



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 19 SEPTEMBER 2016

Time: 1.45 pm

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

Members:	Deputy John Bennett (Chairman)	Alderman David Graves
	Vivienne Littlechild (Deputy Chairman)	Jo Hensel
	Deputy John Barker	Gareth Higgins
	Sir Andrew Burns	Michael Hoffman
	Deputy John Chapman	Professor Barry Ife
	Christina Coker	Jeremy Mayhew
	Professor Geoff Crossick	Alderman William Russell
	Stuart Fraser	Jeremy Simons
	Marianne Fredericks	Thomas Steer
	Lucy Frew	

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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

Principal's Introduction to the Agenda

Although today's agenda is lengthy, the School's business is dominated by three key issues that form the substance of the Principal's strategic update at item 19: the implications of the June 23 referendum result, especially as concerns student recruitment; the Higher Education and Research Bill, including the Teaching Excellence Framework (TEF) and the new operating model for quality assurance (item 20); and the School's long-term financial sustainability (items 25 and 26).

Annual reports and ad hoc updates are provided for safeguarding (items 9 a and b in the public agenda) and item 24 (non-public); creative learning (items 10 and 18); and fundraising (items 22 and 23).

In addition, there are important minutes of sub-committees that have met since the May Board meeting, including Nominations (items 4 and 15), Audit and Risk Management (items 6 and 17) and, for the first time, the Reference Sub-Committee (items 5 and 16) which met to approve 5-year forecasts due to be submitted to HEFCE by 31 July (item 25a). Members will recall that it was a recommendation of the Assurance Review (item 25b) that forecasts are approved before submission and the Reference Sub-Committee was the mechanism used to comply with this recommendation.

Principal's Introduction to the Agenda

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 9 May 2016.
For Decision
(Pages 1 - 8)
4. **PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**
To receive the public minutes and summary of the meeting held on 14 July 2016.
For Information
(Pages 9 - 10)
5. **PUBLIC MINUTES OF THE REFERENCE SUB COMMITTEE**
To receive the public minutes and summary of the meeting held on 15 July 2016.
For Information
(Pages 11 - 14)
6. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
To receive the public minutes of the Audit & Risk Management Committee held on 28 July 2016.
For Information
(Pages 15 - 18)
7. **OUTSTANDING ISSUES REPORT**
Report of the Town Clerk.
For Information
(Pages 19 - 20)
8. **PRINCIPAL'S GENERAL REPORT**
Report of the Principal of the Guildhall School of Music and Drama.
For Information
(Pages 21 - 28)
9. **SAFEGUARDING**
 - a) **Safeguarding Policy**
Report of Safeguarding Lead, Guildhall School of Music and Drama.
For Decision
(Pages 29 - 68)

- b) **Local Authority Designated Officer 2015/16 Annual Report**
Report of the Director of Community and Children's Services.

For Information
(Pages 69 - 74)

10. **CREATIVE LEARNING: ANNUAL PRESENTATION**

Report of Director of Learning and Engagement.

N.B. – to be read in conjunction with the non-public appendices of this report at Item 18.

For Information
(Pages 75 - 90)

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

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

13. **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

14. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 9 May 2016.

For Decision
(Pages 91 - 100)

15. **NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

To receive the non-public minutes of the meeting held on 14 July 2016.

For Information
(Pages 101 - 104)

16. **NON PUBLIC MINUTES OF THE REFERENCE SUB COMMITTEE**

To receive the non-public minutes of the meeting held on 15 July 2016.

For Information
(Pages 105 - 108)

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

To receive the non-public minutes of the meeting held on 28 July 2016.

For Information
(Pages 109 - 112)

18. **CREATIVE LEARNING UPDATE: NON-PUBLIC APPENDICES**

To be read in conjunction with Item 10.

For Information
(Pages 113 - 120)

19. **UPDATE ON STRATEGIC ISSUES**
Report of the Principal of the Guildhall School of Music and Drama.
For Information
(Pages 121 - 132)
20. **NEW OPERATING MODEL FOR QUALITY ASSURANCE**
Report of the Principal of the Guildhall School of Music and Drama.
For Decision
(Pages 133 - 154)
21. **CAPITAL CAP 3 AD HOC PROJECTS**
Report of the Principal of the Guildhall School of Music and Drama.
For Decision
(Pages 155 - 162)
22. **FUNDRAISING PLANNING STUDY**
Report of the Head of Development, Guildhall School of Music and Drama.
For Information
(Pages 163 - 168)
23. **DEVELOPMENT & ALUMNI RELATIONS OFFICE ANNUAL REPORT 2015-16**
Report of Head of Development, Guildhall School of Music and Drama.
For Information
(Pages 169 - 178)
24. **ANNUAL SAFEGUARDING REPORT**
Report of Safeguarding Lead, Guildhall School of Music & Drama.
For Information
(Pages 179 - 206)
25. **HEFCE**
- a) **5 Year Forecasts submitted to HEFCE as part of the Annual Accountability Return**
Report of the Chief Operating and Financial Officer.
For Information
(Pages 207 - 208)
- b) **Assurance Review**
Report of the Principal of the Guildhall School of Music and Drama.
For Information
(Pages 209 - 216)
26. **FINANCE UPDATE**
Report of the Chief Operating and Financial Officer.
For Information
(Pages 217 - 222)
27. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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