

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 13 February 2017

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 13 February 2017 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)	Alderman David Graves
Vivienne Littlechild (Deputy Chairman)	Jo Hensel
Deputy John Barker	Gareth Higgins
John Chapman	Jeremy Mayhew
Christina Coker	Adam Richardson
Professor Crossick	Sheriff & Alderman William Russell
Stuart Fraser	Jeremy Simons
Marianne Fredericks	Thomas Steer

In Attendance

Deputy John Tomlinson

Officers:

Gemma Stokley	-	Town Clerk's Department
Sandeep Dwesar	-	Chief Operating and Financial Officer
Sarah Wall	-	Group Accountant
Michael Bradley	-	City Surveyor's Department
Pat Stothard	-	Head of Internal Audit and Risk Management
Hannah Bibbins	-	Guildhall School Senior Project Manager
Jonathan Poyner	-	Director of Operations and Buildings
	-	Vice Principal and Director of Academic Affairs
Professor Helena Gaunt	-	Vice Principal and Director of Music
Jonathan Vaughan	-	Director of Learning & Engagement
Sean Gregory	-	Academic Registrar & Director of Student Experience
Katharine Lewis		
Sian Brittain	-	Entrepreneurship & Enterprise Manager
Dr Cormac Newark	-	Head of Research

1. APOLOGIES

The Chairman opened the meeting by welcoming the Board's newly appointed Common Council Governor Adam Richardson to his first meeting.

He went on to inform the Board that he would be writing to the former Principal, Barry Ife, to formally recognise and congratulate him on his recent Knighthood.

Apologies for absence were received from Sir Andrew Burns 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 14 November 2016 were considered and approved as a correct record.

MATTERS ARISING

Terms of Reference and Frequency of Meetings (page 3) – The Chairman reported that he and the Town Clerk were actively seeking to move the May meeting each year to July in order to better accommodate reporting deadlines around the five year financial forecasts ahead of their submission to HEFCE in July.

Higher Education and Research Bill (page 3) – A Co-opted Governor updated the Board on progress of the Bill by reporting the proposed reforms had been rejected by the House of Lords after the Government had failed to include any of the changes that Peers had called for. It was, however, envisaged that the basics of the Bill would continue to go through as originally intended.

Academic Board – Annual Report (page 5) – The Chairman reported that an informal Working Party would be convened from September 2017 to look at this report in greater detail ahead of its presentation to the Board in November each year.

4. **PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**

The public minutes of the Finance & Resources Committee held on 11 January 2017 were received.

RECEIVED.

5. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

The public minutes of the Audit & Risk Management Committee held on 20 January 2017 were received.

RECEIVED.

6. **APPOINTMENT OF CHAIRMEN OF SUB COMMITTEES**

The Board considered a resolution of the Policy and Resources Committee regarding the appointment of Chairmen of Sub Committees.

The Town Clerk reported that, at the request of Members at a recent, Informal, meeting of the Court of Common Council this resolution had now been withdrawn and was to be referred back to the Policy and Resources Committee for further clarification.

The Board were therefore asked to note the resolution and the fact that an amended version of this was likely to feature on a future agenda for formal consideration/endorsement.

RECEIVED.

7. *** OUTSTANDING ISSUES REPORT**

The Board received a report of the Town Clerk detailing Outstanding Actions since the last meeting.

The Chairman reported that the Implications of under-reported data on staff would form the subject of a future report to the Board.

RECEIVED.

8. **AMENDMENTS TO THE STUDENTS' UNION CONSTITUTION**

The Board considered a report of the Students' Union President regarding amendments to the Students' Union Constitution.

The Students' Union President highlighted the main changes to the Constitution, the principal one being the restructuring of the Executive Committee with each of the positions on the Committee now being paid (£1,700 p.a. for the Vice-President (Academic Affairs) and £1,500 p.a. for the other three Vice-Presidents). He stated that this had efficiently addressed the balance of work and had also reduced any overlap in certain areas. He added that other notable changes included the introduction of Re-Open Nominations and a Vote of No Confidence.

Finally, the President drew attention to the proposal that he should now present a report on the work of the Students' Union at two Board meetings each year and welcomed Governors views as to which two meetings would be best suited for this.

In response to a question from the Chairman regarding legal advice sought on the proposed changes, the President reported that the amendments had been approved by the Academic Registrar & Director of the Student Experience, the School's Senior Management Team and the Student Parliament. The Academic Registrar & Director of the Student Experience clarified that the Students' Union was an unincorporated body with no legal status.

The Chairman noted that the President also felt it would be useful to have a nominated Governor to regularly liaise with the Students' Union and that this would be considered at the next Governance and Effectiveness Committee.

In response to further questions, the Academic Registrar & Director of the Student Experience reported that the School had looked at the possibility of the Student's Union becoming a charity but it was felt that it was not a large enough body to warrant the bureaucracy that this would entail.

A Co-opted Governor suggested that, under 'Section 2' paragraph 1.1 of the amended constitution, there ought to be more clarity around who was responsible for appointing the Returning Officer. He also suggested that paragraph 1.13 of this section ought to specify the number of Student Representatives there could/should be. On this point, the Academic Registrar & Director of the Student Experience reported that the number of student representatives related to the programmes and years within programmes and so the number often varied. For this reason there was no fixed number specified in the constitution although the School did define a maximum permissible number of student representatives – however, this could also change year by year.

Another Governor suggested that he had a number of questions and suggested amendments for the President of the Students' Union. The Chairman requested that he liaise directly with the President on these points outside of the meeting.

Governors congratulated the President on a very impressive and comprehensive document.

One Governor questioned the decision to now pay all positions on the Executive Committee. He pointed to the fact that this seemed to have led to an increase in applications for these positions and questioned the motive of applicants. The Governor was informed that this was standard practice within other Students' Unions and that it was usual for at least one person to work for the SU full time and to therefore be paid for this work. The Academic Governor added that she would like to commend the work that the Students' Union and its President were doing. She stated that she found their work invaluable to the School and ensuring that students were fully engaged. It was also highlighted the individuals on the Executive Committee undertook a great deal of work for very little remuneration, particularly given the level of student debt they were often carrying and the high costs associated with living in central London.

In response to a question concerning whether or not the School were able to exercise any control over the Students' Union, the President reported that he sat on all of the School's internal Committees and also met regularly with the SMT in order to ensure a joined up approach. He acknowledged that other, larger institutions, operated differently and that this could therefore lead to more of a disconnect between Universities and their Students' Unions. With regard to national issues affecting Students' Unions, the President reported that the National Union of Students had coordinated a boycott of the 2017 National Student Survey on the basis that the results of this would be used to justify a further increase in tuition fees from September 2017. The GSMD Students' Union had, however, decided not to boycott the NSS or challenge any submission to Phase 2 of the Teaching Excellence Framework.

RESOLVED – That, subject to the proposed amendments above and those to be raised directly with the President of the Students' Union, the Board approve the amendments to the Students' Union constitution for implementation for 2017/18 and the elections of officers for 2017/18 taking place in the Summer term 2017.

9. **PRESENTATION - GUILDHALL INNOVATION DIVISION**

The Board were given a presentation on the Guildhall Innovation Division.

The Vice Principal and Director of Guildhall Innovation introduced the presentation by talking Governors through the origins of and thinking behind this work, the key drivers behind it, the aims of the work and some information as to how this was currently progressing. She added that, looking at the future and sustainability of the GSMD as an institution, the work would also explore and look to open up new income streams.

The School's Entrepreneurship & Enterprise Manager provided the Board with some information on various case studies including Video Projection Mapping which involved using video technology to transform surfaces into living displays. The work had reached an audience of over 100,000 last year and provided the School with a direct income as well as work experience and future employment opportunities for its students. The Board were informed that income received from this work was expected to double next year and that the use of new technology, including the use of virtual reality, was currently being researched. The Deputy Chairman reported that the City's Culture, heritage and Libraries Department had taken advantage of the School's Video Projection Mapping technology which they had used for an event in Guildhall Yard, attended by over 14,000 people. She had also commended this to the Museum of London and the Museum of London in Docklands.

The School's Head of Research presented a further case study on 'Opera Nexus'.

The Chairman thanked the School for an extremely interesting and informative presentation detailing the kind of work being undertaken to demolish existing siloes and take performing arts from the periphery to the centre.

In response to a question regarding Intellectual Property, the Entrepreneurship & Enterprise Manager reported that this was owned by the School and that, in the case of Video Projection Mapping this was tied into the pathway. She recognised that this might, however, be less clear in other areas. The Head of Research reported that the School was looking to develop an IP Policy more generally under HEFCE Open Access Requirements.

In response to questions regarding the School's relationship with the Barbican and how work in this area might improve on this, the Entrepreneurship & Enterprise Manager reported that she had been discussing the use of the Video Projection Mapping technology with the Barbican Business Events Team. She confirmed that the Barbican Senior Management Team had also participated in the School's Coaching and Mentoring Programme and fed back very positively on this.

A Governor commended this as an admirable initiative but also stressed the need for some caution in stating that any initiative should have a strong

business case behind it and not necessarily be driven by the need to make a surplus.

10. **OUTCOME/GATEWAY 7 REPORTS**

10.1 **External Paving**

The Board considered a report of the Principal of the Guildhall School of Music and Drama which provided information of the outcomes from the Project to renewal of paving and lighting to the lakeside terrace and in a second phase, the paving to the front entrance ramp. It had subsequently been decided not to proceed with the work to the front entrance ramp.

RESOLVED – That the Project be closed.

10.2 **Decorations Phase 1**

The Board considered a report of the Principal of the Guildhall School of Music and Drama which provided information of the outcomes from the Project to redecorate, renew floor coverings and conduct associated works.

RESOLVED – That the Project be closed.

10.3 **Theatre Lighting**

The Sub-Committee considered a report of the Principal of the Guildhall School of Music and Drama which provided information of the outcomes from the Project to replace the moving lights used in the Silk Street Theatre and replace lights in the dedicated teaching space. The Project also included associated modifications to the electrical supply and support system.

RESOLVED – That the Project be closed.

11. **PRINCIPAL'S REPORT**

The Board received a report of the former Principal of the Guildhall School of Music and Drama providing the Board with information about recent awards and prizes, together with progress on two matters of current concern: Sundial Court lease extension and Teaching Excellence Framework, round 2.

The Academic Registrar & Director of the Student Experience also tabled, as an appendix, the annual senior School student number snapshot as at HESES 1 December census date.

The Chairman took this opportunity to formally welcome the new Principal to her first Board meeting.

The Chairman commented that it would be useful to know the value of the awards detailed in future.

The Chairman reported that he would be writing to Stuart Wood ((Music Therapy Research Lead) on behalf of the Board to formally congratulate him on his MBE.

RECEIVED.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional, urgent items of business for consideration.

14. 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 No(s).	Paragraph No(s).
15-25	3

15. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 14 November 2016 were considered and approved as a correct record.

16. NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE

The non-public minutes of the Finance & Resources Committee held on 11 January 2017 were received.

17. NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE

The non-public minutes of the Audit & Risk Management Committee held on 20 January 2017 were received.

18. FIRE ALARM RENEWAL - SILK STREET AND JOHN HOSIER ANNEX - REQUEST FOR DELEGATED AUTHORITY

The Board considered and approved a report of the Principal of the Guildhall School of Music and Drama seeking delegated authority for the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Board of Governors of the Guildhall School of Music and Drama and the Projects Sub Committee to approve a Gateway 3/4 Report for the renewal of the fire alarm system during the recess period around Common Council Elections.

19. GATEWAY 5 - RENEWAL GENERAL ELECTRICAL AND DIMMER INSTALLATION SILK STREET THEATRE

The Board considered and approved a report of the Principal of the Guildhall School of Music and Drama regarding Authority to start work on a Project to renew the general electrical and dimmer installation at Silk Street Theatre.

20. OUTCOME/GATEWAY 7 REPORT - SUNDIAL COURT FURNITURE

The Board considered and approved a report of the City Surveyor which provided information of the outcomes from the Project to renew the furniture in the bedrooms of Sundial Court.

21. **TEACHING EXCELLENCE FRAMEWORK PHASE 2**

The Board received a report of the Principal of the Guildhall School of Music and Drama regarding the School's Teaching Excellence Framework Phase 2 submission.

22. **GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER**

The Board received a report of the Principal of the Guildhall School of Music and Drama suggesting that the structure of the risk register be reviewed to map more closely onto the School's Strategic Plan.

23. **ACCESS AGREEMENT 2015/16 MONITORING RETURN**

The Board received a report of the Principal of the Guildhall School of Music and Drama regarding the 2015/16 Access Agreement Monitoring return.

24. **ANNUAL TRANSPARENT APPROACH TO COSTING (TRAC) RETURN REPORTING FOR ACADEMIC YEAR 2015/16**

The Board received a report of the Principal of the Guildhall School of Music and Drama detailing the School's annual TRAC (Transparent Approach to Costing) return for the Academic Year 2015-16.

25. **FINANCE REVIEW**

The Board received a report of the Principal of the Guildhall School of Music and Drama detailing the School's financial performance up to the end of November 2016 (Period 4 of 2016-17 Academic Year).

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

There were no questions raised in the non-public session.

27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Matters regarding the Prevent duty annual reporting: monitoring outcome and the School's Annual Report 2015/16 were raised.

The meeting ended at 3.48 pm

Chairman

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