



## **Board of Governors of the Guildhall School of Music and Drama**

**Date:** MONDAY, 19 NOVEMBER 2012

**Time:** 1.45 pm

**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	Deputy Wendy Mead
Christina Coker	Ann Pembroke
Neil Constable	Deputy Richard Regan
Deputy Stella Currie	Jeremy Simons
Daisy Evans	Alderman Fiona Woolf
Daniel Evans	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**

# **AGENDA**

## **Principal's Introduction to the Agenda**

The November meeting of the Board traditionally balances prospective and retrospective matters. Members have before them at this meeting a series of annual reports for the 2011/12 academic year, from the Teaching and Learning Board (item 8) and the Research Committee (item 9), together with the annual suite of documents that comprise the institutional annual accountability return to the Higher Education Funding Council for England (HEFCE) (items 10 and 16). The reports from the TLB and the Research Committee give a comprehensive overview of the work of these two senior committees and show that the year in question was one of considerable achievement.

The TLB report shows that academic standards continue to be extremely high, as indicated by the many examples of strength and good practice reported by our External Examiners. Degree outcomes were consistently strong, with a high proportion of firsts and upper second awards at bachelor's level and distinctions at masters level. Overall student satisfaction is high and the School is addressing particular weaknesses identified through the National Student Survey (NSS) and the Whole-School Survey (WSS). Student appeals and disciplinary cases were in low single figures. The TLB report also includes the School's annual equality monitoring report (pp 41-43).

The Research Committee report also reflects a year of considerable achievement, including the launch of the School's own doctoral programme and work on conferences, publications and preparations for the 2014 Research Excellence Framework (REF). During the year, the School began its leadership of the audiences strand of the AHRC CreativeWorks London hub.

The series of accountability returns to HEFCE includes a number of financial and audit reports, together with the annual report and accounts (item 10c). The annual report summarises the main achievements during the academic year in question, together with an income and expenditure account. The latter shows a deficit of £76k on the year's operations, compared with a deficit of £58k in 2010/11. This outcome corrects the forecast figure in the draft strategic plan (item 18, p 151) and reinforces the view that a step change is required in the School's business model to enable it to achieve a reasonable level of surplus for reinvestment.

Looking prospectively, the key document is the fifth draft of the strategic plan, which has been considered by the TLB and has been the subject of a School-wide consultation. The resource implications of the plan have been considered by the Efficiency and Performance (Sub) Finance Committee for advice to the Resource Allocation Sub (Finance) Committee in December. Two important strands of the strategy (enterprise and under-18 provision) are the subject of an oral presentation from the Senior Business Development Manager (item 17) and a report on the role of CYM within the strategic plan (item 19). Finally, the preliminary budget report (item 20) shows a projected shortfall of £778k in 2013/14 as the additional costs of Milton Court hit the income and expenditure account before they can be offset by additional fee income.

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, if that is not possible, the Chairman at the start of the meeting.

### Part 1 - Public Agenda

1. **APOLOGIES**

2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

3. **MINUTES**

To agree the public minutes of the meeting held on 17 September 2012.

**For Decision**  
(Pages 1 - 6)

4. **\* MINUTES OF THE GOVERNANCE AND EFFECTIVENESS COMMITTEE**

To receive the public minutes of the meeting held on 24 October 2012.

**For Information**  
(Pages 7 - 10)

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

To receive the public minutes of the meeting held on 1 November 2012 (to follow).

**For Information**

6. **\* PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

**For Information**  
(Pages 11 - 22)

7. **\* CRIMINAL RECORDS BUREAU CHECKS FOR MEMBERS**

Joint report of the Town Clerk and the Director of HR.

**For Decision**  
(Pages 23 - 28)

8. **ANNUAL REPORT OF THE TEACHING AND LEARNING BOARD**

Report of the Principal.

**For Information**  
(Pages 29 - 44)

9. **ANNUAL REPORT OF THE RESEARCH COMMITTEE**

Report of the Principal.

**For Information**  
(Pages 45 - 64)

10. **HEFCE ANNUAL ACCOUNTABILITY RETURN REPORTS**

**For Information**

- a) Annual Accountability Return Overview (Pages 65 - 66)  
Report of the Chief Operating and Financial Officer.
- b) Annual Assurance Return (Pages 67 - 68)  
Report of the Chief Operating and Financial Officer.
- c) Audited Financial Statements (Pages 69 - 88)  
Report of the Chief Operating and Financial Officer.
- d) Internal Audit Internal Control Assessment for the Academic Year 2011/12  
(Pages 89 - 94)  
Report of the Chamberlain.

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 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.

**Part 2 - Non Public Agenda**

14. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 17 September 2012.

**For Decision**  
(Pages 95 - 98)

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

To receive the non-public minutes of the meeting held on 1 November 2012 (to follow).

**For Information**

16. **HEFCE ANNUAL ACCOUNTABILITY RETURN REPORTS**

- a) Completed Financial Results and Forecast Tables (Pages 99 - 108)  
Report of the Chief Operating and Financial Officer.
- b) HEFCE Accounts Direction for 2012/13 (Pages 109 - 122)  
Report of the Principal of the Guildhall School of Music & Drama.
- c) Financial Commentary (Pages 123 - 124)  
Report of the Chief Operating and Financial Officer.
- d) Audit Committee Annual Report  
Report of the Chief Operating and Financial Officer (to follow).
- e) Economy, Efficiency and Effectiveness (Pages 125 - 142)  
Report of the Chief Operating and Financial Officer.

17. **ENTERPRISE UPDATE**

A presentation by Andrew Almond, Senior Business Development Manager at the Guildhall School of Music & Drama.

**For Information**

18. **SCHOOL STRATEGIC PLAN**

Report of the Principal.

**For Information**  
(Pages 143 - 158)

19. **CYM AND THE STRATEGIC PLAN**

Report of the Principal.

**For Decision**  
(Pages 159 - 164)

20. **GUILDHALL SCHOOL BUDGET REPORT - 2013/14**

Report of the Chief Operating and Financial Officer.

**For Information**  
(Pages 165 - 172)

21. **FINANCE REVIEW**

Report of the Chief Operating and Financial Officer.

**For Information**  
(Pages 173 - 180)

22. **RISK REGISTER**

Report of the Head of Estates and Facilities Management.

**For Information**  
(Pages 181 - 208)

23. **CONSOLIDATED OUTCOME REPORT FOR TEACHING & LEARNING PHASE,  
REFURBISHMENT OF REMAINING LIFTS AND THEATRE LIFTS**

Report of the Principal.

**For Information**  
(Pages 209 - 218)

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

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

**Part 3 - Members Only Agenda**

26. **STAFFING ISSUES**

Oral Update by the Principal.

**For Information**