



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 22 FEBRUARY 2016

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

Today's agenda is relatively short and we have taken the opportunity to bring a presentation from the new Head of Research, Dr Cormac Newark, to inform members of recent developments in what is a growing dimension to the School's activity (item 7). The other major item is an update on strategic issues from the Principal, in the form of a commentary on the equivalent report from the previous meeting of 16 November (item 14, previous report appended for ease of reference).

Although there has been considerable movement on most of the major issues, it has not yet been possible to finalise a new strategic plan in view of continued uncertainty about funding at both the national and institutional level. As Items 8 and 14 make clear, the generally optimistic tone of the Chancellor's autumn statement seems to have been overtaken by a succession of global concerns since the new year, and there is a two-month delay in the issue of the government's grant letter from BIS to HEFCE. This means that the outcomes of the institution-specific funding review have not yet been considered by the HEFCE Board and that grant letters are not expected to be issued until the middle of April. Nevertheless, the senior management team has been progressing the artistic and educational strategy while addressing operational issues around student recruitment.

Other more formal items on the agenda include a resolution to the Privy Council concerning the Instrument and Articles of Government (item 6), future arrangements to replace the capital cap (item 15) and the finance review (item 16) which confirms previous forecasts that this year is the first of a series of challenging years as City funding to the School reduces steeply and alternative sources of funding are still in question.

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 16 November 2015.

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 22 January 2016.

For Information
(Pages 9 - 12)

5. ***OUTSTANDING ISSUES REPORT**

Report of the Town Clerk.

For Information
(Pages 13 - 14)

6. **INSTRUMENT AND ARTICLES OF GOVERNMENT: RESOLUTION TO PRIVY COUNCIL**

Report of the Town Clerk.

For Decision
(Pages 15 - 24)

7. **HEAD OF RESEARCH PRESENTATION**

Presentation from Dr Cormac Newark, Head of Research, Guildhall School of Music and Drama.

For Information

8. **PRINCIPAL'S GENERAL REPORT**

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

For Information
(Pages 25 - 32)

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 16 November 2015.

For Decision
(Pages 33 - 40)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 22 January 2016.

For Information
(Pages 41 - 44)

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

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

For Information
(Pages 45 - 62)

15. **BARBICAN CENTRE AND GUILDHALL SCHOOL OF MUSIC AND DRAMA
CAPITAL CAP REPLACEMENT - DETAILED ARRANGEMENTS**

Report of the Chamberlain.

For Decision
(Pages 63 - 86)

16. **FINANCE REVIEW**

Report of the Chief Operating and Financial Officer.

For Information
(Pages 87 - 94)

17. **PRINCIPAL GUILDHALL SCHOOL OF MUSIC AND DRAMA - SUCCESSION
PLANNING / RECRUITMENT**

Report of the Town Clerk.

For Decision
(Pages 95 - 98)

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**