board received a report of the Principal updating on various items including awards and prizes, international activity and visual development.

### **International Activity**

The Principal provided Governors with an update on the School's international activity with a particular focus on the School's efforts to raise its profile in China. Given the sheer size of China and the School's limited resources, adopting a targeted approach to maximise the impact of engagement intelligently would be vital. The Principal took the opportunity to thank the Chinese Cultural Counsellor in London, Mr Xiang Xiaowei, who had provided invaluable advice and assistance to the School to date and also informed Governors of the close ongoing work with the Central Academy of Drama (Beijing) and the Shanghai Grand Theatre. These two high-profile institutions would help to raise the School's profile in China substantially; in addition, recent talks had taken place with the National Theatre and the Royal Opera House which could see the

School delivering a significant technical theatre training programme to Chinese practitioners on behalf of the latter institution.

### **Annual report**

The School's annual report had now been published and all Governors should have received a copy; the School had received positive feedback to date on the quality of its new visual identity and corporate publications.

### **Committee of University Chairmen**

Reference was made to the recent issuing of robust guidance on university governance by the Committee of University Chairmen. These new governance requirements would need to be complied with and the Principal had been speaking with Sir Andrew Burns with a view to programming appropriate discussions at meetings of the Board's Governance and Effectiveness Committee in the autumn.

### **Reflective Conservatoire Conference**

The Principal commented on the success of the School's recent Reflective Conservatoire Conference, which had been attended by a large number of delegates from across the world. A Governor who had attended the Conference took the opportunity to echo the Principal's comments, congratulating the School on its success and noting the importance of such events in maintaining the institution's status amongst the world's elite conservatoires. She suggested that the focus of the Conference, which had looked at drawing together artistic research from across the globe, would be of significant interest to Governors and could form the basis of a forthcoming Away Day.

## **9. GATEWAY 7 OUTCOME REPORTS – MUSIC HALL**

### **a) Gateway 7 Outcome Report - Music Hall Phase 1**

Members considered a Gateway 7 report of the Principal of the Guildhall School of Music and Drama concerning the outcome of Phase 1 of an improvement project relating to the Music Hall at the School.

**RESOLVED** – That the lessons learnt be noted and the Project be closed.

### **b) Gateway 7 Outcome Report - Music Hall Phase 2**

Members considered a Gateway 7 report of the Principal of the Guildhall School of Music and Drama concerning the outcome of Phase 2 of an improvement project relating to the Music Hall at the School.

**RESOLVED** – That the lessons learnt be noted and the Project be closed.

## **10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

### **CYM Annual Concert**

A Member took the opportunity encourage all Governors to attend the next CYM Annual Concert, which would take place on 19 March 2016 at Milton Court. It was asked that this date be recorded in the minutes in order that Members might diarise the event.

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

There were no urgent items.

12. **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:-

| <b>Item</b> | <b>Paragraph</b> |
|-------------|------------------|
| 13a – 13b   | 3                |
| 13c         | 1                |
| 14 - 19     | 3                |
| 20          | 1                |
| 21          | 3                |
| 24          | 3                |

13. **NON PUBLIC MINUTES**

a) **Non Public Board Minutes**

The non-public minutes of the meeting held on 2 May 2015 were approved as a correct record.

b) **Non Public Minutes of the Finance & Resources Committee**

The non-public minutes of the Finance & Resources Committee held on 16 April 2015 were received.

c) **Non Public Minutes of the Nominations Committee**

The non-public minutes of the Nominations Committee meeting held on 6 May 2015 were received.

**Matters Arising**

**Reappointment of Christina Coker – RESOLVED:** That the recommendation of the Nominations Committee, proposing that Christina Coker be reappointed to the Board for a third three-year term effective November 2015, be agreed.

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

The Board received a report of the Principal providing a general update on non-public matters affecting the School.

15. **FINANCE REVIEW**

The Committee received a report of the Chief Operating and Financial Officer which provided an update on the Guildhall School of Music and Drama's Finance Review.

16. **DRAFT BUDGET MANUAL**

The Board received a report of the Chief Operating & Financial Officer setting out the draft budget manual for 2015/16.

**17. FEES SCHEDULE 2016/17**

The Board considered and approved a report of the Principal relative to the School's headline tuition fees for the 2016/17 entry.

**18. REGIONAL CENTRES FOR YOUNG MUSICIANS**

The Board considered and approved a report of the Principal providing an update on the two regional centres and proposing an operational model for the establishment of future regional centres.

**19. ACCESS AGREEMENT 2016**

The Board received a report of the Principal setting out the School's access agreement for the coming year.

**20. RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS**

*Alderman David Graves, Hannah Bibbins and Jonathan Vaughan left the room for this item.*

The Committee considered and approved a report of the Principal recommending to Governors eleven nominations for fellowships and honorary fellowships for the 2015/16 session.

**21. CAPITAL CAP EXTENSION**

The Board considered and approved a report of the Director of Operations & Buildings setting out proposals for the extension of the School's capital/supplementary revenue programme to 2016/17.

**22. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

**23. 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.

**24. STAFFING MATTERS**

The Principal provided Governors with an update on a staffing matter.

**The meeting ended at 3.55 pm**

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Chairman

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