



## **Board of Governors of the Guildhall School of Music and Drama**

**Date:** MONDAY, 22 SEPTEMBER 2014

**Time:** 1.45 pm

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

**Members:**

Alderman David Graves (Chairman)	Paul Hughes
Deputy John Bennett (Chief Commoner) (Deputy Chairman)	Professor Barry Ife
Deputy John Barker	Jeremy Mayhew
Sir Andrew Burns	Kathryn McDowell
Christina Coker	Ann Pembroke
Neil Constable	Alderman William Russell
Marianne Fredericks	John Scott
Lucy Frew	Jeremy Simons
Jo Hensel	Angela Starling
Gareth Higgins	Alex Tostdevine
Michael Hoffman	

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**Lunch will be served in the Guildhall Club at 1pm**

**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

## Principal's Introduction to the Agenda

The 2013/14 academic year was, in many ways, the Guildhall School's best ever. The School received its degree-awarding powers, opened new facilities at Milton Court, was confirmed in its position as the UK's No 1 specialist institution, was shortlisted for the top HE management and leadership prize and mounted an outstanding series of performances and productions of which the opera *Pinocchio* and the musical *Grand Hotel* were the most eye-catching. The School's excellence is gradually being recognised by our supporters who this year donated over £3m in cash (Item 17).

The new academic session brings a number of opportunities and challenges. The roll-out of the new visual identity (Item 7) has started with the autumn events diary and a new prospectus which we hope will be available at the meeting, and the joint Creative Learning division is gearing up to celebrate its 5<sup>th</sup> anniversary (Item 18). Finance remains very tight (Item 19) and there are clouds on the horizon that we are addressing with some urgency (Item 15). Safeguarding remains as much a key management objective as it is a matter of public concern (Item 8). Student recruitment and satisfaction is a vital aspect of our future and the market in higher education gets tougher and more competitive every year. Nevertheless, the School is in a good position, has built a strong foundation for future development and is ready to make a step change towards pre-eminence on a global stage.

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 12 May 2014.

**For Decision**  
(Pages 1 - 10)

4. **\*PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

To receive the public minutes of the Remuneration Committee held on 16 July 2014.

**For Information**  
(Pages 11 - 14)

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

To receive the public minutes of the Audit & Risk Management Committee held on 23 July 2014.

**For Information**  
(Pages 15 - 20)

6. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

**For Information**  
(Pages 21 - 30)

7. **VISUAL IDENTITY ROLLOUT - PRESENTATION**

Oral report by the Head of Marketing & Communications.

**For Information**

8. **ANNUAL SAFEGUARDING REPORT AND SAFEGUARDING POLICY**

Report of the Safeguarding Lead, Guildhall School.

**For Decision**  
(Pages 31 - 78)

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**

To agree the non-public minutes of the meeting held on 12 May 2014.

**For Decision**  
(Pages 79 - 82)

13. **\*NON PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

To receive the non-public minutes of the Remuneration Committee held on 16 July 2014.

**For Information**  
(Pages 83 - 84)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 23 July 2014.

**For Information**  
(Pages 85 - 86)

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

Report of the Principal.

**For Information**  
(Pages 87 - 88)

16. **FEE SCHEDULE FOR 2015/16**

Report of the Principal.

**For Decision**  
(Pages 89 - 98)

17. **DEVELOPMENT & ALUMNI RELATIONS OFFICE ANNUAL REPORT 2013-14**

Report of the Head of Development.

**For Information**  
(Pages 99 - 106)

18. **BARBICAN/GUILDHALL - CREATIVE LEARNING**

Report of the Director of Creative Learning, Barbican Centre.

**For Information**  
(Pages 107 - 124)

19. **FINANCE REVIEW**

Report of the Chief Operating & Financial Officer.

**For Information**  
(Pages 125 - 132)

20. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND/OR URGENCY PROCEDURES**

Report of the Town Clerk.

**For Information**  
(Pages 133 - 136)

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

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