



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 20 NOVEMBER 2017
Time: 1.45 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

Enquiries: Martin Newton
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martin.newton@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

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 18 September 2017.

For Decision
(Pages 1 - 6)

4. *** PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

To receive the public minutes of the Remuneration Committee held on 18 July 2017.

For Information
(Pages 7 - 12)

5. *** PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**

To receive the public minutes of the Finance & Resources Committee held on 6 November 2017.

For Information
(Pages 13 - 14)

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

To receive the public minutes of the Audit & Risk Management Committee held on 8 November 2017. (TO FOLLOW)

For Information

7. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal.

For Information
(Pages 15 - 22)

8. **ACADEMIC BOARD ANNUAL REPORT**

Report of the Principal.

For Information
(Pages 23 - 52)

9. **ACADEMIC ASSURANCE WORKING GROUP**

Report of the Chairman of the Academic Assurance Working Group. (TO FOLLOW)

For Information

10. **WAIVER REPORT - INTERIM DIRECTOR OF ADVANCEMENT**

Report of the Principal.

For Information
(Pages 53 - 56)

11. *** DATES OF NEXT MEETINGS**

Report of the Town Clerk.

For Information
(Pages 57 - 58)

12. **OUTSTANDING ISSUES**

Report of the Town Clerk.

For Information
(Pages 59 - 60)

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

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

15. **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

16. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 September 2017.

For Decision
(Pages 61 - 64)

17. * **NON PUBLIC MINUTES OF THE REMUNERATION COMMITTEE**

To receive the non-public minutes of the Remuneration Committee held on 18 July 2017.

For Information
(Pages 65 - 68)

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

To receive the non-public minutes of the Finance & Resources Committee held on 6 November 2017.

For Information
(Pages 69 - 72)

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

To receive the non-public minutes of the Audit & Risk Management Committee held on 6 November 2017. (TO FOLLOW)

For Information

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

Report of the Principal.

For Information
(Pages 73 - 82)

21. **UPDATE ON STRATEGIC PROJECTS**

Report of the Principal. (TO FOLLOW)

For Information

22. **STRATEGIC PLAN BOARD SPONSORS**

Report of the Principal.

For Decision
(Pages 83 - 84)

23. *** HEFCE ANNUAL ACCOUNTABILITY RETURN**
Report of the Head of Finance and Business Administration.
For Information
(Pages 85 - 86)
24. **HEFCE ACCOUNTS DIRECTION 2017/18**
Report of the Principal.
For Information
(Pages 87 - 98)
25. **AUDITED FINANCIAL STATEMENTS**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 99 - 120)
26. **AUDIT AND RISK MANAGEMENT COMMITTEE ANNUAL REPORT**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 121 - 130)
27. **INTERNAL AUDIT UPDATE AND ANNUAL REPORT**
Report of the Head of Internal Audit and Risk Management.
For Information
(Pages 131 - 142)
28. **FINANCE REVIEW - PERIOD 6**
Report of the Principal.
For Information
(Pages 143 - 148)
29. **GUILDHALL SCHOOL BUDGET REPORT 2018/19**
Report of the Principal.
For Decision
(Pages 149 - 154)

30. **PROJECTS UPDATE**

Report of the Director of Operations and Buildings.

For Information
(Pages 155 - 174)

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

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

Part 3 - Confidential Agenda

33. **CHANGE PROGRAMME**

Report of the Director of Operations and Buildings.

For Decision

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 18 September 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, 18 September 2017 at 1.45 pm

Present

Members:

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

Officers:

Julie Cornelius	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Martin Newton	- Town Clerk's Department
Matt Pitt	- Town Clerk's Department
Niki Cornwell	- Chamberlain's Department
Sian Brittain	- Guildhall School of Music and Drama
Jonathan Poynor	- Guildhall School of Music and Drama
Helena Gaunt	- Guildhall School of Music and Drama
Katherine Lewis	- Guildhall School of Music and Drama
Sean Gregory	- Guildhall School of Music and Drama
Jonathan Vaughan	- Guildhall School of Music and Drama
Sandeep Dwesar	- Guildhall School of Music and Drama

1. APOLOGIES

Apologies were received from Stuart Fraser, Sheriff and Alderman William Russell (lateness of arrival and early departure) and Nicy Roberts.

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

There were no declarations.

3. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 3 July 2017 be approved as a correct record, subject to an amendment to the first line of the third bullet point of item 5 (page 5 of the agenda pack) to refer to 'Members' rather than 'Governors'.

In response to a question from a Governor, the Town Clerk confirmed that the future report on the Board's diversity and skills would be prepared following consultation with Human Resources, for presentation to the Board at the February 2018 meeting.

4. ***PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
The draft public minutes of the Audit and Risk Management Committee held on 21 July 2017 were received.

RECEIVED

5. **PRINCIPAL'S GENERAL REPORT**
Governors considered a report of the Principal of the Guildhall School and the following points were made.

- The Principal reported on the arrival of the first group of Chinese students (12 – acting course) as part of the shared Beijing degree and said that future progress would be reported.
- It was noted that further contact would be made with the Remembrancer's Office on immigration and the arts and involvement with the House of Lords. A further meeting had taken place relating to lobbying conservatoires.
- The Principal also referred to the progression of possible partnership initiatives with Barbican, with priority issues emerging which could be best addressed by more joint working. It was noted that the Culture Mile, and proposed Centre of Music, project had been launched at a joint Barbican / Guildhall staff meeting and press conference.
- The Chairman referred to the high profile success of previous Guildhall attendees such as Jodie Whittaker as providing excellent publicity for the School.

RECEIVED

6. **GOVERNORS' DEVELOPMENT DAY**
Governors considered a report of the Principal of the Guildhall School on the Governors' development day and the following matters were raised.

- It was noted that the venue for the day was still be confirmed.
- A Governor asked that reference be made under 'other obligations' to "UK Research and Innovation (UKRI)"
- The Principal confirmed the intention to provide suitably tailored information to provoke thought and considered debate at the afternoon session.

RESOLVED, that the general outline of the development day be approved, with the above addition to 'other obligations'.

7. OUTSTANDING ISSUES REPORT

Governors considered a report of the Town Clerk regarding outstanding actions and the following was raised.

- The Chairman informed Governors of a typographical error on item 6 (page 28 of the agenda pack), insofar as the reference to 'Chairman' should refer to 'Chamberlain'.
- The Chairman then referred to various vacancies existing on the Board's sub-committees and related bodies and discussion took place, during which Governors noted the information provided by the Principal in relation to Professor Maria Delgado. During discussion, the Town Clerk undertook to clarify eligibility for vacant positions on the Remuneration Committee and the Principal confirmed the intention to discuss the vacancy for a senior academic staff member on the Nominations Committee at the School's next Vice Principals' meeting. Following further debate it was-

RESOLVED, that Governors receive the report and

- Appoint Professor Maria Delgado to the Remuneration Committee as a co-opted member.
- Appoint The Chairman to the vacancy on the Academic Assurance Working Group.
- Appoint The Deputy Chairman as the nominated Governor to liaise with the Students' Union; and
- That the Town Clerk prepares a report as a standard item at each future Board meeting setting out the dates of the Board's forthcoming sub-committee and related body meetings.

8. CITY OF LONDON CORPORATION CULTURAL STRATEGY

Governors considered a report of the Assistant Town Clerk and Cultural Hub Director on the City of London Corporation's Cultural Strategy and the Chairman said that high level comments on the strategy itself were being looked for at this stage. The following matters were then raised.

- Governors asked that 'our' be inserted before 'cultural organisations' in the first priority action on page 41 of the agenda pack and that 'and globally' be inserted at the end of point 9 on page 36.
- Concern was then raised by a Governor that elements of the draft showed that the City was 'punching below its weight' at present and that further work is required to capitalise on the unique location offer and better engage the important cultural 'players' to enable them to feel more

a part of the City. The Governor offered her input to help improve the draft in this regard and said that she would discuss the issues further with City officers.

- A Governor put forward the view that section 9 (pages 44 to 45) was mainly related to promotion rather than potential to engage. It was noted that engagement is already extensive but that a further co-ordinated effort would be useful and projects like the Culture Mile would enable further scope to do this by education and outreach.
- A Governor then raised the question of whether the nomination of 'a senior officer' (first priority action at bottom of page 45) provided sufficient resource to lead on the Strategy's implementation and also how the outcomes would be measured. A Governor also drew attention to previous issues arising from the running of the City of London Festival which he thought should be taken account of in the light of experience.

Sheriff and Alderman William Russell entered at this point of the meeting (2.30pm).

- Discussion continued and The Deputy Chairman agreed that suitable promotion for the Strategy was required. The Town Clerk confirmed that this would take place and that an action plan and full evaluation would be an essential part of the Strategy.

RECEIVED

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

Questions on the work of the Board were then considered and a Governor raised the issue of external auditor appointment (item 8, paragraph 4 on page 13) and ensuring the appointee has sufficient expertise in regard to the task in hand. The Chairman said that the Chamberlain's Department would be contacted on this matter with a report back to the Board.

RESOLVED, that the Board receive a report back from the Chamberlain's Department on the arrangements for the appointment of the external auditor and to ensure that a suitable appointment be made.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

11. 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 3 of Schedule 12A of the Local Government Act as follows:-

12. NON PUBLIC MINUTES

RESOLVED - that the non-public minutes of the meeting held on 3 July 2017 be approved as a correct record.

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

The non-public minutes of the Audit and Risk Management Committee meeting held on 21 July 2017 were received.

RECEIVED

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

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

RECEIVED

15. **UPDATE ON STRATEGIC PLAN**

Governors considered a report of the Principal of the Guildhall School on an update on the Strategic Plan.

Sheriff and Alderman William Russell left at this point of the meeting (3.37pm).

RECEIVED

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

16. **RESERVES POLICY**

The report of the Principal of the Guildhall School of Music and Drama on the reserves policy was withdrawn for consideration at the next meeting of the Board in November.

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

The item on Finance review (academic year end position) was withdrawn from the agenda.

18. **SAFEGUARDING**

Governors considered a report of the Principal of the Guildhall School of Music and Drama on Safeguarding (see below).

19. **SAFEGUARDING ANNUAL REPORT**

Governors considered a report of the Principal of the Guildhall School on the Safeguarding Annual Report.

RECEIVED

20. **SAFEGUARDING POLICY**

Governors considered a report of the Principal of the Guildhall School on the Safeguarding Policy.

RESOLVED, that the revised Safeguarding Policy be approved.

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

There were no questions.

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

The Chairman informed the Board that Martin Newton would take over the role of Clerk to the Board during Gemma Stokley's maternity leave.

The meeting ended at 3.56 pm

Chairman

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**REMUNERATION COMMITTEE OF THE BOARD OF GOVERNORS OF THE
GUILDHALL SCHOOL OF MUSIC & DRAMA
Tuesday, 18 July 2017**

Minutes of the meeting of the Remuneration Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 18 July 2017 at 10.30 am

Present

Members:

Sir Andrew Burns (Chairman)
Deputy John Bennett (Deputy Chairman)
Michael Hoffman
Vivienne Littlechild
Sheriff & Alderman William Russell
Lynne Williams

Officers:

Chrissie Morgan - Director of Human Resources
Gemma Stokley - Town Clerk's Department
Julie Cornelius - Town Clerk's Department
Steve Eddy - Head of HR, Barbican and Guildhall
School of Music and Drama

1. APOLOGIES

Apologies for absence were received from Jeremy Simons.

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 23 January 2015 were considered and approved as a correct record.

MATTERS ARISING

Chairmanship of the Remuneration Committee – The Chairman of the Board of Governors stated that, for simplicity, it had been assumed that both he and the Deputy Chairman of the Board would serve as Chairman and Deputy Chairman of this Committee for the time being. He invited other Governors' views on this going forward.

A Co-opted Governor stated that he felt that, whilst it was necessary to have both the Chairman and Deputy Chairman of the Board as members of the Remuneration Committee it would be considered best practice if the Chairman of the Board were not to preside over their meetings.

All Governors, including the Chairman of the Board, concurred with this view.

It was proposed that Sir Andrew Burns, as a Co-opted Governor, independent to the City of London Corporation, therefore be appointed as Chairman of the Remuneration Committee with immediate effect and that the Chairman of the Board of Governors serve as Deputy Chairman of this body as has been the practice in previous years.

A Co-opted Governor went on to raise the fact that, elsewhere, it was felt that it was not appropriate for the Chairman and Deputy Chairman of a Board to then also preside over any of its Sub Committee. The Town Clerk explained that each of the Board's Committee's currently had their own terms of reference (which were approved annually by the full Board) setting out where it as felt appropriate for the Chairman and Deputy Chairman of the Board to preside over Committee meetings (e.g. in the case of the Board's Finance and Resources Committee) and where it was not (e.g. in the case of the Board's Audit and Risk Management Committee). Governors felt that this argument was not compelling and suggested that this was a matter that either the full Board or the Board's Governance and Effectiveness Committee might usefully consider going forward.

RESOLVED – That, Sir Andrew Burns be appointed as Chairman of the Remuneration Committee of the Board of Governors of the Guildhall School of Music and Drama and Deputy John Bennett be appointed as Deputy Chairman of the Remuneration Committee of the Board of Governors of the Guildhall School of Music and Drama for the ensuing year.

4. **THE HIGHER EDUCATION CODE OF GOVERNANCE AND THE ROLE OF REMUNERATION COMMITTEES**

The Committee received a report of the Principal of the Guildhall School of Music and Drama relative to the Higher Education Code of Governance and the role of Remuneration Committees.

The Deputy Chairman highlighted that the main elements of the HE Code of Governance of concern to this Committee were set out in paragraphs 3.13, 3.14, 3.15 and 3.16 of the Code as detailed within the report appendix. He stated that, against each of these elements, the School were required to either 'comply or explain'.

The Principal stated that the School's unique relationship with the City of London Corporation was well recognised but she highlighted that this also gave rise to difficulties in terms of the School being able to comply with various aspects of the Higher Education Code of Governance. She went on to state that, as far as compliance with the specific role of Remuneration Committees covered within the Code was concerned, the School felt that there were some areas that might usefully be looked at alongside Corporate HR to allow for greater flexibility. The Principal added that, at present, the School were uncertain as to what any requirements set out by the Office for Students might be in terms of compliance going forward.

Governors requested that the Remuneration Committee's current Terms of Reference be redistributed outside of the meeting so that these could also then be formally considered/reviewed against the requirements set out within the Code of Governance at their next meeting. The Town Clerk undertook to action this request.

The Committee proceeded to look at each of the relevant paragraphs of the Code in turn where the following points were raised:

Paragraph 3.13

Governors commented that, given the School's unusual relationship with the City of London Corporation, this Committee was clearly very much an advisory as opposed to a decision making body. It was felt however, that the Committee *should* (as opposed to *could*) feed in to the City's Establishment Committee wherever possible and should also have access to information around the City's wider salary strategy and all other relevant data within the context of the Guildhall School.

The Director of HR stated that she would be happy to provide the next meeting of this Committee with a paper setting out issues within the context of the Guildhall School as they current stand, as they were and as they would be.

With regard to succession planning, the Director of HR reported that the whole organisation now had a standards business planning template which included succession planning.

The Town Clerk questioned how frequently/when Governors felt that this Committee might usefully meet going forward. It was suggested that the next meeting of the Committee should be scheduled to take place before the end of the calendar year and that, thereafter, they should look to meet 3 times per annum to begin with in a cycle to be informed by the Head of HR for the School and Corporate HR in accordance with the cycle of relevant data being made available/published.

Paragraph 3.14

In terms of composition of the Remuneration Committee, the Principal reported that she had held discussions around brining in someone from outside of the School's Governing Body to contribute to the meetings. Governors agreed that this would be a helpful step forward and endorsed the Principal's views as to a suitable candidate.

Paragraph 3.15

In response to questions, the Head of HR, Barbican and Guildhall School of Music and Drama reported that the School's HESA annual return was submitted in August/September each year with all data confirmed by November.

The Director of HR confirmed that 'dashboards' existed for each City of London Department and that these were seen by the Establishment Committee on a regular basis. There was also a suggestion going forward that these could be

shared with all relevant Grand Committees/Boards on a cyclical basis. In response to questions, the Director reported that the dashboards contained information on things such as MFS costs, overtime costs, sickness levels etc. She went on to state that Hays had also undertaken a benchmarking exercise regarding MFS previously which had included the Guildhall School. It was suggested that this exercise could also be repeated going forward.

The Chairman commented that it would be useful to ascertain whether or not the School was a member of the Committee of University Chairs (CUC) as they tended to provide regular and useful information in terms of salary and benefits across the Higher Education sector.

In response to further questions, the Head of HR, Barbican and Guildhall School of Music reported that the School did make use of the Higher Education Role Analysis (HERA) in pay and grading decision making for academic roles as this took into account 'other factors' that the Corporation's bespoke Job Evaluation system did not. The issue, however, was that the HERA Job Evaluation system outcome then had to be 'mapped back' to a grade equivalent within the City's Job Evaluation system at present. The Director of Corporate HR reported that she was confident that this could be overcome considering that the City's three Independent Schools were not required to 'map back' to the City's own system. She stated that a separate Academic structure could be considered going forward which would then allow for greater input from the Board of Governors. She made it clear that this, however, would be a matter for Establishment Committee and Court if Common Council consideration/approval.

Paragraph 3.16

A Co-opted Governor stated that more clarification was needed around what exactly was meant by the consideration of the 'public interest' and 'the safeguarding of public funds' as spelt out within the Code of Governance within the context of the Guildhall School and this Committee.

Finally, the Committee considered how best this Committee might usefully report to the Board of Governors. It was felt that the minutes of this Committee being submitted to the Board of Governors on a regular basis was sufficient for the time being alongside and additional reports that might prove necessary as and when requested.

RECEIVED.

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

There were no questions.

6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional, urgent items of business for consideration.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item No(s).	Paragraph No(s).
8	3
9	1&3

8. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 23 January 2015 were considered and approved as a correct record.

9. **WORKFORCE DATA REPORT**

The Committee received a report of the Head of HR, Barbican and Guildhall School of Music and Drama setting out the current workforce profile information, exit interview data for the last year and turnover figures for staff at the Guildhall School for the last three financial years.

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

There were no questions raised in the non-public session.

11. **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, additional items of business for consideration in the non-public session.

The meeting ended at 12.00 pm

Chairman

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

Monday, 6 November 2017

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 1 - 2nd Floor West Wing, Guildhall on Monday, 6 November 2017 at 1.45 pm

Present

Members:

Deputy John Bennett (Chairman)	John Chapman
Vivienne Littlechild (Deputy Chairman)	Jeremy Simons

Officers:

Lynne Williams	-	Principal, Guildhall School of Music and Drama
Jonathan Vaughan	-	Guildhall School of Music and Drama
Sarah Wall	-	Guildhall School of Music and Drama
Martin Newton	-	Town Clerk's

1. APOLOGIES

Apologies were received from Alderman William Russell.

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

There were no declarations.

3. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 11 January 2017 be 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 during consideration of items 7 to 15 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.

7. NON PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 11 January 2017 be approved as a correct record.

8. **HEFCE ANNUAL ACCOUNTABILITY RETURN**
With the agreement of the Chairman, the Committee considered the late report of the Head of Finance and Business Administration on the HEFCE Annual Accountability Return.
9. **HEFCE ACCOUNTS DIRECTION 2017/18**
With the agreement of the Chairman, the Committee considered the late report of the Principal on the HEFCE Accounts Direction 2017/18.
10. **AUDITED FINANCIAL STATEMENTS**
With the agreement of the Chairman, the Committee considered the late report of the Chief Operating and Financial Officer on the Audited Financial Statements.
11. **FINANCE REVIEW - PERIOD 6**
With the agreement of the Chairman, the Committee considered the late report of the Principal on the Guildhall School Finance Review 2017/18 – Period 6.
12. **GUILDHALL SCHOOL BUDGET REPORT 2018/19**
With the agreement of the Chairman, the Committee considered the late report of the Principal on the Guildhall School of Music and Drama Budget 2018/19.
13. **RESERVES POLICY**
This item was withdrawn, the matter forming part of the report on the School Budget in item 12 above.
14. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**
There were no questions.
15. **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 2.25 pm

Chairman

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Agenda Item 7

Committee	Dated:
Board of Governors of the Guildhall School of Music & Drama	20 November 2017
Subject: Principal's General Report	Public
Report of: The Principal	For information

Summary

This report updates the Board on a number of current issues:

- Quality of learning and teaching environment
- Partnerships with Barbican and City of London
- Culture Mile
- Under 18's Programme
- Future sustainability
- International
- Awards and Prizes

Recommendation

That the Board receives the report and notes its contents.

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Principal's Public Report

Main report

1. Quality of learning and teaching environment

I am pleased to report a successful commencement of the academic year 2017/18. I welcomed new students and staff at a number of events including an international student induction event, a cross course meeting of new students and more recently, an induction and training day for new academic and administrative staff.

The programme of productions and concerts has already commenced and highlights included a concert by the Guildhall School Orchestra which incorporated new students who had been at the School for only two weeks. In addition, we launched the Guildhall Studio Orchestra which performed a dynamic programme of work written especially for the orchestra by Dave Arch who performed with the students and a line-up of the UK's most experienced session players. This is a more commercial addition to our music offering, led by the Jazz department and is the beginning of a broadening of the jazz course to include a greater variety of genre electives. Music students also took part in the BBC's Julian Anderson Immersion Day, performing to an astounding standard and receiving high praise from both audience members and BBC professionals. The acting students excelled in their presentations of Martin Crimp plays and *The Cherry Orchard* while technical theatre students had a major success with *Blood Rite*, a video mapping presentation in the Guildhall Yard. We are currently preparing for the first opera of the term, Menotti's *The Consul* followed by opera scenes and *Post Mortem* directed and designed by visiting artists Lucy Bailey and Bill Dudley.

We continue to look for opportunities to improve access to our theatre performances. Last year we trialled captioning and recently, technical theatre student Ben Cook trialled audio description as part of his graduation research project. Audio description is increasingly prevalent across all art forms, including theatre, film, TV, art galleries and museums making these accessible to a blind or partially sighted audience. It involves writing, delivery and facilitation of audio description through headphones. 'Touch tours' are also undertaken before the performance to allow the visually impaired audience members an opportunity to tour the stage, feel the props and costumes and meet the actors.

Our recruitment has been extremely successful this year and we have the largest cohort ever with over 1000 students enrolled. Final figures are still being ascertained as some students are still unable to find the funds necessary to accept their offer. Cash scholarships amounted to just over £2m.

We have been preparing for the Graduation Ceremonies 2017 which was held in the Guildhall in the first week of November. We graduated students from across all our undergraduate, taught postgraduate and doctoral programmes. We also honoured four Fellows, Alison Mears, Noriko Ogawa, Meyrick Alexander, and Dario Marianelli. Honorary Fellowships were awarded to Henk

van der Meulen, Peter Tornquist, and Sir Brian McMaster. Earlier in the term a short ceremony was conducted on the stage of the Barbican by the Chair, Principal and Vice-Principal & Director of Music to award an honorary fellowship to Maestro Sakari Oramo who was not able to attend the graduation ceremony. Fellow Eric Fellner and Honorary Fellow Barbara Hannigan, were also not able to attend the Graduation ceremony and will be presented with their certificates at another suitable event.

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. Vice-Principal & Director of Guildhall Innovation, Helena Gaunt, is leading the School in a number of joint initiatives with Barbican staff, including strengthening our UK and global positioning, building the destination value within Culture Mile, demonstrating the value of the arts and changing artistic practice, learning and consumption.

Following the launch of Culture Mile, we have been working closely with the City of London, Museum of London, Barbican and LSO to map out a management and delivery structure and a programme of future activities. In the distributed model, the Guildhall School will be leading on partnerships. Working with consultant Sian Bird, we have already identified 40 potential partners who want to contribute to Culture Mile in some capacity. We have put forward a work plan with a budget for a proposed program of work which also includes funding to backfill some of our staff contribution. It is clear that Culture Mile and Culture Mile Learning will become important additions to our teaching and learning environment offering a range of opportunities for student and staff, especially in terms of cross discipline work and artistic citizenry.

The Centre for Music project has now entered an intensive phase of development following the announcement of the winning design team on 9th October. The School was involved in each of the selection panels for architects, acousticians and theatre consultants.

I was part of the selection panel for the architect and was thrilled that the design studio of Diller, Scofidio + Renfro were selected. The winning team presented a wonderful concept design which promises to deliver a Centre which is a place of welcome, participation, discovery and learning fit for the digital age. The Vice-Principal & Director of Music, Jonathan Vaughan is now leading on the next stages of C4M, which will involve ensuring a highly visible positioning of the School within the Centre especially in terms of our socially engaged practice, digital innovation and research/knowledge exchange. The first week of intensive design discussions have already taken place with architects, acousticians and theatre consultants and presentations and consultations with other stakeholders will follow. There has been a great deal of discussion around the kind of digital environment we will need to provide including enhanced reality and web-based access to all activity. It will be important for all Guildhall School board members to understand the role we are playing within this C4M partnership and the opportunities which the Centre will offer for our next generation artists and practitioners.

I have continued to contribute to the City's Corporate Policy and to the new City Cultural Policy. Other meetings at the Guildhall have included an update on implementation of the PA report to the Efficiency and Performance Committee, Safeguarding monitoring meetings with CoL Children and Community Services and Peer Review sessions.

3. Under 18's Programme

We have appointed an external consultant to conduct the review of our under 18 offer. This will include London CYM, regional CYMs, Junior Guildhall, Creative Learning and our work with schools in East London. Discussions are also taking place with City of London Education Committee regarding extended activity within City Academies. The review will help us consolidate current work under a Guildhall Young Artist banner and provide guidance in the extension of activities especially within acting and production arts.

We have recently appointed an Acting and Widening Participating Tutor, Brodie Ross; to deliver on a widening participation brief for drama. It is crucial that we engage with a wider range of schools and communities if we are to attract a rich and diverse cohort of young people to our courses and summer schools and hopefully provide a pathway into higher education for them. The recent Conservatoires UK conference devoted a day to the topics of Diversity and Widening Participation. Five members of staff attended including the Principal plus the Students' Union President. As a result, we are already considering a number of new 'positive action' initiatives to address our poor outcomes in terms of recruitment of a diverse cohort of students at both junior and senior levels. This will include a reassessment of audition panels, a review of curricula especially repertoire and a search for BAME academic staff.

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 programmes and the short courses offer. 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 with an initial joint 'blue sky' workshop scheduled for the beginning of November. Much of the new strategic plan requires investment in space if we are to broaden our programmes and diversify our income streams.

At present, we are awaiting the outcome of a Barbican proposal for shared usage of Exhibition Halls 1 and 2. We have proposed a recording studio, digital teaching rooms and space for creative entrepreneurship alongside needs for our shared creative learning programme and socially engaged practice degrees.

An interim Director of Advancement is now in post. Significant progress has been made in settling the development team and we are now recruiting for the Vice-Principal/Director of Advancement with a plan to appoint in December 2017. We have been encouraged by the extremely strong field we have attracted to this post. It is likely that the commencement date for the new post holder will be April 2018, given most candidates need to give three months' notice. An enhanced case for support for a fundraising campaign is taking shape based on the new narrative and initiatives within the strategic plan.

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. I have invited the CEO of UUK, Alistair Jarvis and Chair of CUK, Linda Merritt to meet with the City Remembrancer, Paul Double to discuss areas of mutual concern around Immigration and the Arts. Free flow of the creative sector including students, is crucial to the continuing cultural excellence and innovation of the Guildhall School, the City of London and the UK higher education sector.

The Senior Management team recently received Prevent training and there are plans for an updated Safeguarding course to be undertaken by all members of the Guildhall School staff. We continue to remain vigilant and have revisited processes and procedures regarding both these issues within our Business Continuity Plan.

5. International

The first cohort of Chinese drama students from the Central Academy of Drama (CAD), Beijing has commenced their studies with us. Our technical theatre training programme delivered in China in association with our high level industry partners continues into its second iteration. Further formal courses will be delivered in Beijing and Shanghai in November/December 2017 and May 2018. Our acting students have just returned from CAD where they performed King Lear to great acclaim.

A planned concert in Carnegie Hall during NY audition week will be enhanced by a development event sponsored by our Founding Corporate Patron, Eversheds Sutherland. Sixty high net worth individuals will be invited by Eversheds Sutherland to a cocktail party followed by the concert. This event follows the launch of our partnership earlier in the year. Eversheds have selected three creative institutions, the Guildhall School, The Saatchi Gallery and the Design Museum to “create a mutually reinforcing partnership which celebrates the very best in innovation, talent development, community outreach and thought leadership”. The top floor of their office building at One Wood Street features a photographic exhibition of Guildhall students in action.

The VP & Director of Guildhall Innovation, Helena Gaunt will be leading on the development of our new international strategy as part of the joint working planned with the Barbican. There are many areas of international programming in both organisations which need to be captured early in the planning cycle if we are to capitalise on visiting artists, companies and ensembles and

provide students with the international experiences and opportunities for networking which give such a distinctive flavour to our courses.

6. Awards and Prizes

Internal

Ming Xie, Piano

- Winner of the Guildhall Wigmore Hall Prize 2017, who will give a solo recital at the Wigmore Hall on 27 June 2018.

External

Juniors

Leia Zhu, Violin

- Made History and became the youngest ever to perform in the Prominent Salzburg Festival
- Winner of the Kocianovo Ústí competition in Czech Republic

Electra Makris

- Finalist in the American Protégé held at Carnegie Hall

Caitlin Chan

- Winner of the Havering Young Musician on the Year 2017

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Agenda Item 8

Committee	Dated:
Board of Governors of the Guildhall School of Music & Drama	20 November 2017
Subject: Academic Board Annual Report 2016/17	Public
Report of: Principal	For Information
Report author: Quality Assurance Officer (Programme Development)	

Summary

The Academic Board is the School's senior academic committee and is responsible for all teaching, examination and research within the School, the School's academic reputation, and the award of taught qualifications that fall within the *Frameworks of Higher Education Qualifications of UK Degree-Awarding Bodies*.

The attached report lists the activities of the Board during the last academic year including its consideration of two equality-strand analyses of data for the 2016 entry admissions cycle and the 2015/16 assessment cycle.

The Annual Report forms a part of the annual cycle of information received by the Board of Governors intend to assure the Board that standards of awards are appropriately set and maintained and there is a plan for the continuous improvement of the student academic experience.

Recommendation:

That the Board note the contents of the attached report.

This annual report is due to be considered at the Academic Board's meeting on 13 November (after the Board of Governors paper deadline); any amendments will be reported to the Board verbally.

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Academic Board
13.11.2017
and
Board of Governors
20.11.2017

**Academic Board annual report for 2016/17 to the Board of Governors
on academic strategy, standards, assurance and enhancement**

New Academic Assurance 2017

For the 2017 Annual Accountability Return the Board of Governors will be asked to make one additional academic assurance statement:

‘The governing body has received a report that confirms that the provider continues to meet the standards of Part 1 of the European Standards and Guidelines (2015)’

The new academic assurance was considered by the Academic Board on 3 October 2017, and it was agreed that the internal quality assurance arrangements currently in place at the School were in line with the ten standards outlined in the ESG.

1. TERMS OF REFERENCE AND MEMBERSHIP

Revised terms of reference and membership for Academic Board were approved in October 2016 and came into effect in February 2017. Amendments to the membership were made to improve the balance of staff representation across departments and reflect changes in staffing structure. The terms of reference were amended to better reflect the remit of Academic Board, which has a responsibility to safeguard and build upon the distinctiveness of the School’s provision, and to encourage and foster innovation.

A new External Peer, Professor Chris Hamnett from King’s College London, was appointed for a period of 3 years from February 2017.

2. STRATEGY

2.1 School Strategic Plan

Academic Board received rolling updates throughout the year on the development of a new School Strategic Plan. Development of the plan began in earnest with the arrival of the new Principal, Lynne Williams, and is due to be signed off by the Board of Governors in February 2018.

The proposed plan encompasses five key objectives covering HE provision, the Barbican/City of London partnerships, Guildhall Young Artists, leading positive cultural change, and sustainability. Two major cross-cutting initiatives - international and digital strategies - are also under development which will have an impact on all five key objectives.

2.2 Learning and Teaching Strategy

During the first half of the academic year, Academic Board received status updates regarding the Learning and Teaching Strategy (LTS) and associated Action Plan. The current strategy expires at the end of 2017, yet it is imperative that the LTS aligns strongly with School Strategic Plan, in particular the HE and Digital objectives, and so development has been delayed to allow for this.

Staff have been encouraged to think about key strategic points for discussion; action points will then be formalised into an official strategy in 2018.

Actions arising

1) to develop a new Teaching and Learning Strategy and Action Plan in line with the School Strategic Plan for approval 2018

2.3 Teaching Excellence Framework

The School entered into the TEF2 assessment exercise during the 2016/17 academic year. Academic Board received the School's TEF metrics on publication, and the 15 page written provider submission. As results of the TEF2 exercise were delayed a number of times due to the snap general election, and then embargoed until 19 June 2017, Academic Board did not officially receive the outcome until the first meeting of the 2017/18 academic cycle.

The School was unable to improve on the silver rating that resulted from the initial, data driven assessment, determined by one 'positive' and one 'negative' flag in the School's metrics. The School received a final award of Silver following assessment of the written provider submission. The majority of the School's competitors achieved a Gold Award.

At the meeting of 3 October 2017, Academic Board was asked to consider whether the School should enter the TEF3 assessment exercise with a view to improving on the current Silver rating. Provided an initial reading of the School's probable metrics did not place it on a significantly worse footing than for TEF2, Academic Board unanimously agreed the School should enter TEF3.

Actions arising

2) to monitor the School's performance in the TEF metrics

3) to devise actions to address negative/lack of positive flags where necessary

2.4 Brexit

The UK government confirmed that fees would remain the same for 2018 EU entrants. Nevertheless, there were concerns that potential restrictions on the free movement of people and the rights of graduates to stay and work in the UK would have an adverse effect on recruiting.

A number of measures are being considered to militate against the potential repercussions of Brexit, including the creation of new academic programmes to attract more Home fundable students. The core message remains that the School is open for business and welcoming to all.

2.5 HEA fellowship

The School currently has 70 members of staff who have approved recognition from the Higher Education Academy (HEA). 2016/17 saw a further six fellowships and one senior fellowship awarded to School staff; two fellowships were achieved via the School's PGCert in Performance teaching academic programme, with the other five through the HEA catalyst programme.

Of the 2016/17 cycle, there are still six members of staff due to complete the School's HEA catalyst programme, and a further 2 potential Principal Fellow applications due to be completed by the end of the academic year 2017/18.

A workshop has been planned for 29 November 2017 to encourage more School staff to apply for HEA recognition.

3. STANDARDS OF TAUGHT AWARDS

3.1 Assessment results (appendix A)

Assessment results were considered by the School Board of Examiners at two meetings in July and two meetings in September 2017. Data contained in appendix A are results confirmed as of 10 October 2017.

For undergraduate programmes, there was a greater percentage of students awarded a first class degree than in 2016 and 2015, with the number of upper second class degrees continuing to decrease slightly. BMus saw the largest increase in firsts, and BA Acting and TTA remained steady.

Across the Guildhall Artist Masters (with the exception of MMus (Perf)), Artist Diploma, MA CTPD and both PG Acting programmes, the whole cohort was awarded either distinctions or merits. The Guildhall Artist Masters Part 2 saw a larger proportion of students achieving merits, a 10% increase on the previous year. Overall a larger percentage of students on postgraduate programmes received distinctions than merit or pass, maintaining the trend from previous years.

Due to the inclusion of a grade inflation metric in the TEF3 exercise, the breakdown of UG awards by classification was compared over the last three years, and 10 years before the current academic year. The data shows that the number of firsts and 2:1s has increased significantly as a proportion of degrees awarded, with a corresponding decrease in the number of 2:2s. The bulk of this increase is a result of BA TTA awards, though other programmes have also seen a degree of inflation.

Actions arising

4) to ensure that an explicit comment on student outcomes/grade inflation is sought from External Examiners at Assessment Boards

3.2 Equality assessment strands (appendix B)

Annual analyses were conducted separately on undergraduate and postgraduate assessment outcomes for the following equality streams, Age, Disability, Ethnicity and Sex, showing:

- i) Year on year changes of each equality group as a proportion of the total
- ii) Year on year changes of conversion rates of each equality group

3.3 Summary of External Examiner reports and responses

External Examiner reports and responses from Programme Leaders are considered both at relevant Programme Boards and Academic Board. Feedback from External Examiners is also reflected upon in Annual Programme Evaluation Reports and responses embedded in relevant action plans.

At the time of writing a number of the External Examiner reports, particularly for Postgraduate Music programmes, were still to be received. In such cases reference has been made to the 2015/16 reports, which were considered after the last Academic Board report.

All External Examiners were satisfied overall with the programme offer and highlighted strengths and areas of good practice including:

- high levels of student creativity and attainment
- inspirational opportunities to develop as creative artists
- extremely high professional standards
- good levels of student support

A recurring theme across a number of programmes was a lack of clarity and consistency in the relationship between the language of assessment criteria and feedback e.g. feedback employing words such as outstanding/excellent for assessment that received mediocre marks; students with marks of 70+ receiving nothing but positive feedback, with no constructive criticism.

Another element across a number of programmes was the lack/variable standard of written work and issues with the proper use of academic conventions. This pertained primarily to programmes for which a 2016/17 EE report was not available.

The issues raised by External Examiners regarding assessment and feedback processes mirror comments made in the National Student Survey and Whole School Survey.

Actions arising

5) to continue to review marking, moderation and feedback processes and provide proper induction and guidance for internal and external assessors

6) to explore how issues surrounding assessment and feedback have been managed by competitor institutions

4. METHODOLOGIES TO IMPROVE THE STUDENT ACADEMIC EXPERIENCE AND STUDENT OUTCOMES

4.1 Academic Governance

The Academic Board maintained responsibility for standards, quality and awards, with the Music and Drama Programme Boards overseeing detailed programme development and review, and the effect of delivery of the programmes on the student experience.

In addition to the Music and Drama Programme Boards, a further sub-committee of Academic Board – the Collaborative Board of Studies – was established in 2016/17 to oversee the BA Acting Studies programme. The Collaborative Board met for the first time on Wednesday 18 October via video conferencing between Beijing and London.

The Research and Knowledge Exchange Committee, responsible for the School's research activity and programmes, reported to the City University Course Board once during the 2015/16 academic year. City, University of London changed their governance model for collaborative provision meaning validated programmes would undergo a lighter touch, annual meeting with more reliance on internal quality assurance processes.

4.2 Validation & revalidation of programmes

The **BA in Acting Studies** was validated for a period of five years commencing September 2016. The validation panel was impressed with the ambition and scope of the programme, and the breadth of the offer in Year 1. There were a number of conditions relating to the programme structure, content and assessment which were completed and signed off by Academic Board in March 2017. An academic practitioner with fluent Mandarin and experience of Chinese Theatre has been recruited to act as an intellectual, artistic and cultural bridge, to facilitate the transition from Year 1 to Year 2 of the programme and help ensure a proper blended learning experience. The panel recommended the programme team monitor certain aspects of the programme, such as the adequacy of a 5.5 in each IELTS component, over the period of validation.

The **MA in Collaborative Theatre Production and Design** was revalidated for a period of five years commencing September 2017. There were a number of conditions relating to the programme documentation which were completed and signed off by Academic Board in June 2017.

The **MA in Opera Making and Writing** was revalidated for a period of five years commencing September 2017. The programme team adapted the cross-School assessment

criteria template as it was not entirely suitable for use at the programme level. There were a number of conditions relating to the programme documentation which were completed and signed off by Academic Board in June 2017. The Programme Leader planned to reaffirm and strengthen the agreement with the Royal Opera House.

Actions arising

7) to monitor the implementation of the recommendations of (re)validation

8) to review, at revalidation, the effectiveness of the cross-School assessment criteria template for use across Music programmes

4.3 Student Feedback

Academic Board considered a wide variety of student feedback during 2015/16, including data from the two principal surveys - the National Student Survey (NSS) and Whole School Survey (WSS) – and feedback received directly from student representatives through the Programme Boards and Academic Board itself.

The School reviewed the system of student representatives for the 2016/17 academic year, expanding the overall number to allow for pathway specific representatives in the final year of relevant programmes.

4.4 Annual programme evaluation

Annual Programme Evaluation Reports for each programme were considered by both the relevant Programme Board and by Academic Board, with input from staff and students from across the School. Good and innovative practices were highlighted for the sharing and enhancing of practice, and actions plans proposed for improvement to respond to any issues or aspects of the provision in need of development.

Actions arising

9) to monitor the implementation of programme action plans

5. STUDENT ACADEMIC EXPERIENCE AND STUDENT OUTCOMES

5.1 The National Student Survey

The National Student Survey (NSS) for final year undergraduates only [Jan to April] consisted of 26 questions covering seven categories. For 2016/17 Academic Board decided not to ask an optional question. NSS participation decreased by 10% points to 77.3% (87.4% in 2016, but remained higher than the national response rate of 68.3%).

Overall School satisfaction increased from 85% (2016) to 90% in 2017, the highest it has been since 2012. Despite the institutional, Acting satisfaction decreased by 10% points to 90% (100% had been achieved for the previous 6 years). Music remained steady, and Technical Theatre achieved their highest score since 2012, with 97% of students satisfied.

The importance of NSS outcomes took on an extra dimension as aggregated results for three of the question bands were used as metrics in the TEF 2 assessment - quality of teaching, assessment & feedback and academic support. The School's performance in assessment & feedback was by a large margin the worst of the three metrics, leading to the School's only negative flag. Overall satisfaction with Assessment & Feedback went up 9% points in 2017, however for the Acting result dropped for a third year in a row. For the 2018 TEF the previous 3 years of NSS results will again be used, but the weighting the NSS metrics has been halved.

Actions arising

10) to explore measures behind the increase in assessment and feedback satisfaction within the BA TTA programme, with a view to replication across the School

5.2 The Whole School Survey (appendix C)

The whole School survey combines,

- Programme evaluation
- Module evaluation
- Detailed questions about Student Affairs
- Student experience questions (Finance, IT, Registry, Library, Facilities, AV, Performance Venues, SU, Sundial Court, Catering, Sustainability, Departmental Administration and other elements that contribute to the student experience)

The participation rate in 2017 was 60.1%, down from 62.9% in 2016. Results were mixed and the large amount of data at the module level with a relatively small number of respondents created difficulties in analysis. Issues common across programmes in written responses (also raised in the 2015 and 2016 surveys) included:

- difficulty in contacting PS professors to arrange lessons and lessons being cancelled at the last minute due to absence
- lack of small scale performance opportunities
- academic scheduling including late notice of the timetable and last minute changes. On some occasions students felt they had obtained lower assessment marks due to being unable to attend classes
- problems with pacing and intensity of assessment activities
- accessibility, clarity and veracity of programme handbooks

5.3 Student employability (appendix D)

Academic Board considered, in Annual Programme Evaluations, the comparative employment indicators arising from the Destination of Leavers of Higher Education survey. This was reviewed alongside the rather more impressive qualitative information on student and recent graduates' professional achievements and destinations. The most recently published data for employment or further study shows the performance above benchmark in 2015/16 has continued to 2016/17.

While full details have not been released, HESA plans to change the mode of operation of the DLHE survey; the survey at some point in the near future will be conducted by a centrally contracted organisation.

During the year, the Academic Board also received an employability review carried out by the Creative Exchange Manager in partnership with the Students' Union President. The purpose of the Review was to examine the School's current employability provision, map it to the Higher Education Academy's guidelines on Embedding Employability in the Curriculum, and scope out the potential development of such provision. The final report was received by Academic Board in April 2017 and was met with interest and support. Work has been undertaken to assess the feasibility of the recommendations in the report, beginning with the development of a first point of call within the School for employability.

5.4 Student regulatory activity during 2016/17 (appendix E)

Levels of application complaints, academic misconduct, and progress review committee hearings have remained steady.

The number of **breaches of the Student Code of Conduct** dropped substantially after a similarly dramatic rise in 2015/16 which was due to a large number of recalcitrant library users. The number of **student complaints** also saw a relatively substantial decrease.

The number of **academic appeals** remained steady. In the case of one academic appeal, immediate corrective action was taken. One appeal was escalated to Stage 2 of the appeals process but, following a robust discussions of the evidence, the Appeal Panel found there were no grounds to uphold. All other appeals were rejected due to insufficient grounds.

No **Completion of Procedures** (COP) letters were issued arising from regulatory activity started in 2016/17.

However, other case work has increased, particularly that related to student well-being. This has also required action under the Principal's Emergency Powers on three occasions.

5.5 Equality admission strands (appendix F)

Annual analyses were conducted separately on undergraduate and postgraduate applications, offers and enrolment for the following equality streams, Age, Disability, Ethnicity and Sex, showing:

- iii) Year on year changes of each equality group as a proportion of the total
- iv) Year on year changes of conversion rates of each equality group

The analyses indicated some statistical anomalies that would warrant further investigation.

Actions arising

11) Acting programme teams to consider how welcoming its literature is to applicants with a disability (carried forward from previous year's report)

6. STANDARDS OF RESEARCH AWARDS

Academic Board received state updates on continuing doctoral students throughout the year via the Research and Knowledge Exchange Committee. The doctoral programme has continued to expand with 13 new students enrolled for the 2017/18 academic year, following an intake of 16 students in 2016/17 and 14 students in 2015/16. A total of 57 students are currently registered on the programme; the Research Department anticipates the number of students will eventually level out at c. 55 and remain steady for the foreseeable future.

Academic Board discussed the aim to apply for Research Degree Awarding Powers (RDAP) once the necessary number of completions had been reached. The School can reasonably expect to have achieved a total of 30 conferments by the academic year 2020/21 based on the following:

- to date 9 students have graduated from the doctoral programme,
- a further 6 undertook their final vivas this year, 2 without corrections and a further 4 with minor corrections. It is hoped all 6 will graduate in November 2017 making a total of 15 completions,
- of current students, 3 are due to make their final submissions in 2017/18, 11 in 2018/19 and 13 in 2019/20.

This projection accounts for students needing to undertake minor or major corrections (6 or 18 months respectively) and the possibility of interruptions of study (for up to 2 years) and withdrawals.

Discussion took place around the removal of the DMus award from the research offer, moving to a PhD only route. While there was general agreement that a move to a more

inclusive, catch all, award would reflect the School's cross-disciplinary nature, Academic Board agreed that before a final decision was made, it was important for staff across departments to meet and explore the breadth of the possibilities of academic research in a practice based environment. The possibility of moving to a PhD only route will be explored again during the 2017/18 academic year.

7. ACADEMIC BOARD ACTIVITIES FOR 2017/18

7.1 School Strategic Plan

Academic Board will receive an update on the development of the School Strategic Plan at the November meeting, and a final document at the February meeting.

7.2 Learning and Teaching Strategy

A new Learning and Teaching Strategy will be developed, aligning with the key strands of the School Strategic Plan, for approval in 2018.

7.3 Teaching Excellence Framework

Academic Board will receive the School's metrics on publication, and a working group will be established to develop the School's written provider submission.

7.4 (Re)Validation

The **BMus** and **Guildhall Artist Masters** are due to be revalidated in the spring term. As part of the revalidation process the **Guildhall Artist Masters Leadership Pathway** will be removed from the offer, with a new, standalone programme validated in the summer term for 2019/20 entry onwards.

The **BA in Performance and Creative Enterprise** and **BA in Video Design for Live Performance** programmes are due to be revalidated in the spring term.

8. ACTION PLAN 2017/18

Academic Board and the Board of Governors received a report on how the 2016/17 Annual Report Action Plan had been implemented at the June and July meetings respectively. Long term or continuous actions that have rolled over from the previous report are marked with an asterisk*

	Action	Assigned	Deadline
1)	<i>to develop a new Teaching and Learning Strategy and Action Plan in line with the School Strategic Plan for approval 2018*</i>	TBC	<i>December 2018</i>
2)	<i>to monitor the School's performance in the TEF metrics</i>	<i>Quality Assurance Officer (Programme Development)</i>	<i>December 2017</i>
3)	<i>to devise actions to address negative/lack of positive flags where necessary</i>	<i>Programme Leaders</i>	<i>Summer 2018</i>
4)	<i>to ensure that an explicit comment on student outcomes/grade inflation is sought from External Examiners at Assessment Boards</i>	<i>Programme Leaders</i>	<i>ongoing</i>
5)	<i>to continue to review marking, moderation and feedback processes and provide proper induction and guidance for internal and external assessors *</i>	<i>Programme Leaders</i>	<i>Summer 2018</i>
6)	<i>to explore how issues surrounding assessment and feedback have been managed by competitor institutions</i>	<i>Quality Assurance Officer (Programme Development)</i>	<i>Summer 2018</i>
7)	<i>to monitor the implementation of the recommendations of (re)validation*</i>	<i>Programme Leaders' Group</i>	<i>over validation periods</i>
8)	<i>to review, at revalidation, the effectiveness of the cross-School assessment criteria template for use across Music programmes</i>	<i>Revalidation Panels</i>	<i>at revalidation</i>
9)	<i>to monitor the implementation of programme action plans*</i>	<i>Academic Board</i>	<i>ongoing</i>
10)	<i>to explore measures behind the increase in assessment and feedback satisfaction within the BA TTA programme, with a view to replication across the School</i>	<i>Programme Leaders' Group</i>	<i>Summer 2018</i>
11)	<i>Acting programme teams to consider how welcoming its literature is to applicants with a disability (carried forward from 2016/17 equality admissions report)</i>	<i>Wyn Jones & Brodie Ross</i>	<i>Spring 2018</i>

Appendix A: Assessment results 2016/17

Outcome of summer 2017 assessments to date (with 2016 & 2015 comparisons)

Undergraduate classifications (as of 10 October 2017)

Program. & Year	No. of students in cohort	Degree class					Other assessment outcomes		
		1 st	Upper 2 nd	Lower 2 nd	Third	Ord	Resits	Defers	Misc
2016/17 Assessments									
BMus	106	35	56	3	3	9			2 WD 6 FWD (CertHE)
BA TECH	31	14	14	3					1 WD
BA Acting	22	6	16						
<i>Totals</i>	<i>159</i>	<i>55</i>	<i>86</i>	<i>6</i>	<i>3</i>	<i>9</i>			<i>9</i>
2015/16 Assessments									
BMus	93	24	49	10	1	6			1 WD 2 FWD
BA TECH	34	13	20	1					
BA Acting	14	4	10						
<i>Totals</i>	<i>141</i>	<i>41</i>	<i>79</i>	<i>11</i>	<i>1</i>	<i>6</i>	<i>1</i>	<i>1</i>	<i>3</i>
2014/15 Assessments									
BMus	78	20	46	8	0	2		1	Also 5 Ords to Yr 3 students & 1 Int
BA TECH	27	10	15	1	0				1 DipHE(TTA)
BA Acting	13	3	9	1	0				
<i>Totals</i>	<i>118</i>	<i>33</i>	<i>70</i>	<i>10</i>	<i>0</i>	<i>2</i>		<i>1</i>	<i>2</i>
2006/07 Assessments									
BMus	90	20	41	17		12			4 DipHE 1 Int
BA TECH (SMTT)	19	3	12	3	1				
BA Acting	24	3	17	4					
<i>Totals</i>	<i>133</i>	<i>26</i>	<i>70</i>	<i>24</i>	<i>1</i>	<i>12</i>			

Int= intermit

FWD=Fail/Withdraw

WD= Withdrawn

***continuing extenuating circumstances*

Total 2017 UG cohort 160 students: % split	
1st	34.59
2.1	54.08
2.2	3.77
3	1.88
Ord	5.66

Total 2016 UG cohort 141 students: % split	
1st	29.07
2.1	56.02
2.2	7.80
3	0.70
Ord	4.25

Total 2015 UG cohort 118 students: % split	
1st	27.97
2.1	59.32
2.2	8.47
3	0
Ord	1.69

Total 2007 UG cohort 133 students: % split	
1st	19.54
2.1	52.63
2.2	18.04
3	0.75
Ord	9.02

Postgraduate classifications (as at 10 October 2017)

Award	No. of students on Prog.	Classification			Progression to next part	Other assessment outcomes		
		Dist.	Merit	Pass		Resit	Defer	Misc
2016/17 assessments								
MMus in Performance	119	17	24	3	71	2	2	6 WD
MMus in Composition	8	1	3		4			1 WD
MMus in Leadership	5	4	1					
MPerf, MComp, MLead Guildhall Artist	76	55	20				1	3 WD
MA in Opera Making & Writing	6	4	1	1				
Artist Diploma	12	10	2					1 WD
Graduate Certificate	15			1	13		1	1 WD
MA in Music Therapy	12	4	6	2				
MA Training Actors	1		1					
MA Acting	4		4					
MA CTPD	3		3					
<i>Totals</i>	<i>261</i>	<i>95</i>	<i>65</i>	<i>7</i>	<i>88</i>	<i>2</i>	<i>4</i>	<i>12</i>

Award	No. of students on Prog.	Classification			Progression to next part	Other assessment outcomes		
2015/16 assessments								
MMus in Performance	154	13	49	11	76			4 WD 1 FWD
MMus in Composition	8	3			5			
MMus in Leadership	5	2	3					
MPerf, MComp, MLead Guildhall Artist	54	44	9			1		
MA in Opera Making & Writing	5	4				1		
Artist Diploma	18	12	2	1			1	1 FWD 1WD
Graduate Certificate	4 (9)		1	3	(5)	(2)		(1 WD)
MA in Music Therapy	13	3	6	3			1	
MA Training Actors	3	1	2					
MA Acting	12	3	9					
MA CTPD	5	3	2					
<i>Totals</i>	<i>281</i>	<i>88</i>	<i>83</i>	<i>18</i>	<i>81</i>	<i>2</i>	<i>2</i>	<i>7</i>
2014/15 assessments								
MMus in Performance	115	19	33	5	51	1	3	1 Int 2 WD
MMus in Composition	9	3	1	1	4			
MMus in Leadership	9	3	6					
MPerf, MComp, MLead Guildhall Artist	56	34	11	1		1	7	2 Int
MA in Opera Making & Writing	4	4						
Artist Diploma	14	10	1				2	1 WD
Graduate Certificate	12		1	2	9			
MA in Music Therapy	11	2	7	1			1	
MA Training Actors	4	2	2					
MA Acting	10	6	4					
<i>Totals</i>	<i>244</i>	<i>83</i>	<i>66</i>	<i>10</i>	<i>64</i>	<i>2</i>	<i>13</i>	<i>6</i>

Total 2017 PG cohort 167 awards	
	% split
Distinction	56.88
Merit	38.92
Pass	4.19

Total 2016 PG cohort 189 awards	
	% split
Distinction	46.56
Merit	43.91
Pass	9.52

Total 2015 PG cohort 159 awards	
	% split
Distinction	52.20
Merit	41.50
Pass	6.28

Appendix B: Equality strands relating to assessment outcomes 2015/16

As part of the School's statutory responsibilities, an analysis of awards made in 2016 by Ethnicity, Sex, Disability and Age has been undertaken for each undergraduate programme and compared against the figures for 2013, 2014, 2015 and 2016.

Undergraduate programmes

The overall undergraduate cohort achievement of higher classifications (1st and 2:1) in 2016 was 87.9%; a 2.1% increase from 2015. Salient points regarding the specific categories are outlined below and the Academic Board is encouraged to consult the spreadsheets for a fuller picture of all undergraduate programmes.

Ethnicity

- The percentage of White students gaining a higher classification (First and Upper Second together) was 90.5%. This figure has fluctuated since 2012 (2015 87.9%, 2014 88.6%, 2013 82.3%, and 2012 89.4%).
- The total number of Black and Minority Ethnic* students in the graduating cohort was 12 compared to 105 White students. The percentage of Black and Minority Ethnic students gaining a higher classification was 70.5% (60% in 2015, 88.2% in 2014, 90% in 2013, and 92.3% in 2012), a considerable rise in achievement compared with the previous year, but lower than in 2014, 2013 and 2012.

**numbers are too small to provide meaningful analysis unless ethnicities are bunched.*

Sex

- Overall male achievement of the higher classifications this year was 86.1%. Overall female achievement was 92.6%. Whilst male achievement has decreased compared with last year (89.5% in 2015) there has been no discernible trend over the last 5 years. Female achievement rates have steadily risen since 2013.
- 84% of BMus males achieved higher classifications this year compared with females at 87.5%. Achievement continues to fluctuate between the two sexes on this programme – males 82.5% & females 89.5%. in 2015, males 88.9% & females 81.3% in 2014, males 80% & females 84.4% in 2013, and males 89.1% & females 88.6% in 2012.
- 100% of males and females achieved higher classifications on the BA Acting programme. Fewer males achieved higher classifications in 2015 and the same number of females achieved higher classifications in 2015 (85.7% and 100% respectively).

Disability

- Students who disclosed a disability formed 25.7% of the total graduating cohort in 2016; this represents an 8.2 percentage points increase compared with 2015 (17.5%). As the School is not able to track the point of disclosure (at application, enrolment or during the programme), it is not clear if the support provision offered to such students

has impacted on declaration rates. Fewer students who disclosed a disability achieved higher classifications in 2016 (88.2%) than in 2015 (90.5%). 2015 was the only year since 2012 in which a greater number of students who disclosed a disability achieved higher degrees compared to students who did not disclose a disability.

- Achievement of a higher classification across all UG programmes for students who disclosed a disability was 88.2% compared with 90.8% for those not declaring a disability. This represents an increase in the numbers of students not declaring a disability who achieved a higher classification compared with 2015 (83.8%).

Age

- For the overall undergraduate cohort awarded in 2016: 65.1% were aged 22 & below and 34.8% were aged 23 & above.
- The overall undergraduate achievement of higher classifications was 90.6% for the younger group and 89.1% for the older group. The rates of achievement of higher classifications for the older group have increased significantly since 2015 (74.5%) though prior to this rates have fluctuated (86.5% in 2014, 76.1% in 2013, 84.1% in 2012). In the younger group there has been a decrease in the number of students achieving higher classifications compared to 2015 (94.2%); rates were similar in 2014 and 2013 and were higher in 2012 (89.9% in 2014, 89.2% in 2013, 94.6% in 2012).
- Across the BA Technical Theatre and BA Acting programmes the older group continues to achieve a greater percentage of higher classifications than their younger counterparts; from 2014 onwards all students in these programmes achieved either a First or Upper Second.

Postgraduate programmes

The overall postgraduate cohort achievement of higher classifications (Distinction; Merit) in 2016 was 97.4%; a very slight increase from 2015 (89.3%). Significant points regarding the specific categories are outlined below and the Academic Board are encouraged to consult the spreadsheets for a fuller picture of all postgraduate programmes.

Ethnicity

- Six students in 2016 chose not to disclose their ethnicity; as in previous years students identifying as White formed the largest constituency of students (75.4%). This represents a smaller proportion of the cohort than in 2015 when the postgraduate cohort was comprised of 80.9% White students.
- The percentage of White students gaining a higher classification (Distinctions & Merits together) was 92.2% which marks a very small drop in attainment compared with 2015 (93.9%), but fits the overall pattern of fluctuating numbers since 2012. 83.3% of Black and Minority Ethnic* (BME) students achieved higher degrees in 2016 which is lower than in 2015. Attainment has fluctuated between the two groups over the last five years.
**Owing to small numbers it is difficult to derive any meaningful statistics without conflating non-white ethnic groups.*

Sex

- On the Guildhall Artist Masters programme Parts 1 and 2 (MMus and MPerf) the percentage of females gaining either a Distinction or Merit was 93.9 which demonstrates a slight decrease compared with 2015 (95.7%). The percentage of males gaining either a Distinction or Merit was 87.7%; from 2012 – 2015 this did not drop below 90%.
- For the first time since 2013 100% of students on Part 2 (MPerf) achieved a higher classification. The previous year 96.6% of female students were awarded a higher MPerf classification compared to 100% of male students.
- On MA Acting, MA Training Actors, MA Music Therapy and the Artist Diploma higher attainment levels continued to fluctuate year-on-year between male and female students.
- 2016 is the second year that MA Opera Making had a graduating cohort: as in 2015 100% of female students achieved Distinction, whereas 33.3% of males achieved Distinction in 2016 compared to 100% in 2015. It should be noted that the very small cohort numbers (six maximum) mean these comparisons may be overstated in percentage terms; in numerical terms this amounted to one male student achieving a Merit and one male student achieving a Pass in 2016.

Disability

- Students who disclosed a disability formed 7% of the total graduating cohort in 2016.
- 83.3% of students who disclosed a disability (10 out of 12) achieved a higher classification in 2016, compared with 91.1% of students who did not disclose a disability. Higher attainment has fluctuated between the two groups since 2012; in 2012 and 2013 a greater proportion of students who disclosed a disability achieved Distinctions or Merits whilst in 2014 and 2015 a greater proportion of students who did not disclose a disability achieved a higher degree.

Age

- The majority of students were aged 25 – 39 when they completed their programme; since 2014 there have been no students aged 19 – 20 achieving an award and there were four students aged 40+ in 2016 compared to three in 2015.
- Across all programmes, 89.2% of students within the 21-24 age group achieved a higher classification, a reduction since 2015 (94.5%). 90.9% of students within the 25-39 age group achieved a higher classification, which is 3.3% less than in 2015 (94.2%). 100% of the 40+ students achieved a higher classification in 2016, a trend that continues from 2015.
- On the Guildhall Artist Masters programme Parts 1 & 2 the percentage of students aged 21-24 achieving higher classifications was 88.2% and whilst the achievement levels of this cohort have fluctuated since 2012 this represents a significant reduction compared with the previous five years when the figure did not drop below 93%.

- On the Guildhall Artist Masters programme Parts 1 & 2 92.8% of students aged 25-39 achieved a higher degree compared to 93% in 2015. As in 2015, 100% of students aged 40+ achieved higher degree classifications in 2016.

Appendix C: WSS Quality of Teaching (Programme Satisfaction) 2015/16

	Year 1 Agree % 2017 (2016)	Year 2 Agree % 2017 (2016)	Year 3 Agree % 2017 (2016)	Year 4 Agree % 2017 (2016)	Overall 2017	Overall 2016
BMus	63 respondents	51 respondents	45 respondents	39 respondents	91.9	92.5
	95.2 (93.5)	92.1 (92)	84.4 (92)	94.9 (92.3)		
BA/MA Acting	21 respondents	21 respondents	12 respondents		96.1	96.5
	100 (100)	100 (95)	90 (91.6)			
BA TTA	33 respondents	28 respondents	21 respondents		90.2	82.7
	93.9 (83.7)	85.7 (85.7)	90 (78.5)			
PACE	10 respondents	3 respondents			100	100
	100 (100)	100				
VDLP	2 respondents	2 respondents			100	66.6
	100 (66.6)	100				
PG Cert	9 respondents				88.8	n/a
	88.8					
Guildhall Artist	Grad. Cert 6 respondents	Part ① 69 respondents	Part ② 38 respondents		95.5	86.9
	100 (88.8)	94.2 (83)	97.4 (100)			
Music Therapy	① 9 respondents	② 9 respondents			93.7	88.9
	100 (100)	87.5 (77.7)				
Artist Diploma	① & ② 11 respondents				90.9	100
	90.9 (100)					
Advanced Cert.	15 respondents				93.3	100
	93.3 (100)					
Opera Making	4 respondents				100	100
	100 (100)					
MA TA	1 respondents				100	66.6
	100 (66.6)					
CTPD	3 respondents				100	100
	100 (100)					
Research	23 respondents				95.6	86.9
	95.6 (86.9)					
Overall School satisfaction					93.2	89.9

Appendix D: DLHE outcomes 2015/16

Employment indicator: leavers obtaining first degrees from full-time courses

	Total population			Employment indicator (including further study)					Context statistics of respondents	
	<i>Eligible population</i>	<i>Number of respondents</i>	<i>Response rate (%)</i>	<i>Base population</i>	<i>Number employed or studying</i>	Indicator (%)	Bench-mark (%)	<i>Standard deviation (%)</i>	<i>Other activity (%)</i>	<i>Refused to take part in survey (%)</i>
2015/16	100	80	83.7	80	80	96.3	94.0	2.25	1.2	0.0
2014/15	80	65	77.8	60	55	93.2	93.0	2.94	3.2	3.2
2013/14	125	100	82.3	95	85	92.5	93.0	2.54	2.0	6.9
2012/13	110	90	81.7	85	75	88.2	89.7	2.98	2.2	2.2
2011/12	95	75	76.0	65	60	88.1	86.4	3.61	6.8	1.4
2010/11	105	85	82.5	85	75	92.8	86.9	2.88	0.0	2.4
2009/10	80	70	86.4	70	60	88.6	86.8	3.54	0.0	0.0
2008/09	90	75	84.4	70	60	84.3	86.6	3.76	6.6	1.3

Pink shading shows a performance below the benchmark. Note HESA employs an unusual rounding up/rounding down methodology.

Appendix E: Data relating to student regulatory activity during 2016/17

(a) Admission complaints (Senior School)

All complaints are referred to the Academic Registrar in the first instance who either investigates them herself, where there is no conflict of interest, or appoints another member of staff to investigate.

Total School cases 2016/17	2: 1 Music 1 Drama	Delays in provision of information (Music), conduct of audition (Drama)
<i>Total School cases 2015/16</i>	2 Drama	
<i>Total School cases 2014/15</i>	3	
<i>Total School cases 2013/14</i>	2	
<i>Total School cases 2012/13</i>	3	

(b) Academic misconduct: plagiarism or similar cases (Senior School)

Academic Misconduct allegations are investigated at the local level and reported to the relevant Programme Assessment Board (and School Board of Examiners).

	2016/17 cycle	Notes	2015/16	2014/15	2013/14	2012/13
Music	5	4 UG plagiarism - students to resubmit work, 1 UG minor misconduct, work marked on its merits	4	4	2	3
Drama	0		0	0	2	0

(c) Academic appeals arising from 2016/17 assessment cycle (as at 12/10/2016) with yearly comparisons

Academic appeals are submitted, in the first instance, to the Quality Assurance Officer (Programme Development) in Registry. The initial investigation is undertaken by the Quality Assurance Officer and where there is a prima facie case, an appeal is referred to the next meeting of the Extenuating Circumstances Panel or to an Academic Appeal Panel as appropriate. In cases where a material administrative or other has occurred, immediate corrective action may be taken without recourse to either Panel.

Programmes with Appeals	2013/14	Upheld	2014/15	Upheld	2015/16	Upheld	2016/17	Upheld
BMus								
Against Class/Award			1	0	1	0		
Against Fail Withdraw	1	0	1	1	3	3	1	0
Against module mark			2	0	1	0	1	0
Against capped mark					1	1	1	1
Against resit/resit mark								
Academic advice			1	0				
BA in Technical Theatre Arts								
Against Class/Award			1	0	1	0		
Guildhall Artist Masters								
Against Class/Award					1	0	1	0
Against Fail Withdraw			1	1				
Against non-progression							1	0
Against module mark			4	3				
MA in Opera Making and Writing								
Against Class/Award							1	0
MA in Acting								
Against Fail Withdraw								
BA in Acting								
Against Class/Award							1	0
TOTAL	1	0	11	5	8	4	7	1

(d) Disciplinary cases (Senior School)

Allegations of misconduct are referred to the Academic Registrar. Where there is a prima facie case of minor misconduct this will be dealt with under the “informal” procedure and the Academic Registrar, or her nominee, is able to issue low level fines, written warnings, and short term suspensions/exclusions. A prima facie case of serious misconduct will be referred to a hearing of the Student Disciplinary Committee (DCH); the committee has the power to issue higher fines, final written warnings, and longer suspensions and exclusions, including expulsion.

Once all internal mechanisms for appeal have been exhausted a “Completion of Procedures” (COP) letter is issued; this allows a student to complain to the HE ombudsman, The Office of the Independent Adjudicator (OIA). Students have one year from the issuing of a COP letter to complain to the OIA.

Breaches of the Sundial Court lease are dealt with locally by facilities staff and are not recorded here except final written warnings and/or where a student has appealed and has been issued with a completion of procedures letter.

	Case type	No of students involved	Level of procedure	Outcome
Music	Non-return of library items and non-payment following invoice (very, very overdue)	4	Informal	Recalcitrant students were referred to Academic Registrar, all got an initial warning letter
	Lending an ID card to an external person to use a booked practice room	1	Informal	Written warning and removal of room booking privileges for 1 week
	Drugs found by Sundial Court Resident Warden and Security Guard in use in a flat, breaching the Licence to Occupy and Student Code of Conduct	1	Informal	Final written warning and £100 fine issued by Facilities for breaching the Licence to Occupy. A written warning and exclusion from inviting non-School friends into Sundial Court and the Basement Bar for the remainder of the term for breaching the Code of Conduct
	Offensive email to a member of staff	1	Informal	Written warning, written apology to the member of staff
	Vandalism	1	Formal	Disciplinary Committee - hearing from last academic year held again on recommendation of Office of the Independent Adjudicator. Student expelled.
	Total cases 2016/17	8		
Drama	Non-return of library items and non-payment following invoice (very, very overdue)	1	Informal	Recalcitrant student was referred to Academic Registrar, he got an initial warning letter
	Lending an ID card to an external person to use a booked rehearsal room	1	Informal	Written warning and a fine of £40
	Total cases 2016/17	2		
Research	Total cases 2016/17	0		
Sundial Court*	Suspected drug use in a flat, breaching the Licence to Occupy	1	Informal	Final written warning and £100 fine
	Misuse of fire equipment	1	Formal	Notice to vacate
Total senior school cases 2016/17		12		
		<i>2015/16</i>	<i>23</i>	
		<i>2014/15</i>	<i>10</i>	
		<i>2013/14</i>	<i>7</i>	
		<i>2012/13</i>	<i>5</i>	

* Only those cases reported to the corporate level have been included in the table above.

(e) Academic progress review cases (Senior School)

Under the *Course participation policy* there are a number of mechanisms for monitoring student participation allowing for timely intervention to keep students on track with their studies; from letters and reminders, to more formal case conferences. Where there has been a persistent lack of participation, or a significant incident, that is not a disciplinary matter, a case will be considered by the Progress Review Committee. For enforced suspension/intermission, or termination of student status there is an appeal mechanism.

Issue	Outcome of Progress Review Committee meeting	
Review of second period of temporary exclusion under Principal's Emergency Powers	Arrangements for returning to School and academic work to be caught up clarified	
Poor progress and engagement	Student required to intermit and conditions for return set out	
Illness affecting progress	Intermission and conditions for return set out.	
Total cases 2016/17	3	
Total cases 2015/16	4	
<i>Total cases 2014/15</i>	<i>4 cases (one referred to OIA)</i>	
<i>Total cases 2013/14</i>	<i>1</i>	
<i>Total cases 2012/13</i>	<i>4</i>	

(f) Principal's Emergency Powers

The Principal, or his/her delegate (usually the Academic Registrar), may exclude a student to protect the health and safety of an individual student and/or the School community. During 2016/17 there were two temporary exclusions from a programme of study and one temporary exclusion from Sundial Court; all were due to significant mental health crises.

(g) Student complaints (formal)

The student complaints procedure has four parts. All students are encouraged to resolve their complaint as near to the point of origin as possible. After this point, the formal procedure can be invoked, Stage 1 Head of Department level, Stage 2 Corporate level investigation (organised by the Academic Registrar), Stage 3 Appeal.

Dept	Nature of complaint	Level of procedure & outcome	
Junior Guildhall*	<i>Total cases 2016/17</i>	0	
Music	Complaint from a former student about teaching methods 20 years ago	Stage 0	No substance to even start an investigation
	<i>Total cases 2016/17</i>	1	
Drama	<i>Total cases 2016/17</i>	0	
Research	<i>Total cases 2016/17</i>	0	
School services (and misc.)	Various: Sundial Court room allocation, Sundial Court heating, study skills support	Stage 1	Not upheld
	Sundial Court water outages	Stage 2	Partly upheld - recommendations for better communication made
	<i>Total cases 2016/17</i>	2	
<i>Total cases for School 2016/17</i>		3	
	<i>2015/16</i>	6	
	<i>2014/15</i>	3	
	<i>2013/14</i>	1	
	<i>2012/13</i>	4	

*Junior Guildhall cases included as Stage 2 complaints are considered at the corporate level via the Academic Registrar.

(h) Other

For the first time it was necessary to hire an external mediator to mediate dysfunctional relationships in one particular small cohort of students; the dysfunctional relationship of two students particularly impacting on the whole. It was partly successful and further mediation may be required.

Appendix F: Equality strands relating to admissions data 2016 entry

An annual analysis of figures for applications, offers and enrolment by Age, Disability, Ethnicity and Gender reviews the following in each equality stream:

- Year on year changes of each equality group as a proportion of the total
- Year on year changes of conversion rates of each equality group

Baseline data:

	Offers (% of applications)	Enrolled (% of offers)	2015 entry (% of offers)
BMus	38.0	48.1	41.6
BA Acting	1.0	87.5	95.5
BA Technical Theatre	38.3	74.5	66.1
BA Video Design	87.5	85.7	100
BA Performance and Creative Enterprise	64.3	77.8	75.0
GAM Performance	41.9	57.0	53.8
GAM Leadership	64.3	88.9	57.1
GAM Composition	44.4	41.7	53.8
MA Music Therapy	48.1	92.3	100.0
MA Opera Making & Writing	66.7	100.0	85.7
Artist Diploma	21.3	95.7	58.8
MA Acting	1.6	100.0	66.7
MA Training Actors	37.5	66.7	100.0
MA Collaborative Theatre Production &	71.4	60.0	71.4
MPhil/ DMus/ PhD	38.	72.7	77.8

Analysis:

Age

Offers to applicants aged 25-39 on the BMus programme fell significantly to 4.5% of total BMus offers in 2016. This follows previous growth in this area in 2014 (19.4% of total offers) and 2015 (26.9% of total offers).

There has been an increase in offers to applicants aged 21-24 on BA Acting (9.1% in 2015 to 20.8% in 2016), with no offers to applicants over the age of 25.

The age profile for the BA Technical Theatre programme has increasingly skewed towards applicants under 21. (77.3% of applicants in 2010 to 90.2% in 2016). Offers and enrolments have followed on proportionally.

Disability

No offers were made to applicants who declared a disability on the MA Acting programme. Applications from students who declare a disability are relatively low for this programme and offer numbers are small; however this continues a trend in which no offers were made to applicants who declared a disability from 2009-2012, and only one offer was made in both 2013 and 2014.

Action: The School has a statutory duty to promote equality. Acting programme teams to consider how welcoming its literature is to applicants with a disability.

Ethnicity

Applicant numbers continue to be majority white, with a follow-on effect seen in offers and enrolments.

MA Music Therapy has seen a steady decrease in the proportion of applications from White applicants, from 84.2% in 2010 to 59.3% in 2016.

GAM Performance has seen a moderate increase in the proportion of applications from Asian and Chinese applicants (4.7% in 2010 to 6.9% in 2016 and 4.0% in 2010 to 8.8% in 2016 respectively).

MA Music Therapy has seen an increase in Chinese applicants since 2010, where they only made up 2.6% of applications, to 2016, where they made up 18.5%. Offers and enrolments have remained relatively low in comparison.

Statistical analysis on most programmes remains difficult due to small applicant pools and cohorts, as well as small numbers across the majority of ethnicity categories.

Sex

The proportion of applications from female applicants have increased slightly, with offers and enrolments generally remaining proportionally in line. An exception is MA Acting, where female applicants make up 60.3% of applicants but only 20% of offers, a decrease from 33% in 2015. Again, small offer/cohort numbers on this programme make relevant analysis difficult.

The increase in the proportion of female applicants in Music Therapy is more pronounced, seeing a steady increase from 71% in 2010 to 93% in 2016.

Committee(s)	Date:
Board of Governors for the Guildhall School of Music and Drama	20 November 2017
Subject: Interim Director of Advancement Waiver Report – Graham Pelton Document Reference Number: WLOF0043	Public
Report of: The Principal	For Information
Report author: Steve Eddy, Head of HR	

Summary

The School is seeking approval for the recruitment of an interim Director of Advancement to help shape the development department and focus the case for support for the School. This will be over the next 9 months.

The School wish to use a specialist agency who focus on fundraising positions at this senior level as our past experience on using the old corporate contract is that it could not deliver the calibre and specialism needed.

Recommendation(s)

Members are asked to note the award of the contract for an Interim Director of Advancement to Graham Pelton for a value of £112,500 from 26th June 2017 to the 23rd March 2018.

Main Report

Background

1. The City commissioned a sustainability review via PA Consulting last year and one of the recommendations was that the School have a Director of Advancement to focus the fundraising efforts. Fundraising, especially for Scholarships is key to securing the right students and underpins all aspects of delivering our new Strategic Plan.
2. Additionally, Graham Pelton has previously worked with the Trust and School to review the effectiveness of the Development team so they understand the dynamics of the organisation and how it sits within the Corporation.

Current Position

3. Several members of the Development team have left recently including the Head of Development. Morale is low and momentum on some of the projects is being lost, needing action to be taken fast.
4. Given that the School have a relationship with Graham Pelton, the School thought it would be better for someone with prior knowledge to work with us on this. We wanted an interim DOA to lead a reimagined department and develop and recruit the role of DOA whilst revising the Case for Support.
5. We feel their current quote of £112,500 for 9 months is in line with the full time equivalent salary for this post based on similar roles currently advertised with comparison organisations.
6. The Development team have also used Graham Pelton for an interim Data Manager, again due to the specialist nature of this role. A waiver of £21k has already been signed for this.

Options

7. Procure an interim with the objective of forming the Job Description (as none exists) and subsequently recruit a permanent replacement. In addition, the interim will provide stability to the role and department.

Proposals – Recommended Course of Action

8. Proceed with the interim appointment with the intention of replacing this contract upon termination with a permanent recruitment for the post.

Procurement Strategy

9. The procurement of the interim is via direct award.
10. The replacement “contract” will fall outside of the Procurement Code and into the City/Barbican recruitment policy. No extension or replacement of this interim contract should be considered.
11. Should an extension be required, a competitive process must be undertaken to ascertain best value is being achieved.

Summary of Recommended Proposal(s)

12.

Name of supplier	Graham Pelton
Length of contract:	9 months
Contract start date:	26 th June 2017
Contract end date:	23 rd March 2018
Total Contract Value:	£21,000 + £112,500 = £133,500
Annual Contract Value:	£133,500
Estimated Total Savings:	£0

Estimated Annual Savings:	£0
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Reasons for Waiver

	Reason for Waiver	Further information (please complete)
4	<p>Retrospective Waiver</p> <p>(A purchase where previous authority has not been obtained). Under no circumstances should an officer proceed with a purchase with the intention of applying for a waiver retrospectively. City Procurement must be contacted prior to the placement of any order. Therefore a retrospective waiver will be noted and reported as a purchase where previous authority has not been obtained (non-compliance). However, it will allow the City to pay its contractual obligations.</p>	<p>Due to not being able to secure this via the corporate contract a retrospective waiver is being asked for.</p> <p>The time pressure was also a contributor as the School needed someone in place quickly.</p>

Responsible Procurement Implications

Insert brief comments here on any responsible procurement benefits arising from this contract award. Refer to guidance on Responsible Procurement Benefits at: <http://colnet/Departments/Chamberlains/City%20Procurement/Pages/Policy/Responsible-Procurement.aspx>

13.N/A

Comments

14.

Department	Name & Title	Comments
City Procurement	David Scott, Category Manager	As the appointment has already been made there is little impact that City Procurement (CP) can have on this contract. As this will be replaced by a permanent appointment it will fall out of scope of the Procurement Code, however, any extensions to this agreement should come back to CP for review prior to agreement.

Comptroller & City Solicitor's	Philip Mirabelli Senior Lawyer	No comments
Financial Services Division	Sarah Wall Group Accountant	This is an important role, vital to the delivery of the Strategic Plan. Budget is available for this role.
Departmental Chief Officer	Lynne Williams Principal	As above

Health & Safety Implications

15. None

Conclusion

16. Members are asked to note the contract award for the Interim Director of Advancement to Graham Pelton for the value of £112,500 from 26th June 2017 to the 23rd March 2018.

Appendices

17. None

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Committee(s)	Date(s):
Board of Governors of the Guildhall School of Music & Drama	20 November 2017
Subject: Dates of Board and Committee meetings 2017/18	Public
Report of: Town Clerk	For Information

Summary

The Board is asked to note the following dates of meetings in 2018:-

Monday 8 January - Finance and Resources Committee
 Wednesday 31 January - Audit and Risk Committee
Tuesday 6 February – Governors’ Development Day
 Monday 19 February – Board

Tuesday 27 February - Governance and Effectiveness Committee
 Tuesday 1 May – Nominations Committee
 Monday 14 May – Board

Wednesday 27 June - Finance and Resources Committee
 Tuesday 3 July - Governance and Effectiveness Committee
 Friday 6 July - Audit and Risk Committee
 Monday 23 July – Board

Monday 24 September – Board

Tuesday 2 October - Governance and Effectiveness Committee
 Monday 15 October - Finance and Resources Committee
 Wednesday 17 October - Audit and Risk Committee
 Monday 12 November - Board

Recommendations

That the Board receive this report as information

Contact:

Martin Newton
 Town Clerk’s Department
martin.newton@cityoflondon.gov.uk

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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>Report on Board Membership's skills and diversity to be submitted to the Board.</u>	Town Clerk		To be reported to Board in February 2018.
2	July 2017	<u>Staff Champion to be assigned to review each objective of the Strategic Plan 2018-2023</u>	Principal		Update at the November 2017 meeting on the Strategic Plan.
3	September 2017	<u>External auditor appointment</u>	Chamberlain		Update from Chamberlain on arrangements for the appointment of an external auditor suitably qualified for the specific requirements of the audit.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
4	September 2017	<u>Membership of Sub Committees to be kept under review and prospective candidates to be reported to the Board for consideration.</u>	Principal / Town Clerk		<p>Update at the November 2017 Board Meeting, including latest position on vacancy for a senior academic staff member on the Nominations Committee.</p> <p>Eligibility for vacant positions on the Remuneration Committee is as set out below–</p> <p>The Chairman and Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama</p> <p>At least three non-Common Council Governors</p> <p>Two Common Council Governors</p> <p>The Principal of the Guildhall School of Music & Drama (except when the Committee discusses his or her remuneration)</p> <p>The Committee may include up to three other lay/independent members (who are not necessarily members of the governing body)</p>

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