



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 20 NOVEMBER 2017

Time: 1.45 pm

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

Members:

Deputy John Bennett (Chairman)	Shreela Ghosh
Vivienne Littlechild (Deputy Chairman)	Alderman David Graves
Sir Andrew Burns	Jo Hensel
Deputy Michael Cassidy	Gareth Higgins
John Chapman	Michael Hoffman
Christina Coker O.B.E.	Jeremy Mayhew
Felicity Chilton	Graham Packham
Professor Geoffrey Crossick	Alderman William Russell
Stuart Fraser	Jeremy Simons
Marianne Fredericks	Lynne Williams

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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

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 18 September 2017.

For Decision
(Pages 1 - 6)

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

To receive the public minutes of the Remuneration Committee held on 18 July 2017.

For Information
(Pages 7 - 12)

5. *** PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**

To receive the public minutes of the Finance & Resources Committee held on 6 November 2017.

For Information
(Pages 13 - 14)

6. **PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

To receive the public minutes of the Audit & Risk Management Committee held on 8 November 2017. (TO FOLLOW)

For Information

7. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

For Information
(Pages 15 - 22)

8. **ACADEMIC BOARD ANNUAL REPORT**

Report of the Principal.

For Information
(Pages 23 - 52)

9. **ACADEMIC ASSURANCE WORKING GROUP**

Report of the Chairman of the Academic Assurance Working Group. (TO FOLLOW)

For Information

10. **WAIVER REPORT - INTERIM DIRECTOR OF ADVANCEMENT**

Report of the Principal.

For Information
(Pages 53 - 56)

11. *** DATES OF NEXT MEETINGS**

Report of the Town Clerk.

For Information
(Pages 57 - 58)

12. **OUTSTANDING ISSUES**

Report of the Town Clerk.

For Information
(Pages 59 - 60)

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**

To agree the non-public minutes of the meeting held on 18 September 2017.

For Decision
(Pages 61 - 64)

17. * **NON PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

To receive the non-public minutes of the Remuneration Committee held on 18 July 2017.

For Information
(Pages 65 - 68)

18. * **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**

To receive the non-public minutes of the Finance & Resources Committee held on 6 November 2017.

For Information
(Pages 69 - 72)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 6 November 2017. (TO FOLLOW)

For Information

20. **PRINCIPAL'S NON-PUBLIC REPORT**

Report of the Principal.

For Information
(Pages 73 - 82)

21. **UPDATE ON STRATEGIC PROJECTS**

Report of the Principal. (TO FOLLOW)

For Information

22. **STRATEGIC PLAN BOARD SPONSORS**

Report of the Principal.

For Decision
(Pages 83 - 84)

23. *** HEFCE ANNUAL ACCOUNTABILITY RETURN**
Report of the Head of Finance and Business Administration.
For Information
(Pages 85 - 86)
24. **HEFCE ACCOUNTS DIRECTION 2017/18**
Report of the Principal.
For Information
(Pages 87 - 98)
25. **AUDITED FINANCIAL STATEMENTS**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 99 - 120)
26. **AUDIT AND RISK MANAGEMENT COMMITTEE ANNUAL REPORT**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 121 - 130)
27. **INTERNAL AUDIT UPDATE AND ANNUAL REPORT**
Report of the Head of Internal Audit and Risk Management.
For Information
(Pages 131 - 142)
28. **FINANCE REVIEW - PERIOD 6**
Report of the Principal.
For Information
(Pages 143 - 148)
29. **GUILDHALL SCHOOL BUDGET REPORT 2018/19**
Report of the Principal.
For Decision
(Pages 149 - 154)

30. **PROJECTS UPDATE**

Report of the Director of Operations and Buildings.

For Information
(Pages 155 - 174)

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

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

Part 3 - Confidential Agenda

33. **CHANGE PROGRAMME**

Report of the Director of Operations and Buildings.

For Decision