



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

**Date:** MONDAY, 11 MAY 2015

**Time:** 1.45 pm

**Venue:** COMMITTEE ROOMS, 2<sup>ND</sup> FLOOR WEST WING, GUILDHALL

**Members:**

Deputy John Bennett	Paul Hughes
Sir Andrew Burns	Professor Barry Ife
Deputy John Chapman	Vivienne Littlechild
Christina Coker	Jeremy Mayhew
Neil Constable	Kathryn McDowell
Marianne Fredericks	Alderman William Russell
Lucy Frew	John Scott
Alderman David Graves	Jeremy Simons
Jo Hensel	Angela Starling
Gareth Higgins	Alex Tostdevine
Michael Hoffman	

**Enquiries:** Gregory Moore  
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Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or visual recording

John Barradell  
Town Clerk and Chief Executive

## **AGENDA**

### **Principal's Introduction to the Agenda**

Today's agenda is largely routine, with a focus on international activity (item 8) and the development of CYM centres outside London (item 15). The financial performance of the School in both the 14/15 and 15/16 financial years is better than forecast (items 15 and 16) but there are longer-term strategic challenges which are set out in the Principal's non-public general report (item 14). This is the time of year when we confirm the fees schedule (item 17) and the Access agreement with OFFA (item 19) that enables the School to charge the higher fee level to UK and other EU undergraduates. Many of these financial issues are dependent on the outcome of the election and circumstances may change later in the year with possible impact in the academic year 2015/16. There are two fairly routine items of capital business (items 9 and 21), the latter of which has a strong bearing on the School's forward planning of capital works, especially in the Silk St building. This is the first Board agenda for several years that does not feature a report on Milton Court.

Following the Court elections, there are some changes in Board membership, and there will also be a change in the chairmanship, Alderman Graves having completed his 3-year stint. The School is grateful to the retiring chairman for his exceptional support for the School and has accordingly included his name in the list of nominations for fellowships and honorary fellowships to be awarded in November (item 20).

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. **\*ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council, 23 April 2015, appointing the Board and approving its Terms of Reference.  
**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To appoint a Chairman in accordance with Standing Order No.29.  
**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To appoint a Deputy Chairman in accordance with Standing Order No.30.  
**For Decision**
6. **APPOINTMENT OF SUB COMMITTEES**  
Report of the Town Clerk.  
**For Decision**  
(Pages 3 - 20)
7. **PUBLIC MINUTES**
  - a) **Public Board Minutes**  
To agree the public minutes and summary of the meeting of the Board of Governors held on 9 February 2015.  
**For Decision**  
(Pages 21 - 28)
  - b) **\*Public Minutes of the Finance & Resources Committee**  
To receive the public minutes of the Finance & Resources Committee held on 16 April 2015.  
**For Information**  
(Pages 29 - 30)
  - c) **\*Public Minutes of the Nominations Committee**  
To receive the draft public minutes of the Nominations Committee held on 6 May 2015 (TO FOLLOW).  
**For Information**

8. **PRINCIPAL'S GENERAL REPORT (PUBLIC SECTION)**

Report of the Principal.

**For Information**  
(Pages 31 - 36)

9. a) **Gateway 7 Outcome Report - Music Hall Phase 1**

Report of the Principal.

**For Decision**  
(Pages 37 - 38)

b) **Gateway 7 Outcome Report - Music Hall Phase 2**

Report of the Principal.

**For Decision**  
(Pages 39 - 40)

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

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

12. **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**

13. **NON PUBLIC MINUTES**

a) **Non Public Board Minutes**

To agree the non-public minutes of the meeting of the Board of Governors held on 9 February 2015.

**For Decision**  
(Pages 41 - 44)

b) **\*Non Public Minutes of the Finance & Resources Committee**

To receive the non-public minutes of the Finance & Resources Committee held on 16 April 2015.

**For Information**  
(Pages 45 - 48)

c) **\*Non Public Minutes of the Nominations Committee**

To receive the draft non-public minutes of the Nominations Committee held on 6 May 2015 (TO FOLLOW).

**For Information**

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|-----|--|---|
| 14. | <b>PRINCIPAL'S GENERAL REPORT (NON-PUBLIC MATTERS)</b><br>Report of the Principal.   | <b>For Information</b><br>(Pages 49 - 52)   |
| 15. | <b>FINANCE REVIEW</b><br>Report of the Chief Operating & Financial Officer.  | <b>For Information</b><br>(Pages 53 - 60)   |
| 16. | <b>DRAFT BUDGET MANUAL</b><br>Report of the Chief Operating & Financial Officer.   | <b>For Information</b><br>(Pages 61 - 92)   |
| 17. | <b>FEES SCHEDULE 2016/17</b><br>Report of the Principal.   | <b>For Decision</b><br>(Pages 93 - 104)     |
| 18. | <b>REGIONAL CENTRES FOR YOUNG MUSICIANS</b><br>Report of the Principal (TO FOLLOW).  | <b>For Information</b>                      |
| 19. | <b>ACCESS AGREEMENT 2016</b><br>Report of the Principal.   | <b>For Information</b><br>(Pages 105 - 126) |
| 20. | <b>RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS</b><br>Report of the Principal.   | <b>For Decision</b><br>(Pages 127 - 130)    |
| 21. | <b>CAPITAL CAP EXTENSION</b><br>Report of the Principal.   | <b>For Decision</b><br>(Pages 131 - 146)    |
| 22. | <b>NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD</b>   |   |
| 23. | <b>ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED</b> |   |

### **Part 3 - Members Only Agenda**

24. **STAFFING MATTERS**  
Oral report of the Principal.

**For Information**

YARROW, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.
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## BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

### 1. **Constitution**

A Non-Ward Committee consisting of,

- 11 Members elected by the Court of Common Council for a term of three years (renewable twice) at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Principal of the Guildhall School of Music & Drama
- one member of the Guildhall School academic staff to be elected by the Academic staff for a term of three years (renewable twice)
- one member of the Guildhall School administrative staff to be elected by such staff for a term of three years (renewable twice)
- one Guildhall student representative who shall normally be the President of the Students' Union
- up to six co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice)

None of the appointed Governors shall serve on the Board for more than a maximum of nine years.

The Chairman and Deputy Chairman of the Board shall be elected from the City Corporation Members.

The Chairman of the Barbican Centre Board, the Chairman of the Culture, Heritage & Libraries Committee and one representative of the Centre for Young Musicians shall be permitted to attend the Board in a non-voting, advisory capacity.

### 2. **Quorum**

The quorum consists of any seven Common Council Governors.

### 3. **Membership 2015/16**

- 6 (3) John Alfred Bennett, Deputy
- 3 (3) Marianne Bernadette Fredericks
- 3 (3) Jeremy Paul Mayhew, M.A., M.B.A.
- 9 (3) John George Stewart Scott, J.P., B.A.(Hons)
- 3 (3) Angela Starling
- 2 (2) Lucy Roseanne Frew
- 2 (2) William Anthony Bowater Russell, Alderman
- 1 (1) John Douglas Chapman, Deputy
- 7 (1) David Andrew Graves, Alderman
- 1 (1) Vivienne Littlechild, J.P.
- 6 (1) Jeremy Lewis Simons MSc

together with those referred to in paragraph 1 above and:-

- |   |   |   |
|---|---|---|
| the Principal of the Guildhall School for the time being  | - | Prof Barry Ife, C.B.E., F.K.C., F.Bbk., Hon.FRAM., FRCM   |
| one Academic Member of the Guildhall School Staff, elected by the Academic Staff                | - | Jo Hensel   |
| one Non-Academic Member of the Guildhall School Staff, elected by the administrative staff      | - | Gareth Higgins  |
| one Guildhall School Student representative (President of the Student Union for the time being) | - | Alex Tostdevine   |
| up to 6 Non-City of London Corporation Members with appropriate expertise                       | - | Sir Andrew Burns, K.C.M.G<br>Christina Coker O.B.E.<br>Neil Constable<br>Michael Hoffman<br>Paul Hughes<br>Kathryn McDowell, C.B.E., D.L. |

4. **Terms of Reference**

To be responsible for:-

- (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School of Music & Drama and oversight of its activities;
- (b) the approval of an annual Business Plan;
- (c) the approval of annual estimates of income and expenditure;
- (d) the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
- (e) the appointment of the Principal of the Guildhall School of Music & Drama

BARRADELL



<b>Committee:</b> Board of Governors of the Guildhall School of Music & Drama	<b>Date:</b> 11 May 2015
<b>Subject:</b> Appointment of Sub-Committees for 2015/2016	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>The purpose of this report is to consider the appointment of your Audit &amp; Risk Management, Remuneration, Nominations, Reference Sub, Finance &amp; Resources and Governance &amp; Effectiveness Committees for 2015/2016.</p> <p><b><u>Recommendations:</u></b></p> <ul style="list-style-type: none"><li>(a) That you note the Membership of the Board including the different categories of membership and the Terms of Reference of the Sub-Committees (set out in Appendix A).</li><li>(b) That you consider the membership of the Audit &amp; Risk Management Committee for 2015/16 <b>and</b> appoint a Chairman.</li><li>(c) That you consider the membership of the Remuneration Committee for 2015/16.</li><li>(d) That you consider the membership of the Nominations Committee for 2015/16.</li><li>(e) That you consider the membership of the Reference Sub-Committee for 2015/16.</li><li>(f) That you consider the membership of the Finance &amp; Resources Committee for 2015/16.</li><li>(g) That the membership of the Governance &amp; Effectiveness Committee remains unchanged for 2015/16.</li></ul>	

## **Membership of the Board of Governors**

1. Governors are asked to note the Membership of the Board and the different categories of membership.

### **Common Council Members (11)**

John Bennett, Deputy  
John Chapman, Deputy  
Marianne Fredericks  
Lucy Frew  
David Graves, Alderman  
Vivienne Littlechild  
Jeremy Mayhew  
William Russell, Alderman  
John Scott  
Jeremy Simons  
Angela Starling

### **Principal of the Institution**

Professor Barry Ife, CBE FKC HonFRAM as Principal of the Guildhall School of Music & Drama

### **Institution's Academic Staff**

Gareth Higgins (elected by the Administrative Staff)  
Jo Hensel (elected by Academic Staff)

### **Institution's Student Representative**

Alex Tostdevine as President of the Students' Union (to July 2015)

### **Co-opted Governors (6)**

Sir Andrew Burns, KCMG  
Christina Coker  
Neil Constable  
Michael Hoffman  
Paul Hughes  
Kathryn McDowell

2. The Chairman of the Barbican Centre Board, Chairman of the Culture, Heritage & Libraries Committee (if not elected as a full Governor) and one representative of the Centre for Young Musicians shall be permitted to attend the Board/Sub-Committee meetings in a non-voting advisory capacity.
3. It should be noted that only **full** Governors may serve on the Audit & Risk Management, Remuneration, Nominations, Finance & Resources and Governance & Effectiveness Committees, although others may be invited to attend.

### **Audit & Risk Management Committee**

4. The membership of the Audit & Risk Management Committee in 2014/15 was:
- Jeremy Simons (elected Chairman by the Board)  
Christina Coker  
Neil Constable  
Angela Starling  
Vacancy
5. There are five vacancies on the Audit & Risk Management Committee for 2015/16. Neither the Chairman of the Board of Governors nor members of the Finance & Resources Committee may serve on this Committee. The Board must elect the Chairman of the Audit & Risk Management Committee.
6. The Audit & Risk Management Committee should be a small authoritative body which has the necessary financial expertise and the time to examine the institution's risk management control and governance under delegation from the governing body. It should not confine itself to financial systems but should examine risk management, control and governance independently and report areas of concern to the governing body. The Audit & Risk Management committee **must** produce an annual report for the governing body including its opinion on the adequacy and effectiveness of the School's risk management, control and governance arrangements, and arrangements for promoting economy, efficiency and effectiveness (value for money).
7. The specific responsibilities of the Board in respect of audit are:-
- to appoint the Audit & Risk Management Committee and its Chairman
  - to consider, and where necessary, act on an annual report from the Audit & Risk Management committee
  - to appoint the external auditors
  - to receive and approve the audited annual financial statements
- (This is usually reserved to the governing body for its collective decision without delegation).*
8. **Recommendations: That you consider the membership and elect a Chairman of the Audit & Risk Management Committee for 2015/16.**

### **Remuneration Committee**

9. The membership of the Remuneration Committee in 2014/15 was:
- Chairman of the Board  
Deputy Chairman of the Board  
The Principal of the Guildhall School

Sir Andrew Burns  
Neil Constable  
Jeremy Simons  
Paul Hughes  
Alderman William Russell

10. The Terms of Reference of this Committee state that the membership should include at least three Members and that if necessary should make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities.
11. Membership of this Committee should include the Chairman of the Board, at least three other lay/independent members (not necessarily members of the governing body) and the lay treasurer if such an office exists, from among whom a Committee Chairman should be appointed. The Principal may be a member of the Committee.
12. It should be noted that the School will remain **subject** to the Corporation's priorities, budgetary and other policies, financial regulations and standing orders. Furthermore, the City of London Corporation's Establishment Committee has overriding responsibility for human resources and employment within the City of London Corporation (including the Guildhall School).
13. The Remuneration Committee can, however, play a most helpful **advisory** role regarding the salaries of senior staff at the School and a mapping of the remuneration/skills etc. required against other parts of the Higher Education Sector. Accordingly following the submission of its considered views to this Board, advice could then be fed into the establishment process within the City Corporation.
14. **Recommendations: That you consider the membership of the Remuneration Committee for 2015/16.**

**Nominations Committee**

15. The membership of the Nominations Committee for 2014/15 was:  
  
Chairman of the Board  
Deputy Chairman of the Board  
The Principal of the Guildhall School  
Sir Andrew Burns  
Christina Coker  
Marianne Fredericks  
Paul Hughes  
John Scott  
Jeremy Simons
16. This Committee should include 3 Co-opted Governors and 3 Common Council Members together with one senior Member of the Academic Staff.

17. Governing bodies should establish a Nominations Committee to seek out and recommend the appointment of new lay/independent/co-opted members to the Governing Body. Membership of the Nominations Committee should include the Chairman of the Board (who should normally chair it), at least three other lay/independent/co-opted members, the Principal and at least one senior member of the academic staff.
18. The Comptroller and City Solicitor has confirmed that independent Members in terms of the Nominations Committee should encompass Court of Common Council Governors and the Co-opted Governors. Independent members are external and independent of the School.
19. Vacancies for lay/independent members and co-opted members should be publicised (including a job specification and a clear indication of the skills, knowledge and experience required) within and outside the institution. Staff and students, as well as members of the Board, should be invited to submit names to the Clerk of the Board in due course.
20. In making its recommendations to the Board, the Nominations Committee must pay regard to the balance of membership and the needs of the Guildhall School, and may keep a 'skills register' against which to consider the field of candidates. The question of inclusion of appropriate members of the local community should also be addressed.
21. The Nomination Committee meets as and when required.
22. The 15 May 2006 meeting of the Board agreed that a Nominations Committee should be established to make recommendations to the Board regarding the appointment of Non-City Governors.
23. **Recommendations: That you consider the membership of the Nominations Committee for 2015/16.**

#### **Reference Sub-Committee**

24. The Reference Sub-Committee meets as and when required to consider any issues that arise outside of the normal cycle of the Board and which are not suitable to be advanced through the City's urgency procedures.
25. The membership of the Reference Sub-Committee for 2014/154 was:  
  
Chairman of the Board  
Deputy Chairman of the Board  
Deputy John Barker  
Sir Andrew Burns  
Alderman William Russell  
Ann Pembroke

26. There are four vacancies and Governors are invited to express their interest in serving on the Reference Sub Committee.

27. **Recommendations: That you consider the membership of the Reference Sub-Committee for 2015/16.**

#### **Finance & Resources Committee**

28. The membership of the Finance & Resources Committee for 2014/15 was:

Chairman of the Board  
Deputy Chairman of the Board  
Deputy John Barker  
Marianne Fredericks  
Jeremy Mayhew  
Alderman William Russell  
John Scott

29. Members of the Audit & Risk Management Committee are **not** eligible to serve as Members of the Finance and Resources Committee and vice versa.

30. There are five vacancies and Governors are invited to express their interest in serving on the Finance & Resources Committee.

31. **Recommendations: That you consider the membership of the Finance and Resources Committee for 2015/16.**

#### **Governance & Effectiveness Committee**

32. The Governance and Effectiveness Committee was originally set up at the 18 February 2008 Board meeting. The Committee undertakes a Governance & Effectiveness Review every three years, with the recommendations being submitted to the Board. It is proposed that the membership of the Committee remain the same, in principle:

Chairman of the Board  
Deputy Chairman of the Board  
Chairman of the Audit & Risk Management Committee  
The Principal of the Guildhall School for the time being  
Sir Andrew Burns  
Gareth Higgins

33. **Recommendations: That you agree the membership of the Governance & Effectiveness Committee for 2015/16 as above.**

#### **Cultural Hub Working Party**

34. The Terms of Reference of the Policy and Resources Committee's Cultural Hub Working Party also allow for the Chairman of the Board of

Governors to elect to serve personally on that Working Party, or to nominate a representative from the Board to serve on their behalf. The Chairman, following their election at today's meeting, is therefore asked to confirm whether they are content to serve or whether they would wish to nominate a representative to serve on their behalf.

### **Dates of Board meetings in 2015 and 2016**

35. The Board will meet on the following dates/times for the remainder of 2015 and in 2016.

7 September 2015 at 1:45pm

16 November 2015 at 1:45pm

22 February 2016 at 1:45pm

9 May 2016 at 1:45pm

19 September 2016 at 1:45pm

14 November 2016 at 1:45pm

### **Appendices**

- Appendix A: Terms of Reference of Sub-Committees

### **Contact:**

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### **Audit & Risk Management Committee – Terms of Reference**

The Audit and Risk Management Committee must:

- be independent
- have sufficient authority and resources to form an opinion and report on the risk management, control and governance arrangements of the Guildhall School to the Board of Governors
- be able to satisfy itself that the institution has adequate arrangements for ensuring economy, efficiency and effectiveness.

These terms of reference have been formally approved by the Board of Governors.

### **Constitution**

1. The Board of Governors has established a committee of the Board of Governors known as the Audit and Risk Management Committee.

### **Membership**

2. The Committee and its chair shall be appointed by the Board of Governors, from among its own members, and must consist of governors with no executive responsibility for the management of the Guildhall School. There shall be no fewer than three members; a quorum shall be at least two members. The Chairman of the Board of Governors shall not be a member of the Committee. Members shall not have significant interests in the Guildhall School.
3. At least one member should have recent and relevant experience in finance, accounting or auditing. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise. No member of the Committee may also be a member of a Finance or Resources Committee (or equivalent) of the Board of Governors of the Guildhall School.

### **Attendance at meetings**

4. The Finance Director and the Director of Business Support of the Guildhall School, and the Chief Internal Auditor and such other representatives of the Chamberlain's department of the City of London Corporation as appropriate, shall normally attend or be represented at meetings. A representative of the City of London Corporation's external auditors may also attend where business relevant to them is to be discussed.
5. At its discretion, the Committee may also convene a meeting, or part of a meeting, without any officers present (save for the clerk who shall attend to take a record of the meeting, unless otherwise instructed by the Committee), or with the external and/or internal auditors without any other officers present (save for the clerk, as previously noted).

### **Frequency of meetings**

6. Meetings shall normally be held at least three times in each financial year. The external auditors or Chief Internal Auditor may request a meeting if they consider it necessary.

### **Authority**

7. The Committee is authorised by the Board of Governors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.
8. The Committee is authorised by the Board of Governors to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Principal of the Guildhall School and/or Chairman of the Board of Governors. However, it may not incur direct expenditure in this respect in excess of £5,000, without the prior approval of the Board of Governors.
9. The Audit and Risk Management Committee will review the audit aspects of the Guildhall School's draft Income & Expenditure Account for the year ending 31 July. These aspects will include the external audit opinion, the statement of Governors' responsibilities, the statement of internal control and any relevant issue raised by the external auditors. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control systems has been reviewed, and comment on this in its annual report to the Board of Governors.

### **Duties**

10. The duties of the Committee shall be:
  - a. To discuss if necessary with the external auditors, before the audit begins, the nature and scope of their audit as it relates to the Guildhall School.
  - b. To discuss if necessary with the external auditors problems and reservations arising from their audit, including a review of the external auditors' report to the Audit and Risk Management Committee, and any other matters the external auditors may wish to discuss (in the absence of officers where necessary).
  - c. To review the internal auditors' audit risk assessment and strategy, and to consider major findings of internal audit investigations and management's response.

- d. To keep under review the effectiveness of the risk management, control and governance arrangements, and in particular to review the external auditors' report, the internal auditors' annual report, and management responses.
- e. To monitor the implementation of agreed audit-based recommendations, from whatever source.
- f. To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE accounting officer, have been informed.
- g. To oversee the Guildhall School's compliance with the City of London's policy on fraud and irregularity, including being notified of any action taken under that policy.
- h. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness.
- i. To receive any relevant reports from the National Audit Office, HEFCE and other organisations.
- j. To consider elements of the Guildhall School's draft Income & Expenditure Account for the year ending 31 July in the presence of the external auditors if necessary, including the auditors' formal opinion, the statement of Governors' responsibilities and the statement of internal control, in accordance with HEFCE's Accounts Directions.
- k. To receive the Guildhall School's management accounts.

### **Reporting procedures**

- 11. The minutes of meetings of the Committee will be circulated to all members of the Board of Governors.
- 12. The Committee will prepare an annual report covering the year to 31 July and any significant issues up to the date of preparing the report. The report will be addressed to the Board of Governors and the Principal, summarising the activity for the year. It will give the Committee's opinion on the adequacy and effectiveness of the Guildhall School's arrangements for the following:
  - risk management, control and governance (the risk management element includes the adequacy of the statement of internal control accompanying the Income & Expenditure account for the year ending 31 July)
  - economy, efficiency and effectiveness (value for money).

This opinion should be based on the information presented to the Committee. The Audit and Risk Management Committee's annual report should normally be submitted to the Board of Governors before the Governors' responsibility

statement accompanying the Income & Expenditure account for the year ending 31 July is signed.

**Clerking arrangements**

13. The clerk to the Audit and Risk Management Committee shall be the clerk to the Board of Governors.

## **Remuneration Committee – Terms of Reference**

The Remuneration Committee provides advice to the Board of Governors of the Guildhall School of Music & Drama. It is recognised that all matters relating to employment of staff are within the purview of the City Corporation's Establishment Committee.

### **Constitution**

- The Chairman of the Board of Governors of the Guildhall School of Music & Drama
- The Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama
- At least three non-Common Council Governors
- Two Common Council Governors
- The Principal of the Guildhall School of Music & Drama (except when the Committee discusses his or her remuneration)
- May include up to three other lay/independent members (who are not necessarily members of the governing body)

### **Quorum**

- At least three Governors

### **Terms of Reference**

- To take note of staff remuneration, the pay structure and benchmark the School against the rest of the higher education sector.
- To look at pay equality, gender, ethnicity and other appropriate balances and to flag any significant discrepancies within the School.
- To satisfy itself with the procedures in place at the School to allow staff to make representations about their pay.
- To satisfy itself that any ad hoc or personalised payments that might distort the basic remuneration structure are made according to transparent and justifiable rules.
- To benchmark the salary of the Principal against sector comparators and is (or is not) content with the outcome of the benchmarking.
- To make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities.

## **Nominations Committee – Terms of Reference**

### **Membership**

- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Nominations Committee.
- Quorum of any three Committee Members.
- All Members are entitled to vote.
- Members should include three co-opted Governors, three Common Council Members and one senior Member of the Academic Staff.

### **Remit**

- To consider any application(s) for nominations for Fellowships and/or Honorary Fellowships and;
- To make recommendations to the Board of Governors of the Guildhall School of Music & Drama on any applications, as and when required.

## **Reference Sub Committee – Terms of Reference**

### **Membership**

- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Reference Sub Committee.
- Quorum of any three Governors.
- All Members are entitled to vote.

### **Remit**

- To consider any matter(s) referred to it by the Board of Governors of the Guildhall School of Music & Drama.

### **Authority**

- The Sub Committee does not have power to act; it will report its findings and recommendations to the Board of Governors for approval.

## **Finance & Resources Committee – Terms of Reference**

### **Membership**

- Chairman and Deputy Chairman of the Board shall serve as Chairman and Deputy Chairman of the Finance and Resources Committee.
- Quorum of any three Committee Members.
- All Members are entitled to vote.
- Members of the Audit & Risk Management Committee are not eligible to serve as Members of the Finance and Resources Committee and vice versa.

### **Remit**

- To consider the management accounts providing advice to the Board, without delegated powers to act; except for those specific matters delegated to it by the Board
- To consider the setting of the financial priorities for the School through the consideration of the proposed fees and charges, business plan and budget prior to submission to the Main Board, without delegated powers to act; except for those specific matters delegated to it by the Board
- To monitor all capital cap and premises matters, providing advice to the Chairman and Deputy Chairman of the Board who retain their delegated powers to act in these matters
- To review any matters that may affect the finances of the Guildhall School reporting to the Main Board

### **Note:-**

- In parallel, the Audit & Risk Management Committee will scrutinise the adequacy and effectiveness of risk management, internal controls and arrangements for promoting value for money.



## **Governance and Effectiveness Committee - Terms of Reference**

### **Introduction**

- The role of the Governance and Effectiveness Committee is to consider improvements to the effectiveness of the Board of Governors of the Guildhall School.
- The Committee shall utilise guidance from appropriate sources, including HEFCE and the Leadership Foundation in undertaking its work
- The Committee shall report its findings and recommendations to the Board of Governors.

### **Membership**

- The Membership shall include the Chairman and Deputy Chairman of the Board of Governors, the Chairman of the Audit & Risk Management Committee, the Principal of the Guildhall School and two Members of the Board of Governors
- A Chairman shall be appointed from amongst the membership
- The quorum consists of three Members

### **Attendance at meetings**

- A representative of the Town Clerk shall attend meetings

### **Frequency of meetings**

- Full reviews shall be held every three years
- When a full review is being undertaken, the committee shall determine the frequency of its meetings
- In those years when a full review is not being undertaken, the committee shall meet at least once a year to consider progress on implementation

### **Authority**

- The Committee does not have power to act, it will report its findings and recommendations to the Board of Governors for approval

### **Duties**

- The duties of the Committee shall be:
  - To undertake a formal and rigorous evaluation of the effectiveness of the Board of Governors of the Guildhall School and its committees, in line with guidance from HEFCE and the Leadership Foundation;
  - To report and make recommendations to the Board
  - To consider the success of the Board of Governors in meeting long term strategic objectives and Key Performance Indicators
  - To facilitate the benchmarking of the performance of the Guildhall School against other comparable Higher Education Institutions
  - To monitor progress of the implementation of the recommendations of efficiency reviews

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

**Monday, 9 February 2015**

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at the Guildhall EC2 on Monday, 9 February 2015 at 1.45 pm

### **Present**

#### **Members:**

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

#### **In Attendance**

Vivienne Littlechild	Chairman, Culture Heritage & Libraries Committee
Nicy Roberts	Centre for Young Musicians
Deputy John Tomlinson	Chairman, Barbican Centre Board
Peter Young	Chairman, Guildhall School Trust

#### **Officers:**

Christian Burgess	Vice Principal and Director of Drama, Guildhall School of Music & Drama
Professor Helena Gaunt	Vice Principal and Director of Academic Affairs, Guildhall School of Music & Drama
Sean Gregory	Director of Creative Learning, Guildhall School of Music & Drama
Clive Russell	Director of Strategic Projects, Guildhall School of Music & Drama
Jonathan Vaughan	Vice Principal and Director of Music, Guildhall School of Music & Drama
Hannah Bibbins	Senior Projects Manager, Guildhall School of Music & Drama
Niki Cornwell	Chamberlain's Department
Gregory Moore	Town Clerk's Department

#### **1. APOLOGIES**

Apologies were received from Sir Andrew Burns and Neil Constable.

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 being a member of the CYM Monitoring Group, editor of CYM's termly magazine UPBEAT, and jointly responsible for the LSSO Alumni Database. This was a standing declaration.

3. **MINUTES**

a) **Minutes of the Board**

The public minutes of the meeting held on 17 November 2014 were approved as a correct record, subject to it being noted that John Scott had been present, that Vivienne Littlechild and Deputy John Tomlinson had been in attendance, and further subject to a grammatical correction under minute 12.

b) **\*Minutes of the Governance & Effectiveness Committee**

The public minutes of the meeting held on 7 November 2014 were received.

c) **\*Minutes of the Finance & Resources Committee**

The public minutes of the meeting held on 16 January 2015 were received.

d) **\*Minutes of the Audit & Risk Management Committee**

The public minutes of the meeting held on 23 January 2015 were received.

e) **\*Minutes of the Remuneration Committee**

The public minutes of the meeting held on 23 January 2015 were received.

4. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**

A resolution from the meeting of the Policy & Resources Committee held on 22 January 2015 was received.

The Chairman provided Members with a précis of the Policy & Resources Committee's discussions, explaining that there had been significant discomfort at the prospect of Common Councilmen comprising a minority of the Board while the City of London Corporation remained the lender of last resort for the School. Whilst this undoubtedly represented a disappointment, the Committee had nonetheless endorsed the recommendation to establish an Academic Board to facilitate the management of Taught Degree Awarding Powers. As such, the Chairman was minded that it would be sensible to accept the Policy & Resources Committee's judgment concerning the other proposals at this point in time.

RECEIVED.

5. **PRINCIPAL'S GENERAL REPORT (PUBLIC SECTION)**

The Board received a report of the Principal updating on various items including awards and prizes, Milton Court, the Research Excellence Framework (REF), admissions and applications, and carbon reduction.

The Chairman prefaced discussion by noting the recent achievement of the Vice Principal and Director of Academic Affairs, who had received a distinction in completing her MBA at Ashridge. On behalf of the Board, he expressed his congratulations to the Professor for her achievement.

### **Pavement Leaks**

The Director of Strategic Projects provided a brief update on the Pavement Leaks issue at Milton Court, advising that a solution had been agreed at a meeting that morning which it was hoped would resolve the issue. An initial trial would take place involving four lights, so as to validate the solution prior to this being applied to all lights should it prove successful.

### **Research Excellence Framework**

The Principal advised that he had met that morning with David Sweeney, head of HEFCE's Research Excellence Framework (REF), to discuss the results of the exercise. Members noted that the REF was the world's largest exercise aimed at assessing the quality of research work in the Higher Education sector, with over 191,000 pieces of research undertaken by over 52,000 staff read as part of the process. This year had seen the inclusion of impact assessments for the first time and specialist institutions had done particularly well in this area; indeed, the School's high rating for impact of its research demonstrated particularly good value for money for the taxpayer. Overall, the School had received extremely encouraging results as well as written feedback from the assessment panel, with 60% of its research impact being assessed as "world-leading" and 40% "internationally excellent."

The outcome on funding allocations was not yet known with any certainty, but informal discussions had indicated that few significant perturbations were expected; allocations were thus likely to remain broadly similar to the past year. Nonetheless, the School's strong performance at only the second time of submission, especially when compared to competitors with more experience both in terms of the process and in working within the research field, was extremely encouraging. The more detailed feedback received this year would also assist in learning and improvement for future years.

### **Admissions and Applications**

The Principal highlighted his slight concerns around the decrease in the number of postgraduate music applications, which were reflective of a broader concern about the number of postgraduate applications across the sector. Whilst the Government had sought to alleviate difficulties by providing additional funding in the form of match-funded grants, these studentships would in practice be somewhat challenging to access given the various mechanisms associated with them. However, it was hoped that the extension of the Student Loan scheme to postgraduate students from 2016 would help to resolve this issue.

The Director of Music updated Members on the recent cycle of auditions for prospective students he had undertaken in New York and the Far East. He noted that the "conversion" rate of those offered places accepting was higher in the Far East, which was likely associated with the regime of Masterclasses the

School had operated in the region and the connections consequently established. Nonetheless, it was pleasing to note that the majority of applicants in the US were only applying to the Guildhall School out of the UK conservatoires.

Members discussed the implications of recent visas changes on application levels, with the Director of Music agreeing that this was having a significant impact. The inability of students to work in the UK while studying, as well as the removal of the opportunity to establish careers in the UK after their studies had completed, was demonstrably disincentivising talented potential students from applying to the School. This was true across the whole Higher Education sector and the School was doing all it could to lobby with the sector for appropriate change; the work of the Corporation on this issue was also noted.

A Member took the opportunity to mention concerns raised by the Arts Council and across the classical music sector about the lack of diversity at present, with it being clear that the sector was currently not reflective of wider society. The importance of working with specialist music schools from an early stage to bring a diverse range of musicians through the system was stressed as being of increasing importance in years to come.

#### **Governors' Invitations to Events**

In response to a question concerning the issuing of invites to Governors for various events, the Principal clarified that a letter was circulated to all Governors at the beginning of each term which listed events and when the Principal would be hosting guests, inviting Members to express their desire to attend any or all of the performances. It was further clarified that, should the dates for particular performances be unsuitable, Members were able to obtain tickets for different days; the mechanism for obtaining these tickets was also set out in the letter.

RESOLVED: That the report be received and its content noted.

#### **6. INTERNATIONALISATION UPDATE**

The Board received a report of the Vice Principal and Director of Academic Affairs updating on the School's evolving internationalisation strategy, drawing on outcomes from the session at the Governors' away day in November 2014 and including a summary of international activity through the autumn term.

The Vice Principal and Director of Academic Affairs advised that this report built upon previous discussions and sought to crystallise the central strategies that would be needed for it to work effectively. It was clear that there was a need to map what exactly was meant by "international experience" and for a delivery framework to be built to facilitate this. This framework would need to detail the opportunities available to students and involve the forging of key partnerships with other institutions, as well as the development of existing relationships. As part of this, the School would need better to gather and use the data available around its international students, and a communications package would be developed for teachers visiting different countries so as to provide a consistent and effective message.

A Member asked what could be done to build on opportunities in North America and generate greater conversion rates in terms of students accepting offers of places. The Director of Music noted that there were several factors to consider, not least that the same students were targeted by Juilliard and Yale who were able to offer substantial scholarships. However, the quality of the teaching at the Guildhall School was still managing to draw students and it was felt that using teachers in one-to-one tuition or Masterclasses was by far the most effective method of securing students. However, there were clearly resource implications associated with this and so the School needed to be selective and intelligent about whom it sent where, so as to best target prospective students.

The potential for joined-up working with the Lord Mayor's office so as to access opportunities provided through his international visits was also discussed, with the Principal advising that initial discussions had taken place with Corporation departments including the Lord Mayor's office, with a view to seeing where synergies existed for the School to "piggy back" on to existing events to maximum effect. The possibility of the Chairman of Policy & Resources mentioning the School to certain key individuals during meetings was also being discussed.

With the resource implications of one-to-one teaching meaning that there was a limit to how widely this could be used, Members asked if there were any alternative delivery methods using modern technology which allowed this effective process to be used more widely. The Director of Music confirmed that ways to use digital media were being explored so as to showcase teachers on the internet and potentially host online one-to-one sessions.

A Member suggested that working with orchestras would be a highly effective way of engaging with the North American market; a number of London-based orchestras were very active in North America and collaborating with them would allow the School to raise its profile significantly in the region.

In response to queries about the potential to hold interviews on the west coast of the US, the Director of Drama advised that experience had demonstrated prospective candidates based on the west coast were consistently prepared to travel to New York for the process; indeed, this had an accidental yet beneficial side-effect in that it meant the calibre of such applicants was often higher, as those potentially lacking the requisite skills were discouraged by the travel involved from making applications which were unlikely to be successful

RESOLVED: That the report be received and its content noted.

## **7. GOLD MEDAL COMPETITION**

The Board considered a report of the Principal discussing the award format for the Guildhall Gold Medal Competition and proposing a range of alternative options for Members' consideration.

The Chairman introduced the item by reminding Members of the background to this issue, advising that a question had been asked at a meeting of the Court of Common Council following the previous year's competition. The thrust of the

Member's question had been that it seemed unfortunate there was no third place prize awarded on the day of the competition, with the implication that there should be more prizes. However, upon reviewing the matter, it had emerged that the clear preference of the School was to decrease the number of prizes in future, so that there was only one prize (the Gold Medal itself).

The Principal thanked the Chairman for his précis, expressing that it was his and the wider School's strong view upon reflection that the competition should have one only winner. The Gold Medal itself was a highly prestigious award and the current arrangements were somewhat confusing, with the second placed participant receiving a glass trophy and the third placed individual a silver medal. So as to minimise confusion as to who had been placed second on the day, the silver medal was not awarded at the ceremony but at a later date. In addition, a modest cash prize was also awarded to the Gold Medal Winner; however, it was widely felt that this was not commensurate with the prestige of the award and, to some extent, diminished the value of the Medal.

Clearly, the current arrangements were therefore unsatisfactory and in need of review and clarification. It was very much the opinion of staff that the Gold Medal was like the FA Cup or the Oscars, prestigious and strengthened through there being a single winner. The Student Union President agreed, observing that students were minded that a single prize would be beneficial in encouraging participants to strive harder to win the sole award.

The Board also noted that there should be equivalent recognition for actors and theatre technicians where possible and it was confirmed that Gold Medal competitions, or their equivalents, were already in existence for both drama and theatre.

Members agreed that moving to a situation whereby there was only one award, with no cash prize, was the sensible option and would appropriately reflect the prestige of the Gold Medal competition. However, it was cautioned that any change would require careful liaison with Livery partners who currently provided the cash prize and second place trophy to ensure they were supportive of the proposal and that they did not feel that their much valued support was being rebuffed. The Principal agreed and advised Members that he had held initial discussions with the Musicians' Company, who it seemed were likely to be supportive of the proposals.

Subject to these negotiations with the Livery Companies, it was therefore agreed that the Competition should revert to a single prize from 2016 onwards.

**RESOLVED:** That the Principal be asked to review arrangements for the Gold Medal Competition so that it adopted a single-prize format from 2016.

## **8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There was one question:



### **Employment for students**

In response to a Member's question, the Director of Music advised that the School did not seek to arrange employment opportunities for those students undertaking courses as the aim was very much to ensure the students were focussed on their studies. However, many students did receive employment opportunities through the affiliations the School arranged for them and the School also worked to provide students with an awareness of their employment potential following graduation.

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

There were no urgent items.

#### **10. 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>
11-15	3

#### **11. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 17 November 2014 were approved as a correct record.

##### **a) Non-public minutes of the Board**

The non-public minutes of the meeting held on 17 November 2014 were approved as a correct record.

##### **b) \*Non-public Minutes of the Finance & Resources Committee**

The non-public minutes of the meeting held on 16 January 2015 were received.

##### **c) \*Non-public Minutes of the Audit & Risk Management Committee**

The non-public minutes of the meeting held on 23 January 2015 were received.

##### **d) \*Non-public minutes of the Remuneration Committee**

The non-public minutes of the meeting held on 23 January 2015 were received.

#### **12. PRINCIPAL'S GENERAL REPORT (NON-PUBLIC MATTERS)**

The Board received a verbal update from the Principal on two non-public matters.

#### **13. FINANCE REVIEW**

The Committee received a report of the Chief Operating & Financial Officer presenting the Finance Review for the Period 9 Accounts 2014/15.

**14. PROGRESS REPORT ON THE CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME 2009/10-2013/14 ('CAP 2') AND PROGRAMME 2014/15 - 2015/16 ('CAP 3')**

The Board considered and approved a report of the Principal providing an update on the Capital and Supplementary Revenue Programme 2009/10-2013/14 ('Cap 2') and Programme 2014/15 – 2015/16 ('Cap 3'), seeking approval for the movement across financial years of certain projects, the omission of two projects, and the introduction of one new project.

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

There were no questions.

**16. 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 3.40 pm**

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Chairman

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

**Thursday, 16 April 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 Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 16 April 2015 at 1.45 pm

### **Present**

#### **Members:**

Alderman David Graves (Chairman)  
Alderman William Russell  
John Scott

### **In Attendance**

#### **Officers:**

Professor Barry Ife	Principal, Guildhall School of Music and Drama
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Niki Cornwell	Chamberlain's Department
Gregory Moore	Town Clerk's Department

#### **1. APOLOGIES**

Apologies were received from Deputy John Bennett, Marianne Fredericks and Jeremy Mayhew.

#### **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 16 January 2015 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 Part I of Schedule 12A of the Local Government Act as follows:-

Item(s)	Paragraph
7-12	3

7. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 16 January 2015 were approved as a correct record.

8. **BUDGET MANUAL - FINANCIAL YEAR 2015/16**

The Committee received a report of the Chief Operating & Financial Officer setting out the draft budget manual for 2015/16.

9. **GUILDHALL SCHOOL OF MUSIC AND DRAMA FINANCE REVIEW**

The Committee received a report of the Chief Operating and Financial Officer which provided an update on the Guildhall School of Music and Drama's Finance Review.

10. **USE OF PAYPAL FOR GUILDHALL SCHOOL ONLINE PAYMENTS**

The Committee considered a report of the Chief Operating and Financial Officer which provided Members with details in relation to the benefits of allowing tuition fee payments to be made via PayPal.

RESOLVED: That a further report be prepared for the next meeting of the Committee, providing a cost analysis of using the PayPal system.

11. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**

There were no questions.

12. **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 2.45 pm**

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Chairman

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

<b>Committee(s):</b>	<b>Date(s):</b>
Board of Governors of the Guildhall School of Music & Drama	11 May 2015
<b>Subject:</b> Principal's General Report	<b>Public</b>
<b>Report of:</b> Principal	<b>For information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report updates the Board on the following issues:</p> <ul style="list-style-type: none"> <li>• Awards and Prizes</li> <li>• International Activity</li> <li>• Visual Identity</li> <li>• Other matters dealt with elsewhere on the agenda</li> </ul> <p><b>Recommendation:</b> that the Board receives the report and notes its contents.</p>	

## **Main report**

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

Luke Dale (BA (Hons) Acting, year 3)

- Winner, Alan Bates Award

David Shipley (Artist Diploma, Opera Studies year 2)

- Winner of the Joaninha Trust Award
- Accepted onto the Jette Parker Young Artists program 2015

Chris Brewster (Junior Guildhall student)

- Winner, Woking Young Musician of the Year competition

The Sedna Trio (Hanna Tracz, Violin and Penka Petkova, Cello)

- Special Commendation Prize at York Chamber Music Festival

Alexander Soares (DMus, year 3, Piano)

- Winner, Piano Section of the 2015 Royal Overseas League Music Competition

Mark Taylor (BMus (Hons) Flute, year 4)

- Winner, Needlemakers Prize for Wind

Charlotte Yeoman (BMus (Hons), Vocal, year 3)

- Winner, AESS Courtney Kenny Award

Hélène Favre-Bulle (Guildhall Artist Masters, Piano Accompaniment, year 1)

- Winner, Piano Accompaniment Prize

Emma Kerr (Advanced Certificate - Opera Studies 1)

- Becoming a Jerwood Young Artist at Glyndebourne
- Becoming a Scottish Opera Emerging Artist

Capucine Daumas (Guildhall Artist Masters, Vocal, year 1) and Kaoru Wada (Guildhall Artist Masters, Piano Accompaniment, year 2)

- Winners of The Paul Hamburger Prize for Voice & Piano Duo

Joshua Owen Mills (Artist Diploma- Vocal Training, year 1)

- Accepted onto the Opera Studio young artists program at the Bayerische Staatsoper

Lucy Waring (MMus, Vocal)

- Winner of the Susan Longfield Prize

Scott MacIsaac (BMus (Hons) Piano, year 3)

- Winner, Sheila Macbrayne Memorial Prize for a Canadian Musician in the 2015 Royal Overseas League Music Competition

James Henshaw (Extra Mural Fellow)

- Appointed Assistant Chorus Master at English National Opera

Josep-Ramon Olivé (Advanced Certificate, Opera)

- Winner, 2015 London Handel Singing Competition

Robin Bailey (Guildhall Artist Masters – Opera 2)

- Second Prize, 2015 Lotte Lenya Competition

Josep Ramon Olivé (Advanced Certificate, Opera) and Ben-San Lau (Advanced Certificate, Repetiteur)

- Winners of Oxford Lieder 2015 Young Artist Platform

Claire Lees (Guildhall Artist Masters, Vocal, year 2)

- Awarded the Vrienden van het Lied Prize as part of the International Lied Duo Competition in Holland

Rachel Coe (BMus 4 - Clarinet)

- Winner, Lions European Music Competition

Gaelle-Anne Michel (Artist Diploma Violin), Elitsa Bogdanova (Viola Alumnus) and Arthur Boutillier (Guildhall Artist Masters Cello)

- Participated as members of the un-conducted ensemble Musica Viva, in an exceptionally high profile interdisciplinary performance project at Covent Garden as part of the London International Mime Festival

## ***Alumni and Staff***

### **Alumni**

Mark Simpson (Alumnus, Composition, 2012)

- Appointed Composer in Association of the BBC Philharmonic

Robert Holliday (Alumnus, Trombone, 1993)

- Appointed Sub Principal Trombone, Orchestra of The Royal Opera House

Edward Nesbit (Alumnus, Composition, 2009)

- Winner, Britten Sinfonia Opus 2-15 Composition Prize

Gerard Schneider (Alumnus, Opera Studies, 2014)

- Accepted at Juilliard, Artist Diploma of Opera Studies

Marisa Gupta (Alumnus, DMus, 2014)

- Awarded the British library Edison Fellowship

James Sherlock (Alumnus, Keyboard, 2014)

- Winner, Piano Prize, Das Lied International Song Competition

### **Staff**

Andy Taylor, Lecturer in Sound, Technical Theatre

- Fellowship awarded by the Higher Education Academy

Chris Houlding, Trombone Teacher, Wind, Brass and Percussion

- British Trombone Society Teacher of the Year Award

## **2. International Activity**

As discussed at the Board awayday, last autumn, the School has been giving serious thought to cost-effective and efficient ways of raising profile overseas. Reports on auditions held in the US and the Far East were made to the February Board meeting, and it seems clear that overseas auditions are proving worthwhile in attracting high-quality applications from suitably-qualified students. Some 60% of applicants receive offers and more than half of those become enrolments. Availability of scholarship support and visa disincentives are important factors in converting offers into enrolments.

Nearer home, second-year actors have for several years been attending a three-week summer school in San Miniato, Italy, and this arrangement, which is thought to be extremely beneficial to the students' development as individuals and as an ensemble, will continue. For the past two years, the School has been developing a summer-school presence in Fontainebleau, with a focus on drama and, for the first time last year, opera. Again, this arrangement will be repeated in the summer of 2015, with increased subsidy

from the authorities in Fontainebleau, who regard the School's presence as a great attraction.

For 2015, it has been agreed that the School will have a major focus on raising profile in China. The context for this is the fact that 2015 is the year of UK-China cultural exchange, and we have had considerable support from the Chinese Cultural Counsellor in London, Mr Xiang Xiaowei. We have also enjoyed good media support from the City's PR office. The specific projects are as follows:

**Central Academy of Drama, Beijing.** The School has had a number of interactions with the CAD since the first UK-China Arts and Education Forum hosted by the School and the Barbican in February 2009. There have been exchanges of staff and students for joint music theatre projects, CAD staff have visited the School and Guildhall technical theatre staff have attended international conferences and events as speakers and observers. Last October CAD asked the School to put together a training package for Chinese acting students, to start in 2017. CAD staff visited the School early in 2015 and have confirmed that Guildhall is their preferred supplier, subject to contract. It is hoped that an agreement can be reached by the end of May for signing in Beijing in October.

**Shanghai Grand Theatre.** At the invitation of the SGT, the School took its first-year opera scenes project to Shanghai over the Easter weekend. The visit was a great success and enjoyed extensive media coverage in English and Chinese, and in print, radio and television. The group played 11 scenes from 11 different operas in the Buick Theatre (500 seats), which were sold out for both performances. Flights and visas for 27 people (12 singers, two répétiteurs, technical crew and creative team) were funded from a supplementary grant from the City of London Corporation. All in-country costs were met by SGT. The School has been invited back in 2016, and the intention is to take a Shakespeare project which they plan to market alongside the RSC trilogy of Richard II and Henry IV parts 1 and 2.

**Arts and Education Forum II.** The School is a lead partner in the follow-up Forum to be held as part of the Shanghai Performing Arts Fair in October. The Shanghai opera scenes project will be one of the principal case studies that will be used to celebrate UK/China cultural exchange and as a basis for further development.

### **3. Visual Identity**

The School's new visual identity has been widely commended, and the recently published Annual Report is the latest manifestation of the design in print form. At the same time, the re-design of the website is now complete with the new on-line tour of the buildings: <http://www.gsmd.ac.uk/online-tour/>. Over 50 short films enable users to gain virtual access to the buildings by campus and by subject. The School has entered two publications – the Prospectus and 'With Our Thanks' – for a CASE award, to be adjudicated in May. It is planned to submit the new magazine 'Play' for an award in 2016.



#### **4. Other matters dealt with elsewhere on the Agenda**

The School has received its preliminary grant letter from HEFCE for the academic year 2015/16, starting 1 August. There are no surprises concerning teaching grant, as 15/16 sees the end of funding for 'old regime' students – those who enrolled before the introduction of the £9k fee. From now on all UK and other EU undergraduate students are assumed to be playing the higher fee, and teaching grant has been reduced accordingly. The grant letter did, however, contain good news in the form of increases of 29% in quality research grant and 33% in the higher education innovation fund (HEIF) grant. The implications of the grant letter and other HEFCE funding issues are discussed and illustrated in agenda items 14-17.

**Contact:**

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Principal

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<b>Committees:</b>	<b>Dates:</b>
Board of Governors of the Guildhall School of Music and Drama	11 May 2015
Projects Sub Committee	06 May 2015
<b>Subject:</b> Gateway 7 Outcome Report: Improvements to Music Hall Phase 1	<b>Public</b>
<b>Report of:</b> The Principal, GSMD	<b>For Decision</b>

## **SUMMARY**

The out-turn cost of this phase is less than £250k, which normally would bring it within the Chief Officer remit for approval. However, the original approval for the project exceeded this and the reports relating to both this and the second phase should be considered together. For that reason this report has been drafted for consideration by the Board and Project Sub-Committee.

The work in this phase was executed over the summer periods between 2011 and 2014, as access is only available for a very limited period over the summer recess, and the work was procured from a number of specialist contractors on an individual basis.

This phase of the work comprised:

- Upgrading of lighting
- Renewing the finish to the stage and floor
- Upgrading facilities for AV management

The out-turn cost was £228,753 (this includes £11,090, which is half of the amount expended on a joint evaluation study for Phases 1 and 2).

The objective of raising the standard of the Music Hall in the Silk Street building to reflect its current use as both a professional teaching space and the public face of the School as a performance venue, has been achieved.

## **Recommendation**

It is recommended that the lessons learnt be noted and the project be closed.

## **Main Report**

<b>1. Brief description of project</b>	The project was executed over the summers of 2011 to 2014, which was the only time when access was available and comprised: <ul style="list-style-type: none"> <li>• Upgrading of lighting</li> <li>• Renewing the finish to the stage and floor</li> <li>• Upgrading facilities for AV management</li> </ul>
<b>2. Assessment of project against success criteria</b>	The objective of raising the standard of the Music Hall in the Silk Street building to reflect its current use as both a professional teaching space and the public face of the School as a performance venue, has been achieved.
<b>3. Programme</b>	The project was completed within the agreed programme (the work was programmed around School operations as access became available)
<b>4. Budget Final Account Verification</b>	The project was completed within the agreed budget Verified

**\*Please note that the Chamberlain's department Financial Services division will need to verify Final Accounts relating to medium and high risk projects valued between £250k and £5m and all projects valued in excess of £5m.**

## **Review of Team Performance**

<b>5. Key strengths</b>	Procurement approach allowed for work to be coordinated around use of Hall and minimise disruption to income generating summer school activity
<b>6. Areas for improvement</b>	Improve definition of Client needs and access availability at planning stage
<b>7. Special recognition</b>	

## **Lessons Learnt**

<b>8. Key lessons</b>	Agree priority of objectives at early stage
<b>9. Implementation plan for lessons learnt</b>	Defined client contact structure Firm stage sign off by all stakeholders

## **Contact**

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<b>Committees:</b>	<b>Dates:</b>
Board of Governors of the Guildhall School of Music and Drama	11 May 2015
Projects Sub Committee	6 May 2015
<b>Subject:</b> Gateway 7 Outcome Report: Improvements to Music Hall Phase 2	<b>Public</b>
<b>Report of:</b> The Principal, GSMD	<b>For Decision</b>

## SUMMARY

The work in this phase was executed over the summer periods in 2012 and 2013, the most urgent work to improve soundproofing being done first.

This phase of the work comprised:

- Upgrading of door to lakeside to reduce sound transmittance
- Provision of new mobile acoustic screens
- Renewal of wall panelling

The out-turn cost was £255,149 (including £16,410 for evaluation costs - £11,090 being half of the joint evaluation study for phase 1 and 2 and £5320 for specific costs relating to Phase 2). This was £34,598 less than the approved budget.

The long standing problem of sound transmittance from the lakeside into the Music Hall has been considerably reduced by the work to the doors. The introduction of the new mobile screens not only enhances the appearance of the Music Hall but allows the screens to be safely and easily moved, overcoming a number of health and safety issues.

Renewal of the wall panelling, together with the work carried out in Phase 1, has raised the standard of the Music Hall to that of a more professional venue for performance and first quality teaching.

## Recommendations

It is recommended that the lessons learnt be noted and the project be closed.

## Main Report

<b>1. Brief description of project</b>	<p>The project was executed over the summers of 2012 to 2013. The most urgent work – upgrading of doors was done first and, as approved by Committee, the wall panelling the following year. The total scope of work was:</p> <ul style="list-style-type: none"> <li>• Upgrading of door to lakeside to reduce sound transmittance</li> </ul>
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	<ul style="list-style-type: none"> <li>• Provision of new mobile acoustic screens</li> <li>• Renewal of wall panelling</li> </ul>
<b>2. Assessment of project against success criteria</b>	The objective of raising the standard of the Music Hall in the Silk Street building to reflect its current use as both a professional teaching space and the public face of the School as a performance venue, has been achieved. Long standing issues of sound transmittance and the use of mobile screens were resolved.
<b>3. Programme</b>	The project was completed within the agreed programme
<b>4. Budget Final Account Verification</b>	The project was completed within the agreed budget Verified

**\*Please note that the Chamberlain's department Financial Services division will need to verify Final Accounts relating to medium and high risk projects valued between £250k and £5m and all projects valued in excess of £5m.**

#### **Review of Team Performance**

<b>5. Key strengths</b>	The Client department representatives engaged fully in the design process and contractor. Proto-type constructed at evaluation stage to assist in achieving correct solutions.
<b>6. Areas for improvement</b>	There were few problems on this project
<b>7. Special recognition</b>	

#### **Lessons Learnt**

<b>8. Key lessons</b>	Agree priority of objectives at early stage
<b>9. Implementation plan for lessons learnt</b>	Defined client contact structure Firm stage sign off by all stakeholders

#### **Contact**

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