



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 18 NOVEMBER 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

Principal's Introduction to the Agenda

At this point in the annual cycle we ask the Board to approve a batch of documents that constitute the School's Annual Accountability Return to HEFCE (Items 11 & 19). There are several parts to this return, spread across the public and non-public agenda, but taken together they paint a very positive picture of the School's achievements in the 2012/13 academic year. The central document is the annual report and accounts (Item 11b) which shows that the financial outturn for the year was positive, although not by very much, and the performance programme was extremely good and was well received within both the educational and cultural sectors.

At this meeting we also produce our annual report from the Teaching and learning Board (Item 9), which is the equivalent of the report of the Academic board in a larger institution. TLB is the most senior academic committee of the School and takes overall responsibility for academic standards and the proper conduct of academic affairs. Again, this year's report is very positive in terms both of the conduct of business – especially the management of the taught degree-awarding powers process – and the level of student achievement.

In respect of financial matters, the half –year management accounts (Item 21) are showing an appreciable positive variance – largely due to the delay in completing Milton Court - which will be needed at year end. The accounts show some pressure on fee income caused by a small shortfall in the student roll (continuing plus new enrolments) which is largely attributable to over-optimism in projected recruitment to a new postgraduate programme. The current forecast outturn for FY 2013/14 is, however, broadly in balance. The preliminary budget for 2013/14 (Item 20) is also broadly in balance, although careful monitoring of student recruitment will be needed to deliver more challenging intake targets for AY 2014/15.

Milton Court opened to great acclaim and a media digest will be available at the meeting. As the Principal's general report makes clear (Item 8), there is no room for complacency and the senior management team have identified a number of operational issues that will require attention and investment if the School is to meet the challenges ahead while maintaining high standards.

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 2013.

For Decision
(Pages 1 - 6)

4. **REMUNERATION COMMITTEE**

a) Public Minutes of the Remuneration Committee (Pages 7 - 10)

To receive the public minutes of the Remuneration Committee held on 24 September 2013.

For Information

b) Terms of Reference of the Remuneration Committee (Pages 11 - 12)

To approve the Terms of Reference of the Remuneration Committee.

For Decision

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

To receive the public minutes of the Audit & Risk Management Committee held on 4 November 2013 (To Follow).

For Information

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

To receive the public minutes of the Finance & Resources Committee held on 4 November 2013 (To Follow).

For Information

7. **TERMS OF REFERENCE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA AND FREQUENCY OF MEETINGS**

Report of the Town Clerk.

For Decision
(Pages 13 - 14)

8. **PRINCIPAL'S GENERAL REPORT**
 Report of the Principal.
For Information
 (Pages 15 - 20)
9. **TEACHING & LEARNING BOARD ANNUAL REPORT 2012//2013**
 Report of the Principal.
For Information
 (Pages 21 - 36)
10. **RESEARCH AND KNOWLEDGE EXCHANGE COMMITTEE ANNUAL REPORT 2012-13**
 Report of the Principal.
For Information
 (Pages 37 - 56)
11. **HEFCE ANNUAL ACCOUNTABILITY RETURN 2013**
 Report of the Chief Operating & Financial Officer.
For Information
 (Pages 57 - 58)
- a) Annual Assurance Return (Pages 59 - 60)
For Information
- b) Audited Financial Statements (Pages 61 - 82)
For Decision
- c) Internal Audit Update (Pages 83 - 94)
For Information
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **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

15. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 September 2013.

For Decision
(Pages 95 - 98)

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

To receive the non-public minutes of the Remuneration Committee held on 24 September 2013.

For Information
(Pages 99 - 100)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 4 November 2013 (To Follow).

For Information

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

To receive the non-public minutes of the Finance & Resources Committee held on 4 November 2013 (To Follow).

For Information

19. **HEFCE ANNUAL ACCOUNTABILITY RETURN 2013**

a) Accounts Direction (Pages 101 - 112)

For Information

b) Financial Results, Forecast Tables and Financial Commentary (Pages 113 - 120)

For Decision

c) Audit & Risk Management Committee - Annual Report (Pages 121 - 128)

For Information

d) Economy, Efficiency and Effectiveness (Pages 129 - 140)

For Information

e) Letters of Representation (Pages 141 - 142)

For Information

20. **GUILDHALL SCHOOL BUDGET REPORT - 2014/15**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 143 - 156)

21. **FINANCE REVIEW**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 157 - 164)

22. **NON PUBLIC 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**

Governors Only

24. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 18 September 2013.

For Decision

25. **CONFIDENTIAL REPORT**

Report of the Principal.

For Decision