



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 4 FEBRUARY 2013

Time: 11.30 am

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

Members:

Alderman David Graves (Chairman)	Professor Barry Ife
Deputy John Bennett (Deputy Chairman)	Pamela Lidiard
Deputy John Barker	Kathryn McDowell
Sir Andrew Burns	Deputy Wendy Mead
John Chapman	Ann Pembroke
Christina Coker	Deputy Richard Regan
Neil Constable	Jeremy Simons
Deputy Stella Currie	Alderman Fiona Woolf
Daisy Evans	Alderman Sir David Wootton
Daniel Evans	Vacancy (Non Teaching Staff)
Paul Hughes	

Enquiries: Rakesh Hira
tel. no.: 020 7332 1408
rakesh.hira@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

Principal's Introduction to the Agenda

If 2012 was a momentous year for the nation, 2013 will be equally momentous for the Guildhall School. We are looking forward to collecting the keys for Milton Court and the formal opening on September 26. We are also looking forward in the hope of a good outcome from our application for taught degree-awarding powers. And we have a major challenge ahead to achieve financial sustainability in support of our strategic plan.

Many of the agenda items touch on these central themes. The Principal's general report (item 7) shows that the School is weathering the post-Browne turbulence quite well and we admitted slightly more students in 2012 than planned, in spite of a reduction in applications. Overseas recruitment is also improving in response to a more planned approach to auditions in North America and the Far East. The plan for regional centres, led by CYM, is gaining pace and will play a very important role in helping us to meet our widening participation targets (item 19). Most importantly, our recent graduates continue to make their mark in their chosen professions. We have highlighted some recent alumni successes to underline the point that, by working closely with its industry partners, the School makes a massive contribution to the social, cultural and economic impact of the creative industries in the UK.

As signalled in the revised strategic plan, the advent of Milton Court will add considerably to the School's running costs and there will be an appreciable gap before commercial and student growth is able to meet the net additional cost of the building. Applications to HEFCE and CityCorp for investment to meet this challenge will need further work (item 15), but we are managing these and other risks prudently and effectively (item 20). The need to create a margin for reinvestment is underlined by the annual statutory return on the costs of teaching, which is rather too cost-effective for comfort (item 18). Equally important in terms of efficiency is environmental sustainability, in which the School has improved its performance very considerably in recent years (item 9).

What started as a major risk, fundraising for Milton Court, is now much lower, but £4m of the original £13.5m target remains to be raised. As we approach the final stages of the fundraising campaign we need to put in place some principles and processes for recognising gifts appropriately, and (item 17) sets out proposals that would be consistent with best practice in the HE sector and meet the needs of the City of London Corporation.

Finally, the Students' Union has revised its constitution, which is submitted for approval (item 8).

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 of the meeting held on 19 November 2012 (copy attached).

For Decision
(Pages 1 - 8)

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

For Information

a) *12 November 2012 (Pages 9 - 12)

To receive the public minutes of the Finance & Resources Committee held on 12 November 2012 (copy attached).

b) *16 January 2013 (Pages 13 - 14)

To receive the public minutes of the Finance & Resources Committee held on 16 January 2013 (copy attached).

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

To receive the public minutes of the Audit & Risk Management Committee held on 18 January 2013 (copy attached).

For Information
(Pages 15 - 18)

6. **TERMS OF REFERENCE**

In accordance with the Order of the Court of Common Council, of 6 December 2012, the Committee are invited to review their terms of reference prior to their submission to the Court at its meeting in April 2013 (copy attached).

For Decision
(Pages 19 - 20)

7. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal (copy attached).

For Information
(Pages 21 - 38)

8. **STUDENTS' UNION CONSTITUTION**

Report of the Students' Union President (copy attached).

For Decision
(Pages 39 - 72)

9. ***GUILDHALL SCHOOL CARBON REDUCTION STRATEGY**

Report of the Director of Strategic Projects (copy attached).

For Decision
(Pages 73 - 108)

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.

Part 2 - Non Public Agenda

13. NON PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 19 November 2012 (copy attached).

For Decision
(Pages 109 - 114)

14. NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE

For Information

- a) 12 November 2012 (Pages 115 - 118)

To receive the non-public minutes of the Finance & Resources Committee held on 12 November 2012 (copy attached).

- b) 16 January 2013 (Pages 119 - 122)

To receive the non-public minutes of the Finance & Resources Committee held on 16 January 2013 (copy attached).

15. RESOLUTION OF THE RESOURCE ALLOCATION SUB COMMITTEE

Resolution of the Resource Allocation Sub Committee, held on 13 December 2012, in relation to the Guildhall School Strategic Plan 2010 – 2015 (copy attached).

For Information
(Pages 123 - 124)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 18 January 2013 (copy attached).

For Information
(Pages 125 - 128)

17. FUNDRAISING STRATEGY FOR MILTON COURT: NAMING RIGHTS

Joint report of the Principal and Town Clerk (To Follow).

For Decision

18. **ANNUAL TRANSPARENT APPROACH TO COSTING (TRAC) RETURN REPORTING FOR ACADEMIC YEAR 2011/12**

Report of the Principal (copy attached).

For Decision
(Pages 129 - 142)

19. **MONITORING RETURNS: ACCESS AGREEMENT 2011, WIDENING PARTICIPATION STRATEGIC ASSESSMENT 2009-2012 & NATIONAL SCHOLARSHIP PROGRAMME 2012/13**

Report of the Principal (copy attached).

For Information
(Pages 143 - 148)

20. **GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER**

Report of the Head of Estates and Facilities Management (copy attached).

For Information
(Pages 149 - 158)

21. **FINANCE REVIEW**

Report of the Chief Operating & Financial Officer (copy attached).

For Information
(Pages 159 - 166)

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

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

24. **GOVERNOR'S ONLY MINUTES**

To agree the Governors Only confidential minutes of the meeting held on 19 November 2012 (separately circulated).

For Decision