



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 20 SEPTEMBER 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Graham Packham (Chairman)	Steven Gietzen
George Abrahams	Neil Greenwood
Munsur Ali	Dr Paula Haynes
Randall Anderson	Vivienne Littlechild
Deputy David Bradshaw	Andrew Mayer
Natasha Bucknor	Jeremy Mayhew
Professor Geoffrey Crossick	Harry Plant
Professor Maria Delgado	The Rt Hon. the Lord Mayor,
Simon Duckworth	Alderman William Russell
Marianne Fredericks	Andy Taylor
	Jonathan Vaughan

Enquiries: Julie.Mayer@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/byFF1-Bz7JU>

This meeting will be a virtual meeting and therefore will not take place in a physical location. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting Certain non-contentious matters for decision have been marked + with recommendations to be agreed without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to 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 non-public summary of the meeting held on 17th May 2021.

For Decision
(Pages 7 - 14)
4. **PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***
To receive the public minutes and non-public summary of the following meetings:

For Information

 - a) Governance and Effectiveness Committee - 5th July 2021 (Pages 15 - 18)
 - b) Audit and Risk Management Committee - 15th July 2021 (Pages 19 - 26)
 - c) Finance and Resources Committee - 8th September 2021 (Pages 27 - 30)

Draft Minutes
5. **TO APPOINT A DEPUTY CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 30**
Members are asked to appoint a Deputy Chairman.

For Decision
6. **TO CONFIRM AN APPOINTMENT TO THE GOVERNANCE AND EFFECTIVENESS COMMITTEE**
Chairman to be heard.

For Decision

7. **PRINCIPAL'S PUBLIC REPORT - INCLUDING STRATEGIC AND BUSINESS PLAN UPDATES**

Report of the Principal, Guildhall School of Music and Drama.

For Information
(Pages 31 - 48)

8. **ANNUAL FINANCIAL RETURN TO THE OFFICE FOR STUDENTS +**

Report of the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 49 - 52)

a) Audited Financial Statements for the eight months to 31 March 2021 (Pages 53 - 76)

b) Management Letter from the External Auditors regarding the Financial Statements (Pages 77 - 88)

c) The Annual Financial Return setting out the School's results for the last two years and Forecasts for the following five years (Pages 89 - 140)

d) A commentary covering the main year on year variances contained within the Annual Financial Return (Pages 141 - 148)

9. **INTERNAL AUDIT ANNUAL REPORT AND OPINION ***

Report of the Head of Audit and Risk Management.

For Information
(Pages 149 - 154)

10. **ANNUAL REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE**

Report of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music and Drama.

For Decision
(Pages 155 - 166)

11. **CAPITAL AND CYCLICAL WORKS PROGRAMME (CWP) ANNUAL PROGRESS REPORT**

Report of the Director of Operations and Buildings, Guildhall School of Music and Drama and Barbican Centre.

For Information
(Pages 167 - 184)

12. **CARBON REDUCTION KEY PERFORMANCE INDICATORS (KPI'S) AND APPROVED STRATEGY**

Report of the Principal, Guildhall School of Music and Drama.

For Information
(Pages 185 - 210)

13. **SAFEGUARDING POLICY**
Report of the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 211 - 240)

14. **ARRANGEMENTS FOR FUTURE MEETINGS**
Chair to be heard.

For Decision

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

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

17. **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.

For Decision

Part 2 – Non-Public Agenda

18. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 17th May 2021.

For Information
(Pages 241 - 246)

19. **NON-PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***

For Information

- a) Governance and Effectiveness Committee - 5th July 2021 (Pages 247 - 252)
- b) Audit and Risk Management Committee - 15th July 2021 (Pages 253 - 256)
- c) Finance and Resources Committee - 8th September 2021 (Pages 257 - 258)

Draft Minutes

21. **PRINCIPAL'S NON-PUBLIC REPORT**
Report of the Principal, Guildhall School of Music and Drama.

For Information
(Pages 259 - 276)

22. **STUDENT UNION ANNUAL REPORT**
Report of the Chair of the Student Union.
- For Information**
(Pages 277 - 298)
23. **SAFEGUARDING NON-PUBLIC REPORT**
Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 299 - 308)
24. **MANAGEMENT DASHBOARD FOR THE FOUR MONTHS TO JULY 2021**
Report of the Principal, Guildhall School of Music and Drama
- For Information**
(Pages 309 - 316)
25. **RISK REGISTER**
Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 317 - 336)
26. **TOWN CLERK'S 'REPORT OF ACTION TAKEN' RE BARBICAN FIRE SAFETY PROJECTS AND BARBICAN CONFINED SPACES - GW2**
Report of the Town Clerk.
- For Information**
(Pages 337 - 338)
27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**