



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 19 NOVEMBER 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS - 2ND FLOOR, WEST WING, GUILDHALL

Members:

Vivienne Littlechild (Chairman)	Marianne Fredericks
Deputy John Bennett (Deputy Chairman)	Shreela Ghosh
Randall Anderson	Gareth Higgins
Sir Andrew Burns	Michael Hoffman
Deputy Michael Cassidy	Ann Holmes
John Chapman	Jeremy Mayhew
Christina Coker O.B.E.	Graham Packham
Felicity Chilton	Alderman William Russell
Professor Geoffrey Crossick	Andy Taylor
Stuart Fraser	Lynne Williams

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Lunch will be served in the Guildhall Club at 1pm
N.B. Part of this meeting may be subject to audio-visual recording

John Barradell
Town Clerk and Chief Executive

Date of next meeting – 18 February 2019 (1.45am)

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **PUBLIC MINUTES**

(a) To agree the public minutes and summary of the Board meeting held on 24 September 2018.

(b) To receive the public minutes and summary of the following Sub Committee meetings:-

- Governance and Effectiveness Committee meeting held on 2 October 2018
- Audit and Risk Management Committee meeting held on 9 October 2018
- Remuneration Committee meeting held on 31 October 2018.

For Decision / Information
(Pages 1 - 18)

4. **OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 19 - 20)

5. **PRINCIPAL'S PUBLIC REPORT**

Report of the Principal.

For Information
(Pages 21 - 38)

6. **INTERNAL AUDIT ANNUAL REPORT AND OPINION**

Report of the Head of Audit and Risk Management.

For Information
(Pages 39 - 58)

7. **GOVERNANCE MATTERS**

Report of the Principal.

For Decision
(Pages 59 - 74)

8. **ACADEMIC ASSURANCES**

Report of the Principal.

For Decision
(Pages 75 - 106)

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

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

11. **EXCLUSION OF THE PUBLIC**

MOTION - 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 Part I of Schedule 12A of the Local Government Act.

Part 2 - Non Public Agenda

12. **NON PUBLIC MINUTES**

(a) To agree the non public minutes and summary of the Board meeting held on 24 September 2018.

(b) To receive the non public minutes and summary of the following Sub Committee meetings:-

- Governance and Effectiveness Committee meeting held on 2 October 2018
- Audit and Risk Management Committee meeting held on 9 October 2018
- Remuneration Committee meeting held on 31 October 2018

For Decision / Information
(Pages 107 - 120)

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

Report of the Principal.

For Information
(Pages 121 - 136)

14. **BUSINESS PLAN**

Report of the Principal.

For Decision
(Pages 137 - 214)

15. **MANAGEMENT INFORMATION 'DASHBOARD' - SEPTEMBER 2018 (PERIOD 6)**

Report of the Principal.

For Information
(Pages 215 - 224)

16. **BREXIT MITIGATION STRATEGY - MUSIC DEPARTMENT**

Report of the Vice Principal and Director of Music.

For Information
(Pages 225 - 238)

17. **CENTRE FOR MUSIC UPDATE**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 239 - 248)

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

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

Part 3 - Confidential Agenda

20. **CHANGE PROGRAMME - BARBICAN CENTRE/GUILDHALL SCHOOL OF MUSIC & DRAMA OPERATIONS & SERVICES**

Report of the Director of Operations & Buildings, Barbican/Guildhall School.

For Decision