



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 18 SEPTEMBER 2017

Time: 1.45 pm

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy John Bennett (Chairman)	Alderman David Graves
Vivienne Littlechild (Deputy Chairman)	Jo Hensel
Sir Andrew Burns	Gareth Higgins
Deputy Michael Cassidy	Michael Hoffman
John Chapman	Jeremy Mayhew
Christina Coker O.B.E.	Graham Packham
Professor Crossick	Sheriff & Alderman William Russell
Stuart Fraser	Jeremy Simons
Marianne Fredericks	Lynne Williams
Shreela Ghosh	Felicity Chilton

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julie.cornelius@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or 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. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 3rd July 2017.

For Decision
(Pages 1 - 10)

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

To receive the public minutes of the Audit & Risk Management Committee held on Friday, 21 July 2017.

For Information
(Pages 11 - 16)

5. **PRINCIPAL'S GENERAL REPORT**

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

For Information
(Pages 17 - 22)

6. **GOVERNORS' DEVELOPMENT DAY**

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

For Decision
(Pages 23 - 26)

7. **OUTSTANDING ISSUES REPORT**

Report of the Town Clerk.

For Information
(Pages 27 - 30)

8. **CITY OF LONDON CORPORATION CULTURAL STRATEGY**

Report of the Assistant Town Clerk and Cultural Hub Director.

For Information
(Pages 31 - 46)

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

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

11. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non Public Agenda

12. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 3rd July 2017.

For Decision
(Pages 47 - 52)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 21 July 2017.

For Information
(Pages 53 - 58)

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

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

For Information
(Pages 59 - 72)

15. **UPDATE ON STRATEGIC PLAN**

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

For Information
(Pages 73 - 98)

16. **RESERVES POLICY**

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

For Decision
(Pages 99 - 102)

17. **FINANCE REVIEW (ACADEMIC YEAR END POSITION)**

The Assistant Account to be heard.

For Decision

18. **SAFEGUARDING**

- a) Safeguarding Annual Report (Pages 103 - 122)

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

For Information

- b) Safeguarding Policy (Pages 123 - 160)

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

For Decision

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

20. **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, 3 July 2017

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 3 July 2017 at 11.00 am

Present

Governors:

Deputy John Bennett	Shreela Ghosh
Vivienne Littlechild	Alderman David Graves
Deputy Michael Cassidy	Gareth Higgins
John Chapman	Jo Hensel
Christina Coker O.B.E.	Michael Hoffman
Professor Geoff Crossick	Graham Packham
Stuart Fraser	Jeremy Simons
Marianne Fredericks	Thomas Steer
	Lynne Williams

Officers:

Gemma Stokley	-	Town Clerk's Department
Julie Cornelius	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
Niki Cornwell	-	Chamberlain's Department
Sam Cook	-	Remembrancer's Office
Michael Bradley	-	City Surveyor's Department
Hannah Bibbins	-	Guildhall School of Music and Drama
Jo Hutchinson	-	Guildhall School of Music and Drama
Sian Brittain	-	Guildhall School of Music and Drama
Katharine Lewis	-	Guildhall School of Music and Drama
Jonathon Poyner	-	Guildhall School of Music and Drama
Jonathan Vaughan	-	Guildhall School of Music and Drama

Observing:

Felicity Chilton	-	Students' Union
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1. APOLOGIES

Apologies for absence were received from Sheriff & Alderman William Russell and Jeremy Mayhew.

2. GOVERNORS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. ***ORDER OF THE COURT OF COMMON COUNCIL**

The Order of the Court of Common Council dated 27 April 2017 appointing the Board and setting out its Terms of Reference was received.

RECEIVED

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order 29, the Town Clerk read a list of names of Governors eligible to take the chair. Deputy John Bennett, being the only Governor indicating his willingness to serve, was duly elected as Chairman of the Board for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

In accordance with Standing Order 30, the Town Clerk read a list of names of Governors eligible to be Deputy Chairman. Vivienne Littlechild, being the only Governor expressing a willingness to serve, was elected Deputy Chairman for the ensuing year.

At the invitation of the Chairman, a minute's silence was held in memory of the late John Barker in recognition of his contribution to the Board and the Guildhall School.

The Chairman then noted his thanks, on behalf of the Board, for the contribution of Adam Richardson, who had been unsuccessful in the recent elections to the Court of Common Council. The Chairman then welcomed Deputy Michael Cassidy, Graham Packham and Shreela Ghosh to their first meeting.

6. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 13 February 2017, be approved as a correct record, subject to the following amendment: Professor Crossick to be listed as Professor Geoff Crossick.

7. ***PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

The public minutes of the Nominations Committee held on 5 May 2017 were received.

RECEIVED

8. ***PUBLIC MINUTES OF THE GOVERNANCE AND EFFECTIVENESS COMMITTEE**

The public minutes of the Governance and Effectiveness Committee meeting held on 16 June 2017 were received.

RECEIVED

9. **APPOINTMENT OF SUB COMMITTEES**

Governors considered a report of the Town Clerk regarding the appointment of Sub Committees for 2017/18. The Chairman encouraged Governors to serve on at least one Sub Committee.

In considering appointments to each Sub Committee, Governors agreed that where any vacancies were not appointed to, consideration should be given to appointing external Governors with relevant skills and expertise, particularly in the Higher Education sector. The Principal agreed to keep the Governorship of the Sub Committees under review and bring prospective candidates to the Board for consideration.

RESOLVED, that Governors,

- Note the Governorship of the Board, including the different categories of Governorship and the terms of reference of each Sub Committee.
- Appoint Christina Coker, Alderman David Graves, Graham Packham and Marianne Fredericks to the Audit & Risk Management Committee, with Christina Coker as Chairman.
- Appoint Sir Andrew Burns, Sheriff & Alderman William Russell and Jeremy Simons to the Remuneration Committee, and that the Remuneration Committee meet at least twice each year.
- Appoint Christina Coker, Jeremy Simons, Marianne Fredericks, Graham Packham, Jo Hensel and Michael Hoffman to the Nominations Committee.
- Appoint Sir Andrew Burns, Sheriff & Alderman William Russell and Michael Hoffman to the Reference Sub Committee.
- Appoint John Chapman, Sheriff & Alderman William Russell and Jeremy Simons to the Finance & Resources Committee.
- Appoint Sir Andrew Burns, Professor Geoff Crossick, Gareth Higgins and Michael Hoffman to the Governance & Effectiveness Committee.

10. **OUTSTANDING ACTIONS**

Governors considered a report of the Town Clerk regarding outstanding actions.

RECEIVED

11. ***APPOINTMENT OF CHAIRMEN OF SUB COMMITTEES**

Governors considered a resolution of the Policy and Resources Committee.

RECEIVED

12. **DRAFT CORPORATE PLAN 2018-23**

Governors considered a report of the Town Clerk regarding the draft Corporate

Plan 2018-2023 and the following points were made:

- The Head of Corporate Strategy and Performance noted that this was an early draft Corporate Plan that sought to set out the vision and values of the organisation. Comments from Governors were being collated, and feedback to date had been that the plan should include more emphasis on culture.
- Governors agreed that culture should be included within the plan and in addition, connectivity, creativity, capacity and character should be incorporated.
- A Governor said there should be specific mention of the Guildhall School of Music and Drama. It was noted that a similar point had been raised by the Culture, Heritage and Libraries Committee and as a result there was now specific mention of the Guildhall School as a world-leading Conservatoire.

RECEIVED

13. HIGHER EDUCATION AND RESEARCH ACT

Governors considered a report of the Remembrancer regarding the Higher Education and Research Act and developments during its parliamentary passage. These included the receipt of a Ministerial assurance that new provisions on governance would not affect the constitutional position of the School. The following points were made.

- A Governor noted that the result of the General Election may come to affect the Government's position on student migration, which had been much debated during the passage of the Act. The Governor further noted that the designated chairman of 'Research England', a new body created by the Act, was thought to be sympathetic to the arts.
- Thanks were extended to Lord Carrington of Fulham for tabling an amendment in the House of Lords addressing the position of the School in relation to the new legislation.

RECEIVED

14. PRINCIPAL'S GENERAL REPORT

Governors considered a report of the Principal of the Guildhall School and the following points were made.

The Principal said it was important to hear comments regarding the Strategic Plan.

- The Chairman said he was pleased to see that discussion has been held with the Aedas Arts Team regarding a re-design of the Silk Street entrance.

- In response to a question asking about development and promotion of the School, the Principal noted that it was the intention, within the next six months, to appoint an Interim Director of Advancement. This position would be offered at Vice Principal level to attract the right candidate. The role would include marketing, communications, development, public relations and promoting the School on the international stage. Money has been allocated within the budget for the post.
- A Governor noted that, whilst it was important to make the remuneration of the role as competitive as possible, the relative inflexibility of the City of London Corporation pay structure was a potential issue.
- The Chairman thanked Tom Steer for his contribution as Students' Union President. A welcome was extended to Felicity Chilton as Tom's successor.

15. **ASSURANCES: (I) THE PROMOTION OF EQUALITY AND DIVERSITY AND (II) ACADEMIC QUALITY AND STANDARDS**

Governors considered a report of the Principal of the Guildhall School providing assurances to the Board in respect of the School's responsibility to promote equality and diversity, and the Board's responsibility to monitor progress in respect of the continuous improvement of the student academic experience and student outcomes..

- In response to a comment from a Governor regarding the diversity of the Board, the Principal replied that the Higher Education Funding Council for England (HEFCE) would like to see 40% of women on Boards such as that for the Guildhall School. The Chairman added that diversity on the Court of Common Council had improved since 2013 but overall diversity was dependent upon people putting themselves forward for election. The Deputy Chairman noted she had discussed this issue with women on the Common Council and would continue to try to encourage them to stand for election to City Committees.
- Governors noted that the City of London Corporation had a Governor Development Plan in place which was available to both new and long standing City of London Governors.
- A Governor suggested inviting wider City of London Governors to events at the School to improve awareness of the School's activities and promote the School more widely within the City of London Corporation.
- A Governor spoke about monitoring the characterisation of the Board. Town Clerk to prepare a report on this.
- The Principal noted that as far as was possible when appointing to the Board, consideration should be given to the wider Board's skill set and any areas where additional skills would be beneficial. Any women appointed to the Board would be appointed on the basis of their skills and experience, and potential contribution to the work of the Board.

- In concluding discussion on the diversity of the Board, Governors requested that the Town Clerk bring a report to a future meeting regarding the Board's diversity and skills.
- In response to a comment from a Governor regarding the promotion of female actors across the acting industry, the Principal replied that those conversations were already being had within the School.

RECEIVED

16. **GATEWAY 7 OUTCOME REPORT - REFURBISHMENT AND MODIFICATION OF ACCOMMODATION SILK STREET (44100052)**
Governors considered a report of the Principal of the Guildhall School.

RESOLVED, that the project be closed.

17. **GATEWAY 7 OUTCOME REPORT - REFURBISHMENT AND MODIFICATION OF ACCOMMODATION SILK STREET (44100057) (PHASE 2 2014)**

Governors considered a report of the Principal of the Guildhall School. In response to a comment from a Governor regarding the lack of SMART objectives, the Town Clerk noted that the project reporting template had been amended to include SMART objectives going forward.

RESOLVED, that the project be closed.

18. **CARBON REDUCTION KPI**

Governors considered a report of the Director of Operations and Buildings, Barbican/Guildhall School regarding Carbon Reduction Key Performance Indicators at the Guildhall School and the following points were made.

- The Director of Operations and Buildings noted that the City Surveyor was compiling a wider report to review why carbon reduction targets were not being met across the City.
- The Director had joined the City Energy Board to ensure a joined up approach on energy reduction with the rest of the City Departments.
- The Director added that there would be a full review of the School's Carbon Reduction Strategy, including a review of all the targets particularly in light of changes to the shape and usage of the School's estate since 2014.
- In response to a question from a Governor whether the 2015/2016 target in 2014 strategy and the Actual as at 2015/2016 was meant to be the same, the Director of Operations and Buildings replied that the information within the report had been provided by the City and therefore a response would be provided outside of the meeting.

RECEIVED

19. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

21. 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 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:-

22. NON PUBLIC MINUTES

RESOLVED - that the non-public minutes of the meeting held on 13 February 2017 be approved as a correct record.

23. NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE

The non-public minutes of the Nominations Committee meeting held on 5 May 2017 were received.

RECEIVED

24. NON PUBLIC MINUTES OF THE GOVERNANCE AND EFFECTIVENESS COMMITTEE

The non-public minutes of the Governance and Effectiveness Committee held on 16 June 2017 were received.

RECEIVED

25. *DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY SINCE THE LAST MEETING OF THE SUB-COMMITTEE

Governors considered a report of the Town Clerk on action taken under delegated authority or urgency procedure since the last meeting.

RECEIVED

26. TOWARDS A STRATEGIC PLAN 2018-2023

Governors considered a report of the Principal of the Guildhall School regarding moving towards a Strategic Plan 2018-2023.

27. PRINCIPAL'S GENERAL REPORT - NON-PUBLIC

Governors considered a general report of the Principal of the Guildhall School.

RECEIVED

RESOLVED, that Governors agree to extend the meeting beyond two hours' duration in line with Standing Order 40.

28. UPDATE CYCLICAL MAINTENANCE WORKS 2017/18 - 2019/20

Governors considered an update report of the Principal of the Guildhall School regarding cyclical maintenance works for 2017/18-2019/20.

29. FINANCE

29.1 Guildhall School Academic Year 2016/17 Finance Review - Period 10

Governors considered a report of the Principal of the Guildhall School regarding the Guildhall School Academic Year 2016/17 Finance Review – Period 10.

RECEIVED

29.2 Financial Results and Forecasts 2017 - July 2017 Submission

Governors considered a report of the Chief Operating and Financial Officer of the Guildhall School regarding Financial Results and Forecasts 2017 – July 2017 submission.

RECEIVED

29.3 Fee schedule for 2018 entry

Governors considered a report of the Principal of the Guildhall School regarding the tuition fee schedule for 2018 entry. The Board **RESOLVED** that the tuition fee schedule for 2018 entry be approved.

30. GOVERNANCE - RECOMMENDATIONS ARISING FROM THE GOVERNANCE AND EFFECTIVENESS COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Governors considered a report of the Chairman of the Governance and Effectiveness Committee regarding recommendations arising from the recent meeting of the Governance and Effectiveness Committee.

Professor Geoff Crossick left at this point of the meeting.

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

There were no questions.

32. 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 other business regarding the English Baccalaureate and the removal of Creative Arts from the school curricula.

The meeting ended at 1.25 pm

Chairman

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AUDIT AND RISK MANAGEMENT COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

Friday, 21 July 2017

Minutes of the meeting of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Friday, 21 July 2017 at 1.45 pm

The first 15 minutes of this meeting took the form of an 'in camera' session with only Committee Members, the Internal Auditor and the Town Clerk present

Present

Members:

Christina Coker O.B.E. (Chairman)
Marianne Fredericks

Neil Constable
Graham Packham

In Attendance

Vivienne Littlechild

Officers:

Gemma Stokley	-	Town Clerk's Department
Julie Cornelius	-	Town Clerk's Department
Sarah Wall	-	Chamberlain's Department
Pat Stothard	-	Head of Internal Audit and Risk Management
Jonathon Poyner	-	Barbican Centre
Amy Grimes	-	Guildhall School of Music & Drama
Patsy Carter	-	Guildhall School of Music & Drama

1. APOLOGIES

Apologies were received from Lynne Williams and Deputy John Bennett.

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

There were no declarations.

3. ELECTION OF DEPUTY CHAIRMAN

In accordance with Standing Order 30, Marianne Fredericks, being the only Member willing to stand, was declared Deputy Chairman for the ensuing year.

4. APPOINTMENT OF CO-OPTED MEMBER

The Committee had previously sought the approval of the Board of Governors to agree the continued appointment of Neil Constable as a Co-opted Member to this Committee.

RESOLVED – That Neil Constable continues as a Co-opted Member for a further year.

5. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 20 January 2017, be approved as a correct record, subject to the following amendments.

To record, that the meeting was preceded by an ‘In Camera’ session’.

Minute 7. Internal Audit Update Report: The final sentence within the penultimate paragraph on page 4, should be amended to read: ‘A Head of IT had now tested several options ...’

Matters arising

Milton Court

A recommendation – Business Plan Update - made as part of the audit, was not agreed because it was considered more appropriate for the business plan for Milton Court to be incorporated in the School’s overall Strategic Plan. The Committee noted and was content with this approach-

The Chamberlain reported that dates were allocated to use the premises for music rentals and community events. The community events had proven problematic in respect of ensuring adequate space available to students.

Development of IT Pedagogy fails to keep pace with competition:

The Chairman noted that, at the Committee’s last meeting, it was reported that any risk associated with this area was now extremely low. She suggested that the current Principal might wish to keep this under review, given that digital development forms part of the new Strategic Plan.

6. **MATTERS ARISING NOT COVERED ELSEWHERE**

There were no matters arising.

7. **OUTSTANDING ACTIONS REPORT**

Members considered a report of the Town Clerk regarding outstanding actions. The Head of Internal Audit and Risk Management noted the following:

Item 1 – Student Catering (including student bar)

The Head of Internal Audit and Risk Management will review the previous audit of the student bar to ensure issues raised previously were addressed

Item 2 – Milton Court

Internal Audit had signed off the setting of rental/hire costs. This formed part of the update on recommendations; actions arising had been implemented and evidenced.

Item 3 – Sundial Court

This was no longer recorded as a Red risk.

Item 4 – Succession planning, talent management and staff development

Members noted that this action would be discussed elsewhere on the agenda.

RECEIVED

8. TERMS OF REFERENCE OF THE AUDIT AND RISK MANAGEMENT COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Members considered a report of the Town Clerk concerning the Terms of Reference of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School.

It was considered that a review of the Terms of Reference would be beneficial, particularly for new Committee members. The Chairman highlighted that the Terms of Reference, compiled approximately ten years ago, were the most comprehensive of the Board's Committees, particularly referencing HEFCE requirements.

Referring to item 4. 'Attendance at meetings' and in response to the Chamberlain stating that the positions of Finance Director and the Director of Business Support no longer exist, the Town Clerk will amend the Terms of Reference to reflect these changes. Additionally, the Chamberlain will circulate to the Committee, any required amendments/additions to the Terms of Reference, including an update to the section on 'Attendance at meetings'.

Referring to item 10. 'Duties', the Chairman said the Committee should remain mindful that the City of London appointed the external auditors. If it were possible to appoint its own external auditors, the School's Board of Governors/Audit & Risk Management Committee could ensure that specialist H.E. expertise was commissioned. A member said that whoever was responsible for appointing external auditors, should ensure the auditors had H.E. expertise, could advise on the impact of statutory changes and were able to offer sector advice and comparisons. The Committee expressed concern that, without such expertise guaranteed, the School was disadvantaged with regard to its external audit.

RECEIVED

9. INTERNAL AUDIT UPDATE REPORT

Members considered a report of the Head of Internal Audit and Risk Management concerning an internal audit update and the following points were made.

Appendix 1 (Delivery of 2016-17 Planned Audits)

- Given the previously agreed deferral (to 2018-19) of two audits – ('Strategic Planning' and 'Income Generation') only two audits had been progressed, as follows. The 'Satellite Site Operations' audit resulted in a moderate assurance and 4 amber recommendations all agreed by management and implementation due for completion by end December 2017. The audit on 'Succession Planning, Talent Management and Staff Development' was in the process of being finalised and would be reported at the Committee's next meeting.
- The Chairman said, moving forward, it would be extremely helpful for the Committee to receive, for all programmed audits, the terms of reference,

the finalised audit report, and the management responses. The Head of Internal Audit and Risk Management agreed to look into the most appropriate way to convey this information.

Appendix 2 (Audit Plan 2017 -2020)

- The Head of Internal Audit and Risk Management would be meeting shortly with the Principal to discuss the following: potential changes to work planned for 2017/2018; any carry forward work; a review of the 2018/2019 and 2019/2020 audit plans. Additionally, there would likely be other items for discussion that arose from the new Strategic Plan due to be submitted to the Board's November meeting for approval. The Principal and the Head of Internal Audit and Risk Management will meet with the Chairman and Deputy Chairman to update them on the outcomes of their aforementioned, scheduled meeting..
- In terms of comments and suggestions for consideration in future audit coverage, a member referred to 'Data Quality' appearing only once within the Internal Audit 3 Year strategy. The Head of Internal Audit and Risk Management said it is possible to include 'Data Quality' more frequently and to specify on an annual basis, a different focus area, but this would have an impact on Audit coverage. The most appropriate approach was for the Guildhall School Management to undertake Data Quality audits which Internal Audit could subsequently review. The suggestion from the H.E. Internal Audit Body was that this was how this should be managed; this complied with HEFCE's expectations.
- The Chamberlain said discussion had taken place, regarding organising a team to look at audit returns across groups, e.g. Higher Education Institutions.
- The Chairman also suggested three potential areas for consideration in the 3 year audit strategy: Co-ordination and management of the under 18 offer', 'Enterprise activities' and 'Internationalisation'.

Appendix 3 (Live Amber Recommendations - Movement January to July 2017)

- The Chairman said it was really useful for the Committee to receive details in a standing appendix updating all movements in live priority recommendations.
- Responding to a member's request for an update on the City of London action within Procurement, the Head of Internal Audit and Risk Management said this was likely to take place soon. The Chairman noted the original target date was 16 April 2016, revised to 31 March 2017.
- In response to a question asking for an update on the 'Disaster Recovery site: Cloud Backup', the Chamberlain said the promised target date for implementation was 30 September 2017. I.T. was an area that was regularly reviewed, with significant activity taking place. However, whilst some aspects had been completed, others remained outstanding.
- In response to a question asking what expertise was in place to review I.T., the Head of Audit and Risk Management said there was an in-house I.T. auditor. Additionally, 40 days of external I.T. audit support was commissioned to ensure that good I.T. resources are available to the City.

- The Chairman referred to the original target date of 31 August 2015 (revised to 31 January 2017). The Committee agreed it would be beneficial to see original target dates included within the information presented to this Committee.
The Head of Internal Audit and Risk Management will insert an additional column within the Audit Update report, to record original target dates.

RECEIVED

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

There were no questions.

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

There were no urgent items.

12. **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:-

13. **NON PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 20 January 2017 be approved as a correct record.

14. **NON-PUBLIC MATTERS ARISING NOT COVERED ELSEWHERE**

There were no non-public matters arising that are not covered elsewhere.

15. **ALL COMMITTEE REVIEW: AUDIT & RISK MANAGEMENT RESULTS**

Members considered a report of the Academic Registrar, relating to the Governance and Effectiveness Committee's review of the effectiveness of all of the Board's Committees going forward.

16. **STATUTORY REPORTING: BRIEFING**

Members considered a report of the Principal, relating to the various returns, internal quality assurances and audit issues.

RECEIVED

RESOLVED – That in accordance with Standing Order 40, the meeting would continue beyond the expected two hour duration.

17. **GUILDHALL SCHOOL OF MUSIC AND DRAMA RISK REGISTER**

Members considered a report of the Principal of the Guildhall School of Music and Drama.

RECEIVED

Neil Constable left at this point of the meeting.

18. CYM SATELLITES RISK REGISTER

Members considered a report of the Principal of the Guildhall School of Music and Drama relating to a Risk Assessment Register for the Satellite Centres. Having been circulated late, this was tabled for ease of reference.

RECEIVED

19. FINANCE REVIEW

Members considered a report of the Chief Operating and Financial Officer, detailing the School's financial performance up to the end of May 2017 (Period 10 of 2016-17 academic year).

RECEIVED

20. 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.

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

The Chairman was heard.

The meeting ended at 4.00 pm

Chairman

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julie.cornelius@cityoflondon.gov.uk

Agenda Item 5

Committee	Dated:
Board of Governors of the Guildhall School of Music & Drama	18/09/2017
Subject: Principal's General Report	Public
Report of: Principal	For Information
Report author: Principal	
Summary	
<p>This report updates the Board on a number of current issues:</p> <ul style="list-style-type: none">• Quality of learning and teaching environment• Partnerships with Barbican and City of London• Culture Mile• Under 18's Programme• Future sustainability• International Update• Awards and Prizes	
<p>Recommendation: that the Board receives the report and notes its contents.</p>	

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Principal's Public Report

Main report

1. Quality of learning and teaching environment

I am pleased to report an outstanding final period of the 2016/17 academic year including excellent performances and presentations by our graduating cohort. Thanks to all Board members who supported our students by attending many of the final works. Preparations are now underway for graduation ceremonies in November where the Lord Mayor will twice deliver the occasional address.

Our award of silver in the recent TEF in no way diminishes the excellence and innovation of the teaching and learning that is the hallmark of a Guildhall education. While we acknowledge that we must work harder to improve our performance in the National Student Survey, particularly improving our ratings for assessment and feedback, this score does not seem to have had a negative effect on our recruitment figures which remain strong.

2. Partnerships with Barbican and with the City of London

A more formalised artistic and educational alliance with the Barbican is a key objective within the new five year plan. We have progressed possible partnership initiatives through a series of joint workshops led by consultant, Sian Bird. The Joint Directorate for the Barbican Centre and Guildhall School has identified a number of emerging priority issues which it feels can be most effectively addressed by working together including strengthening UK and global positioning, building the destination value within Culture Mile, demonstrating the value of the arts and changing artistic practice, learning and consumption.

My work as a Chief Officer of the City of London has required a great deal of my time over these first seven months. I have attended City events including the State Banquet for the King and Queen of Spain and an evening at the House of Commons. I was invited to make a presentation at the Summit Group where I introduced aspects of the new strategic plan and received positive support for joint working where appropriate. The Deputy Chair, Vivienne Littlechild and Board member Christina Coker accompanied me to a City Risk Challenge session where we discussed Brexit, Safeguarding and the challenges of the current higher education environment. I have continued to contribute to the City's Corporate Policy and to the new emerging City Cultural Policy.

Two very large on-going projects are requiring a great deal of attention. Culture Mile, including the proposed Centre for Music, has now been launched at both a joint Barbican/Guildhall all staff meeting and a press conference. Culture Mile is an ambitious and transformational initiative which will create a vibrant cultural area in the north-west corner of the City over the next 10 to 15 years. Stretching just under a mile from Farringdon to Moorgate, Culture Mile will have creative exchange, cultural collaboration and learning at its core in an area where 2,000 years of history

collide with the world's best in culture. It will be important to nominate champions within Guildhall Senior Staff to drive the partnership initiatives of Culture Mile, Culture Mile Learning and the Centre for Music.

3. Under 18's Programme

The Head of Junior Guildhall continues to oversee an outstanding learning and teaching programme within an ever vigilant and caring environment. Her responsibilities also extend across the whole School as Guildhall School's lead on Safeguarding and Prevent issues. As a result of this we have increased administrative support to her which will enable her to bring her expertise in these two extremely important areas to the upcoming review of the Under18 offer and play a major role in the implementation of the reshaped programme. The School was recently nominated as a model of good practice in terms of our Prevent programme and our Lead asked to present at the HEFCE conference.

I recently visited our CYM in Saffron Walden to meet students, staff and volunteers. I was extremely impressed with the quality of work that I saw and the diligence in ensuring a safe, productive and enjoyable learning and teaching environment. We have a new safeguarding action plan in place for all of the CYMs and the first meeting of the City-led monitoring group is scheduled for September. I can report good progress in resolving some of the difficulties associated with regional partnerships.

4. Future Sustainability

Some research has been carried out into possible rental spaces close to the School which might allow us to either accommodate staff who are using performance/rehearsal spaces for offices or provide more teaching space especially in relation to development of new higher education courses and the short course programme. Liverpool University in London which is situated on Finsbury Square has expressed interest in a partnership which may deliver affordable space for us and joint working opportunities for specific e-learning initiatives. We are continuing to explore this possibility.

An interim Director of Advancement is now in post. Significant progress has been made in settling the development team and we are planning to go to market for the Vice Principal/Director of Advancement in early September depending on approval from City Corporation HR Department. An enhanced case for support for a fundraising campaign is taking shape based on the new narrative and initiatives within the strategic plan.

A new Chair and a new CEO of the Office for Students have been appointed and we are hoping for greater clarity around Higher Education and Research Bill issues. We continue to be involved on many fronts with organisations such as UUK, CUK, London Higher and CIFA, providing information to the government in their Brexit deliberations. We recently contributed to a briefing paper by the City of London Corporation to inform the House of Commons Second Reading of the

European Union (Withdrawal) Bill. The City outlined its position on Immigration and the Arts, citing free flow of the creative sector including students, as a key benefit to London and the UK.

The School has received some profile raising press over the last few months including the fact that two alumni will be taking on extremely high profile roles in the industry. Jodi Whittaker will play the new Dr Who and Daniel Craig will again play James Bond in the next blockbuster. Both Culture Mile and Centre for Music have presented Guildhall School as major partners and this has led to an increase in media interest over the last few months.

5. International Update

We continue to liaise with Central Academy of Drama, Beijing in readiness for the commencement in September of the first cohort of Chinese students within the shared degree programme. We have also received visits from the Hong Kong Academy of Performing Arts for benchmarking purposes and to explore possible degree sharing. Our technical theatre training programme delivered in China in association with our high level industry partners has been a great success. A recent meeting with the British Council explored possibilities of rolling this programme out to other countries such as Argentina. We are working with the Royal Opera House to ascertain next steps.

4. Awards and Prizes

Internal

Gold Medal Music	Josep-Ramon Olivé
Gold Medal Acting	Steffan Johnson Dowdeswell (professional name Steffan Cennydd)
Gold Medal Technical Theatre	Oscar Selfridge
Lutine Prize	William Thomas

External

Junior Guildhall

Alexander Papp, Violin

- Winner of the Royal Scottish National Orchestra's Notes For Scotland competition

Will Harmer, Composition

- Winner, Upper Junior Category of the 2017 BBC Proms Inspire Competition

Leia Zhu, Violin

- Winner, Kocianovo Ústí competition in Czech Republic

Seniors

Ryan Drucker (Guildhall Artist Masters, Piano)

- Joint Winner, 2017 Brant International Piano Competition

Antonina Suhanova (Guildhall Artist Masters, Piano)

- Senior Award Winner, Hattori Foundation 2017 Awards
- Winner, Kenneth Loveland Gift 2017 Award

Thibault Charrin (Guildhall Artist Masters, Piano)

- 2nd place, 7th Piano Composition Competition Fidelio

Gideon Brooks (Guildhall Artist Masters, Trumpet)

- Winner, Coro Nuovo Young Musician of the Year

Alumni

Paapa Essiedu, (Acting, Graduated July 2012)

- Winner, Ian Charleson Award

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Principal, Guildhall School of Music & Drama

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Agenda Item 6

Committee	Dated:
Board of Governors of the Guildhall School of Music & Drama	18/09/2017
Subject: Governors' Development Day	Public
Report of: Principal	For Decision
Report author: Academic Registrar, Guildhall School	

Summary

The attached is an outline for a development day for the Board which will fulfil a number of purposes:

- Provide a general induction/re-induction for Board members
- Provide a specific induction into the School's statutory (and similar) responsibilities particularly in respect of returns made to government bodies. This induction has arisen from discussions at the Governance & Effectiveness Committee and the Audit & Risk Management Committee
- An opportunity to understand in depth, and discuss, each strategic objective and their associated projects.

Recommendation: Members of the Board are asked to approve the general outline of the Development Day

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Governors' Development Day

Date: Tuesday 6 February 2018 (tbc)

Venue: (tbc)

Morning (interactive) - what do you know and what do you need to know?

Overview of the School: numbers, demographics - senior and under 18s

Issues and major risks (linked to new risk register arising from new Strategic Plan)

Statutory obligations: *Senior School*

HEFCE/OfS Memorandum

Annual assurances and other statutory returns

Prevent

Audit

Under 18s

Safeguarding and Prevent

Other obligations:

NSS

TEF

HEFCE: new quality assurance methodology, annual provider review etc

Students' Union

RDAP (Research degree awarding powers) process and timetable

Lunch

Afternoon - Understanding the Strategic plan initiatives

- Presentation of each strategic objective by the relevant School Champion(s) - an assessment of where the School is at and where it will be going in the first two years
- Presentation of the Business Model

Indicative Attendance

Members of the Board of Governors

Clerk to the Board

Officers of the School: Vice-Principals, Director of Learning & Engagement, Academic Registrar, Head of Marketing & Communications, Head of Enterprise, Head of Finance, School Group Accountant, Principal's Executive Assistant

Katharine Lewis

Academic Registrar & Director of the Student Experience

Email: katharine.lewis@gsmd.ac.uk

Tel: 0207 382 7143

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Board of Governors of the Guildhall School of Music and Drama – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1	July 2017	<u>Membership of Sub Committees to be kept under review and prospective candidates to be reported to the Board for consideration.</u> (See Appendix 1)	Principal (responsible for co-opted, not standard, vacancies)		Update at the September 2017 Board Meeting.
2	July 2017	<u>Report on Board Membership's skills and diversity to be submitted to the Board.</u>	Town Clerk		To be progressed once new Board clerk is in post in late September 2017.
3	July 2017	<u>Consideration be given to the formation of a Working Party to review the School's position regarding the National Student Survey.</u>	Principal		Update at the September 2017 Board Meeting.
4	July 2017	<u>Staff Champion to be assigned to review each objective of the Strategic Plan 2018-2023</u>	Principal		Update at the September 2017 Board Meeting.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
5	July 2017	<u>Link to Survey of ISM regarding the English Baccalaureate and the removal of the Creative Arts from the Curriculum to be circulated to Governors.</u>	Governor		Update at the September 2017 Board Meeting.
6	February 2017	<u>Implications of under reported data on staff</u>	Chamberlain		Last update provided at February 2017 Board meeting where the Chairman would form the subject of a future report.
7	February 2017	<u>Nominated Governor to liaise with the Students' Union</u>	President of the Student Union		Update at the September 2017 Board Meeting.

APPENDIX 1 – LIST OF VACANCIES FOR SUB-COMMITTEES AND RELATED BODIES OF THE BOARD OF GOVERNORS

1. Audit and Risk Committee of the Board of Governors of the Guildhall School of Music and Drama:

No vacancies – although free to appoint more.

2. Remuneration Sub-Committee of the Board of Governors of the Guildhall School of Music and Drama:

Vacancies: two non-Court of Common Council Governors and an optional 3 lay members.

3. Nominations Committee of the Board of Governors of the Guildhall School of Music and Drama:

Vacancy: Senior academic staff member

4. Reference Sub-Committee of the Board of Governors of the Guildhall School of Music and Drama:

No vacancies – although free to appoint more

5. Finance Committee of the Board of Governors of the Guildhall School of Music and Drama:

No vacancies – although free to appoint more

6. Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music and Drama:

No vacancies.

7. Academic Assurance Working Group

Vacancy - one further member of the Board (not a staff member)

8. VACANCY: Nominated Governor to liaise with the Students' Union.

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Agenda Item 8

Committee(s)		Dated:
Culture Heritage and Libraries	For decision	04/09/17
Community and Children's Services	For information	08/09/17
Education Board	For information	14/09/17
Board of Governors of the Guildhall School	For information	18/09/17
Barbican Centre Board	For information	27/09/17
Planning and Transportation	For information	03/10/17
Board of Governors of the Museum of London	For information	04/10/17
Open Spaces	For information	11/10/17
Cultural Hub Working Party	For information	18/10/17
Policy & Resources Committee	For decision	19/10/17
Court of Common Council	For decision	07/12/17
Subject: City of London Cultural Strategy		Public
Report of: Assistant Town Clerk and Cultural Hub Director		For Information
Report author: Matt Pitt, Policy and Projects Officer		

Summary

The City of London Corporation's current cultural strategy expires at the end of December 2017. It came into effect during the 2012 Cultural Olympiad but no longer reflects the full extent of the organisation's activities across arts, culture, heritage and learning or its new and emerging ambitions.

Following a successful tender process, Global Cities Limited were appointed in May to assist the organisation in developing a new cultural strategy. A draft of the strategy is included as an appendix to this report.

Recommendation(s)

Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and the Court of Common Council are asked to:

- Provide any comments on the draft strategy; and
- Approve the draft strategy for formal adoption by the City of London Corporation.

Members of other committees listed above are asked to:

- Note the draft strategy; and
- Provide any comments for consideration by the Policy and Resources Committee on 19 October before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

Main Report

Background

1. The City of London Cultural Strategy 2012-17 will expire at the end of the year. Whilst previous drafts of a new strategy had been made, it was felt that the organisation needed to move away from the descriptive strategy of 2012-17 to a more strategic high-level document for the future that reflected the strong ambitions of the City of London Corporation within it. A fresh approach was required.
2. Global Cities were engaged to assist the organisation in developing the new strategy. They conducted interviews with officers and Members across the organisation including Town Clerk's Cultural Services, Department for the Built Environment, the Guildhall School and the Barbican. Key partners such as the London Symphony Orchestra and Museum of London were also involved and external organisations the GLA, DCMS and Arts Council England have been consulted.
3. Following the interview stage, certain themes and ideas began to emerge. In order to test these, a workshop was established which stakeholders were invited to. This workshop was held immediately after the Place Steering Group on 19 June and involved officers from that group as well as Members. The draft appended to this report (Appendix A) is very much a reflection of both the interviews and the key themes which emerged at the workshop.
4. Throughout the process close attention has been paid to ensuring the draft strategy aligns with existing strategies and particularly the emerging Corporate Plan. On 27 July, the Summit Group approved the current draft for progression through committees in autumn 2017 in order to have a new strategy in place by the start of the New Year.

Strategy

5. The strategy is broken down into two parts – an executive summary with the vision, the City's role, our values & strategic objectives and the full strategy document. The latter goes into greater detail, particularly on the 10 strategic objectives, why these are important, and outlines some priority actions for the organisation to progress.
6. The Strategy is deliberately high level and ambitious and will be delivered by departments across the organisation. Whilst there are objectives and priority actions which readers will recognise as supporting existing activity there are also new objectives designed to challenge the organisation over the coming years. These ambitions very much reflect conversations that have taken place throughout the process. Subject to the strategy being approved by Members, business planning will need to address the new strategic objectives and priority actions appropriately.
7. The strategy is currently formatted for an internal audience, however, it will be a key tool in communicating the unique and valuable contribution that the City of

London Corporation makes to external audiences. It is therefore anticipated that the strategy will be professionally produced following its formal adoption.

Proposals

8. It is proposed that Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and Court of Common Council provide any comments on the draft strategy and approve the draft strategy for formal adoption by the City of London Corporation.
9. It is further proposed that Members of other committees receiving this report note the draft strategy and provide any comments for consideration by the Policy and Resources Committee before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

Conclusion

10. A new cultural strategy has been developed in partnership with Global Cities Ltd. It reflects the brief for the strategy to be high-level and ambitious whilst also addressing the organisation's existing activities across the sector. The strategy also seeks to frame new initiatives such as Culture Mile and the Cultural Education Partnership.

Appendices

- Appendix A – Draft Cultural Strategy

Matthew Pitt

Policy and Projects Officer

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Draft City of London Cultural Strategy – Executive Summary

We want to:

Seize a once in a generation opportunity to reposition the City as a world capital for commerce and culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

The City has a unique combination of roles:

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

Our values:

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City’s history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also for the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London’s culture and champion the excellence and innovation that this brings
- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

In the next five years we want to [Strategic Objectives]:

1. Transform the City’s public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination

2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working in collaboration with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Draft

Draft City of London Cultural Strategy

Vision

Throughout history, the City of London has been a place where commerce and creativity have thrived side by side. As well as being one of the world's oldest and most important financial hubs the Square Mile has fostered over centuries the long-term growth of arts and crafts, public entertainment, green spaces, marketplaces, fairs, and pageantry. Since the late twentieth century the City has become a world class centre for culture, with an extraordinary concentration of institutions like the Barbican, the Museum of London, the London Symphony Orchestra and the Guildhall School of Music and Drama, as well as a range of heritage assets, libraries, exciting outdoor events and cutting edge contemporary art programmes like Sculpture in the City. Investing over £80m every year, the City is the fourth largest funder of culture in the UK.

The City's support for culture is intrinsic to its strategy because of the core belief that the free exchange of commerce is intertwined with the free exchange of creative ideas. The City has always been a unique meeting place in the world for entrepreneurs, ideas and talent - the original co-working space. Our support for culture also reflects a strong belief in a richer kind of wealth, which includes people's wellbeing, quality of life and sense of place and community.

The City today has the most vibrant ecology of cultural organisations, creative businesses and practitioners anywhere in the UK. We may be a global city but our cultural organisations are also grounded in a strong sense of place and want to serve the diverse people of the City they inhabit. Our definition of culture is broad and inclusive; it exists in both the buildings and heritage of our great institutions as well as our streets and the informal cultural spaces in between. It is for everyone, not just a narrow elite, and is a powerful driver of social mobility.

However, in recent years, the City's physical infrastructure and ways of working have not kept pace with our needs. Too often our cultural buildings have felt closed and hidden away. We have a rich and varied range of cultural assets and programmes, but we could do much more to promote them in the UK and abroad. Our cultural organisations are pioneers in research and experiment, but this is not visible in our streetscape. In short, we need to restate our role as a world capital of both commerce *and* culture.

At the start of the twenty-first century the City is also at a pivotal moment in its history. London is a global leader in finance, creative industries and technology. Despite politically uncertain times, there is a will to reach out to new trading partners and open up to more investment and talent. At home, the arrival of Crossrail in 2018 will transform the City's connectivity with the South East and bring an entirely new population into the area. Culture will play an important part in these changes.

In light of these factors, there is a once in a generation opportunity to open up the City in radical new ways so that we can welcome more people, stimulate more creative interactions and in doing so, build a sustainable long term future. We want to create a future for the arts, culture and heritage in the City because they are vital to developing People, Prosperity and Place.

Over the next five years, we will work with our cultural partners to transform the physical and social environment of the City and make it far more open, creative, resilient and entrepreneurial. We intend to invest significantly in the urban fabric of the Square Mile to make it more inviting to visitors and reveal the special cultural and historic character of the area. We want to energise people of all ages, especially the young, and inspire them to engage with the learning opportunities all

around them and perhaps pursue careers in the creative and tech sectors. We want to reflect the remarkable international quality of our businesses, people and cultural offer in our built environment. Above all, we want to champion excellence and innovation in all that we do.

All this requires purposeful leadership as well as working collaboratively. This strategy sets out the key objectives of our work, the values underpinning our approach, and the practical steps to realise them.

Catherine McGuinness

Lord Mayor

We want to:

Seize a once in a generation opportunity to reposition the City as a world capital for commerce *and* culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

The City has a unique combination of roles:

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve personal, social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

Our values:

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City's history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this diversity brings

- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support and connect with the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

In the next five years we want to [Strategic Objectives]:

1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination
2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working with cultural partners to develop our skills, to align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Strategic Objectives

- 1. Transform the City's public realm and physical infrastructure to make it a more open, distinct, welcoming and culturally vibrant destination**

The City has long been recognised as the financial and business district of London and for over a century the physical infrastructure of the Square Mile has grown up to serve this primary function. However, there is a strong desire today to reposition the City as a centre for both commerce *and* culture, recognising that the area is also the historic centre of the capital and a vibrant cultural destination. There is a need to renew and reconfigure the public realm and make the City more open, welcoming, and conducive to all users' needs.

Priority actions

- Major investment in public realm improvements across the Square Mile, including better wayfinding and improving physical infrastructure
- Strengthening the visibility of cultural organisations and sense of welcome
- Integrating digital and creative ideas into the urban fabric and creating more connected routes for visitors that reveal the cultural and heritage offer

- Continuing to invest in the City's cultural partners, drawing on their expertise and entrusting them both collectively and collectively to deliver world class programmes that keep the City at the forefront of cultural change
- Developing, enhancing and animating open and green spaces
- Emphasise the international character of the City's environment in order to attract businesses and serve their needs

2. Develop Culture Mile in the north west of the City which will become an exciting cultural destination for London and act as a catalyst for change across the rest of the Square Mile

The north-west area of the Square Mile contains an extraordinary cluster of diverse and collaborative cultural organisations. However for decades the area has suffered from a particularly poor quality public realm and lack of wayfinding, especially by comparison to the neighbouring areas of St Paul's and Tower Bridge. The original design for the Barbican estate deliberately envisaged a separation between its residents and the street level; as a result there is little outward sign of the rich culture and heritage of the area or sense of welcome. As other parts of London have developed or are developing distinct cultural identities (Southbank, South Kensington Quarter, and more recently, the Olympic Park and the Knowledge Quarter), this weak visibility is even more unsatisfactory. In 2013 the City decided to develop the idea of a new cultural hub to improve the quality of public spaces, create a distinct sense of identity and arrival, improve visitor experience, encourage more tourism, and facilitate new forms of collaboration between organisations. There is now a collective aspiration to enhance the cultural offer and invite more participation from visitors, residents and businesses. Whilst Culture Mile will be a distinct spatial area with unique licensing and planning conditions, it will act as a centre of energy, activating a similar cultural transformation for the entire Square Mile.

Priority actions

- Reinforce the partnership of cultural, creative and corporate organisations within and outside the Hub, sharing resources and working together to create an 'internationally renowned, distinct, welcoming and vibrant centre for arts, heritage and learning'.
- Make cultural activity and heritage visible in the streetscape, lighting and environment, and ensure the public realm is designed to be conducive to shared programming by Hub members.
- Develop a wider spatial masterplan for the area which recognises 'zones' for particular activities, e.g. an evening economy, protected residential areas.
- Progress unique licensing and planning agreements, to support the delivery of Culture Mile aspirations
- Plan for a new leisure/evening economy and engage with residents and businesses on their concerns
- Work with cultural partners to develop a world class food offer to enhance the visitor economy
- Learn from best UK and international practice and be inspired to experiment with new ideas and partners

3. Support cultural excellence in a range of fields and champion an ethos of innovation, creative risk-taking and artistic citizenship

It is vital that our investment in culture recognises its intrinsic power and the transformative effect it has on audiences and participants. For our cultural organisations, the belief in risk-taking is core to their business and requires strong investment. We believe cultural excellence can take many diverse forms and this is reflected in the sheer range of cultural venues, activities and programmes we fund; cinema, theatre, music, visual arts, architecture, heritage, street art, libraries, learning and engagement, open spaces, outdoor events, and more. In order to achieve this, there is a need to engage and support the very best creative professionals including artists, educators, librarians, curators, programmers. In addition, there is a need to enable research, experimentation, international and national touring, and joint working to ensure the organisations we fund remain as cutting edge, internationally relevant and as creative as the City in which they are based.

Priority Actions

- Supporting existing cultural organisations with sustained investment and resources, working closely to help them realise their ambitions
- Encouraging new partnerships and international touring to stimulate new thinking and create new income streams
- Facilitate joint working and new programming ideas to capitalise on the potential of Culture Mile and other opportunities in the public realm in the Square Mile

4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation

The City is a centre of world class culture with millions of people enjoying performances, events and opportunities every year. However equally important, it is the site of possibly the largest collection of cultural learning opportunities for people of all ages. Every day we are building the audiences, artists and creative professionals of the future. As a network, the City's cultural partners reach millions of people through school visits, large-scale off-site participatory events, learning resources, on-site classes and workshops, and world-class conservatoire education. Our School Visits Fund provides travel grants to enable schools in London to visit cultural organisations in the Square Mile. The Museum of London and Barbican-Guildhall Creative Learning have well-respected schools programmes, outreach events and concerts, the Guildhall School has the largest under-18s offer of any organisation in the UK, and the LSO has pioneered high quality music education in the ten east London boroughs, setting the standard for music hubs around the country. These organisations work with City academies and independent schools but also with schools in the surrounding boroughs, spreading their professional excellence and expertise. They also work with local socially disadvantaged residents, addressing issues of mental health, wellbeing, social cohesion and lifelong learning. Our learning and engagement programmes bring together people from all walks of life and help support social mobility as well as engender a sense of community.

To strengthen the link between the City's Education Strategy and cultural organisations, there will be a new Cultural Education Partnership. This will work to encourage deeper collaboration and develop shared programmes and digital resources for greater impact. As the pressure on cultural education in school grows, it will be even more important to engage with headteachers and provide simple and effective routes for support. It is also a priority to offer world-leading higher education and training to future performers, creative professionals, technicians, leaders and teachers, fulfilling their potential as creative citizens. All of this will help the City to achieve its ambition of enriching the lives for people from all walks of society.

Priority Actions

- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the Schools Visits Fund.
- Develop a single 'front door' for under-18s offering a mix of formal and informal high quality vocational training across creative skills and performing arts areas.
- Develop a series of innovative initiatives to be delivered as part of Culture Mile Learning, which develop the combined skills needed for 21st century success and position the cultural hub as a learning destination
- Support Culture Mile Learning to develop a sustainable business model and their capacity to work intensively with other London boroughs to address social mobility
- Create a unified digital strategy that amplifies and enhances the world-class offer available to schools and families across the City's cultural organisations and programmes
- Develop the wider physical and digital infrastructure that will enable access to cultural experiences and progression of fusion skills
- Create a strengthened music and performing arts education programme to support London's Music Hubs and local Cultural Education Partnerships, in preparing the ground for the proposed Centre for Music's, Museum of London and wider Culture Mile Learning ambitions
- Develop fast-track programmes to develop new local leadership in City-supported cultural organisations
- Strengthen the role of music and the performing arts across the City of London academies and schools
- Make full use of the rich cluster of creative expertise in the City, particularly through higher education and the world leading training at the Guildhall School.

5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources

The City is known for being home to one of the world's largest and most dynamic financial sectors. However, a significant majority of the area's businesses are small and medium enterprises and there is an increasing presence of technology and creative start-ups. For centuries the Square Mile has thrived and remained resilient because of its mix. Increasingly many employers (and their employees) want to be situated in a stimulating and attractive environment, with convenient amenities but also the buzz of independent retailers and creative enterprises. However, there is a need to keep pace in order to maintain the area's appeal and accessibility. Many small start-ups need affordable space to grow and incubate. The cost of operating in London means that maintaining this diverse base is increasingly difficult to achieve and there is a need for the City to manage and 'curate' its own estate in order to support a variety of business types. This can enhance the vibrancy of the area, grow the creative and digital economy and unlock greater value in the longer term.

Priority Actions

- Identify underutilised parts of the estate – especially in the Barbican area - for creative and independent use, as part of a 'curated' strategy; making the City more vibrant but also addressing affordability for creative organisations in central London
- Develop a City-led programme of support for emerging creative entrepreneurs which includes access to financial expertise and business advice in the Square Mile

- Integrate the local digital economy into the broader Culture Mile offer

6. Promote our cultural, heritage and creative strengths in the UK and abroad

In 2016 London was rated number one in the Global Power Index for the fifth consecutive time, driven partly by its cultural offer. Increasingly cities and regions are aware of the ‘soft power’ of culture and heritage and harness it to attract tourists, workers and businesses. Whilst London overall has a recognised strength in this area, the Square Mile could work harder to promote its particular character and assets through press activity and profile-raising events. There is also potential to join up more effectively on international engagement, foreign tours and foreign delegation visits which could be coordinated with the Lord Mayor’s Office and other external organisations like London and Partners. In the UK, the City could do more to demonstrate its support for cultural activity across the UK, for instance, developing regional partnerships and reach through Guildhall School Young Artists, which includes the Centre for Young Musicians, Junior Guildhall and Barbican Guildhall Creative Learning programmes.

Priority Actions

- Develop a more coordinated international promotions plan which includes culture and joins up on the key messages
- Work proactively with London and Partners, the Mayor of London’s promotional agency, and other organisations such as Arts Council England, DCMS (Department of Culture, Media and Sport) and the British Council to promote the City’s cultural offer abroad

7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond

The success of the 2012 Olympic and Paralympic Games showed how powerful culture could be in promoting the City. The stunning events held in key London landmarks generated significant news coverage and positive feedback. The City has always been home to major public events and shows, for instance the Lord Mayor’s Show but in recent years it has also sponsored a number of one-off ‘cultural spectacles’ to commemorate key events or anniversaries; for instance, commissioning one of the UK’s most well regarded arts producers, Artichoke, to create an event on the Thames for the Great Fire of London. Such events can be an effective way to both capture the attention of the international media, but also engage diverse audiences and act like a ‘communal campfire’, bringing Londoners’ together around a shared moment. Similarly, City workers and visitors are extremely positive about street animation, temporary art installations and outdoor programming on a more regular basis; for instance, lunchtime events in the public squares and parks and outdoor music performances. The City is developing a new outdoor programme to address this ambition. The Sculpture in the City programme has engaged millions of people in high quality art who might not ordinarily visit an art gallery, and it grows bigger each year through partnerships with local businesses and galleries. Culture Mile can also a focal point for more ambitious outdoor programming which also acts like a ‘shop window’ for the cultural organisations in the area and attracts new audiences. Crucially, any investment in programming needs a strong marketing and communication strategy to ensure more people are aware of the offer.

Priority Actions

- As part of the Visitor Strategy, develop a City-wide marketing and communications plan to drive visitors', learners' and residents' awareness of the cultural offer, specifically anticipating the increase in visitors with Crossrail in 2018 and working to engage the existing working population
- Create a commissioning fund to support one-off 'major spectacles' as well as a new outdoor cultural programme to animate the streets and create a vibrant weekend, early evening and lunchtime environment
- Ensure cross-City departmental support for cultural activity in public spaces (e.g. planning, licensing, policing, etc.)
- Support Culture Mile cultural organisations to appeal to a wider audience base through outreach and learning initiatives and working outdoors
- Support outdoor programmes to grow and actively encourage sponsorship and participation from neighbouring commercial partners

8. Work better with cultural organisations to build their capacity to engage with City businesses and employees, so that they can become more resilient

The City has a strong relationship with its many businesses but could do even more to engage them with the cultural dimensions of its work. In the future, the City could play a stronger convening role, bringing together businesses and cultural organisations around shared interests and ideas. Ultimately, it is for the cultural organisations to raise their own funds, but a collaborative approach could yield effective results. Culture Mile will also generate a large number of joint projects and promotional opportunities which could create new income generation models across sectors. A strategic, collaborative approach could unlock value for culture and catalyse sustainable long term business models in partnership with the private sector.

Priority Actions

- Use our convening power to encourage more networking and collaboration between cultural organisations and businesses
- Create more marketing and promotion opportunities within the City estate and marketing channels to maximise value and achieve shared objectives across cultural and corporate sectors
- Work with cultural organisations to develop new and innovative models of income generation and sustainable corporate partnerships

9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK

The City of London has long supported cultural sites in London beyond the Square Mile, such as the green spaces of Hampstead Heath or heritage landmarks like Tower Bridge and Keats' House. As the funding climate becomes more challenging, this responsibility for the wider region will become even more important. The City's focus will be strategic initiatives which will enhance the city as a whole and bolster the City's own cultural offer. For example, the City has been an early sponsor of two schemes led by the Mayor of London; the Illuminated River project to light the central London bridges with an environmentally sustainable artist-led scheme, and the London Borough of Culture

competition which will choose its first winner in 2018. Both projects will enhance the capital's attraction to visitors and also benefit Londoners. The City also supports music education in cities and towns throughout the UK through funding for the Guildhall School Young Artists programme (CYM, Junior Guildhall, Creative Learning), allowing them to extend their unique expertise.

Priority Actions

- Support selected strategic initiatives for London which increase tourism and provide benefits for Londoners, connecting with other relevant cultural destinations such as Knowledge Quarter, North Bank, South Bank
- Engage with stakeholders like the Mayor of London's Office, the Arts Council and the Department for Culture, Media and Sport on existing support and areas of potential future collaboration

10. Develop clear leadership on culture: working with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Whilst the City has the smallest geographical area of any local government unit, it is by far the largest investor in culture. As a key funder, the Corporation plays a key role in the governance and strategic direction of the numerous cultural organisations in the area. This situation means that the Square Mile has the potential to be the most collaborative and strategically coherent network of cultural organisations in the country. It can be a powerful voice in London, the UK and the world.

To be effective in its implementation, however, the cultural strategy will need clear leadership and direction. The responsibility for culture currently sits in the Town Clerk's department and a senior official from either within the Corporation itself or one of the cultural partners will be nominated to lead on the strategy/speak on behalf of the network. This nominee will be tasked with monitoring the strategy objectives, but also speaking to external stakeholders and developing partnerships. Whilst it is important to respect the individual autonomy of organisations and recognise their distinct characteristics and priorities, there is also much to be gained from a more collaborative approach based on a set of strategic objectives that can be measured and communicated widely.

The cultural success of the City can only be as good as the people within it – developing their capacity and leadership skills is also a priority.

Priority Actions

- Nominate a senior official from within the Corporation or a cultural organisation to lead on the implementation of the cultural strategy
- Communicate our leadership more clearly to others - publicise the key people working on different aspects of the strategy, and ensure all external and internal stakeholders are aware
- Produce a short annual cultural summary for internal and external stakeholders to publicise activity and achievements
- Build a reputation as a key London partner for developing leading cultural programmes and initiatives, attending events and holding regular stakeholder meetings
- Address the skills and training requirements of our cultural leaders in order to ensure they can realise the ambitions of the Cultural Strategy

This strategy complements existing and emerging City strategies:

Visitor Engagement Strategy – 2018-2022

Corporate Plan – 2018-2022

Communications Strategy

Cultural Hub Brand Strategy

Cultural Hub Property Strategy

Open Spaces Strategy 2015

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