



Governing Body Report 2014/15

1 Introduction

The Governing Body is responsible for the regulation and management of the Academy; determining the educational character and mission; safeguarding the Academy's assets and their acquisition and disposal; appointing the Principal and members of the Senior Management Team (SMT); and approving annual income and expenditure.

In order to fulfil its responsibilities, the Governing Body requires detailed minutes of meetings which are not considered suitable for publication without substantial redaction to comply with the Data Protection Act and to address concerns about commercially sensitive information. A report of the business of the Governing Body during the academic year 2014/15, for the period 1 September 2014 to 31 August 2015, has therefore been prepared for publication.

2 Membership

The Academy's Charter permits the appointment of a President (*ex officio* member), 10 to 15 independent members of the Governing Body ('Trustees'), and not more than five representative members: two professorial, one administrative and two student members, who are elected annually.

There were 14 independent members during the period:

Chair	Dame Jenny Abramsky
Deputy Chair	Lady Sainsbury
Deputy Chair	The Rt Hon Lord Sumption
	John Burgess
	Robin Butler
	Matthew Ferrey
	Lesley Garrett
	Lady Heywood
	Professor Roger Parker
	Laurel Powers-Freeling
	Sir Martin Smith
	Professor Sir Richard Trainor
	Tony Travis
	John Willan

There were three representative members during the period:

Patrick Russill (Head of Choral Conducting) elected by professorial staff
Liz Williams (Concerts and Orchestra Manager) elected by administrative staff
Murray Richmond (President of Student Union) elected by the students body

The following individuals attended one or more of the meetings during the period:

HRH The Duchess of Gloucester (President)
Professor Jonathan Freeman-Attwood (Principal)
Mark Racz (Deputy Principal)
Dr Timothy Jones (Deputy Principal (Programmes & Research))
Judith Barber (Director of Finance)
Carol McCormack (Development Director)
Melanie Mullin (Secretary and Registrar)
Sandra Green (Minutes)

Dame Jenny Abramsky was appointed Chair of the Governing Body with effect from 1 September 2014.

3 Governing Body Meetings

The Governing Body met four times during the period, on 29 September 2014, 19 November 2014, 16 March 2015 and 22 June 2015. All meetings were quorate.

The President and independent members of the Governing Body also attended the Principal's Strategic 'Away Day' meeting on 19 November 2014.

4 Terms of Reference

The Governing Body terms of reference, which are in accordance with the Charter and include its constitution and membership, were reviewed and approved on 29 September 2014.

The Committee Structure for the academic year and the terms of reference of the Academy's senior committees were also reviewed and approved: Audit Committee; Finance and General Purposes Committee; Nominations Committee; Academic Board; Honorary Degrees and Awards Committee; Conferment of Academic Titles Committee; Health and Safety Committee; and Equality and Diversity Committee. The Remuneration Committee was re-established and its terms of reference, constitution and membership were approved.

5 Business Undertaken

5.1 Minutes of Previous Meetings

The minutes of the previous meeting were approved at each meeting, action points were reviewed and progress reported, and any matters arising were discussed.

5.2 Senior Committees

The minutes of the senior committees, a report of their business and/or annual reports were received to provide reassurance that effective arrangements were in place for the Governing Body to fulfil its responsibilities and for the management of delegated responsibilities.

5.3 Principal's Report

The Principal presented three detailed reports on Academy activities, one each term, to ensure that the Governing Body was well informed about a range of topics of strategic, operational,

financial and educational importance. These included new staff appointments; student recruitment; student wellbeing and health; programmes of study; professional development; research; the Museum, Collections and Library; Development including fundraising, PR, marketing and social media; events and performance activity; Open Academy; Junior Academy; the estate; measures to mitigate the impact of the theatre project and decanting; student successes; and alumni initiatives.

5.4 Student Union

The President of the Royal Academy of Music Student Union (RAMSU) presented three reports to the Governing Body, one each term, about matters of interest to students and social activities arranged by RAMSU.

The Governing Body approved the RAMSU annual financial statement of income and expenditure for the year ended 31 July 2014 and the budget for the year ended 31 July 2015.

5.5 Higher Education Funding Council for England (HEFCE)

The Governing Body considered and approved the following statutory returns for submission to HEFCE:

- i) Annual Accountability Return for the academic year 2013/14, which comprised:
 - Annex E Annual Assurance Return
 - Financial Forecasts and commentary
 - Annual Report of the Audit Committee
 - External audit completion report
 - Annual Monitoring Statement
 - Annual Assurance Return
- ii) Transparent Approach to Costing (TRAC)

The Governing Body received HEFCE's assessment of institutional risk dated 31 March 2015 and noted that the Academy was considered to be 'not at higher risk', the highest rating.

Members of the Governing Body were informed about the new Memorandum of Assurance and Accountability between HEFCE and Institutions: Terms and conditions for payment of HEFCE grants to higher education institutions (2014/12), which came into effect on 1 August 2014. A report was received which set out the changes to the previous funding agreement (2010/19) with which the Academy was required to comply.

A cyclical Institutional Assurance Review visit took place on 28 January 2015. Informal feedback was positive and the formal report was awaited.

5.6 Annual Financial Statements and Budget

The Governing Body approved the audited Financial Statements for the year ended 31 July 2014 for the Academy and its subsidiaries (York Gate Music Trust, RAM Collections Trust and Academy Chimes) at its meeting on 19 November 2014, having taken into account reassurances about their accuracy and the audit process from the Finance and General Purposes Committee and Audit Committee respectively.

The Budget for 2014/15 (Financial Forecasts and commentary) and its revisions were approved by the Governing Body.

5.7 External Audit

The Governing Body approved the External Audit Memorandum and the fees for the financial year ended 31 July 2015 for the Academy and its subsidiaries.

5.8 Internal Audit

A tender exercise was undertaken in respect of internal audit services and the Governing Body approved the recommendation of the Audit Committee to appoint Scott-Moncrieff. The internal audit plan for the three-year period to 2017/18 was considered and the audit plan for the year ended 31 July 2015 was approved.

5.9 Research Excellence Framework (REF)

The Governing Body was informed of the outcome of the REF 2014 and that 61% of the Academy's submission had been rated as 4* (world leading) and 3* (internationally excellent).

5.10 Policies and Procedures

The Governing Body approved the Museum Collections Development Policy.

5.11 Treasury Management

An annual Treasury Management Report from the Investment Sub-Committee was received. A further detailed report about the management of the Academy's funds was requested by the Governing Body and received.

5.12 Risk Management

An annual Risk Management Report and the Summary Risk Management Register was received.

5.13 Fees

The Governing Body approved the fees for programmes of study for the academic years 2015/16 and 2016/17, together with the fees for Junior Academy students.

5.14 Governance

Membership of the Governing Body

The Governing Body received reports from the Nominations Committee in respect of vacancies and the appointment, reappointment and retirement of independent members. Committee membership was also considered and it was proposed that an external member should be appointed to the Audit Committee.

It was considered that one year was not sufficient for staff representative members to be able to engage fully in decision-making processes and the formal governance structure, and therefore the Governing Body agreed to deviate from the terms of the Charter on this occasion, and the staff representatives were reappointed for one additional year.

Membership of Governing Body Committees was reviewed and it was agreed that one additional member should be invited to join the Audit Committee and the Finance and General Purposes Committee to ensure that all meetings were quorate.

Charter Review

The Governing Body considered that the Charter was out of date in some respects and a review of the Charter should be undertaken to ensure that it was fit for purpose.

Review of Effectiveness

A review of effectiveness of the Governing Body was undertaken by the Governance Adviser during the previous academic year 2013/14 and reported to the Governing Body at its meeting on 9 June 2014. The findings and recommendations were considered by the Governing Body during the period and, whilst there were no substantial areas of concern, a number of actions were agreed to enhance governance in line with recommended best practice in the sector, which have since been implemented.

CUC Code of Governance: Review of Governance

The Governing Body received a report following a review of compliance with the CUC Code of Governance and agreed actions to enhance governance.

Statement of Primary Responsibilities

The Statement of Primary Responsibilities of the Governing Body was approved for publication.

Key Performance Indicators (KPIs)

The selection of a suite of Key Performance Indicators, which would form part of the Annual Sustainability Assessment Report to HEFCE for 2015, was discussed and approved.

5.15 Capital Projects – Theatre

Formal approval to proceed with the theatre project was given by the Governing Body at its meeting on 9 June 2014. Regular reports from the Theatre Management Group were received on the progress of the project, which included the project budget, appointment of the main contractor, governance arrangements, fundraising and the project timetable.

5.16 Health and Safety

The annual report on Health and Safety activities during 2013/14 was received and the new arrangements for the management of health, safety and welfare matters were considered. The Governing Body also received information about a risk assessment in respect of falls from height, which had been commissioned by the SMT.

5.17 Equality and Diversity

The Governing Body received the Equality and Diversity report for 2013/14.

5.18 Security and Safeguarding

The Governing Body received a report about arrangements for the security and safeguarding of students and staff.

5.19 Student Complaints and Appeals

A report on student complaints and academic appeals was received.

5.20 Honours

The Governing Body ratified nominations by the Honorary Degrees and Awards Committee for the election of Honorary Doctors of the University of London, and the election of Fellows, Honorary Fellows, Associates and Honorary Associates of the Royal Academy of Music.

Approved for publication by the Governing Body on 27 June 2016