



Board of Governors of the Guildhall School of Music and Drama

Please note that a HEFCE Training Session will follow at 2.00pm

Date: MONDAY, 17 SEPTEMBER 2012

Time: 11.00 am

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

Members:

Alderman David Graves (Chairman)	Professor Barry Ife
Deputy John Bennett (Deputy Chairman)	Katharine Lewis
Deputy John Barker	Pamela Lidiard
Sir Andrew Burns	Kathryn McDowell
John Chapman	Sheriff & Deputy Wendy Mead
Christina Coker	Ann Pembroke
Neil Constable	Deputy Richard Regan
Deputy Stella Currie	Jeremy Simons
Daisy Evans	Alderman Fiona Woolf
Daniel Evans	The Rt Hon the Lord Mayor Alderman David Wootton
Paul Hughes	

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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

Principal's Introduction to the Agenda

This will be the first meeting of the Board in a post-Browne world. The new arrangements for student finance and funding are now in operation and initial indications are that the School and the sector is coping reasonably well with the changes. The Principal's general report (item 6) notes that, in spite of an average 10% reduction in applications, the School is expecting to meet its enrolment target this September. National Student Survey results, published in August, show that headline satisfaction levels are at their highest (95%) since the survey began (item 6).

The Board will also meet for the first time since the approval of its application for taught degree-awarding powers (TDAP) was approved for full inspection during the 2012/13 academic session. An outline programme of visits has been agreed with the panel and the first inspection will be that of the Board itself at this, its September meeting. Further visits to the Board, and meetings with senior members, are scheduled for later in the year.

The major item for consideration is the second draft of a revised strategic plan (item 16). The current plan was agreed in 2010 but was not revised in 2011 as originally envisaged since it was overtaken by the recommendations of the Browne Review. Now that those recommendations have been largely implemented we are in a better position to take stock of the challenges ahead. Early indications are that a competitive market has already emerged, as the government had planned, and competitor institutions are investing heavily in their academic infrastructure, taking advantage of readily-available loan finance backed by government guarantees. The Board will need to take a view about the future direction of the School and the means to achieve the necessary investment. It is intended to consult widely on the revised strategic plan and bring a formal proposal back to the Board at its November meeting.

The agenda also contains progress reports concerning the new Enterprise department (item 18), Milton Court (item 19) and Development (item 20) and the Board is asked to approve the final fees schedule for 2013/14, which it routinely does at this stage of the cycle. The proposed schedule of fees is consistent with the Board's policy of equalising our fees with those of our competitors once Milton Court is open.

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 un-starred 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. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 14 May 2012 (copy attached).

For Decision
(Pages 1 - 10)

4. ***MINUTES OF THE FINANCE & RESOURCES COMMITTEE**

To receive the public minutes and summary of the meeting held on 15 June 2012 (copy attached).

For Information
(Pages 11 - 12)

5. ***MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

To receive the public minutes and summary of the meeting held on 3 July 2012 (copy attached).

For Information
(Pages 13 - 16)

6. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal (copy attached).

For Information
(Pages 17 - 28)

7. **GOVERNANCE REVIEW**

Report of the Town Clerk, on behalf of the Post Implementation Governance Review Working Party (copy attached).

For Decision
(Pages 29 - 40)

8. **CULTURAL STRATEGY**

Report of the Director of Culture, Heritage & Libraries (copy attached).

For Decision
(Pages 41 - 68)

9. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk (copy attached).

For Information
(Pages 69 - 70)

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 of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item Nos.	Exempt Paragraphs
13 - 22	3

Part 2 - Non Public Agenda

13. **NON PUBLIC MINUTES**

To agree the non-public minutes and summary of the meeting held on 14 May 2012 (copy attached).

For Decision
(Pages 71 - 76)

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

To receive the non-public minutes and summary of the meeting held on 15 June 2012 (copy attached).

For Information
(Pages 77 - 80)

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

To receive the non-public minutes and summary of the meeting held on 3 July 2012 (copy attached).

For Information
(Pages 81 - 84)

16. **STRATEGIC PLAN REVIEW**

Report of the Principal (copy attached).

For Discussion/Consideration
(Pages 85 - 98)

17. **FULL FEE SCHEDULE 2013/14**

Report of the Principal (copy attached).

For Decision
(Pages 99 - 116)

18. **GUILDHALL SCHOOL ENTERPRISE BUSINESS PLAN AND UPDATE ON ACTIVITY TO DATE**
Report of the Assistant Principal (copy attached).
For Decision
(Pages 117 - 144)
19. ***THE GUILDHALL SCHOOL WITH MILTON COURT**
Report of the Chief Operating and Financial Officer (copy attached).
For Information
(Pages 145 - 156)
20. ***DEVELOPMENT OFFICE ANNUAL REPORT 2011/12**
Report of the Head of Development (copy attached).
For Information
(Pages 157 - 174)
21. ***2013 ACCESS AGREEMENT AND INTERIM WIDENING PARTICIPATION STRATEGIC ASSESSMENT**
Report of the Principal (copy attached).
For Information
(Pages 175 - 182)
22. **FINANCE REVIEW**
Report of the Chief Operating and Financial Officer (copy attached).
For Information
(Pages 183 - 188)
23. **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**