



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 24 FEBRUARY 2014

Time: 1.45 pm

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Alderman David Graves (Chairman)	Paul Hughes
Deputy John Bennett (Deputy Chairman)	Professor Barry Ife
Deputy John Barker	Pamela Lidiard
Sir Andrew Burns	Jeremy Mayhew
Deputy John Chapman	Kathryn McDowell
Christina Coker	Ann Pembroke
Neil Constable	John Scott
Ieuan Davies	Jeremy Simons
Daniel Evans	Angela Starling
Marianne Fredericks	The Rt Hon the Lord Mayor Alderman Fiona Woolf
Gareth Higgins	

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Lunch will be served in the Guildhall Club at 1pm

**John Barradell
Town Clerk and Chief Executive**

Principal's Introduction to the Agenda

At this stage in the cycle we take stock of the continuing students and new admissions that make up the 2013/14 cohort. These data are reported every year to the Higher Education Students Early Survey (HESES) after the national census date of 1 December. The annual HESES report forms the basis for the HEFCE capitation grant and at the end of every year we report completions so that data can be reconciled. A summary of this year's student population is given in the appendix to my general report (item 10). There are no issues of concern and student numbers continue to grow in line with the forecasts that underlie the long-term financial plan agreed by the City Corporation in April 2013.

We have also started our annual programme of 'reality checks' on admissions for 2014/15. Applications in drama are still open and it is too soon to come to any conclusions about next year's intake. However, offers and acceptances for undergraduate music suggest that intake targets for autumn 2014 will be met, while there are still a large number of offers for postgraduate music awaiting decision. The picture will become clearer as time progresses and applications from good students are always welcome. Applications for postgraduate music rose 14%, which is a good sign of our standing in the profession.

We are reviewing our admissions procedures following the management team's decision not to join the national admissions system CUKAS. However, data from the CUKAS annual report suggest that our systems are appreciably more effective than those of our immediate competitors (item 10). In order to maintain our visibility in the market, we have reviewed our brand values and have engaged Pentagram to advise us on visual identity (item 18). We are also reviewing our fundraising case for support with the More Partnership, since pressure on our scholarships fund remains high (item 20).

Financially, the position is tight but sustainable at present: we expect to achieve break even at the end of the current financial year and at the time of writing we aim to present a balanced budget for 2014/15 (items 21 and 22). The School has met most of its obligations under the 2012/13 Access agreement with the Office for Fair Access (OFFA) (item 19) and has improved its position in the green league tables (item 11).

A copy of the 2012/13 Annual Report will be available at the meeting.

Those items which it is proposed can be approved or noted without discussion are marked with a star (*). It is open to any Governor to request that an item be unstarred and subject to discussion. Governors may inform the Town Clerk of this request prior to the meeting, or the Chairman at the start of the meeting.

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 18 November 2013.

For Decision

(Pages 1 - 8)

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

To receive the public minutes of the Audit & Risk Management Committee held on 20 January 2014.

For Information

(Pages 9 - 12)

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

To receive the public minutes of the Finance & Resources Committee held on 24 January 2014.

For Information

(Pages 13 - 14)

6. ***MINUTES OF THE SKILLS WORKING PARTY**

To receive the minutes of the Skills Working Party held on 14 February 2014 (To Follow).

For Information

7. ***RESOLUTION FROM THE POLICY & RESOURCES COMMITTEE**

To receive the resolution from the Policy & Resources Committee relative to the Cultural Hub Working Party.

For Information

(Pages 15 - 16)

8. **CORPORATE GOVERNANCE - SCHEME OF DELEGATIONS AND STANDING ORDERS**

Report of the Town Clerk.

For Decision

(Pages 17 - 20)

9. **DECISIONS TAKEN UNDER URGENCY PROCEDURES**

Report of the Town Clerk.

For Information
(Pages 21 - 22)

10. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

For Information
(Pages 23 - 34)

11. **ANNUAL REVIEW OF CARBON REDUCTION STRATEGY**

Report of the Director of Operations and Buildings.

For Decision
(Pages 35 - 78)

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

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

14. **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

15. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 November 2013.

For Decision
(Pages 79 - 84)

16. ***NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

To receive the non-public minutes of the Audit & Risk Management Committee held on 20 January 2014.

For Information
(Pages 85 - 88)

17. ***NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To receive the non-public minutes of the Finance & Resources Committee held on 24 January 2014.
For Information
(Pages 89 - 90)
18. **VISUAL IDENTITY - PROGRESS REPORT**
Oral presentation by Pentagram.
For Information
19. **MONITORING RETURN FOR THE 2012/13 ACCESS AGREEMENT AND INTERIM WIDENING PARTICIPATION STRATEGIC STATEMENT (IWPSS)**
Report of the Principal.
For Information
(Pages 91 - 108)
20. **GUILDHALL SCHOOL SCHOLARSHIPS FUND 2013/14**
Report of the Principal.
For Information
(Pages 109 - 114)
21. **BUDGET UPDATE 2014/15**
Report of the Chief Operating & Financial Officer (To Follow).
For Information
22. **FINANCE REVIEW**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 115 - 122)
23. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**
Report of the Town Clerk.
For Information
(Pages 123 - 124)
24. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Governors Only

26. CONFIDENTIAL MINUTES

To agree the confidential 'Governors Only' minutes of the meeting held on 18 November 2013.

For Decision