



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 14 NOVEMBER 2016

Time: 1.45 pm

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

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

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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

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) *** 9 May 2016**
To approve the public minutes of the Board meeting held on 9 May 2016.

For Decision
(Pages 1 - 8)
 - b) **19 September 2016**
To approve the public minutes of the Board meeting held on 19 September 2016.

For Decision
(Pages 9 - 16)
4. **PUBLIC MINUTES OF THE GOVERNANCE & EFFECTIVENESS COMMITTEE**
To receive the public minutes of the Governance and Effectiveness Committee held on 28 October 2016.

For Information
(Pages 17 - 20)
5. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
To receive the public minutes of the Audit and Risk Committee held on 7 November 2016 **(TO FOLLOW)**.

For Information
6. **PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To receive the public minutes of the Finance and Resources Committee held on 10 November 2014 **(TO BE TABLED)**.

For Information

7. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

Report of the Town Clerk.

For Decision
(Pages 21 - 24)

8. *** OUTSTANDING ISSUES REPORT**

Report of the Town Clerk.

For Information
(Pages 25 - 26)

9. **HIGHER EDUCATION AND RESEARCH BILL**

Report of the Remembrancer.

For Information
(Pages 27 - 30)

10. **PRINCIPAL'S GENERAL REPORT**

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

For Information
(Pages 31 - 34)

11. **ACADEMIC BOARD - ANNUAL REPORT**

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

For Decision
(Pages 35 - 76)

12. **INTERNAL AUDIT REPORT**

Report of the Head of Internal Audit and Risk Management.

For Information
(Pages 77 - 84)

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

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

15. **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

16. NON PUBLIC MINUTES

a) * 9 May 2016

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

For Decision
(Pages 85 - 94)

b) 19 September 2016

To agree the non-public minutes of the meeting held on 19 September 2016.

For Decision
(Pages 95 - 102)

17. NON PUBLIC MINUTES OF THE GOVERNANCE & EFFECTIVENESS COMMITTEE

To receive the non-public minutes of the Governance and Effectiveness Committee held on 28 October 2016.

For Information
(Pages 103 - 106)

18. NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE

To receive the non-public minutes of the Audit & Risk Management Committee held on 7 November 2016 **(TO FOLLOW)**.

For Information

19. NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE

To receive the non-public minutes of the Finance & Resources Committee held on 10 November 2016 **(TO BE TABLED)**.

For Information

20. GUILDHALL SCHOOL - SUSTAINABILITY (OPERATING MODEL REVIEW) BY PA CONSULTING

Joint report of the Chamberlain and the Town Clerk.

For Information
(Pages 107 - 150)

21. PRINCIPAL'S NON PUBLIC REPORT

Report of the Principal of the Guildhall School of Music and Drama **(TO FOLLOW)**.

For Information

22. *** HEFCE ANNUAL ACCOUNTABILITY RETURN 2016**
Report of the Chief Operating and Financial Officer.
- For Information**
(Pages 151 - 152)
23. **HEFCE ACCOUNTS DIRECTION FOR 2016/17**
Report of the Principal of the Guildhall School of Music and Drama.
- For Information**
(Pages 153 - 162)
24. **AUDITED FINANCIAL STATEMENTS**
Report of the Chief Operating and Financial Officer.
- For Decision**
(Pages 163 - 186)
25. **AUDIT COMMITTEE ANNUAL REPOR**
Report of the Chief Operating and Financial Officer.
- For Decision**
(Pages 187 - 200)
26. **GUILDHALL SCHOOL 'ECONOMY, EFFICIENCY AND EFFECTIVENESS' UPDATE**
Report of the Principal of the Guildhall School of Music and Drama.
- For Information**
(Pages 201 - 206)
27. **FINANCE REVIEW**
Report of the Principal of the Guildhall School of Music and Drama.
- For Information**
(Pages 207 - 214)
28. **GUILDHALL SCHOOL BUDGET REPORT 2017/18**
Report of the Principal of the Guildhall School of Music and Drama.
- For Information**
(Pages 215 - 218)
29. **BAD DEBT WRITE OFF**
Report of the Head of Finance.
- For Decision**
(Pages 219 - 222)

30. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**