



## Board of Governors of the Guildhall School of Music and Drama

**Date:** MONDAY, 9 FEBRUARY 2015  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Alderman David Graves (Chairman)  
Deputy John Bennett (Deputy Chairman)  
Deputy John Barker  
Sir Andrew Burns  
Christina Coker  
Neil Constable  
Marianne Fredericks  
Lucy Frew  
Jo Hensel  
Gareth Higgins  
Michael Hoffman  
Paul Hughes  
Professor Barry Ife  
Jeremy Mayhew  
Kathryn McDowell  
Ann Pembroke  
Alderman William Russell  
John Scott  
Jeremy Simons  
Angela Starling  
Alex Tostdevine

**Enquiries:** **Gregory Moore**  
tel. no.: 020 7332 1399  
[gregory.moore@cityoflondon.gov.uk](mailto:gregory.moore@cityoflondon.gov.uk)

Lunch will be served in the Guildhall Club at 1pm  
NB: Part of this meeting could be the subject of audio video recording

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Principal's Introduction to the Agenda

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. **MINUTES**
  - a) **Minutes of the Board**  
To agree the public minutes and summary of the meeting held on 17 November 2014.  

**For Decision**  
(Pages 1 - 6)
  - b) **\*Minutes of the Governance & Effectiveness Committee**  
To receive the public minutes and summary of the meeting held on 7 November 2014.  

**For Information**  
(Pages 7 - 12)
  - c) **\*Minutes of the Finance & Resources Committee**  
To receive the public minutes and summary of the meeting held on 16 January 2015.  

**For Information**  
(Pages 13 - 14)
  - d) **\*Minutes of the Audit & Risk Management Committee**  
To receive the public minutes and summary of the meeting held on 23 January 2015.  

**For Information**  
(Pages 15 - 18)
  - e) **\*Minutes of the Remuneration Committee**  
To receive the public minutes and summary of the meeting held on 23 January 2015.  

**For Information**  
(Pages 19 - 20)

4. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**  
To receive a resolution of the Policy & Resources Committee from its meeting held on 22 January 2015.  
**For Information**  
(Pages 21 - 22)
5. **PRINCIPAL'S GENERAL REPORT (PUBLIC SECTION)**  
Report of the Principal.  
**For Information**  
(Pages 23 - 34)
6. **INTERNATIONALISATION UPDATE**  
Report of the Vice Principal and Director of Academic Affairs.  
**For Information**  
(Pages 35 - 42)
7. **GOLD MEDAL COMPETITION**  
Report of the Principal.  
**For Decision**  
(Pages 43 - 46)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **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**

11. **NON-PUBLIC MINUTES**
  - a) **Non-public minutes of the Board**  
To agree the non-public minutes of the meeting held on 17 November 2014.  
**For Decision**  
(Pages 47 - 52)
  - b) **\*Non-public Minutes of the Finance & Resources Committee**  
To receive the non-public minutes of the meeting held on 16 January 2015.  
**For Information**  
(Pages 53 - 56)
  - c) **\*Non-public Minutes of the Audit & Risk Management Committee**  
To receive the non-public minutes of the meeting held on 23 January 2015.  
**For Information**  
(Pages 57 - 60)

- d) **\*Non-public minutes of the Remuneration Committee**  
To receive the non-public minutes of the meeting held on 23 January 2015.  
**For Information**  
(Pages 61 - 64)
12. **PRINCIPAL'S GENERAL REPORT (NON-PUBLIC MATTERS)**  
Verbal report of the Principal.  
**For Information**
13. **FINANCE REVIEW**  
Report of the Chief Operating & Financial Officer.  
**For Information**  
(Pages 65 - 78)
14. **PROGRESS REPORT ON THE CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME 2009/10-2013/14 ('CAP 2') AND PROGRAMME 2014/15 - 2015/16 ('CAP 3')**  
Report of the Principal.  
**For Decision**  
(Pages 79 - 92)
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## **BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA**

**Monday, 17 November 2014**

**Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Alderman David Graves (Chairman)	Gareth Higgins
Deputy John Bennett (Deputy Chairman)	Professor Barry Ife
Deputy John Barker	Ann Pembroke
Sir Andrew Burns	Nicy Roberts
Christina Coker	Jeremy Simons
Neil Constable	Angela Starling
Marianne Fredericks	Alex Tostdevine
Lucy Frew	

#### **Officers:**

Saimah Tahir	Town Clerk's Department
Peter Lisley	Town Clerk's Department
Lorraine Brook	Town Clerk's Department
James Goodsell	Town Clerk's Department
Niki Cornwell	Chamberlain's Department
Alexandra Bentley	City Surveyor's Department
Sandeep Dwesar	Guildhall School

#### **1. APOLOGIES**

Apologies were received from Alderman William Russell, Michael Hoffman, Paul Hughes, Jeremy Mayhew and Kathryn McDowell

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Nicy Roberts declared a personal interest in matters relating to the Centre for Young Musicians as Chairman of that body and by virtue of her daughter playing in the LSSO (part of the Centre for Young Musicians).

#### **3. PUBLIC MINUTES**

The public minutes of the meeting held on 22<sup>nd</sup> September 2014, were approved as a correct record.

#### **4. PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

The public minutes of the Audit & Risk Management Committee held on 3<sup>rd</sup> November 2014, were received.

5. **PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**  
The public minutes of the Finance & Resources Committee held on 4<sup>th</sup> November 2014, were received.

6. **PUBLIC MINUTES OF THE GOVERNANCE & EFFECTIVENESS COMMITTEE**  
Members were advised that the public minutes of the Governance & Effectiveness Committee would be submitted to the next meeting of the Board of Governors.

7. **PRINCIPAL'S GENERAL REPORT**  
The Board received a verbal report by the Principal.

The Principal explained that the School continued to look at ways to make savings and were looking at the spaces they occupied to consider the rationale for retaining them.

**RECEIVED.**

8. **TEACHING & LEARNING BOARD - ANNUAL REPORT 2014/15**  
The Board received a report of the Principal which set out the activities of the Board during the last academic year.

A discussion took place on the quality of courses, satisfaction levels of pupils and value for money.

**RECEIVED.**

9. **RESEARCH, KNOWLEDGE EXCHANGE AND ENTERPRISE STRATEGY (R & KE) REPORT**  
The Board considered a report of the Vice Principal and Director of Academic Affairs on the Research and Knowledge Exchange Strategy 2014-18. The Strategy sought to build on the previous work undertaken in this area, setting out an ambitious agenda for developing this area of activity in the School.

**RESOLVED** – That the report be agreed.

10. **HEFCE ANNUAL ACCOUNTABILITY RETURN 2014**

**a) Annual Assurance Return**

The Board considered a report of the Chief Operating & Financial Officer which confirmed that the School had met its obligations to the Higher Education Funding Council for England (HEFCE) under the Financial Memorandum thus enabling HEFCE to fulfil its responsibility as principal regulator.

**RESOLVED** – That the contents of the report be noted.

**b) Accounts Direction for 2014/15**

The Board considered a report of the Principal outlining the Accounts Direction for 2014 – 2015.

**RESOLVED** – That the contents of the report be noted.

**c) Internal Audit Update Report**

The Board considered a report of the Head of Internal Audit detailing the audit work undertaken at the School during the academic year ending 31<sup>st</sup> July 2014.

The Board noted that the School's systems of internal control were generally robust and could be reasonably relied upon.

**RESOLVED** – That the content of the report be noted and, in particular, that the School's systems of internal control were generally robust and could be reasonably relied upon.

**11. CITY OF LONDON CULTURE STRATEGY REPORT 2015/19**

This report was withdrawn.

**12. STUDENT EXPERIENCE PRESENTATION**

The Student Union President gave a presentation to the Board regarding the student experience.

The Board were informed that the Student Union was changing its focus by forming new societies based on the interests within the School and that it was also looking to promote itself through mobile applications and the internet.

The Board was also informed that student accommodation remained a big concern especially since the School was expanding. In response to those concerns Governors were advised that the issues relating to student accommodation were being explored.

The Chairman thanked the Student Union President on behalf of the Board for his update.

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

There were no questions.

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

There were no urgent items.

**15. EXCLUSION OF THE PUBLIC**

**RESOLVED** – 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 as follows:-

Item	Paragraph
16- 26	3

16. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 22<sup>nd</sup> September 2014, were approved as a correct record.

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

The non-public minutes of the Audit & Risk Management Committee held on 3<sup>rd</sup> November 2014, were received.

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

The non-public minutes of the Finance & Resources Committee held on 4<sup>th</sup> November 2014, were received.

19. **NON PUBLIC MINUTES OF THE GOVERNANCE & EFFECTIVENESS BOARD**

Members were informed that the non-public minutes of the Governance & Effectiveness Board would be submitted to the next meeting.

20. **HEFCE ANNUAL ACCOUNTABILITY RETURN 2014**

a) **Audited Financial Statements**

The Board considered and approved a report of the Chief Operating & Financial Officer concerning the Financial Statements for the year ended 31 July 2014.

b) **Audit Committee Annual Report**

The Board considered and approved a report of the Chief Operating & Financial Officer relating to the Audit and Risk Management Committee's Annual report for the year ending 31 July 2014.

c) **Economy, Effectiveness and Efficiency Report**

The Board considered a report of the Chief Operating & Financial Officer relating to the Audit and Risk Management Committee's review of Economy, Effectiveness and Efficiency in the School. The Board approved the report subject to the inclusion of the Museum of London.

21. **GUILDHALL SCHOOL BUDGET REPORT - 2015/16**

The Board considered a report of the Principal regarding the School's budget for 2015/16.

**RESOLVED** – That the content of the report be noted and the savings proposal be approved.



22. **POST TDAP REPORT**

The Board considered a report of the Principal regarding the proposed amendments to the School's Instruments and Articles of Government and terms of reference.

**RESOLVED** – That the report be approved subject to the concurrence of the Policy and Resources Committee and the Court Common Council.

**FURTHER RESOLVED:** With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Board agreed at this point to extend the meeting by up to thirty minutes.

23. **SCHOOL FINANCE REVIEW**

The Board considered a report of the Chief Operating and Financial Officer, regarding the School Finance Review.

**RESOLVED** – That the report be noted.

24. **SERVICE BASED REVIEW PROPOSALS - GUILDHALL SCHOOL OF MUSIC AND DRAMA**

The Board considered a report of the Principal detailing the Service Based Review proposals.

**RESOLVED-** That the report be agreed.

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

There were no questions.

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

There was one item of urgent business regarding Guildhall School Enterprise Update on the 5 year plan.

**RESOLVED** – That the report be approved.

**The meeting closed at 4.30 pm**

-----  
Chairman

**Contact Officer: Saimah Tahir**  
**tel. no.: 020 7332 3113**  
**Saimah.tahir@cityoflondon.gov.uk**

This page is intentionally left blank

## GOVERNANCE AND EFFECTIVENESS COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Friday, 7 November 2014

Minutes of the meeting of the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama held at the Guildhall EC2 at 10.00 am

### Present

#### Members:

Sir Andrew Burns (Chairman)  
Alderman David Graves

Gareth Higgins  
Jeremy Simons

#### Officers:

Peter Lisle  
Alistair MacLellan  
James Goodsell  
Katharine Lewis

Assistant Town Clerk  
Town Clerk's Department  
Town Clerk's Department  
Head of Registry Services, Guildhall School of Music & Drama

#### 1. **APOLOGIES**

Apologies were received from Deputy John Bennett and Professor Barry Ife.

#### 2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

#### 3. **PUBLIC MINUTES**

The public minutes of the meeting held on 21 November 2013 were approved as a correct record.

#### **Matters Arising**

##### **Governor Training**

In response to a question from the Chairman, the Head of Registry Services noted that no funding had been available to send the Students' Union President on the Leadership Foundation training for student governors. Following further comments from Members that such training ought to be provided and would involve only a very modest cost, the Chairman requested that the Head of Registry Services provide a note on the matter to the Board of Governors setting out training options and cost implications.

#### 4. **POST TDAP AMENDMENTS TO THE SCHOOL'S GOVERNANCE ARRANGEMENTS**

The Committee considered a report of the Principal setting out amendments to the School's *Instrument and Articles of Government* and the terms of reference of the School's Teaching & Learning Board.

The Head of Registry Services noted that the Comptroller and City Solicitor's Department would be providing final feedback on the current draft shortly, that the Remembrancer had provided some drafting comments, and that the Chamberlain had expressed some concerns over the level of financial expertise guaranteed on the Board under the proposed arrangements.

The Chairman requested Members to provide their comments on the draft *Instrument and Articles of Government*. A Member noted that he was in favour of the proposed reduction of Common Councilmen on the Board to eight, two of whom would be ex-officio members. He voiced concern over the fact that one proposed ex-officio would be the Chairman of the Culture, Heritage and Libraries Committee, noting that City Corporation committees were more likely to be subject to amendment in their terms of reference and remit than the Board of Governors of the School, making it likely that a future Chairman of the Culture, Heritage and Libraries Committee would not necessarily be a relevant choice for ex-officio member compared with the Chairman of the Barbican Centre Board, which would continue to have close links with the School in the future. Therefore the Member suggested that the eight Common Council members instead be broken down into seven members elected by the Court with the Chairman of the Barbican Centre Board as ex-officio.

The Member went on to voice concern that Common Council members of the Board may not have the time available due to factors such as work pressure to serve on the Board's subcommittees, and in keeping with that, ex-officio members in particular may not have sufficient time to play an active role on the Board. Lastly, the Member noted that the proposed amendments may face opposition from some Members of the Court of Common Council given the perceived reduction in Common Council influence on the Board, in light of recent capital investments by the City Corporation in initiatives such as Milton Court, notwithstanding the fact that City Corporation funding of the School was proportionally being reduced over time to a predicted 20% in 2018.

The Chairman agreed with the importance of ensuring that Board members were prepared to play an active role in the Board's subcommittees. He went on to query what role the Nominations Committee would have in the selection process in relation with the Court of Common Council, and whether it could insist on Members playing an active role on sub committees if elected to the Board.

The Assistant Town Clerk replied that another of the City Corporation's committees, the Education Board, operated a similar process when it came to recommending to the Court of Common Council the appointment of governors of the City Academies - whilst the Education Board had the power to recommend a particular candidate, the final decision rested with the Court of Common Council and therefore it would sensible to ensure that the Nominations Committee set preferred criteria on skills and experience required of governors.

An Alderman noted that it would be sensible to operate reciprocal relationships between City Corporation committees that had similar responsibilities. In the

case of the Board, he noted that there was a close operational link between the School and the Barbican Centre, and the proposed arrangement should seek to develop that. He noted the potential disadvantage of less engagement between the School and the City Corporation in the event of the number of Common Councilmen on the Board being reduced. Whilst he accepted that some members of the Common Council would see merit in the reduction, he voiced concern that over time the reduction in representation would lead to a loss of a sense of obligation to the School by the City Corporation. He concluded by noting that committee Chairman played an influential role in the political life of the City Corporation and to have three on the Board would be of benefit to the School.

The Chairman summarised this area of debate by noting that it was not the intention of the Articles to undermine the support of the City of London Corporation on the Board, and that reference to the Chairman of the Culture, Heritage and Libraries Committee was a drafting point, rather than a substantive one.

The Assistant Town Clerk went on to query what rights the ex-officio members were envisaged as having. He noted that under the Standing Orders of the City of London Corporation, ex-officio members were not allowed to stand for either Chairman or Deputy Chairman, nor vote on committee matters. He added that, if it was the intention for ex-officio members of the Board to have the right to vote, this would require a waiver of Standing Orders. Those present agreed that the intention was for ex-officio members to have voting rights but to be excluded from being Chairman or Deputy Chairman, to which the Assistant Town Clerk advised that the reasons for doing so needed to be clearly articulated.

In response to a query from the Chairman, a member replied that the role of a Nominations Committee would be to set a job specification for Board members. The Assistant Town Clerk added that it would also conduct a skills audit of governors and individuals interested in standing for governor, and recommend individuals for election by the Court of Common Council. The Town Clerk committed to sharing with the Head of Registry Services the Nominations process employed by other City of London Corporation committees.

An Alderman noted that, if the number of Common Councilmen on the Board was to be reduced, it was important to ensure that the calibre of governor was maintained. He suggested that financial and fundraising expertise be included as a requirement for potential governors.

The Assistant Town Clerk commented on the intended clerking arrangements for the Board. He noted that the Instrument had not changed the role of clerk away from being the responsibility of the Town Clerk. He suggested that if the Board wished to adopt different arrangements, this would require further conversations between the School and the City of London Corporation. He concluded by noting that on page 11, paragraph eight, the Ordinances would need to be aligned with the White Paper approved by the Court of Common Council.

In response to an observation by the Head of Registry Services that the new Articles had to acknowledge the existence of the School's Academic Board and the locus of responsibility for awarding degrees, members went on to discuss the practicalities of implementing the new Articles. An Alderman suggested that the changes be approved by the Court of Common Council in April 2015, to which the Head of Registry Services replied that the new statutory powers enjoyed by the School would be exercised in summer 2015.

In response the Assistant Town Clerk replied that this timetable was achievable, but that a particularly important issue to address in the meantime was what would happen to current City of London Corporation members of the Board in the event of City of London Corporation membership being reduced, and that this process would need to be mapped out.

In response to questions from the Chairman, the Head of Registry Services confirmed that article 2 did not preclude governors from serving a total of nine years as under present arrangements. The Assistant Town Clerk noted that the Board of Governors would also be subject to the City of London Corporation's Standards Committee. He went on to suggest that the sentence detailing the quorum be amended from specifying the Chairman or Deputy Chairman to any Common Council member, given the intention was to ensure Common Council involvement in any given Board meeting.

An Alderman suggested that paragraph 13 be amended to allow the immediate past Chairman the flexibility of choosing whether they wished to be Deputy Chairman, in line with City of London Corporation Standing Orders. The Assistant Town Clerk noted that officers would review the Articles as a whole to ensure they were in line with City of London Corporation Standing Orders.

At the suggestion of the Chairman, it was agreed that paragraph 17 be amended to allow for an authorised representative of the Town Clerk to be nominated as Clerk of the Board. In response to a query then put by the Chairman, an Alderman replied that the procedure outlined in paragraph 23 was a device to allow repetitive debate to be dealt with fairly and appropriately.

In response to a further question from the Chairman, the Head of Registry Services replied that the paragraph concerning the procedure for staff member elections was included to provide clarity. In response to a question from a Member about the Academic Board and its subcommittees, the Head of Registry Services confirmed that academic appeals would be heard by an Appeals Committee of the Academic Board and the diagram would be amended accordingly.

In response to a question from an Alderman, the Assistant Town Clerk confirmed that there was precedent to elect members to a Board or Committee on a staggered basis to ensure that wholesale changes were not necessary at the end of each term of office. Members agreed that existing terms of office could be offered to Common Council members reappointed to the Board once the new arrangements had been agreed.

**RESOLVED**, that members,

- Note the amendments Teaching & Learning Board terms of reference and change of name to the Academic Board;
- Approve amendments and suggested changes to the *Instrument and Articles of Government* and recommend the *Instrument and Articles* to the Board of Governors of the Guildhall School of Music & Drama for approval.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Items	Paragraph
8-10	3

8. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 21 November 2013 were approved as a correct record.

9. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

**The meeting closed at 11.50 am**

-----  
Chairman

Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk) / 0207 332 1416

This page is intentionally left blank



## FINANCE AND RESOURCES COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Friday, 16 January 2015

**Minutes of the meeting of the Finance and Resources Committee of the Board of Governors of the Guildhall School of Music & Drama held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Alderman David Graves (Chairman)	Marianne Fredericks
Deputy John Bennett (Deputy Chairman)	John Scott
Deputy John Barker	

#### **Officers:**

Christopher Braithwaite	Town Clerk's Department
Gregory Moore	Town Clerk's Department
Professor Barry Ife	Principal, Guildhall School of Music and Drama
Sandeep Dwesar	Barbican Centre
Niki Cornwell	Chamberlain's Department
Sarah Wall	Chamberlain's Department
Michael Bradley	City Surveyor's Department

#### **1. APOLOGIES**

Apologies were received from Jeremy Mayhew and Alderman William Russell.

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

#### **3. PUBLIC MINUTES**

The public minutes of the meeting held on 4 November 2014 were approved as a correct record.

#### **4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**

There were no questions.

#### **5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

#### **6. EXCLUSION OF THE PUBLIC**

**RESOLVED** – 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 as follows:-

<b>Item</b>	<b>Paragraph</b>
7-10	3

7. **NON PUBLIC MINUTES**  
The non-public minutes of the meeting held on 4 November 2014 were approved as a correct record subject to the removal of duplicate paragraphs at item 9.
8. **GUILDHALL SCHOOL OF MUSIC AND DRAMA FINANCE REVIEW**  
The Committee considered and noted the report of the Principal of the Guildhall School of Music and Drama which provided a review of the School's finances to the end of November 2014.
9. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**  
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no urgent items.

**The meeting closed at 3.02 pm**

-----  
Chairman

**Contact Officer: Chris Braithwaite**  
**Tel: 0207 332 1427**  
**Christopher.braithwaite@cityoflondon.gov.uk**



meeting in November and presenting the draft internal audit plan 2015/20 for Members' comments.

The Committee discussed the progress made in completing the internal audit reviews scheduled for the current and previous years and noted their concern that there remained outstanding planned audits from both the 2013/14 and 2014/15 plans. The Head of Audit & Risk Management recognised Members' concerns and reassured the Committee that, with the exception of the two items which had been deferred as set out in the schedule (Milton Court Income and Procurement of Goods and Services), the schedule would be completed by 31 March 2015. He also assured Members that the two items which had been deferred until the 2015/16 audit year would also be completed during the first quarter of that year.

The Committee discussed the prioritisation of the outstanding work and agreed that the order of priority for the outstanding audits should be: SITS Maintenance and Access Control, Procurement Cards, Asset Management (of musical instruments), Petty Cash, and finally the Student Bar.

The Committee agreed that the Head of Audit & Risk Management should provide the Committee with an update on progress of the audit work at the beginning of April. It was also agreed that the Committee would present their concerns regarding the delay to the completion of the audit work for 2013/14 to the Board of Governors.

The Committee noted that there was currently one outstanding amber priority recommendation. This recommendation had arisen from the recent assurance review of Sundial Court income and expenditure. It was expected that this recommendation would be completed by the end of January.

The Chairman noted that there had been a recent audit review of the Barbican Centre's risk of PBX fraud, and the Committee was informed that the Guildhall School did not have its own PBX system.

The Committee then considered the proposals for the audits for 2015 to 2020. The Committee discussed whether the current provision of 50 audit days per year was appropriate, given that it was very rare that issues of concern arose from audits associated with the School. The Head of Audit & Risk Management agreed to assess whether the number of audit days provided could be sensibly reduced, although he cautioned that it would be preferable to complete the 2013/14 and 2014/15 audits before undertaking this work. It was agreed that the Head of Audit and Risk Management would review appendix 3 to the report and provide a revised proposed audit plan for 2015 to 2020 at the Committee's next meeting.

In response to questions around the scope of audits, the Head of Audit & Risk Management advised that he was keen to progress from the current position of solid traditional audit work, to a stage where audits were adding value to systems or processes based on their knowledge of best practice in other

departments and organisations. However, this would require some time to alter the approach of the team.

During discussions around the performance of Milton Court, the Principal advised that sales of the public performance programme at Milton Court were currently unsatisfactory and that efforts were being made to improve the quality of the offering and improve the situation. The Principal did note however that the facility had already proven itself extremely popular as a conference venue.

**RESOLVED** – That the progress of the current internal audit plan be noted.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

There were no questions.

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

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – 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 as follows:-

Item	Paragraph
8 - 11	3

8. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 3 November 2014 were approved.

9. **ANNUAL TRANSPARENT APPROACH FOR COSTING (TRAC) - RETURN FOR ACADEMIC YEAR 2013-2014**

The Committee considered and approved the submission of the annual return to the Higher Education Funding Council for England, as set out at Appendix A to the report.

10. **GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER**

The Committee noted a report of the Chief Operating & Financial Officer advising Members of the risk management system in place at the Guildhall School of Music & Drama, updating on the significant risks that have been identified, and setting out measures for mitigation of these risks.

11. **FINANCE REVIEW**

The Committee noted a report of the Chief Operating and Financial Officer setting out the period 8 finance review for 2014/2015.

12. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE**

There were no questions.

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

There were no urgent items.

**The meeting ended at 12.40 pm**

-----  
Chairman

**Contact Officer: Christopher Braithwaite  
Tel no: 020 7332 1427  
Christopher.braithwaite@cityoflondon.gov.uk**



8	2 & 3
9-10	3

**7. NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 16 July 2014 were approved as a correct record.

**8. STAFF TURNOVER AND EXIT INTERVIEWS**

The Committee received a report of the Head of Human Resources (Barbican and Guildhall School) providing information on staff turnover at the School over the past three years and providing feedback from exit interviews undertaken.

RECEIVED.

**9. REVIEW OF MARKET FORCES SUPPLEMENTS**

The Committee received a verbal update from the Director of HR presenting the findings of a recent review in to the use of Market Forces Supplements across the City of London Corporation, including the Guildhall School.

RECEIVED.

**10. REVIEW OF SALARY STRATEGY**

The Committee received a verbal update from the Director of HR advising of the City of London Corporation's ongoing review in to its salary strategy.

RECEIVED.

**11. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE REMUNERATION COMMITTEE**

There was one question.

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

There were no urgent items.

**The meeting ended at 2.40 pm**

-----  
Chairman

**Contact Officer: Gregory Moore**  
tel. no.: 020 7332 1399  
gregory.moore@cityoflondon.gov.uk



# Agenda Item 4

TO: **BOARD OF GOVERNORS OF THE GUILDHALL  
SCHOOL OF MUSIC AND DRAMA**

Monday, 9 February 2015

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 22 January 2015

## 9. GUILDHALL SCHOOL OF MUSIC AND DRAMA - GOVERNANCE

The Committee considered a report of the Principal of the Guildhall School of Music and Drama concerning proposed changes to the governance arrangements of the School following the Privy Council's decision to grant Taught Degree Awarding Powers (TDAP) to the School.

The Chairman of the Board of the Guildhall School was in attendance and was heard in support of the Board's suggested changes to its governance arrangements.

Whilst Members acknowledged that it was important to have a good governance model to support the Guildhall School's direction of travel concern was expressed about the City Corporation giving up its majority position on the Board and the risks associated with this, particularly given the level of financial support it provided. Detailed discussion ensued and it was concluded that approval should be given to responsibility for the exercise of taught degree awarding powers to reside with the Academic Board only and that the Board should be advised accordingly.

RESOLVED – That responsibility for the exercise of taught degree awarding powers reside within the Academic Board (the revised name for current Teaching and Learning Board) and that the Board of Governors of Guildhall School be advised of this but that this Committee was not supportive of its other recommendations.

This page is intentionally left blank

<b>Committee(s):</b>	<b>Date(s):</b>
Board of Governors of the Guildhall School of Music & Drama	17 February 2015
<b>Subject:</b> Principal's General Report	<b>Public</b>
<b>Report of:</b> Principal	<b>For information</b>
<p><b><u>Summary</u></b></p> <p>This report updates the Board on a number of current issues:</p> <ul style="list-style-type: none"> <li>• Awards and Prizes</li> <li>• Milton Court</li> <li>• Research Excellence Framework</li> <li>• Admissions and Applications</li> <li>• Carbon Reduction</li> </ul> <p><b>Recommendation:</b> That the Board receives the report and notes its contents.</p>	

## **Main report**

### **1. Awards and Prizes**

James Fountain (BMus 3 (Hons) - Trumpet)

- Appointed principal trumpet, Royal Philharmonic Orchestra

Audun Breen (Guildhall Artist Masters – Trombone)

- Appointed co-principal trombone, Gothenburg Symphony Orchestra

Fernando Martin- Peñasco Osorio (BMus 3 (Hons) – Piano)

- Winner of the Beethoven Piano Prize

Sophia Dee (BMus 4 (Hons) – Piano)

- Highly commended, Beethoven Piano Prize

Mishka Momen (Artist Diploma – Piano)

- 1st prize, Dudley International Piano Competition

Marina Koka (Guildhall Artist Master – Piano)

- 2nd prize, Dudley International Piano Competition

Alexander Soares (DMus Performance)

- 4th prize, Dudley International Piano Competition

Francis Gallagher (Guildhall Artist Master – Viola)

- Winner, Max & Peggy Morgan Viola Prize

Richard Bignall (Guildhall Artist Masters – Tenor)

- Joint winner of the English Song Prize

Nicola Said (Advanced Certificate – Soprano)

- Joint winner of the English Song Prize

Mihai Ritivoiu (Artists Diploma – Piano)

- 1st Prize, 2014 Beethoven Piano Society of Europe Senior Intercollegiate Competition

Seth Scott-Deuchar (BMus 4 Electronic Music)

- Rose Lawrence Horners' Award academic prize (2013-2014). With the dissertation 'Tradurre è tradire': Music in the Age of Digital Reproduction

Kristiina Rokasevits (Guildhall Artist Masters – Piano)

- Winner, Estonian Piano Competition

Alison Rose (Guildhall Artist Masters – Opera)

- Winner, Maggie Teyte competition

Jennie Witton (Guildhall Artist Masters – Opera)

- Winner, Miriam Licette award

Alex Edmundson (Alumnus, Horn, 2013)

- Appointed third horn, London Symphony Orchestra

Shabaka Hutchings (Alumnus, Clarinet, 2007)

- Winner, Paul Hamlyn Composer Award 2014

### **Students accepted onto the LSO String Experience Scheme**

- Iurii Gavryliuk (BMus 4 (Hons) Double Bass)
- Monika Chmielewska (Guildhall Artist Masters – Violin)
- Paloma Mejias (Guildhall Artist Masters – Viola)
- Arthur Boutillier (Guildhall Artist Masters- Cello)
- Esther Kim (Guildhall Artist Masters- Violin)
- Katie Meyers (Guildhall Artist Masters - Violin (Orchestral Artistry))

### **Staff**

#### **MBA Ashridge**

Professor Helena Gaunt (with Distinction)

#### **MA in Teaching and Learning in Professional and Higher Education (Institute of Education)**

- Kate Paterson, Vocal Professor
- Marie Vassiliou, Vocal Professor
- Jane Booth, Head of Historical Performance

### **Professional Certificate in Teaching and Learning in Professional and Higher Education (IoE)**

- Francesca Carpos, Bassoon and professor at Centre for Young Musicians
- Lee Gibson, Jazz Vocal professor
- Rachel Sherry, Vocal Professor: Junior Guildhall
- Steve Watts, Double Bass Professor

### **Alumni**

We have had a notable number of Alumni returning to perform at the School towards the end of the Autumn term 2014 and early Spring term 2015.

Highlights included:

- **Josephine Hart Poetry Hour**

As part of the First World War centenary commemorations, on 10 November the Guildhall School and the Josephine Hart Poetry Foundation presented an evening of WWI poetry in Milton Court Concert Hall. Novelist, poetry anthologist and Guildhall alumna Josephine Hart founded the Josephine Hart Poetry Hour in order to bring poetry in performance to a broader public audience.

Readers included some of the School's distinguished Acting alumni – Damian Lewis (1993), Dominic West (1995), Freddie Fox (2010) and the School's Director of Drama Christian Burgess. The event was in support of the Guildhall School's Scholarships Fund.

- **Toby Spence Masterclass**

On Thursday 20 November, one of the School's most distinguished opera alumni, Toby Spence (1995), presented a masterclass to Guildhall senior students. Toby Spence has sung with the Royal Opera, Covent Garden, the Metropolitan Opera, San Francisco Opera, the Paris Opera, English National Opera, Bayerische Staatsoper, Teatro Real, Madrid, Theater an der Wien, and the Hamburgische Staatsoper, and at the Salzburg, Aix-en-Provence and Edinburgh festivals.

- **Shining Armour by Iain Burnside**

Roderick Williams (Opera Alumnus 1995) performed alongside Iain Burnside (Professor of Collaborative Piano) with Guildhall students Alison Rose and Victoria Newlyn as part of the Faculty Artist Series. Shining Armour cast a new light on Brahms's song cycle Die schöne Magelone, a tale of chivalric love, of knights in shining armour.

- **Guildhall Chamber Orchestra**

Boris Brovtsyn directed the Guildhall Chamber Orchestra at Milton Court on 29 January in a programme that included Elgar's Serenade for Strings in E minor.

Brovtsyn (String Alumnus 2004) has had a long standing association with the School, studied with David Takeno and won Gold Medal in 2004.

In addition to these events, the School has held successful alumni events in Beijing (11 November 2014), Hong Kong (14 November 2014), Tokyo (18 November 2014) and New York (20 January 2015).

## **2. Milton Court**

The School, Heron and Sir Robert McAlpine (SRM) have concluded their discussions about outstanding snags, and have agreed a 'quid pro quo' whereby SRM will be relieved of their contractual obligation to rectify certain of the less important issues in return for dealing with more important snags that have emerged as the building has been used. As at 26 January 2015, there were technically three snags remaining of the 6,098 original ones, plus a further two of the issues that SRM agreed to rectify in lieu of other less important snags being waived. It is hoped that all of these remaining snags will be closed out within a matter of a few weeks.

Actual defects discovered post completion are also reducing rapidly. These fall into two categories. The majority are items of plant, equipment or fabric that have failed or deteriorated prematurely, which are the responsibility of SRM to rectify under the terms of the two-year defects liability period. The remainder are defects arising from a design error or omission, rectification of which has for the most part been paid for by Heron. Most of the outstanding items are relatively minor and are expected to be closed out within the next couple of months. The main exception is the problem of excessive heat in the fly tower which falls into the second category.

Fly Tower: As reported to the last meeting of the Board, the solution to install fan coil units directly above the heat-sensitive automation control cabinets in the fly tower is being implemented. A trial was carried out on one cabinet in December to make sure that there are no acoustic issues arising, and this trial was successful. Installation of the remaining units and connection to the building's chilled water supply is scheduled to take place over the Easter vacation. The total cost of this solution is currently estimated at £125,000. The Chamberlain is fully aware of the situation and negotiations are taking place between Heron and the City as to how the costs will be apportioned between the two parties.

Pavement leaks: The issue of the pavement lights that are causing serious leaks into the School's basement plant areas is neither a snag nor a defect. It's not the responsibility of SRM or Heron because it is a pre-existing condition that the City will have to solve. As previously reported, the City's Fire Officer has confirmed that those pavement lights that link into the car park areas must remain because they act as smoke extract vents. Earlier attempts agreed with City Surveyors and Highways to solve the problem by re-sealing the pavement lights with bitumen have failed to make any difference. The Highways Team continues to be on stand-by to implement a solution; the problem is in identifying one that is likely to be reliable. The School recently decided to approach a firm that specialises in the manufacture of pavement lights and smoke extract vents. This firm has installed many of the numerous pavement lights that are visible in the City, and they offer a technical survey of each site in order to

recommend a bespoke solution in each case. This survey is free, and includes recommendations on the interface between the footway and the pavement lights in order to ensure a completely waterproof solution. The survey took place on 26 January 2015, and the engineer's initial conclusions are that it is indeed the interface that's at fault. The firm will now liaise with City Highways, following which we expect to receive a report with their full recommendations. Again the Chamberlain is fully aware of the situation and of the likelihood that further costs will fall to the City.

Service Charge: Some Governors will already be aware that the level of service charge that is payable to Heron has not yet been finalised, which creates an element of uncertainty in terms of the School's financial position. The City's lease with Heron provides that a service charge is due based on the quantum of any services that are provided to the School by Heron or their managing agents. In practice this means two principal areas: the maintenance and cleaning of the external façades of the building, including glazing, which are Heron's responsibility under the terms of the lease, and management and maintenance of the rear service road. It was agreed at detailed design stage in 2009 that best value would be achieved by having a combined access and cleaning strategy for the building, rather than by each party acting separately, and an appropriate solution was designed accordingly. This involved a single BMU on the roof of the tower from which a cleaning cradle can be suspended to reach all areas of the building apart from the west elevation of the concert hall, the west end of the north elevation and the main foyers on Silk Street. These areas are reached by means of long-handled brush/hoses or a hired cherry picker. Similarly it was agreed in 2009 that one party would need to have responsibility for the service road, and that Heron should take on this role – not least because they are guaranteed to have security personnel on site 24 hours of every day. Some of the cost of managing the service road is attributable to maintenance of the security cameras. However for technical reasons all but one of the cameras are connected to the School's CCTV system, to which the tower has access in respect of these cameras only. A management charge from Heron in respect of monitoring the cameras is therefore appropriate, but not a maintenance charge.

The lease provides that Heron should produce a Mutual Cooperation and Management Plan, in order to articulate those areas where there are joint operations and where services are being provided to the other party. It also provides that Heron produces a Service Charge Allocation Schedule, which defines the areas to be charged to the School and the proportion of the related costs that are attributable to the School. Both of these documents are to be approved by the City/School, following which the Service Charge Allocation Schedule becomes the template by which the annual service charge is calculated, based on the actual costs incurred for each area in each year. It is Heron's, or their managing agents', failure to produce these two documents in good time that has caused the delay. Several applications for payment have been made, but City Solicitors have advised that the agreement of these two documents is a pre-condition before any invoices are considered. Notwithstanding this, with agreement of City Solicitors, two 'without prejudice' payments totalling £60,000 have been made on account as a gesture of good will.

Good progress was made just before Christmas 2014, when a draft Mutual Cooperation and Management Plan was finally produced together with a service charge analysis that was a good deal more realistic than previous iterations. A meeting was held to discuss

these in December, attended by Heron, their managing agents and representatives from the School and from City Surveyors. A lot of the issues of disagreement were cleared up, and it was agreed that revised documents would be prepared to take account of the matters discussed and agreed. These were received on 23 January 2015, and are currently being reviewed by the School, City Surveyors and City Solicitors, following which another meeting is likely to be convened when it is hoped we will be able to reach final agreement.

As with all the other main outstanding issues, the Chamberlain is fully aware of the situation including the reasons for the long initial delays.

### 3. Research Excellence Framework (REF)

The REF is the means by which HEFCE conducts a large-scale assessment of research quality to determine the quality research (QR) element of institutional block grants. The exercise is conducted approximately every six years and the last assessment (the RAE) was carried out in 2008. The Guildhall School made a submission for the first time in 2008 and since then has received approximately £250,000 annually in QR.

The table below compares the School’s performance in 2008 and 2014. Overall performance improved in the two categories that attract QR funding: 4\* (world leading) and 3\* (internationally excellent), with an overall grade point average of 2.44/4.00. The performance on impact (not assessed in 2008) was especially encouraging, with a GPA of 3.6/4.00.

**Guildhall REF outcomes 2008 and 2014 comparison**

	4* (%)		3* (%)		2* (%)		1* (%)		Unclassified (%)	
	2014	2008	2014	2008	2014	2008	2014	2008	2014	2008
<b>Outputs</b>	10.8	15.1	30.2	10.6	33.7	34.7	9.6	27.1	15.7	12.5
<b>Environment</b>	10	0	20	25	60	50	10	25	0	0
<b>Impact</b>	60		40		0		0		0	
<b>Esteem</b>		0		100		0		0		0
<b>Overall quality profile</b>	21	10	30	25	31	30	8	25	10	10

Feedback from the assessment panel was generally encouraging: the assessors found world leading and internationally excellent research across a number of disciplines and noted that composition research was particularly distinctive. They found evidence of impacts of ‘very considerable and outstanding reach and significance’. They also noted progress in the consolidation of research infrastructure, but wanted a clearer distinction between research and high-level professional practice. Finally, they noted that staff engagement in collaborative ventures makes ‘a major contribution to cultural life nationally and internationally’.



In comparative terms, the School was ranked 5/24 of the specialist institutions for impact, and 20 overall. The financial implications of the REF will not be known until preliminary grants are notified in March 2015.

#### **4. Admissions and Applications**

Annex A provides the annual snapshot of the current student population on the census date of 1 December 2014. The total population at that point was 947 (912 fte).

Annex B provides a snapshot of applications for 2015 entry as at 1 January. Overall applications showed an increase of 15% by comparison with the same date last year, but the final position may well be different.

The year-on-year decline of 10% in postgraduate music applications is being monitored closely. In the light of concerns about a possible downturn in postgraduate study in 2015, following the introduction of higher fees in 2012 (the 'postgraduate precipice'), the government has announced that the student loans scheme will be extended to postgraduate students in and after 2016. For the 2015/16 academic year, it has made available an additional £50m in the form of grants of £5,000 which have to be match-funded by institutions. The School has been allocated 25 studentships (£125,000) but it is unclear how many of these we will be able to use, as the majority of our postgraduate students will not be 'new regime' students who will have paid the £9,000 fee for their undergraduate programme (first-year MMus students entering in 2015 would normally be 'old regime' students who began their studies in 2011, not 2012).

#### **5. Carbon Reduction - 2015 People and Planet University League**

The People and Planet University league ranks universities by their environmental and social impact on the world. In this year's table, the Guildhall School was ranked 47/151, higher than any other specialist performing arts institution and higher than many large universities with dedicated sustainability teams. This is an excellent result, and thanks are due to Jennifer Kay and the School Sustainability Group for leading the strategy and compiling the data.

**Contact:**

Professor Barry Ife CBE  
Principal  
Guildhall School of Music & Drama  
Tel: 020 7382 7141  
Email: [barry.ife@gsmd.ac.uk](mailto:barry.ife@gsmd.ac.uk)

This page is intentionally left blank

**STUDENT NUMBERS as at 1 December 2014  
(excl. Erasmus)**

Programme	FTE		Headcount	
	HF	HN/OS	HF	HN/OS
BA Acting (FT)	44.0	7.0	44.0	7.0
BA Technical Theatre Arts (FT)	90.0	7.0	90.0	7.0
BMus (FT)	365.0	39.0	365.0	39.0
<b>Totals</b>	<b>499.0</b>	<b>53.0</b>	<b>499.0</b>	<b>53.0</b>
<b>Grand Total</b>	<b>552.0</b>		<b>552.0</b>	
<i>Total 2013/14</i>	535.0			

Programme	FTE		Headcount	
	HF	HN/OS	HF	HN/OS
MA Acting (FT)	20.0	6.0	20.0	6.0
MA Training Actors (FT/PT)	5.0	0.0	7.0	0.0
Artist Diploma (FI)	0.0	27.0	0.0	27.0
Extended Guildhall Artist Masters (FT)	6.0	6.0	6.0	6.0
Guildhall Artist Masters Performance Part 1 (FT/PT)	86.0	34.0	112.0	35.0
Guildhall Artist Masters Composition Part 1 (FT/PT)	5.5	3.0	6.0	3.0
Guildhall Artist Masters Leadership Part 1 (FT)	12.0	3.0	12.0	3.0
Guildhall Artist Masters (all pathways) Part 2 (FT/PT)	33.0	22.0	33.0	22.0
MA Opera Making & Writing (FT)	1.0	3.0	1.0	3.0
MA Music Therapy (FI)	17.0	6.0	17.0	6.0
MPhil/DMus Performance (FT/PT)	9.0	2.0	11.0	2.0
MPhil/DMus Composition (FT/PT)	4.0	3.0	4.0	3.0
MPhil/DMus Leadership (FT/PT)	0.0	1.0	0.0	1.0
MPhil/PhD Drama (FT/PT)	0.5	0.0	1.0	0.0
MPhil/DMus - Writing up	0.0	0.0	2.0	0.0
<b>Totals</b>	<b>199.0</b>	<b>116.0</b>	<b>232.0</b>	<b>117.0</b>
<b>Grand Total</b>	<b>315.0</b>		<b>349.0</b>	
<i>Total 2013/14</i>	308.0			

**NON HEFCE-FUNDED ACTIVITY (HN only)**

Programme	FTE	Headcount
AGSM (UG Level)	0.0	0.0
Advanced Certificate (PG Level)	14.0	15.0
Fellows*	31.0	31.0
<b>Total</b>	<b>45.0</b>	<b>46.0</b>
<i>Total 2013/14</i>	36.5	

FT = Full-time

PT = Part-time

HF = HEFCE funded

HN = Non HEFCE funded

OS = Overseas

**Principal Study/Department (as at 1 Dec 2014)  
(excl. Erasmus & Fellows)**

Department	Total FTE	
	UG	PG
Composition	18.0	12.5
Electronic Music	23.0	0.0
Historical Perf	0.0	4.5
Jazz	56.0	9.0
Keyboard	42.0	42.0
Leadership	0.0	15.0
Music Therapy	0.0	23.0
Opera	0.0	27.0
Strings	83.0	60.0
Vocal	78.0	55.0
WBP	104.0	30.5
<b>Totals</b>	<b>404.0</b>	<b>278.5</b>
<b>Grand Total</b>	<b>682.5</b>	
<i>Total 2013/14</i>	674.5	

From 2014, Principal study figures have been split by department rather than instrument

**Top 10 non-UK countries of origin\* (new intake)  
(new intake excl. Erasmus & Fellows)**

	UG	PG
1	Portugal	United States
2	Poland	Spain
3	United States	France
4	Japan	Germany
5	Slovakia	Canada
6	Spain	Poland
7	Sweden	Hong Kong
8	France	Bulgaria
9	Hong Kong	China (Taiwan)
10	Ireland	Japan

\*Nationality

**EQUALITY STRANDS PROFILE (new intake)**
**Sex profile (new intake excl. Erasmus & Fellows)**

		2009	2010	2011	2012	2013	2014
UG %	Male	50.0	49.7	49.2	47.5	49.4	58.7
	Female	50.0	50.3	50.8	52.5	50.6	41.3
PG %	Male	47.8	41.7	47.5	50.3	43.6	49.5
	Female	52.2	58.3	52.5	49.7	56.4	50.5

**Disability profile (new intake excl. Erasmus & Fellows)**

		2009	2010	2011	2012	2013	2014
UG %	Declared disability	7.0	15.6	15.8	18.0	15.3	11.1
PG %	Declared disability	3.3	7.1	6.5	10.2	9.0	6.0

**Age profile (new intake excl. Erasmus & Fellows)**

		2009	2010	2011	2012	2013	2014
UG %	Under 21	76.3	82.0	83.6	85.2	83.5	80.4
	21 to 24	18.3	14.5	14.0	11.7	15.3	15.9
	25 to 39	5.4	3.5	2.4	3.1	1.2	3.7
	Over 40	0.0	0.0	0.0	0.0	0.0	0.0
PG %	Under 21	0.0	1.8	1.5	0.0	2.7	0.0
	21 to 24	56.0	55.5	55.9	64.7	55.3	55.5
	25 to 39	42.8	41.4	41.1	34.8	41.5	42.0
	Over 40	1.1	1.2	1.5	0.5	0.5	2.5

**Ethnicity profile (new intake excl. Erasmus & Fellows)**

		2009	2010	2011	2012	2013	2014
UG %	White (British, Irish, Other)	87.1	88.9	88.7	87.0	86.5	83.6
	All other ethnicities*	12.9	10.6	10.5	11.7	13.5	15.9
	Not known / Info refused	0.0	0.5	0.8	1.3	0.0	0.5
PG %	White (British, Irish, Other)	83.9	81.6	80.9	86.1	82.5	71.5
	All other ethnicities*	15.6	16.0	17.6	12.8	15.9	25.5
	Not known / Info refused	0.6	2.5	1.5	1.1	1.6	3.0

\*Numbers are too small to provide meaningful data at a smaller level of granularity.

**What is your religion? (new intake excl. Erasmus & Fellows)**

		Prefer not to say	Buddhist	Christian	Jewish	Spiritual	Other religion or belief	No religion
UG %	2013	32.4	0.6	30.6	1.8	1.2	1.2	32.4
	2014	28.2	1.6	26.6	0.0	3.7	1.1	38.8
PG %	2013	37.1	3.1	25.3	1.0	3.1	1.0	29.4
	2014	48.0	0.5	19.2	0.5	1.5	3.5	26.8

**What is your sexual orientation? (new intake excl. Erasmus & Fellows)**

		Prefer not to say	Gay man	Gay woman	Hetero-sexual	Bisexual	Other
UG %	2013	31.8	3.5	0.6	62.4	1.2	0.6
	2014	27.1	3.2	0.0	67.0	1.6	1.1
PG %	2013	30.4	5.2	0.0	61.3	2.1	1.0
	2014	47.0	5.1	1.0	43.9	2.5	0.5

**Is your gender identity the same as the gender you were assigned at birth? (new intake excl. Erasmus & Fellows)**

		Prefer not to say	Yes	No
UG %	2013	21.8	77.6	0.6
	2014	15.4	84.0	0.5
PG %	2013	25.8	74.2	0.0
	2014	38.4	61.6	0.0

**ASSESSMENT**
**Qualifications awarded (as at 14 January 2015 for 2013/14 data)**

	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
Bachelors degrees	122	114	133	133	143	148
Masters degrees	106	126	161	118	108	154
PG Diplomas	5	5	4	4	1	1
<b>Total</b>	<b>233</b>	<b>245</b>	<b>298</b>	<b>255</b>	<b>252</b>	<b>303</b>

**Bachelor's degree classifications (as % awarded in category)**

	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
First (1)	26.2	18.4	22.6	29.3	35.0	25.0
Upper Second (2.1)	57.4	62.3	63.9	63.2	52.4	65.5
Lower Second (2.2)	16.4	19.3	13.5	7.5	12.6	8.8
Third (3)	0.0	0.0	0.0	0.0	0.0	0.7
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Master's degree classifications (as % awarded in category)**

	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
Distinction	34.9	54.0	44.1	50.8	45.4	58.4
Merit	49.1	36.5	46.6	44.1	47.2	35.7
Pass	16.0	9.5	9.3	5.1	7.4	5.8
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**PG Diploma classifications (as % awarded in category)**

	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
Distinction	60	40	25	50	100	0
Merit	20	40	25	50	0	0
Pass	20	20	50	0	0	100
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

This page is intentionally left blank

Applications (excluding erasmus)	2008 entry at 1 Jan	2009 entry at 1 Jan	2010 entry at 1 Jan	2011 entry at 1 Jan	2012 entry at 1 Jan	2013 entry at 1 Jan	2014 entry at 1 Jan	2015 entry at 1 Jan	
UG	Applications	Applications	Applications	Applications	Applications	Applications	Applications	Applications	% increase from previous year
Music	624	664	732	800	661	634	639	662	4%
Acting	922	881	970	920	780	831	819	1135	39%
Technical Theatre	57	54	69	81	64	71	61	73	20%
Video Design	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A
<b>Total</b>	<b>1603</b>	<b>1599</b>	<b>1771</b>	<b>1801</b>	<b>1505</b>	<b>1536</b>	<b>1519</b>	<b>1871</b>	<b>23%</b>

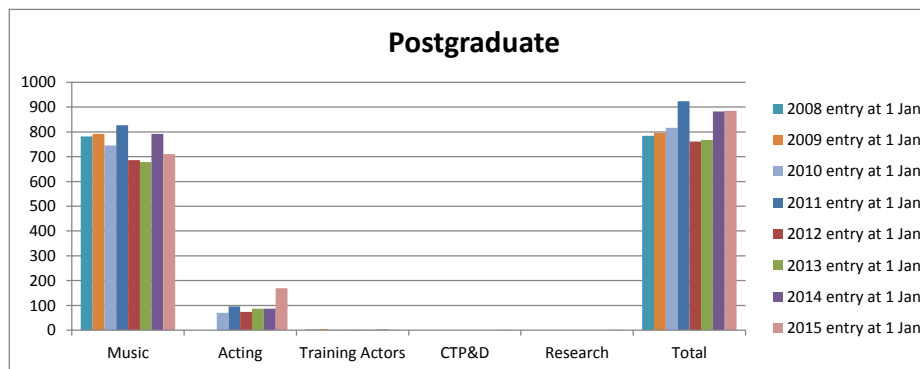
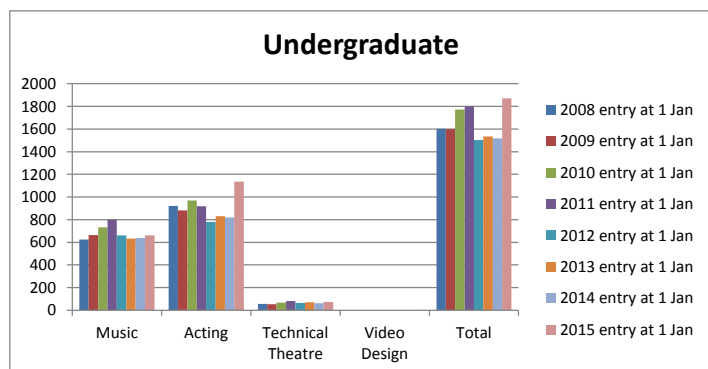
	2008 entry at 1 Jan	2009 entry at 1 Jan	2010 entry at 1 Jan	2011 entry at 1 Jan	2012 entry at 1 Jan	2013 entry at 1 Jan	2014 entry at 1 Jan	2015 entry at 1 Jan	
PG	Applications	Applications	Applications	Applications	Applications	Applications	Applications	Applications	% increase from previous year
Music	781	792	745	827	686	678	792	711	-10%
Acting	N/A	N/A	70	96	74	87	87	169	94%
Training Actors	3	4	2	1	1	2	3	2	-33%
CTP&D	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A
Research	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2	N/A
<b>Total</b>	<b>784</b>	<b>796</b>	<b>817</b>	<b>924</b>	<b>761</b>	<b>767</b>	<b>882</b>	<b>885</b>	<b>0%</b>

<b>Total UG+PG</b>	<b>2387</b>	<b>2395</b>	<b>2588</b>	<b>2725</b>	<b>2266</b>	<b>2303</b>	<b>2401</b>	<b>2756</b>	<b>15%</b>
--------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	------------

**Notes:**

Research has introduced new pathways (including MPhil/PhD Drama) so applications are no longer within the Music department and have been separated from PG Music in the Applications Report for the first time.

CTP&D refers to the MA Collaborative Theatre Production & Design, a new programme for the Technical Theatre department in 2015/16. BA Video Design is a new programme in 2015/16.



This page is intentionally left blank

<b>Committee(s):</b>	<b>Date(s):</b>
Guildhall School of Music & Drama	9 February 2015
<b>Subject:</b>	<b>Public</b>
Internationalisation update	
<b>Report of:</b>	<b>For Information</b>
Vice Principal and Director of Academic Affairs	
<b><u>Summary</u></b>	
<p>This paper provides an update on the School's evolving internationalisation strategy, drawing on outcomes from the session at the Governors' away day in November 2014, and includes a summary of international activity through the autumn term, 2014, including:</p> <ul style="list-style-type: none"> <li>• Principal's visit to China, UK Performing Arts Industry and Education forum, and follow-up;</li> <li>• ICON and Ecole des Ecoles activity; AEC Congress, Budapest;</li> <li>• Music Division Asia visit and auditions round</li> </ul>	
<b>Recommendation(s):</b>	
<p>Members are asked to: Note the report and the further development of the School's internationalisation strategy as outlined in section 3.</p>	

## **Main Report**

### **1. STRATEGY**

Our internationalisation strategy is steadily coming into focus. The rationale is based on four essential elements if the School is to be a global player perceived internationally as a centre of excellence:

- Enabling cultural exchange and an international experience for our students and community;
- Maintaining profile at the highest level, collaborating and in dialogue with an appropriate set of people and institutions;
- Developing practice, innovating (artistically, educationally and in research);
- Recruiting the best students and staff.

#### **1.1 Summary issues/recommendations from the Governors' away day workshop**

- Invest for transformative initiatives that build profile and reputation, thereby supporting long-term sustainability. Knowledge exchange of this kind breeds vision and new ideas, and will attract a new generation of staff. Return on

investment (ROI) will often be indirect - the business model needs to reflect this, it doesn't always help to look for direct and immediate ROI.

- Work to our USP as a School of Music, Drama and Technical Theatre; develop resonances between our local partnerships (including all those in East London) and global ones. Research collaborations generate work that renews practice and keeps us learning; work towards embedded scheme of postgrad/doctoral student exchanges and partnerships for research supervision;
- Develop a digital platform (e.g. “Guildhall School Live”) that will strengthen worldwide presence, providing access to performances and distance learning opportunities; potential to integrate with Barbican and London Symphony Orchestra (LSO);
- Link to City of London Corporation (CoLC) priorities and activity, not least Lord Mayor international visits; explore links through CoLC schools, e.g. Girls’ School; explore synergies with Barbican and LSO international strategies;
- An international experience for our own students is key (in different forms); there is also appetite from international students and staff for both short intensive and longer visits to Guildhall. Develop a coherent framework of cultural exchange, with options for our students and for international visitors, building on existing successful models;
- In the short term develop existing partnerships, considering arts centres in the mix as well as Higher Education Institutions (HEIs); note the success of the Fontainebleau example of an embedded relationship with the town and its people; extend partnerships with additional dimensions of Guildhall’s activity, e.g. music elements to join Prima del Teatro, including fundraising and alumni engagement, off-site delivery of short courses, or tasters of degree programmes; appoint consultant representatives on the ground, e.g. in China, to help catalyse activity beyond the first stages of engagement; develop international ambassadors – alumni, senior staff emeritus; In the longer term, aim for a small handful of satellite Guildhall centres globally;
- Fundamental aims are for students and practitioners all over the world to know Guildhall and want to connect with us; to remove barriers for prospective degree students where they cannot afford to come to us.

## **2. ACTIVITY**

### **2.1 China and the Asia Pacific**

#### ***2.1.1 UK Performing Arts Industry and Education forum***

The Principal’s visit to China focused on planning for the 2015 Forum that coincides with the year of UK-China Cultural Exchange. Detailed discussions held with:

- Shanghai Grand Theatre;
- Central Academy of Drama (CAD), Beijing;
- Capital Normal University (CNU), Beijing

Further to the Principal’s report, the following actions have been taken/are planned:



- January 2015 two staff from CAD visited the School to discuss possible two-year training programme for Chinese acting students, starting in 2017 (if agreed, to be launched at October Forum in Shanghai)
- April 2015 tour of opera scenes to Shanghai, supported with grant from CoLC as part of Anglo/Chinese year of cultural exchange
- Summer 2015 possible participation by CAD students in Prima del Teatro
- Guildhall participation in Arts and Education Forum in Shanghai, October 19, 20; stall at Performing Arts Fair
- Up to three Chinese professionals to visit School for short period of Continuing Professional Development (CPD) during 2015 (fundraising, admin, curriculum)
- Possible reception of Chinese classical opera at School plus major learning event, dates (autumn 2015?), funding tbc.

Possible collaborations in UK resulting from Shanghai forum:

- Goldsmiths re opera/musical theatre
- RSC re CAD
- Clore Leadership foundation re CPD placements

### **2.1.2 Music Division Asia visit – Beijing, Hong Kong and Tokyo, November 2014**

Delegation: Director of Music, Jonathan Vaughan (JV); Head of Keyboard, Ronan O’Hora (RO); Head of Vocal Studies, Armin Zanner (AZ); Head of Music Administration, James Alexander (JA).

Good connections were made, including the development of relationship with Reignwood (the group was hosted at Reignwood’s Fairmont hotel in Beijing, and attended Asia-Pacific Economic Cooperation (APEC) concert, where Placido Domingo was also present).

- JV met Xiaogang Ye, Vice Principal of Central Conservatoire in Beijing and agreed a small exchange of student performances. Strong connections have been made through one of our Alums (Jia Zhang) with the string department there, and the Head of Strings (Professor Weidong) visited the Guildhall and led masterclasses with our students whilst the Guildhall team was in China.
- Several established alumni in all three cities offered to open doors for us and proposed excellent ideas for promoting the Guildhall in China and Japan.
- RO did masterclasses at the HK Academy, Tokyo College, and for the Piano Teachers National Association in Tokyo and Showa Piano Academy.
- Tokyo College: meetings with Nahoko Sakiya (international relations Co-Ordinator); Shohei Nomoto, Director of Finance and International Relations; Headmaster of the Tokyo College of Music High School (similar to Beijing Middle School) and Professor Mizuno, Head of the Vocal Department. Tokyo College is keen to consider exchange and wants to build on the short course arrangements for pianists and offer to other instrumentalists and singers. They were also interested in sending their students for up to 6 months or a year.

- Auditions were high calibre: we heard 27 students and offered 17 places - an extremely high ratio. We estimate around 12 will enrol, representing some £340,000 revenue. More importantly we have established a good platform from which to develop, and the School is already very highly regarded by those who know about it.

### **2.1.3 Creative Learning, Japan**

In October 2014, two Leadership graduates worked with music students at Tokyo College of Music and Kobe College. This is the fourth year of this project. Two students from Kobe and Tokyo will visit Guildhall in February 2015 and will take part in the Dialogue festival.

## **2.2 Europe**

### **2.2.1 ICON**

October 2014 - 11th ICON seminar: "Student-centred teaching", Kallio Kuninkala, Finland. 29 teachers attended from 14 institutions, including key partners Sibelius Academy and the Norwegian Academy of Music, and one teacher from the Royal Academy of Music. Three aspects of the theme were explored in particular:

1. The use of questions in learning and teaching
2. Embodied learning and teaching and the impact of physical presence and use of space in communication
3. Improvisation and the ways in which this connects us to fundamental musical and personal identities, thereby liberating creativity and collaborative potential.

A review is currently underway to underpin response to growing demand for ICON and ICONgo activity and to explore potential for an income-generating business model. ICONgo seminars are planned in the Hague and in Australia in 2015.

### **2.2.2 AEC (Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen) Congress**

School representatives: Head of Composition, Julian Philips (JP); Head of Opera, Dominic Wheeler (DM); Director of Academic Affairs, Helena Gaunt (HG).

JP and DM had successful discussions with their counterparts at the Lizst Academy, with a view to developing an Erasmus Plus application, March 2015, focusing on Opera Makers.

We continue to have a strong profile and reputation through the AEC membership, and were asked to deliver two ICON workshops (HG) during the conference as well as report back on the Polifonia Entrepreneurship working group (HG). This included discussion of the Polifonia conference in September in the Hague, featuring entrepreneurship and professional transition, and encompassing an entrepreneurship boot camp (HG) for students that was well received.

The AEC's Polifonia project has come to an end, and the AEC is moving into a new phase, with:

- formation of MusiQUe, an accreditation agency (discipline-specific version of QAA);
- a new funded project *Full Score*. This will be more outward facing than Polifonia, with other music associations involved, including representation for under 18s education, industry musicians' unions etc.

The aim is for AEC to be a proactive voice in working towards a European agenda for music in collaboration with the EMC. It will increasingly involve student representatives. Jeremy Cox (JC) is standing down as Chief Exec, summer 2015, Pascale de Groote remains president to 2016.

*Musique Quality Enhancement (MusiQUe)* will be up and running in the next weeks, a separate legal entity from the AEC. No detail was given on costs or business model for the agency, other than that over time it is intended to become financially independent from the AEC. The review process will be reviewed by the National Association of Schools of Music (NASM) by next summer, with a view to MusiQUe then gaining recognition from the European Quality Assured register for Higher Education. This is unlikely to be used in the UK, given the Quality Assurance Agency.

The development of MusiQUe raises issues about how teacher quality is recognised and assured. Equally, in putting forward an enhancement-led approach, AEC should champion relevant CPD frameworks. HG outlined Guildhall's current plans to gain our own accreditation from the Higher Education Academy (HEA) for both a Professional Certificate and recognition through a more practical CPD framework that would encompass ICON participation as one option. There is an opportunity to lead on this for the AEC (a potential income stream). JC would also like to see such a framework include opportunities for International Coordinators and Careers staff in conservatoires. HG will keep in contact with JC as our HEA accreditation process develops.

### **2.2.3 École des Écoles**

The value of this network is strengthening through focused artistic and educational collaboration:

- June 2014, Eliot Shrimpton (ES) and Dinah Stabb (DS) attended a mask workshop hosted at the Théâtre National de Strasbourg (TNS).
- July 2014, Christian Burgess and Danny McGrath (DM) attended Prima del Teatro, Italy, and pursued discussions about future potential of the mask work.
- October 2014, ES, DS and DM hosted a research project at the Guildhall School with a core group of international participants to further the mask work. Discussion began to focus on the need to meet regularly and the possibility of developing a graduate ensemble from various European institutions to facilitate this.
- December 2014, ES and DM will attend mask workshop in the Danish National School of Performing Arts in Copenhagen with the same core group of practitioners.

DS has been Chair of the Advisory Board to the Board of École des Écoles since its creation in 2009. The role of the Advisory Board has developed so it now takes on

responsibility for shaping Seminar proposals and realising planned activity. DS was present in Strasbourg June 2014, was funded by École des Écoles to visit Vilnius in October 2014, and will be in Brussels in January 2015, and later in Copenhagen and Lisbon in 2015.

#### **2.2.4 Fontainebleau**

Discussion about the development of Fontainebleau has continued (with potential in acting to develop a year-round foundation course and possibly post-graduate course aiming to capture talented young actors who want our training but for whom language is still an obstacle to gaining a place in London). The link with Opera in 2015 will develop, building further on this year's success and performances for the town.

December 2014 – Director of Drama, Christian Burgess (CB) visited an estate in Varengeville, Normandy, a further potential performance/workshop venue.

### **2.3 North America**

#### **2.3.1 New York Auditions**

The Music Department spent three full days auditioning in New York in January. 32 candidates were auditioned and it is likely that between 15-17 offers will result. From the offers already made five have already accepted their place at the Guildhall School. Particularly satisfying was the number of students confirming that the Guildhall School was the only British institution they had applied to. In addition to the auditions, music staff gave masterclasses and lectures at the Manhattan School of Music, Juilliard School of Music and New England Conservatoire. Staff also visited Bard College to establish links with their Graduate Vocal Programme and to the Metropolitan Opera to strengthen the School's links with their Young Artist Programme. The Head of Keyboard visited Yale and the Royal Conservatoire of Music in Toronto. Meetings were held at Carnegie Hall to discuss the Guildhall School's involvement in their 125<sup>th</sup> Anniversary series in 2016 (the School will present a recital on 20 January in the Weill Recital Hall).

Acting also held successful auditions this year with 15 candidates recalled to final round from more than 130 applicants. The annual reception for North American alumni was held during the week of auditions.

### **2.4 South America and Caribbean**

#### **2.4.1 Brazil**

Activity here is in early stages of development, and shows promising potential for interaction between activities in Music, Drama and Creative Learning.

We have continued to engage with the São Paulo Drama School (SPDS) in Brazil. This is a unique organisation based in a dangerous downtown area of the city. The School has a radical socially engaged philosophy. They present a challenging, sexy and alternative view of theatre and training to us. Head of Academic Studies in Drama, Eliot Shrimpton (ES) has been developing this relationship and is planning future opportunities for exchange. Details of activities include:

- August 2014, ES led a month-long intensive workshop for Brazilian actors at SPDS.
- February/March 2015, we will host two members of staff plus a student from SPDS during the Reflective Conservatoire Conference (RCC). The School will organise a schedule of special activities for these guests including observation of the work of the Drama Department as well as opportunities to engage with Ricardo Castro and the musicians visiting from NEOJIBA (*Núcleos Estaduais de Orquestras Juvenis e Infantis da Bahia*), Brazil. ES will lead a workshop for musicians (plus potentially actors) on laughter in play.
- Two further activities are currently also being planned: a six week residency at the Guildhall School for a member of staff from SPDS, and a co-production with participants from both institutions. Negotiations with the British Council concerning funding are on-going.

Creative Learning has connections in Belo Horizonte, two Leadership graduates working in Sao Paulo and the Pracatum Music School in Salvador. Consideration will be given to potential to connect with these activities following RCC.

#### **2.4.2 Argentina**

In December 2014, 2<sup>nd</sup> year Leadership students travelled to Argentina, hosted by the La Sonora ensemble. They delivered creative music projects with some of La Plata's most vulnerable residents, such as children from a local orphanage, as well as giving performances at local venues. La Sonora has also visited the UK on two occasions in order to take part in collaborative projects.

#### **2.4.3 Monserrat**

In September 2014, Leadership graduate Cris van Beuren took up the post funded by George Martin's charitable organisation to teach and lead musical initiatives on the island of Montserrat.

### **2.5 Digital**

The work of EuroClassical continues. In addition, in December 2014, an artistic brief was sent to Leadership graduates in 8 countries (across 4 continents). Graduates will lead work with community groups in their local areas and send footage and sound files to be presented in the Barbican as part of Dialogue's 2015 celebration in February.

## **3. NEXT STEPS**

### **Building on the experience of the last months, we will focus on:**

- 3.1 Articulating what we mean by an "international experience" on a global stage at Guildhall, and how this is reflected in degree programmes and additional activity (students and staff):
  - International mindset and its significance;
  - Opportunities for international student mobility (in-coming and out-going), including short-stay and short courses, Erasmus, options for a year abroad within degree programmes where appropriate;

- Opportunities for international staff mobility (including research and support staff);

### 3.2 Clarifying the opportunities of specific networks and places in four geographic areas, with a particular focus in 2015 on China as this aligns with the Anglo/Chinese year of cultural exchange:

- **Asia Pacific:** maximise opportunities of the UK Performing Arts Industry and Education forum; scope potential for partnership with CAD; consider extending Music activity, including links to under-18s; artistic project with Hong Kong New Music Ensemble or Academy of Arts. Consider engagement in Australia.
- **European networks:** École des Écoles, ICON, ConNext (Sibelius Academy; Norwegian Academy; the Hague; RCS; Gothenburg; Yong Sie Toh; McGill), AEC. **Focused projects** on specific topics through Erasmus plus and Knowledge Alliances schemes as appropriate: opera making (Lizst Academy, Budapest); creative entrepreneurship. **Specific places:** Fontainebleau; is Salzburg a possibility in the medium-term, given existing connections to the Mozarteum (chamber music) and Landestheater (vocal studies)?
- **North America:** build on profile from US auditions; develop JYA offer.
- **Brazil:** explore potential for interdisciplinary exchange arising through NEOJIBA, SPDA and CL connections.

### 3.3 Sharpening our operating model, identifying cost/benefits and investment required, and improving administrative and communications processes:

- Develop a communications package and briefing for all Guildhall staff involved in international activity, including for short guest teaching/master class visits. Identify opportunities to strengthen partnerships, target new connections, and communicate our approach to internationalization;
- Identify business support for internationalization:
  - Look at how other HEIs are modelling cost/benefit and ROI; explore ways in which fundraising and alumni relations frameworks can contribute;
  - Analyse cost/benefits of key existing projects;
  - Identify investment required for short to medium term.
- Consolidate internal data and monitoring processes in relation to:
  - International student and staff profile at Guildhall;
  - Substantial international activities so that outcomes are shared, and multi-dimensional opportunities are realised;
  - Outline data on staff mobility, including short visiting teacher/master class activity.

<b>Committee(s):</b>	<b>Date(s):</b>
Board of Governors of the Guildhall School of Music & Drama	9 February 2015
<b>Subject:</b> Gold Medal Competition	<b>Public</b>
<b>Report of:</b> Principal	<b>For Decision</b>
<p><b><u>Summary</u></b></p> <p>The Guildhall Gold Medal for music reaches its centenary in 2015. This report discusses options for revising the format of the competition and the number of prizes to be awarded:</p> <p style="margin-left: 40px;">A) - no change</p> <p style="margin-left: 40px;">B) - more prizes</p> <p style="margin-left: 40px;">C) - one prize</p> <p><b>Recommendation:</b> That the Board reviews the options and advises the School on its preferred position.</p>	

### **Main report**

1. The Guildhall School awards three gold medals, for music, acting and technical theatre, plus the Lutine Prize for Junior Guildhall. The Gold Medal for music was founded by Sir H Dixon Kimber in 1915 and celebrates its centenary this year. Unlike the drama gold medals, the music Gold Medal is awarded following a public competition in the form of a concert in the Barbican Hall.
2. The Gold Medal is awarded in alternate years to a singer or an instrumentalist. The winner also receives a cash prize of £1,000 donated by the Musicians' Company. The runner-up receives a glass trophy donated by the Glass Sellers' Company. In years when the finalists are singers, a cash prize, kindly donated by Alderman Andrew Parmley, is also awarded to the best accompanist.
3. Following the competition in 2014, a question about the competition was asked at a meeting of the Court of Common Council. The questioner noted that in that year the third-placed finalist had been left empty-handed at the end of the evening. In reply to the question, the Chairman undertook to look into the merit of awarding a third prize.
4. After discussion and consultation with the Director of Music and the Head of Music Administration, the School has identified three options for consideration by the Board:
 

**Option A – 'do nothing'**
5. The principal argument against awarding a third prize is that there are frequently more than three finalists and, in years when the finalists are singers, there are

usually four finalists. A third prize would therefore quickly prompt the question of why there is not a fourth prize.

6. It has been the School's practice to award the Musicians' Company silver medal to the third-placed finalist after the event. The silver medal is not officially part of the Gold Medal competition but is awarded separately. It is not awarded during the ceremony on stage because a silver medal could be taken to imply second place, when in fact the runner-up is awarded the Glass Sellers' trophy.

**Option B – 'all shall have prizes'**

7. This option builds on option A and would entail, in any one year, providing as many prizes – either in the form of a trophy or a cash prize, or both – as there are finalists in that year. The principal arguments against taking this route are that:
  - a) the addition of more trophies, with or without cash, would further complicate the existing mix;
  - b) would result in the need to provide a cash prize for the runner-up; and
  - c) would risk devaluing the competitive element of the evening which, for many of the audience, is one of its main attractions. The silver medal would also fit uncomfortably in this scenario.

**Option C – 'winner takes all'**

8. For many years, there was only one prize – the Gold Medal. There is an argument for reverting to this position in order to maintain and enhance the prestige of the competition: the medal is struck from solid gold, weighs 20 grams and therefore has high inherent as well as symbolic value. This option would involve approaching both the Musicians' and the Glass Sellers' companies to gauge their willingness to continue to support the event in an alternative format that preserves their own long-standing sponsorship of the competition. Under no circumstances would we wish to cause offence to such loyal supporters of the School.
9. A variation of this option might be, additionally, to award a larger cash prize to the winner at a level commensurate with comparable competitions elsewhere.

**Recommendation**

10. No change is recommended in 2015, but the centenary does provide an opportunity to revise the format of the music Gold Medal for 2016 and beyond. The School's preferred position is Option C, with or without a larger cash prize. The current arrangements are somewhat diffuse and the addition of more prizes would make them less focussed. In the School's mind the Gold Medal is rather like the FA Cup – there is only one cup and there should only be one winner.
11. If this option were acceptable to the Board, the School would take the opportunity to review the management of the announcement and the presentation, to ensure that all finalists were on stage during the ceremony and able to receive a well-earned accolade.



**Contact:**

Professor Barry Ife CBE

Principal, Guildhall School of Music & Drama

Tel: 020 7382 7141

Email: [barry.ife@gsmd.ac.uk](mailto:barry.ife@gsmd.ac.uk)

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank