



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 21 FEBRUARY 2022

Time: 1.45 pm

Venue: HYBRID PUBLIC MEETING

Members:

Graham Packham (Chairman)	Neil Greenwood
Randall Anderson (Deputy Chairman)	Dr Paula Haynes
George Abrahams	Vivienne Littlechild
Munsur Ali	Andrew Mayer
Deputy David Bradshaw	Jeremy Mayhew
Natasha Bucknor	Harry Plant
Professor Geoffrey Crossick	Alderman Sir William Russell
Professor Maria Delgado	Andy Taylor
Doku, Board of Governors of the Guildhall School of Music and Drama	Jonathan Vaughan
Simon Duckworth	
Marianne Fredericks	
Steven Gietzen	

Enquiries: Julie.Mayer@cityoflondon.gov.uk

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

<https://youtu.be/Ai MGgQOCM4>

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

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 22nd November 2021.

For Decision
(Pages 7 - 14)

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

To receive the public minutes of the following recent Committee meetings:

For Information

a) **Audit and Risk Management Committee - held on 1st February 2022**
(Pages 15 - 20)

b) **Governance and Effectiveness Committee - held on 8th February 2022**
(TO FOLLOW)

5. **PRINCIPAL'S PUBLIC REPORT**

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

For Information
(Pages 21 - 40)

6. **AMENDMENTS TO INSTRUMENT & ARTICLES OF GOVERNMENT**

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

For Decision
(Pages 41 - 50)

7. **TEACHING AND LEARNING STRATEGY**

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

For Decision
(Pages 51 - 84)

8. **REQUEST FOR A DELEGATED AUTHORITY - STUDENT UNION AMENDMENTS TO THE VICE PRESIDENT STRUCTURE**

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

For Decision
(Pages 85 - 86)

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 22ND November 2021.

For Decision
(Pages 87 - 90)

13. **NON PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***

To receive the non-public minutes of the following recent Committee meetings:

For Information

a) **Audit and Risk Management Committee - held on 1st February 2022**
(Pages 91 - 94)

b) **Governance and Effectiveness Committee - held on 8th February 2022**
(TO FOLLOW)

14. **PRINCIPAL'S NON-PUBLIC REPORT**

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

For Information
(Pages 95 - 110)

15. **SAFEGUARDING UPDATE**

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

For Information
(Pages 111 - 116)

16. **GUILDHALL SCHOOL OF MUSIC AND DRAMA AND BARBICAN CENTRE CATERING BLOCK HEATING, COOLING AND VENTILATION PROJECT: GATEWAY 2 - PROJECT PROPOSAL**
- Report of the Director of Operations and Buildings, Guildhall School of Music and Drama and Barbican Centre.
- For Decision**
(Pages 117 - 142)
17. **GUILDHALL SCHOOL OF MUSIC AND DRAMA/BARBICAN CONFINED SPACES AND BARBICAN FIRE SAFETY (JOINT PROJECT): GATEWAY 2 - ISSUES REPORT**
- Joint report of the Principal, Guildhall School of Music and Drama; the Managing Director of the Barbican Centre and the City Surveyor.
- For Decision**
(Pages 143 - 156)
18. **DASHBOARD FOR THE 9 MONTHS TO DECEMBER 2021 ***
- Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 157 - 162)
19. **RISK REGISTER***
- Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 163 - 168)
20. **MEDIUM TERM FINANCIAL PLAN DEEP DIVE***
- Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 169 - 172)
21. **ACCESS AND PARTICIPATION MONITORING 2020/21**
- Report of the Principal, Guildhall School of Music and Drama.
- For Decision**
(Pages 173 - 196)
22. **AGED DEBT REPORT FOR THE GUILDHALL SCHOOL OF MUSIC & DRAMA AS AT 31 JANUARY 2021**
- Report of the Principal, Guildhall School of Music and Drama.
- For Decision**
(Pages 197 - 202)

23. **REQUEST FOR A DELEGATED AUTHORITY - TRAC RETURN**

Group Accountant, Guildhall School of Music and Drama to be heard.

For Decision

24. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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

Confidential Agenda

26. **REPORT OF ACTION TAKEN - TARGET OPERATING MODEL & GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA - DELEGATED AUTHORITY**

Report of the Town Clerk. *NB. Governors received the report in full when it was circulated, by the Chair of the Board, as part of the consultation process ahead of taking the decision under Delegated Authority.*

Principal, Guildhall School of Music and Drama will provide a verbal update.

For Information

27. **EQUALITY, DIVERSITY AND INCLUSION UPDATE**

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

For Information