



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 16 NOVEMBER 2015

Time: 1.45 pm

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

Members:

Deputy John Bennett (Chairman)	Paul Hughes
Alderman David Graves (Deputy Chairman)	Professor Barry Ife
Sir Andrew Burns	Vivienne Littlechild
Deputy John Chapman	Jeremy Mayhew
Christina Coker	Kathryn McDowell
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
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Principal's Introduction to the Agenda

At the November Board, the major items of business relate to the institution's annual submission to HEFCE, designed to demonstrate that public funding has been used properly for the purposes for which it was provided. This exercise used to be called the 'single conversation' and in a way it still is – institutions report once a year and the funding council reports back in due course in the form of a risk letter. Unfortunately, the School's side of the single conversation comes in multiple parts, which are indexed at item 8. HEFCE tells us how it would like us to prepare the accounts (item 15) and we submit audited financial statements (item 18) which are extracted from the audited accounts of the City of London Corporation. Along with those annual accounts we provide a narrative of the major achievements of the academic year 2014/15, an account of the way we are ensuring that our operations are effective and efficient (item 17) and an annual report from the Audit Committee to demonstrate that our key processes have been audited and are sound. All of this provides the funding council with the comfort it needs that the institution is in good financial and operational health.

This is also the meeting at which the Board receives an annual report from the Academic Board (item 7 – previously the Teaching and Learning Board, the Academic Board has been so renamed since the grant of degree-awarding powers). This year's report paints a good picture of student achievement and raises no matters of concern. The Principal's General Report (item 6) also gives good reason to be proud of the School, its students and their achievements. CYM centres are progressing well and there is good news from the growing research department.

On a slightly more sombre note, items 19 and 20 report on current financial year progress and the preliminary budget for 2016/17. As the Principal's non-public report (item 21) points out, higher education is in a greater state of uncertainty than at any time in recent memory. At the time of writing, a Green Paper is still awaited, as is the Chancellor's autumn statement. The School has made a submission to HEFCE to cover phased reductions in City funding and there are increasing uncertainties over student recruitment in what has become a highly competitive market for HE in this country. In this context, the School has made an extremely cautious estimate of the position in 2016/17 and is using the opportunity to conduct a thorough review of its strategy and operations. Finally, item 22 provides a third-year update on the 5-year enterprise plan, which contains some heartening news.

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

a) Public Minutes of the Board

To agree the public minutes and summary of the meeting held on 7 September 2015.

For Decision
(Pages 1 - 6)

b) *Public Minutes of the Governance and Effectiveness Committee

To receive the public minutes of the meeting held on 23 September 2015.

For Information
(Pages 7 - 10)

4. TERMS OF REFERENCE AND FREQUENCY OF MEETINGS OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Report of the Town Clerk.

For Decision
(Pages 11 - 14)

5. OUTSTANDING ISSUES REPORT

Report of the Town Clerk.

For Information
(Pages 15 - 16)

6. PRINCIPAL'S GENERAL REPORT

Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 17 - 28)

7. **ACADEMIC BOARD - ANNUAL REPORT**

Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 29 - 50)

8. ***HEFCE ANNUAL ACCOUNTABILITY RETURN 2015**

Report of the Chief Operating and Financial Officer.

For Information
(Pages 51 - 52)

9. **INTERNAL AUDIT UPDATE REPORT**

Report of the Head of Internal Audit and Risk Management.

For Information
(Pages 53 - 62)

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

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

12. **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

13. **NON PUBLIC MINUTES**

a) **Non-Public Minutes of the Board**

To agree the non-public minutes of the meeting held on 7 September 2015.

For Decision
(Pages 63 - 68)

14. **RECOMMENDATIONS FOR HONORARY FELLOWSHIPS**

Report of the Principal of the Guildhall School of Music and Drama.

For Decision
(Pages 69 - 70)

15. ***HEFCE ACCOUNTS DIRECTION FOR 2015/16**
Report of the Principal of the Guildhall School of Music and Drama.
For Information
(Pages 71 - 82)
16. **AUDIT COMMITTEE ANNUAL REPORT**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 83 - 96)
17. **ECONOMY, EFFECTIVENESS AND EFFICIENCY UPDATE**
Report of the Principal of the Guildhall School of Music and Drama.
For Information
(Pages 97 - 104)
18. **AUDITED FINANCIAL STATEMENT - 2014/15**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 105 - 130)
19. **FINANCE REVIEW**
Report of the Chief Operating and Financial Officer.
For Information
(Pages 131 - 144)
20. **GUILDHALL SCHOOL BUDGET REPORT 2016/17**
Report of the Principal of the Guildhall School of Music and Drama.
For Information
(Pages 145 - 154)
21. **PRINCIPAL'S REPORT (NON-PUBLIC)**
Non-public report of the Principal of the Guildhall School of Music and Drama.
For Discussion
(Pages 155 - 166)

22. **GUILDHALL SCHOOL ENTERPRISE 2015 UPDATE ON 5 YEAR PLAN**

Report of the Vice Principal and Director of Academic Affairs, Guildhall School.

For Decision
(Pages 167 - 188)

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

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