



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 22 NOVEMBER 2021

Time: 1.45 pm

Venue: COMMITTEE ROOM 3 AND ACCESSIBLE VIA TEAMS

Members:

| | |
|------------------------------------|--------------------------|
| Graham Packham (Chairman) | Alderman William Russell |
| Randall Anderson (Deputy Chairman) | Andy Taylor |
| Vivienne Littlechild | Neil Greenwood |
| George Abrahams | Dr Paula Haynes |
| Deputy David Bradshaw | Munsur Ali |
| Professor Geoffrey Crossick | Harry Plant |
| Professor Maria Delgado | Natasha Bucknor |
| Amatey Doku | Andrew Mayer |
| Simon Duckworth | Jonathan Vaughan |
| Marianne Fredericks | |
| Steven Gietzen | |
| Jeremy Mayhew | |

Enquiries: julie.mayer@cityoflondon.gov.uk

Members of the public can observe this virtual public meeting at
<https://youtu.be/HJAKMyholc0>

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 20th September 2021.

For Decision
(Pages 7 - 14)

4. **PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***

To receive the following sets of public minutes :

For Information

- a) Remuneration and Nominations Committee - 2nd November 2021 (draft) - TO FOLLOW
- b) Governance and Effectiveness Committee - 4th November 2021 (draft) - TO FOLLOW
- c) Finance and Resources - 8th November 2021 (draft) - TO FOLLOW
- d) Audit and Risk Management - 9th November 2021 (draft) - TO FOLLOW

5. **PRINCIPAL'S PUBLIC REPORT**

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

For Information
(Pages 15 - 26)

6. **STATEMENT OF COMPLIANCE WITH CUC CODE OF GOVERNANCE**

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

For Decision
(Pages 27 - 44)

7. **ACADEMIC BOARD ANNUAL REPORT 2020/21**
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 45 - 82)
8. **REMUNERATION ANNUAL REPORT 2021 +**
Report of the Principal, Guildhall School of Music & Drama.
For Decision
(Pages 83 - 106)
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 Part I of Schedule 12A of the Local Government Act.

Part 2 - Non Public Agenda

12. **NON PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 20th September 2021.
For Decision
(Pages 107 - 112)
13. **NON PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS***
To receive the following:
For Information
- a) Remuneration and Nominations - 2nd November (draft) - TO FOLLOW
 - b) Governance and Effectiveness - 4th November (draft) - TO FOLLOW
 - c) Finance and Resources - 8th November (draft) - TO FOLLOW
 - d) Audit and Risk Management - 9th November (draft) - TO FOLLOW
14. **PRINCIPAL'S NON PUBLIC REPORT**
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 113 - 130)

15. **TARGET OPERATING MODEL - REQUEST FOR A DELEGATED DECISION**
Principal to be heard.
For Decision
16. **NSS ASSESSMENT RATINGS - SCHOOL'S RESPONSE**
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 131 - 138)
17. **SAFEGUARDING UPDATE**
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 139 - 140)
18. **RESEARCH**
To receive 2 updates from the Head of Research, Guildhall School of Music and Drama.
For Information
- a) Research strategy 2021-26 (Pages 141 - 144)
- b) Annual Report 2020/21 (Pages 145 - 162)
19. **GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER ***
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 163 - 254)
20. **GUILDHALL SCHOOL BUDGET REPORT – 2022/23 ***
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 255 - 260)
21. **MANAGEMENT DASHBOARD FOR THE SIX MONTHS TO SEPTEMBER 2021 ***
Report of the Principal, Guildhall School of Music and Drama.
For Information
(Pages 261 - 268)
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**

