



Board of Governors of the Guildhall School of Music and Drama

Date: WEDNESDAY, 18 SEPTEMBER 2013

Time: 1.45 pm

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

Members:

| | |
|--|----------------------|
| Alderman David Graves (Chairman) | Paul Hughes |
| Deputy John Bennett (Deputy Chairman) | Professor Barry Ife |
| Deputy John Barker | Pamela Lidiard |
| Sir Andrew Burns | Jeremy Mayhew |
| Deputy John Chapman | Kathryn McDowell |
| Christina Coker | Ann Pembroke |
| Neil Constable | John Scott |
| Ieuan Davies | Jeremy Simons |
| Daniel Evans | Angela Starling |
| Marianne Fredericks | Alderman Fiona Woolf |
| Gareth Higgins | |

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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

This summer vacation has been busier than ever, with the phased occupation of Milton Court (item 7) and the consequential building works in the Silk St building taking up a great deal of time and energy. The late completion and occupation of Milton Court has produced some favourable calendar variances in the management accounts (item 22), but has also led to some additional costs that were not in the School's original budget. Fundraising for Milton Court has also progressed, with the School now over £10m towards a target of £13.5m, leaving £3.4m to be raised (item 20). An external review of our fundraising performance by More Partnership (item 21) has proved broadly positive and suggests that more could be achieved with further investment and some shift of focus. Preparations for the formal opening of Milton Court on 26 September are well advanced and the Board will receive a proof copy of the programme for the evening at the meeting on 18 September.

A great deal of work has also been done following the audit of child protection policies earlier this year. Child protection has become a major issue for all conservatoires with junior departments and the Guildhall School has more provision in this area than most. Following the recommendations of the audit, all three policies have been brought together in a single document for approval by the Board (item 8).

In respect of finance, the proposed fee schedule for 2014/15 is for approval (item 16) and the Board is asked to note the importance of the Access agreement with the Office of Fair Access (OFFA, item 18), without which the School would not be able to charge the higher fee of £9,000 pa to home and other EU undergraduate students. The new Director of OFFA will be visiting the School in 2014 to discuss our approach to access and widening participation. The School's enterprise and business plan is also submitted for approval (item 17) and sets out the main features of our planned approach to meeting medium term income targets in support of the School's long term financial plan.

In general, the School is in a strong position artistically and academically and the income and expenditure account is broadly on target. When the new facilities at Milton Court are finally complete, and the existing building is refurbished, we look forward to concentrating on developing our training and performance portfolio to produce world-class performers and practitioners in both music and drama.

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 13 May 2013 (copy attached).

For Decision
(Pages 1 - 8)

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

To receive the public minutes of the Finance & Resources Committee held on 30 April 2013 (attached) and 5 September 2013 (to follow).

For Information

a) 30 April 2013 (Pages 9 - 10)

b) 5 September 2013

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

To receive the public minutes of the Audit & Risk Management Committee of the meeting held on 1 July 2013 (copy attached).

For Information
(Pages 11 - 14)

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

To receive the public minutes of the Remuneration Committee held on 8 July 2013 (copy attached).

For Information
(Pages 15 - 18)

7. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

For Information
(Pages 19 - 26)

8. **CHILDREN AND YOUNG PEOPLE SAFEGUARDING POLICY**

Joint report of the Principal and the Town Clerk (copy attached).

For Decision
(Pages 27 - 54)

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

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

11. **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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act

For Decision

Part 2 - Non Public Agenda

12. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 13 May 2013 (copy attached).

For Decision
(Pages 55 - 60)

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

To receive the non-public minutes of the Finance & Resources Committee held on 30 April 2013 (attached) and 5 September 2013 (to follow).

For Information

- a) 30 April 2013 (Pages 61 - 64)
- b) 5 September 2013

14. ***NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
To receive the non-public minutes of the Audit & Risk Management Committee of the meeting held on 1 July 2013 (copy attached).
- For Information**
(Pages 65 - 68)
15. ***NON PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**
To receive the non-public minutes of the Remuneration Committee held on 8 July 2013 (copy attached).
- For Decision**
(Pages 69 - 70)
16. **FEE SCHEDULE FOR 2014/15**
Report of the Principal (copy attached).
- For Decision**
(Pages 71 - 82)
17. **GUILDHALL SCHOOL ENTERPRISE BUSINESS PLAN AND UPDATE ON ACTIVITY TO DATE**
Report of the Assistant Principal (copy attached).
- For Decision**
(Pages 83 - 102)
18. **2014 ACCESS AGREEMENT**
Report of the Principal (copy attached).
- For Information**
(Pages 103 - 106)
19. **TEACHING AND LEARNING STRATEGY**
Report of the Assistant Principal.
- For Decision**
(Pages 107 - 122)

20. **DEVELOPMENT OFFICE ANNUAL REPORT 2012/13**

Report of the Head of Development (copy attached).

For Information
(Pages 123 - 154)

21. **DEVELOPMENT REVIEW REPORT AND RECOMMENDATIONS**

Report of the Head of Development (copy attached).

For Decision
(Pages 155 - 202)

22. **FINANCE REVIEW JULY 2013 PERIOD 4, 2013/14 FINANCIAL YEAR**

Report of the Chief Operating and Financial Officer.

For Information
(Pages 203 - 208)

23. **NON PUBLIC 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**

Governors Only

25. **OPERATION PERILLA**

Oral update by the Principal.

For Information

26. **SENIOR STAFF ROLES**

Report of the Principal (To Follow).

For Decision