



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 19 NOVEMBER 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS - 2ND FLOOR, WEST WING, GUILDHALL

Members:

Vivienne Littlechild (Chairman)	Marianne Fredericks
Deputy John Bennett (Deputy Chairman)	Shreela Ghosh
Randall Anderson	Gareth Higgins
Sir Andrew Burns	Michael Hoffman
Deputy Michael Cassidy	Ann Holmes
John Chapman	Jeremy Mayhew
Christina Coker O.B.E.	Graham Packham
Felicity Chilton	Alderman William Russell
Professor Geoffrey Crossick	Andy Taylor
Stuart Fraser	Lynne Williams

Enquiries: Martin Newton
tel. no.: 020 7332 3154
martin.newton@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
N.B. Part of this meeting may be subject to audio-visual recording

John Barradell
Town Clerk and Chief Executive

Date of next meeting – 18 February 2019 (1.45am)

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **PUBLIC MINUTES**

(a) To agree the public minutes and summary of the Board meeting held on 24 September 2018.

(b) To receive the public minutes and summary of the following Sub Committee meetings:-

- Governance and Effectiveness Committee meeting held on 2 October 2018
- Audit and Risk Management Committee meeting held on 9 October 2018
- Remuneration Committee meeting held on 31 October 2018.

For Decision / Information
(Pages 1 - 18)

4. **OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 19 - 20)

5. **PRINCIPAL'S PUBLIC REPORT**

Report of the Principal.

For Information
(Pages 21 - 38)

6. **INTERNAL AUDIT ANNUAL REPORT AND OPINION**

Report of the Head of Audit and Risk Management.

For Information
(Pages 39 - 58)

7. **GOVERNANCE MATTERS**

Report of the Principal.

For Decision
(Pages 59 - 74)

8. **ACADEMIC ASSURANCES**

Report of the Principal.

For Decision
(Pages 75 - 106)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non Public Agenda

12. **NON PUBLIC MINUTES**

(a) To agree the non public minutes and summary of the Board meeting held on 24 September 2018.

(b) To receive the non public minutes and summary of the following Sub Committee meetings:-

- Governance and Effectiveness Committee meeting held on 2 October 2018
- Audit and Risk Management Committee meeting held on 9 October 2018
- Remuneration Committee meeting held on 31 October 2018

For Decision / Information
(Pages 107 - 120)

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

Report of the Principal.

For Information
(Pages 121 - 136)

14. **BUSINESS PLAN**

Report of the Principal.

For Decision
(Pages 137 - 214)

15. **MANAGEMENT INFORMATION 'DASHBOARD' - SEPTEMBER 2018 (PERIOD 6)**

Report of the Principal.

For Information
(Pages 215 - 224)

16. **BREXIT MITIGATION STRATEGY - MUSIC DEPARTMENT**

Report of the Vice Principal and Director of Music.

For Information
(Pages 225 - 238)

17. **CENTRE FOR MUSIC UPDATE**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 239 - 248)

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

19. **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

20. **CHANGE PROGRAMME - BARBICAN CENTRE/GUILDHALL SCHOOL OF MUSIC & DRAMA OPERATIONS & SERVICES**

Report of the Director of Operations & Buildings, Barbican/Guildhall School.

For Decision

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 24 September 2018

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Rooms - Committee Rooms on Monday, 24 September 2018 at 1.45 pm

Present

Members:

Vivienne Littlechild (Chairman)	Stuart Fraser
Deputy John Bennett (Deputy Chairman)	Marianne Fredericks
Randall Anderson	Shreela Ghosh
Sir Andrew Burns	Gareth Higgins
Deputy Michael Cassidy	Ann Holmes
John Chapman	Graham Packham
Christina Coker O.B.E.	Alderman William Russell
Felicity Chilton	Lynne Williams
Professor Geoffrey Crossick	

In Attendance

Nicy Roberts (CYM representative)

Officers:

Hannah Bibbins	- Guildhall School of Music and Drama
Michael Bradley	- City Surveyor's Department
Sean Gregory	- Barbican Centre
Graeme Hood	- Guildhall School of Music and Drama
Katharine Lewis	- Guildhall School of Music and Drama
Alison Mears	- Guildhall School of Music and Drama
Jeremy Newton	- Guildhall School of Music and Drama
Martin Newton	- Town Clerk's Department
Jonathon Poynor	- Barbican Centre
Jonathan Vaughan	- Guildhall School of Music and Drama
Sarah Wall	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Jeremy Mayhew and Andy Taylor.

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 23 July 2018 be approved as a correct record, subject to the inclusion of Jeremy Newton (GSMD) and Nicy Roberts (CYM) in the list of attendees and the correction of a typographical error on item 9 to substitute ‘production arts’ for the incorrect ‘so dance’.

The following matter was raised:-

- Responding to a question from a Governor about staff being able to individually procure IT equipment, the Principal confirmed that the school’s new digital strategy was in the process of being established and associated issues would be addressed by this.

4. **APPOINTMENTS TO SUB COMMITTEES AND DATES OF MEETINGS**

The Board had before them the report by the Town Clerk on appointments to Sub Committees and dates of future meetings. After discussion, during which the Principal informed members of the proposed co-option of Gary McQueen (West End producer) to the work of the Board and its sub committees, it was

RESOLVED – That

(a) the position on membership of the Board’s sub committees for 2018/19 be noted;

(b) John Chapman be appointed to the Audit & Risk Management Committee instead of the Finance and Resources Committee;

(c) Deputy Michael Cassidy be appointed to the Governance and Effectiveness Committee;

(d) Michael Hoffman be appointed to the Finance and Resources Committee;

(e) Professor Geoff Crossick be appointed to the Finance and Resources Committee instead of the Nominations Committee;

(f) further consideration of Gary McQueen as a possible future co-opted member be referred to the Nominations Committee; and

(f) the dates of future Board and Sub Committee meetings be noted.

5. **OUTSTANDING ACTIONS**

The Board considered the Town Clerk’s update on outstanding actions.

It was noted that a paper would be presented to the November Board meeting on the School’s estate, including teaching and office space requirements. The Town Clerk also referred to a typographical error on page 12 of the agenda pack, where ‘production arts’ should be substituted for the incorrect ‘so dance’.

RECEIVED.

6. **PRINCIPAL'S PUBLIC REPORT**

Members had before them the Principal's public report. The Board proceeded to discuss aspects of the paper relating to the highlights of the School's departments across the year, grouped under quality of teaching and learning and organisational sustainability. In particular, the School's partnership with Islington Council in relation to the new Islington Music Education Hub commencing in October 2018 was noted and discussed.

In considering future partnerships, the Principal confirmed that the School was mindful of Office for Students requirements for widening participation and appropriate ways of measuring progress. The challenges for achieving this were noted in the context of a reducing background for music education provision, etc in state secondary schools, although the GYA provided demonstrable evidence of the School's efforts in this area.

The Board agreed that the submitted information in the report was useful and that further refinement to add context on achievements would add further value.

RECEIVED.

7. **SAFEGUARDING POLICY**

The meeting then considered the report by the Safeguarding Lead on a revised Safeguarding Policy.

A Governor commended the flowchart policy diagram on pages 29-30 of the agenda pack and it was suggested that this could be shared as appropriate with other CoL schools. It was noted that local contact details could be included in the appendix.

RESOLVED – That the revised Safeguarding Policy be approved.

8. **ASSURANCES: THE PROMOTION OF EQUALITY AND DIVERSITY**

The Board had before it the joint report by the Head of HR (GSMD and Barbican) and the Secretary and Dean of Studies on Assurances: the promotion of equality and diversity. After discussion, during which a Governor commented that it would be necessary for policy implementation to go forward as these areas evolve, it was

RESOLVED – That the report be received and that the Board confirms that the action plan update provides sufficient evidence to be satisfied about its responsibilities in respect of equality and diversity.

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

There were no public matters relating to the work of the Board.

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

There was no public business that the Chairman considered urgent.

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 remaining 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.
12. **NON PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 23 July 2018 be approved as a correct record, subject to a minor amendment to item 17.
13. **PRINCIPAL'S NON-PUBLIC REPORT**
The Board considered the Principal's non public report.
14. **ANNUAL SAFEGUARDING REPORT**
Members considered the report by the Safeguarding Lead on the Annual Safeguarding Report.
15. **ADVANCEMENT STRATEGY**
The Board had before them the report by the Vice Principal and Director of Advancement on Advancement Strategy.
16. **STANDING ORDER NO. 40**
RESOLVED – That the meeting continue after the usual 2 hour deadline to consider the remaining business.
17. **CAPITAL CAP UPDATE**
The Board considered the report by the Director of Operations and Buildings on the Capital Cap Update.
18. **FINANCIAL FORECAST TO OFFICE FOR STUDENTS**
The Committee then considered the report by the Group Accountant on the Financial Forecast to the Office for Students 2018-2023.
19. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent non public business.

The meeting ended at 4.01 pm

Chairman

Contact Officer: Martin Newton
tel. no.: 020 7332 3154
martin.newton@cityoflondon.gov.uk

This page is intentionally left blank

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

Tuesday, 2 October 2018

Minutes of the meeting of the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama held at the Guildhall EC2 at 1.45 pm

Present

Members:

Sir Andrew Burns	Gareth Higgins
Deputy John Bennett	Ann Holmes
Professor Geoffrey Crossick	Vivienne Littlechild
Marianne Fredericks	Lynne Williams

Officers:

Martin Newton	- Town Clerk's Department
Jonathan Vaughan	- Guildhall School of Music & Drama

1. APOLOGIES

No apologies for absence were reported.

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

There were no declarations.

3. COMMITTEE TERMS OF REFERENCE RECEIVED.

4. ELECTION OF CHAIRMAN

The Town Clerk having read the names of members eligible to serve as Chairman and Sir Andrew Burns being the only member to put himself forward for the position, it was

RESOLVED – That Sir Andrew Burns be appointed Chairman of the Governance and Effectiveness Committee for the ensuing year.

5. ELECTION OF DEPUTY CHAIRMAN

The Town Clerk having read the names of members eligible to serve as Deputy Chairman and Vivienne Littlechild being the only member to put herself forward for the position, it was

RESOLVED – That Vivienne Littlechild be appointed Deputy Chairman of the Governance and Effectiveness Committee for the ensuing year.

6. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 27 February 2018 be approved as a correct record.

On matters arising, Professor Geoff Crossick asked about his suggested amendment (g) to the Board's terms of reference, referring to the responsibility for the promotion of equality and diversity throughout the School, and why this was not included in the submitted report to the Board in May on revisions to the terms. The Town Clerk gave assurance that this would be drawn to the Board's attention.

7. **SKILLS SURVEY 2018**

The Committee considered the report by the Town Clerk on a refresh of the 2014 skills survey of Board members.

Governors discussed this paper and asked that the Town Clerk provide more detailed data to clarify strengths and weaknesses of members, and to also include diversity information captured in the recent HESA return, when this information is further considered by the Board.

RESOLVED – That the contents of the report be noted with the Town Clerk to provide more detailed data from that provided to clarify particular strengths and weaknesses, and to also include diversity information captured in the recent HESA return, when the matter is considered by the Board.

8. **BOARD AGENDA PLAN**

The Committee then considered the report on the draft agenda plan, noting the circulated amended agenda plan information.

Members noted the intention to move to a 4 Board meetings a year cycle (February, May, September and November) with an away day in July, with the possibility of another joint away day with the Barbican following the success of the recent session.

The thematic focus of the agenda plan was generally welcomed, although concern was raised by a Governor at consistency and balance of meetings with the possible overloading of the May date with strategy issues compared to the 'achievement-type' reports comprising the majority of some other agendas.

During discussion, the Chairman suggested that safeguarding should be a general standing item topic at each meeting, covered as appropriate in the Principal's general report. It was noted that the Board's September meeting would include the 'standalone' Safeguarding Policy report and update. In response to a question from a Governor about quarterly financial information, the Principal confirmed that these papers were not identified on the circulated draft plan but would be a usual addition and it was requested that this and any other relevant items (such as minutes, outstanding actions, TRAC, Academic Assurance Working Group report (the latter possibly to the November Board)) also be added to the plan. It was noted that the Principal's public and non-

public reports would contain broad 'over-arching' information in a standard format, analysing successes, challenges, etc for the School's departments.

Debate continued and a Governor said that she would prefer written reports on issues to oral updates and that there should be opportunity to hear views from non-teaching staff about 'what does / does not work for them'. The Principal said that consideration would be given to semester changes and that this along with other areas for review would be reported to Governors in due course. The continuing administrative demands on the School of changes in areas of compliance was also referred to and Governors were also informed of unresolved delays in recruitment and retention matters in relation to requirements of established CoL human resources procedures. On the latter, the Chairman of the Board asked the Principal to provide her with a briefing note on these issues and the Principal confirmed that she would discuss the matter further with the Director of HR.

RESOLVED – That the agenda plan be endorsed, subject to the inclusion of the other appropriate items and comments made by Governors above, for onward approval by the Board.

9. **FUTURE SUB-COMMITTEE ARRANGEMENTS**

Governors had before them the report by the Principal on a proposal to combine the Nominations and Remuneration Committees.

Discussion commenced and the Committee agreed that the reference in the proposed terms of reference of the new committee on page 23 to 'non common council governors' should be reworded to reflect that the appointments are of co-opted members, with suitable clarification that they are independent from the CoL. Governors also noted that the reference to the Senior Member of the Academic Staff (not a Vice-Principal) should be clarified to ensure it was clear whether this appointment was a co-optee or an elected staff governor.

A Governor raised the issue of whether it would be appropriate for a member of the academic staff to be present during discussion of the Principal's salary and Members noted that any paper on that matter would not be for decision and therefore a problem should not arise.

The Committee's consideration of the matter continued and a Governor suggested that the first bullet point under 'Remuneration' on page 24 should add additional wording to say '...and the conservatoire sector in particular', with the second to last bullet point amended to say at the end '....such observations / recommendations reported as the Committee sees fit to the appropriate committee'. It was then suggested by another Governor that the fifth bullet point should be reworded to say '...and confirm it is content...'

The Chairman asked that these comments be incorporated into a revised version of the report for submission to the Board.

RESOLVED – That the proposed combination of the Nominations and Remuneration Committees be endorsed, subject to the revision of the terms of reference as set out above, for the future consideration of the Board.

10. **COMPLIANCE STATEMENT WITH THE HE CODE OF GOVERNANCE**

Members had before them the report by the Principal on the compliance statement with the HE Code of Governance.

The Town Clerk undertook to check the latest position on the delay in obtaining Privy Council approval for Board quorum changes.

Discussion commenced and Governors requested that the first sentence of the third paragraph of section (2) on page 32 be amended to say ‘Whilst it is possible for some non-alignment, at the macro level the strategic objectives of the School and the CoL, which owns it, are aligned’. On page 33, section (3) a Governor said that the reference in paragraph 6 to the Chair of the Audit and Risk Management Committee being co-opted should be deleted as it was now out of date and that reference should be made to internal / external auditors with specific HE experience.

During further debate, a Governor suggested that the last sentence of the second paragraph of section (6) on page 35 should say ‘...acknowledges its wish to see elected an increase....’. It was also suggested that reference be made to the activities undertaken to encourage diversity.

Ann Holmes left the meeting at this point (3.39pm)

RESOLVED – That the compliance statement be approved for submission to the Board, subject to the amendments and comments set out above.

11. **AMENDMENTS TO STUDENT STATUTORY REPORTING**

Governors then considered the report by the Principal on amendments to student statutory reporting.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

14. **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 remaining items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

15. **STANDING ORDER NO. 40**
The Committee agreed to continue after the usual 2 hour deadline for meetings.
16. **NON PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 27 February 2018 be approved as a correct record.
17. **CAPITAL PROJECTS STRATEGIC WORKING GROUP**
The Committee considered the report by the Principal on the Capital Projects Working Group.
18. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting closed at 4.00 pm

Chairman

Contact Officer: Martin Newton
tel. no.: 020 7332 3154
martin.newton@cityoflondon.gov.uk

This page is intentionally left blank

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

Tuesday, 9 October 2018

Minutes of the meeting of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room 4 - Committee Rooms on Tuesday, 9 October 2018 at 11.30 am

Present

Members:

Marianne Fredericks (Chairman) John Chapman
Randall Anderson

Officers:

Jeremy Newton	- Guildhall School of Music and Drama
Martin Newton	- Town Clerk's Department
Cirla Peall	- Chamberlain's Department
Jonathon Poynor	- Barbican Centre
Aoife Shanley	- Guildhall School of Music and Drama
Pat Stothard	- Head of Internal Audit and Risk Management
Dominic Smith	- Guildhall School of Music and Drama
Sarah Wall	- Chamberlain's Department

1. 'IN CAMERA' SESSION

The first part of proceedings was the usual 'in camera' session attended by the Sub Committee members, internal audit officers and the Town Clerk's representative only.

2. APOLOGIES

Apologies were received from the Deputy Chairman, Christina Coker, Neil Constable and Lynne Williams.

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

There were no declarations of interest.

4. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 6 July 2018 be approved.

5. OUTSTANDING ACTIONS

The Sub Committee had before them the report by the Town Clerk on outstanding actions.

The following matters were raised:-

- On item 6, Members noted that the School would have to comply with and complete the required HESA data futures information. It was envisaged that the processes for this task would be a significant demand on resources and would commence around October 2019, with student and finance data to be provided twice yearly and staffing data once yearly. The matter would be discussed at the School's next Senior Management Team meeting on 25 October.

The Chairman said that a plan would be formulated to consider when particular data would be forwarded to Governors as part of the process and that this plan may come to the Sub Committee in January 2019. A Governor commented that resources for the transition would probably need to be considerable, although this would reduce in future if the transition was handled correctly. It was noted that the new Head of Business Systems and Data would shortly take up post with a brief to oversee the implementation.

- With regard to the MoU on GYA, it was reported that this had been signed at the end of last term for the period ending 2020. The MoU would be part of the Sub Committee's agenda for the next meeting.

RECEIVED.

6. **INTERNAL AUDIT RECOMMENDATIONS FOLLOW-UP**

Members considered the report by the Head of Audit and Risk Management on internal audit recommendations follow-up.

The following matters were raised:-

- On the Baxter Storey contract it was noted that the health and safety audit would take place in the Autumn term (done by ESB), that proof of monthly review was not able to be supplied until later and that a revised target timescale was set for demonstration of implementation.
- Noted that the expected report back on Succession Planning / Workforce Plan would now be made to the Sub Committee in January 2019.
- The draft and action plan for Satellite Sites had now been completed.
- On Sundial Court - Accommodation Strategy it was noted a paper would be submitted to the November Board.
- It was noted that revised target dates for Returns Management and Subsidy and Profit Share Arrangements would be October 2018.
- In response to a question from Governors it was confirmed that the target dates are set by the School in its management response and officers were asked to set realistic target dates that could be achieved.

RECEIVED.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
There were no questions.
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.
9. **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 remaining 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.
10. **NON PUBLIC MINUTES**
RESOLVED – That the non public minutes of the meeting held on 6 July 2018 be approved.
11. **DISASTER RECOVERY UPDATE**
The Sub Committee had before them the report by the Head of IT updating it on disaster recovery.
12. **RISK REGISTER**
The Sub Committee considered the report by the Principal on the risk register.
13. **HEALTH AND SAFETY RISK REVIEW**
The Sub Committee had before it the report by the Director of Operations and Buildings on the health and safety risk review.
14. **RESEARCH OUTPUTS**
The Sub Committee considered the report by the Head of Knowledge Exchange and Senior Research Manager on research outputs.
15. **CATERING AUDIT UPDATE**
The Acting Head of Finance and Business Administration reported on the catering audit update.
16. **CATERING CONTRACT UPDATE**
The Sub Committee considered the report by the Acting Head of Finance and Business Administration on the catering contract update.
17. **SCHOOL WAIVERS UPDATE**
Governors had before them the report by the Acting Head of Finance and Business Administration updating them on School waivers.
18. **MOU ON GYA**
The Sub Committee noted that the oral update on this item had been provided as part of item 4.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 1.10 pm

Chairman

**Contact Officer: Martin Newton
tel. no.: 020 7332 3154
martin.newton@cityoflondon.gov.uk**

**REMUNERATION COMMITTEE OF THE BOARD OF GOVERNORS OF THE
GUILDHALL SCHOOL OF MUSIC & DRAMA
Wednesday, 31 October 2018**

Minutes of the meeting of the Remuneration Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Room 3 - 2nd Floor, West Wing, Guildhall on Wednesday, 31 October 2018 at 1.45 pm

Present

Members:

Sir Andrew Burns (Chairman)
Vivienne Littlechild (Deputy Chairman)
Randall Anderson
Deputy John Bennett
John Chapman
Professor Maria Delgado
Alderman William Russell

Officers:

Steve Eddy	- Head of HR, Guildhall School / Barbican
Katharine Lewis	- Guildhall School
Lynne Williams	- Principal, Guildhall School
Martin Newton	- Town Clerk's Department

1. CHAIRMAN OF MEETING

In the absence of the Chairman and Deputy Chairman at the commencement of proceedings, Deputy John Bennett, past Chairman of the Board, took 'the chair' for the duration of the meeting.

2. MARIA DELGADO

The Chairman welcomed Maria Delgado to her first meeting.

3. APOLOGIES

Apologies for lateness were received from the Chairman and the Deputy Chairman.

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

There were no declarations.

5. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 12 July 2018 be approved as a correct record.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE REMUNERATION COMMITTEE**
There were no questions.
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no urgent public business.
8. **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 paragraphs 1 and 3 of Part I of Schedule 12A of the Local Government Act.
9. **NON PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 12 July 2018 be approved as a correct record subject to a minor amendment.
10. **HR REPORT**
The Committee considered the HR report of the Head of HR, Guildhall School / Barbican.
11. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE REMUNERATION COMMITTEE**
There was one matter raised under non public questions.
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent non public items.

The meeting ended at 2.43 pm

Chairman

Contact Officer: Martin Newton
tel. no.: 020 7332 3154
martin.newton@cityoflondon.gov.uk

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 skills to be submitted to the Board.</u>	Town Clerk		Draft report considered at Governance and Effectiveness Committee – Members asked for additional breakdown of data to enable a clearer picture on strengths / weaknesses before the report is submitted to the Board for further consideration.
2	November 2017	<u>Quorum of the Board</u>	Remembrancer		Privy Council approval awaited for change to quorum to provide for 7 Common Council Governors and 3 Co-opted Governors to be present.
3	February 2018	<u>Teaching and Office Space Requirements</u>	Principal		Governors to be advised of latest position.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
4	July 2018	<u>Milton Court Carbon Reduction KPI</u>	Principal	November 2018	Concerns about Milton Court's performance against original BREAM projections - adjusted KPI required.
5	July 2018	<u>Assurances – Academic Quality and Standards</u>		November 2018	Members concerned at identifying high level principles that can be applied across the board (production arts, music, drama etc) and then down to a granular level to cater for different needs. Report to November meeting

Agenda Item 5

Committee: Board of Governors of the Guildhall School of Music & Drama	Date: 19/11/2018
Subject: Principal's Public Report November 2018	Public
Report of: Lynne Williams, Principal, Guildhall School	For Information
Report author: Lynne Williams, Principal, Guildhall School	

Summary

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

- Quality of learning and teaching environment by department
- Organisational sustainability (Advancement & Research & Innovation)
- Awards and Prizes

Recommendation: that the Board receives the report and notes its contents.

This page is intentionally left blank

Principal's Public Report November 2018

Introduction

On Friday 2nd November, we held two graduation ceremonies to celebrate the achievements of 261 graduands of the class of 2018. Both ceremonies were joyous occasions held in the historic Guildhall and attended by 753 friends and family members. My thanks to the many staff and board members who joined the official party and made the event such a highlight for the graduating students. Sir Andrew Parmley officiated at the morning ceremony and the Right Honourable The Lord Mayor, Alderman Charles Bowman, at the second, supported by Alderman and Sheriff Vincent Keaveny and Sherriff Elizabeth Green and the Chief Commoner, John Scott.

Eight new honorands were admitted to the Fellowship of the Guildhall School of Music and Drama at the commencement of the ceremonies: Hayley Atwell, Prof Richard Bissill, Nelly Ben-Or, Tansy Davies and Nick Peel as Fellows, and Michael 'Mikey J' Asante, Kenrick 'H2O' Sandy and Helen Marriage as Honorary Fellows. Our remaining new honorands will be admitted at other important events throughout the year.

This year we presented the Barbican Prize for the first time in recognition of the increasing number of initiatives in which we are collaborating with the Barbican Centre. The inaugural recipient was Joshua Judson, excelling in the Performance and Creative Enterprise course delivered in close association with the Barbican through our shared Creative Learning department.

The Principal took the opportunity to speak about the creative industries being acknowledged as an important key to Britain's 21st century success. The fact that those with creative talent would be resistant to losing employment through increasing automation and AI and that more generally, everyone's ability to adapt to the future employment landscape would demand imagination, lateral thinking, creative problem solving, resilience, an understanding of team dynamics... the very kind of skills which are part and parcel of creative arts training and a focus of the teaching at Guildhall School. The Principal challenged the graduands to think about how the Country would continue to produce a creative workforce for the future in the face of diminishing teaching in creative education subjects in our primary and secondary schools. Graduands were reminded of their responsibility as artistic citizens to be a part of the solution for ensuring every child had the

opportunity to explore their own creativity and that cultural experience was available to all.

Highlights of current departmental achievements are grouped under two headings: Quality of Learning and Teaching and Organisational Sustainability.

Quality of Learning and Teaching

**Academic Assurance:
training for the professions**

Music: Highlights

“The Artist in Society” Strategy

This continues to make good headway across all areas of the School from Music and Drama, to Research and Employability, to Widening Participation. Diversity is a significant part of this process and in due course the Music Department staff will undergo Unconscious Bias Training (Drama staff have already done theirs).

In order to reflect more completely the demography of London, Music is looking to affect change in the following three areas:

- i) *What we look like* – the public face of the school – with a recruitment process which is sensitive to the ethnic diversity and gender balance of staff
- ii) *What we say* – the stories we tell and how we curate a more diverse narrative. As a small part of this process the music department has commissioned a piece for theatre and music based on the life of Will Marion Cooke (a Black American violinist and composer who studied with Dvorak and Joachim, met Brahms and Richard Strauss and was close friends with Duke Ellington but who ultimately failed to be accepted by the white American establishment. We will also be programming more work by female composers.
- iii) *What we do* – the students we attract and recruit and how we train them to use their art in reflecting the difficult questions about under-privilege, diversity, social justice and what it is to be human.

Strings: Highlights

- Highly successful side-by-side concert with Australian Chamber Orchestra in Milton Court Concert Hall (18 strings students participated) to a very large house. Programme included Bach to Bartok.

- Cello masterclass with Andrew Shulman, principal cello of Los Angeles Chamber Orchestra and faculty at the University of Southern California (4 students performed)
- Strings Lab series continues with a health and well-being lecture by renowned physical therapist Andrew Jackson, and a French music style lecture with pianist Paul Roberts. These lectures are well-attended and have become very popular.
- 1st and 2nd year strings will participate next week in a new initiative: a special short uncondacted string ensemble project in the Music Hall led by violinist Roberto Gonzales. 31 students will participate in 4 days intensive rehearsal and a concert on 7th November (Fantasia on a theme of Thomas Tallis, Souvenir de Florence)
- Two UG strings concerts and two PG strings concerts in the first term, a special double bass student concert (9th November), harp and strings participation in Berio Folksongs and the UBU ensemble's performance of Andriessen's Der Staat
- Harp Open Day on 13th November. 5 students will perform in a masterclass with international star Anne-Sophie Bertrand, principal harp of the Frankfurt Radio orchestra.
- For the 2nd year, completed a three-week residency of a violin student from Tokyo College. Arisa Okano had lessons with three violin professors, one chamber music lesson (her first trio experience), rehearsed for the school's production of *Così fan tutte* (her first time in an opera), attended performance platforms with UG strings and played a very successful performance assessment.
- Chamber music extra coaching sessions with members of the Endellion Quartet and Simon Rowland-Jones.
- A new violin professor, Simon Blendis, concertmaster of the London Mozart Players and violinist of the Schubert Ensemble (1995-2018) will be joining the faculty.

Wind Brass & Percussion: Highlights

- Appointment of two Assistant Deputy Heads is enabling WBP to maintain and to improve the quality of its offer to students, to provide a transformative education, and remain competitive.

Keyboard: Highlights

- Michael Pandya has won the Gerald Moore Award and Camille Lemmonier won the Junior Kathleen Ferrier Award.
- Kathy Chow (MPerf Piano, student of Martin Roscoe) won 1st Prize in the 2018 Birmingham International Piano Competition.
- Kerry Waller (MMus Piano, student of Katya Apekisheva and Ronan O'Hora) won 2nd Prize in the 2018 Shean Piano Competition in Canada.

- Joon Yoon (Artist Diploma Piano, student of Ronan O'Hora) won 3rd Prize in the 2018 Verona International Piano Competition.
- Jonathan Ferrucci (Artist Diploma Piano, student of Joan Havill) won 3rd Prize in the Piano Section of the 2018 International JS Bach Competition in Leipzig.
- Scott McIsaac (Artist Diploma Piano, student of Ronan O'Hora) won 5th Prize and the Sonata Prize in the 2018 Shiguru Kawai International Piano Competition in Tokyo.

Vocal: Highlights

- New **Deputy Head of Vocal Studies, Samantha Malk**, started in September – major enhancement to support of students & staff, building on our *international* approach with her experience and perspectives of vocal training in North America, South Africa, Israel.
- New **Associate Heads of Vocal Studies** appointed for 2018-19 – **Charlie Morgan** (Movement, Performer Health, Wellbeing) & **John Ramster** (Drama, Career planning).
- **Sharolyn Kimmorley Residency** – 3 days of Masterclasses & Coaching in September, from former Head of Music at Australian Opera
- **Tobias Truniger Residency** – 3 days of Masterclass, In Conversation & Coaching from Director of Young Artist Studio, Bavarian State Opera
- **Sarah Walker Masterclass & Concert** – public Masterclass + Faculty concert shared with students by one of UK's most eminent singers
- **Karina Gauvin Masterclass** – public masterclass with star Canadian soprano
- **Zarzuela Project** – culminating in a semi-staged student concert of Spanish operetta, sponsored by British Spanish Society, directed by Ricardo Gosalbo & Charlie Morgan
- **Debussy Songs Projects** – culminating in two student concerts of Debussy song, directed by Bretton Brown & Iain Burnside, involving collaboration with students from BA Video Design for Live Performance
- **Brenda Hurley Residency** – 2 days of Masterclass, In Conversation & Coaching from Director of Young Artist Studio, Zurich Opera
- New **Deputy Head + Associate Heads** offering major new opportunities for integration of curriculum, stronger individual mentoring, follow-up on activity with students & staff.
- Concept stage thinking about new **Music Theatre course**
- Concept stage thinking about **Vocal Pedagogy & Vocal Research centres**

Opera: Highlights

We are delighted to report an unprecedented level of success among our current second year cohort of singers in the recent summer festival auditions, with, for the first time, all twelve of them receiving at least one prestigious offer and several being forced to decide between up to four or five. These include Young Artist offers at Glyndebourne, Garsington, Pesaro, ENO and the title role in the Buxton Festival's specially commissioned 40th anniversary premiere. A remarkable achievement, with the Salzburg and big American festivals auditions still to come. *Così fan tutte*, opens on November 5.

Composition: Highlights

- Appointment of acclaimed composer Cassandra Miller to the role of Associate Head of Composition. Cassandra's music reconciles an embodied, humanist approach in composition with her fascination for elaborate and often technically complex transcriptions from found recordings and live performance. She will be running the Undergraduate composition programme, whilst also pushing forwards the diversity and inclusiveness agenda within Guildhall School composition.
- Doctoral Composition student Na'ama Zisser's opera *Mamzer* was premiered with great success by the Royal Opera House at the Hackney Empire in May 2018 as the culmination of her Guildhall/ROH composer residency.
- Composition graduate Philip Venables had his highly successful opera *4.48 Psychosis* revived by the Royal Opera House at the Lyric Hammersmith in April 2018. The production will now tour to New York in Spring 2019.

Electronic Music: Highlights

- Department now officially offers 7 Principal Study Disciplines: Electronic Music; Film Music, Sonic Arts, Game Audio, Live Electronics, Popular Music Production; New Media
- Nearing the completion of creating and producing the music for Waddesdon Manor's Christmas Carnival in collaboration with Production Arts
- Upcoming Masterclass in Film Scoring at LSO St Luke's is already 'sold out' 3 weeks in advance. Last year's filmed masterclass has now been viewed well over 1/4 million times

- Agreed approval to set up a School graduate orchestra that has its first pre-launch outing recording the instrumental elements of the Waddesdon manor soundtrack.
- Launched a development partnership with Dorico with them providing free software for a year so that students and staff can try it out.
- Working with Production Arts on the “Beasts of London” exhibition for the Museum of London
- Have agreed a sonic installation for Barbican’s Sound Unbound this coming April
- For part of Barbican’s Sound Unbound we will be working with the vocal department on new music for vocals and electronics
- We’ve agreed, in principle, to produce a Milton Court Foyer Sound Installation as part of *Getting it Right*
- Native Instruments are keen to develop a strong link with the school that could amount to tens of thousands of pounds of investment in terms of hardware and software placement. Other companies are lining up as news about our growing courses and wider reach spreads.

Music Therapy: Highlights

Head of MT, Ann Sloboda visited Israel / Palestine October 20-24th where 2 of the newly qualified music therapist were delivering music therapy sessions , hosted by ABCD,(Action for Bethlehem’s Children with Disabilities) a charity supporting disabled children and young people in Bethlehem. She helped to supervise them and was very impressed with how they were using the skills they had learned here at Guildhall. The charity has formed a partnership with Guildhall’s music therapy department and will find a similar work placement for 2 music therapy graduates every autumn.

Historical Performance: Highlights

- Implementation of new curriculum post-revalidation shows early promise; it has been met with enthusiasm by students and staff.
- First performance of the year, a collaboration across 4 departments, was an artistic and pedagogical success in front of a very appreciative Milton Court audience.
- Students supported by the new Keyboard Scholarship proving an asset to the department and wider School activities (BMus 3 Vocal, String Orchestra)

Music Academic Studies Department: Highlights

- Introduction of innovative BMus curriculum in years 1 and 2, as approved by the revalidation process in 18/19:
- In year 1, this delivers a unified set of core elements that are then developed further within smaller tutorial groups according to the students' specialisations and the tutors' pedagogical and artistic approaches.
- A new approach to the teaching and learning of musicianship skills. These now become compulsory for all in year 1 and, for some, year 2. As in the past all classes are streamed.
- A more linear and progressive structure for the development of writing, presentation and research skills. This covers the three years of the 'Creating and Performing Knowledge' class, in support of the BMus3 dissertation and illustrated lecture.
- At Masters level, introduction of a changed module of personal reflection, that emphasises the continuity of the reflective process across the programme, including an enhanced professional development element and a stronger link with the research environment of the school (e.g. 'researchwork' series curated by the Research Department).
- English support for non-English speakers is now provided more centrally from within the Academic Studies, guaranteeing a stronger link and integration with the curriculum, and an enhanced development of specific technical as well as 'critical' language.

Jazz Highlights

- Appointment of International Chair in Improvisation, Simon Purcell. Simon is amongst the world's most respected jazz educators and brings to the school a wealth of experience and energy, and has already had a significant impact on both students and staff.
- Implementation of Artist Realisation; a team of high-profile mentors who students can consult in order to best place their creative and artistic skills in the contemporary creative arena (performance, social, broadcast, collaborative). Team includes trumpeter Yazz Ahmed, vocal sculptor Jason Singh and beatboxer Shlomo.
- Jazz induction concert celebrated culture and music of Brazil, challenging pre-conceptions about the perceived nature of jazz. In embracing a global music, with coaching and side-by-side performance opportunity with Brazilian musicians. Alum Ines Loubet Franco excelled in coaching singers to present an entire programme in Portuguese, including making study videos available to new students over summer.

Drama: Highlights

- We have initiated a comprehensive Safe Space strategy. We have worked with industry leaders and graduates to produce a Safe Space document that we feel captures the complexity of the inevitable power relationship between staff and students, and by doing so allows a culture of humility and listening. We have worked with a prominent graduate, Emily Berrington, to curate bespoke half day workshops to initiate students into this practically, on the rehearsal room floor, exploring language, scenarios, pastoral channels and – crucially – the differences between ‘safe discomfort’ necessary for the work, and inappropriate behaviour.
- Timetabled ‘side by side’ seminars with the Student Affairs team, with each cohort, in an attempt to own our commitment to value students’ mental health.
- We opened our first two drama productions of the 2018/19 season, *Mercury Fur* by Phillip Ridley and *The Last Days of Judas Iscariot* by Stephen Adly Gurgis. Both had strong and healthy industry interest, and *Mercury Fur* in particular made significant waves, with Phillip Ridley rewriting the play for the students (changing the gender of one of the characters) and a brave production by up and coming director John Haidar.
- Visit from Rufus Norris, Artistic Director of the National Theatre.
- Extraordinary piece of work produced by 2nd year actors for their Restoration Comedy project. Under a new brief to explore the scenes and research of the 1600s alongside contemporary rap and hip hop, the students wrote their own responses to the plays, which in turn propelled the scenes themselves. This resulted in an exciting new form, both for the process of acting training itself, and for theatre in general.
- We have secured the rights for MERRILY WE ROLL ALONG as our 2019 summer musical. This will be the first time Guildhall has done a musical by Stephen Sondheim – for many theatre’s greatest composer and lyricist – in over 30 years.

Production Arts: Highlights

- Faculty name change from Technical Theatre Arts to Production Arts in June 2018 has now been successfully embedded into the department.
- A Stage Management student, upon graduating in July 2018, went straight into the role of DSM at English National Opera. The first time a recent graduate has progressed straight to this role. This student, Ben Cook, also won the Stage Management Association Student of the Year award.
- The first drama productions of the new academic year have been extremely well received, particularly *Mercury Fur*, although a challenging play, was excellently produced by both acting and production arts students

- First cohort of Costume Supervision students graduate in November 2018, with all students successfully working in the industry 2 weeks after leaving.

Production Arts (VDLP): Highlights

- Third year students participated in a hugely successful and well-received video mapping project for the Blackpool Illuminations festival.
- Implementation of the new Guildhall Live Events initiative focussing on the *Waddesdon Manor* and *Museum of London – Beasts* projects (all new posts have successfully recruited).
- Successful recruitment of new Lecturer in Video (Karl Dixon) to augment the Video projection teaching team for all Production Arts projects (internal and external).
- First cohort graduating this November!

Organisational Sustainability

Advancement: Highlights

- Supporters' Evening – Around 70 scholarship supporters (individuals, trusts and liveries) joined us in late October to meet their 2018-19 scholarship students for the first time. The event remains very popular with supporters and students alike.
- PLAY - latest issue of the School's magazine has been published, which Board members should have received
- New pledges secured of £25,000 and cash income of £465,500 received.

Creative Alliance: highlights

- The Barbican Guildhall Creative Alliance has now been activated across the two organisations, following discussions at the joint Board Awayday on 26th September and subsequent sign-off at respective internal management meetings. The agreed bridging document (attached as an appendix) outlines the goals, objectives and key strategic projects over the next year. Each strategic project has been assigned an owner(s) to guide the project, under which will sit project managers who will deliver and monitor progress. The Creative Alliance document will be reviewed again at Board level in autumn 2019 and the strategic projects updated to reflect progress made.

City of London / Islington: highlights

- The Barbican continues to facilitate partnership meetings between the City of London and Islington Council, led by the Chairman of Policy & Resources. These have now been established to continue as regular quarterly meetings.
- A key collaboration in relation to this partnership is the implementation of a new Islington Music Education Hub, of which the Guildhall School is the key strategic lead. Good progress is being made for the planning and implementation of this from September 2019 with a music education conference scheduled to take place on the 1st April 2019 at the Barbican.

Widening Participation: highlights

- A Strategy Group has been introduced to develop a Widening Participation Strategy for the Guildhall School. Following two initial meetings, it has been established that the priorities for the strategy will be:
 1. External reach of the School
 2. Experience when at the School
 3. Impact that the School has on the industry/profession
- These areas have been designed to link with the following values in the School's Strategic Plan:
 - i. *Opportunities for all to engage with the arts and the pursuit of life-long creative learning*
 - ii. *A learning and teaching environment enriched by a diverse creative community*
 - iii. *Our leadership role within an international arts and creative industries sector*
- The current timeline aims to bring the Strategy to the Guildhall School Board in May in order to implement for start of the autumn 2019 term.

Ex Halls: highlights

- Following the report submitted to Policy & Resources Committee on 4th October 2018 ('Remaking of The Barbican Exhibition Halls 1 & 2'), the Barbican is driving forward the next phase of the project to explore options for redeveloping the halls into a mixed use cultural space involving the Guildhall School and in alignment with the City's aim to transform the area into a vibrant, distinctive and welcoming destination. A Project Coordination Board has recently been established, within which sits four

workstreams: (1) Activities within the Ex Halls, (2) Physical, (3) Financial modelling and business case, (4) Stakeholder communications. An ‘Activities Working Group’, led by the Director of Learning & Engagement, has been assembled to meet over the coming weeks and identify the desired requirements and opportunities in terms of what activities the space can provide for.

Guildhall Young Artists: Highlights

- Very positive Guildhall Young Artists (GYA) Away Day on 18th September
- New governance structure in place with Director of the GYA leading all organisations offering regular training into one division
- Formed a network for Heads of Regional Centres to be able to meet as a group and to discuss their concerns/issues
- Work will be starting this month on putting new structure in place for the regional centres

Guildhall Innovation: Highlights

A new strategy for Guildhall Innovation is due for submission to senior management this month. This strategy outlines the key aims, objectives and flagship work of the department, for both internal stakeholders and key external partners and funders including Research England (for REF purposes) and the OFS. Guildhall Innovation has always sought to look inwards to connect to the distinctive DNA of the School and supporting continuous renewal of the provision, and look outwards to engage with, participate in, lead, and empower performing arts in the economy, and enforce the position of the arts in society. The four strands of Guildhall Innovation (Research, Enterprise, Knowledge Exchange and Culture Mile Strategic Partnerships) seek to enhance engagement across groups, sectors, and society, augmenting the department’s offer. The strategy will follow on to Board of Governors in due course.

- The Guildhall School’s live events unit will be at Waddesdon Manor this winter for the second Christmas running. Circa 40 students and 25 recent graduates from Production Arts and Electronic Music are involved in the creation of state-of-the-art animations and light installations, which will take visitors on an enchanted journey through the grounds of the house. The Christmas Carnival runs from 10 November to 2 January.
<https://waddesdon.org.uk/whats-on/christmas-carnival/>
- Culture Mile’s Strategic Partnerships team has joined the Guildhall Innovation Department as the School is now championing this area of work for Culture Mile. Key achievements in this period include growing the

Culture Mile Network (cross-sector partners working with us to transform the area) to 29 members (<https://www.culturemile.london/who-we-are/>), successfully engaging local stakeholders in the major Smithfield 150 event and the development of a major piece of research into creative enterprise in the area.

Prizes and Awards

External

Madison Nonoa, Guildhall Artist Masters, Opera Studies, Soprano

- Winner of the McCormick Opera Competition
(Prize: 20,000\$)

**Academic Assurance:
employability**

Scott McIsaac, Artist Diploma Piano

- 5th Prize and Sonata Prize in 2018 Shiguru Kawai International Piano Competition in Tokyo
(Prize: 50,000 JPY)

Ema Nikolovska, Mezzo-soprano, Guildhall Artist Masters (Vocal Studies)

- 2nd Prize, International Helmut Deutsch Lied Competition
(Prize: 5,000 Euros)

Lars Conrad, Bass/Baritone, Guildhall Artist Masters (Vocal Studies)

- Joint 3rd Prize, International Helmut Deutsch Lied Competition
(Prize 1,500 Euros)

Manon Fischer-Dieskau, Guildhall Artist Masters (Repetiteur, Opera Studies)

- Pianists 2nd Prize, International Helmut Deutsch Lied Competition
(Prize 4,000 Euros)

Camille Lemonnier, Avanced Certificate (Piano Accompaniment)

- Pianists Joint 3rd Prize, International Helmut Deutsch Lied Competition
(Prize: 1,500 Euros)
- Dennis Horner Accompanist's Prize, Kathleen Ferrier Society Bursary for Young Singers

Michael Sikich, Guildhall Artist Masters (Piano)

- Pianists Joint 3rd Prize, International Helmut Deutsch Lied Competition
(Prize: 1,500 Euros)

Claire Barnett-Jones, Mezzo-soprano (Artist Diploma, Vocal Studies)

- Dutch Wagner Prize and Junior Jury Award, Hertogenbosch International Vocal Competition
(Prize 5,000 Euros and 500 Euros)

Joon Yoon, Artist Diploma (Piano)

- 3rd Prize, Verona International Piano Competition
(Prize: 1,500 Euros)

Kerry Waller, MMus Piano

- 2nd Prize, 2018 Shean Piano Competition in Canada
(Prize: unknown)

Rachel Roper, BMus Vocal Studies

- Joyce Budd 2nd Prize, Kathleen Ferrier Society Bursary for Young Singers
(Prize: unknown)

Kathy Chow (MPerf Piano)

- 1st Prize in the 2018 Birmingham International Piano Competition
(Prize: Unknown)

Jonathan Ferrucci (Artist Diploma Piano)

- 3rd Prize in the Piano Section of the 2018 International JS Bach Competition in Leipzig
(Prize: Unknown)

The following students have been appointed to the LPO Future Firsts Scheme:

Emma Westley: Guildhall Artist Masters (Bassoon) 2018

Chris Claxton: Guildhall Artist Masters (Tuba)

Junior Guildhall

Emma and Sofia Demetriades

Both Emma and Sofia took part in 2nd Ilona Feher International Violin Competition in Budapest in July. Both reached the finals and played with the Anima Musicae Chamber Orchestra, additionally Sofia - the youngest competitor in the entire competition - won a joint 1st prize there.

Annie Chown was Highly Commended in this summer's BBC Proms Inspire Competition Lower Junior Category, for her piece *Conflict and Resolution*, which she wrote this year (and which has been performed twice at Junior Guildhall last term).

Alumni

Ashley Zhangazha (Acting, Graduated 2010)

- Winner of Best Performance in a Musical at UK Theatre Awards 2018
- Shortlisted for Broadway World UK Awards 2018

Dinis Sousa (Music, Graduated 2014)

- Appointed as Assistant conductor to Monteverdi choir and orchestras

Yolanda Bruno (Music, Graduated 2013)

- Appointed Concertmaster of Kingston Symphony Orchestra

Eileen Atkins (Acting, Graduated 1953)

- Shortlisted for Broadway World UK Awards 2018

Neil Austin (Production Arts, Graduated 1992)

- Shortlisted for Broadway World UK Awards 2018

Emma Rice (Acting, Graduated 1988)

- Shortlisted for Broadway World UK Awards 2018

Anya Chalotra (Acting, Graduated 2016)

- Shortlisted for Broadway World UK Awards 2018

Rona Morrison (Acting, Graduated 2011)

- Nominated for Evening Standard Theatre Awards 2018: Emerging Talent Award

Natasha Gordon (Acting, Graduated 1999)

- Evening Standard Theatre Awards 2018: Charles Wintour Award for Most Promising Playwright

Lynne Williams

Principal, Guildhall School of Music & Drama

Tel: 020 7382 7141

Email: principal@gsmd.ac.uk

Creative Alliance

Barbican Guildhall – a pioneering Creative Alliance between an arts centre and a conservatoire

Guiding Principle – to influence and support the development of future arts practice for artists, participants and audiences

Mission Statement – this unique arts and learning collaboration focuses on initiatives and projects that will be more likely to succeed as a result of us working together rather than as individual organisations

Our Goals

- **messaging and leadership:**

As a local/national/global leader for the creative and cultural industries:

To demonstrate the value that our joint working brings to artists, students, audiences and stakeholders in delivering a world-class experience open to all

- **arts and learning programmes:**

Through our collaborative artistic projects:

To re-envisage the place, relevance and combined impact of an arts organisation and conservatoire properly embedded in society.

- **combined assets:**

Through the way we work together:

To maximise the potential of our programmes, expertise, spaces and resources

As well as aligning with our respective organisational strategic plans, these goals also support and complement the City of London's Corporate Plan 2018-23 by:

1. Supporting a thriving economy
2. Contributing to a flourishing society
3. Shaping outstanding environments

Objectives

Creative

- a. Collaborative Work**
Develop collaborative artistic activity which enhances artform activity and cross-arts working
- b. Culture Mile**
Agree a range of collaborative activities which establish and build the success of the Culture Mile (including partnerships, animation of spaces, etc.)
- c. Creative Learning and under 18s**
Through the Creative Learning strategic plan and the under 18s review and emergent strategy, agree shared flagship projects and activities for the next 5 years
- d. Social engagement**
Develop and test model(s) for collaborative, community-focused programming through objectives a, b, c and other means

Operational

- e. Ways of operational working**
An agreed project plan in place to ensure most efficient ways of working together
- f. How we do business together**
Redefine models of mutual benefit and maximise value through financial means or otherwise
- g. Fundraising**
Explore and identify specific joint fundraising or funding approaches

Both Creative and Operational

- h. Measuring joint impact**
Develop methods for assessing and communicating impact of the Alliance
- i. Leadership models for the sector**
Identify collaborative initiatives which demonstrate new models of working and/or new creative practices
- j. Digital strategy**
Develop our joint digital capabilities and output, through development of joint outward facing projects and initiatives, alongside investing in our shared systems and technology (back end and front end)
- k. Joined up international, national and local strategies**
Agree on our shared goals across international, national and local work and develop collaborative strategies and projects to achieve these

Strategic Projects – establishing a way forward together by connecting our vision/mission/values

The following projects are designed to support us in achieving the goals and objectives on the previous page:

<p>messaging and leadership:</p>	<p>1.</p> <p>Identify opportunities for telling our story through a clear joint narrative</p> <p>TIMEFRAME: JUL 2019</p> <p>OBJECTIVES: a, f, h, i</p> <p>OWNER: SG</p>	<p>2.</p> <p>Jointly developing our evaluation and research strategies / frameworks, in particular by exploring the impact of Barbican Guildhall programmes in society</p> <p>TIMEFRAME: JUL 2019</p> <p>OBJECTIVES: e, h</p> <p>OWNER: SG</p>	<p>3.</p> <p>Work with strategic partners to further develop the vision and design for C4M (particularly in relation to Education, Research and Innovation)</p> <p>TIMEFRAME: DEC 2018 (pending P+R decision) then ongoing</p> <p>OBJECTIVES: b, i, j</p> <p>OWNER: SD</p>	<p>4.</p> <p>Connecting and strengthening our joint approach to widening participation, representation, and inclusion</p> <p>TIMEFRAME: MAR 2019</p> <p>OBJECTIVES: c, d</p> <p>OWNER: JM</p>
<p>arts and learning programmes:</p>	<p>5.</p> <p>Identify opportunities for collaborative projects between Guildhall Drama and Barbican Theatre & Dance</p> <p>TIMEFRAME: JUL 2019</p> <p>OBJECTIVES: a, b, e, i</p> <p>OWNER: LJ / OL</p>	<p>6.</p> <p>Identify joint digital learning initiatives</p> <p>TIMEFRAME: JAN 2019</p> <p>OBJECTIVES: f, g, j</p> <p>OWNER: SG</p>	<p>7.</p> <p>Scope potential for collaborative professional development opportunities including Creative Entrepreneurship and Creative Careers</p> <p>TIMEFRAME: JUL 2019</p> <p>OBJECTIVES: a, f</p> <p>OWNER: JM</p>	<p>8.</p> <p>Manage and deliver a joint archive, produce research and present our combined heritage offer to the public</p> <p>TIMEFRAME: JUL 2019</p> <p>OBJECTIVES: a, f, i</p> <p>OWNER: SG</p>
<p>combined assets:</p>	<p>9.</p> <p>Develop a collaborative proposition for the Ex Halls</p> <p>TIMEFRAME: DEC 2018</p> <p>OBJECTIVES: f, i</p> <p>OWNER: SG / JP</p>	<p>10.</p> <p>Ways of operational working / doing business together to deliver world class services that are compliant, efficient and appropriate</p> <p>TIMEFRAME: SEP 2018–2021</p> <p>OBJECTIVES: e, f, g, i</p> <p>OWNER: JP / JN</p>	<p>11.</p> <p>Bring our operations fully in line with the City's Responsible Business Strategy</p> <p>TIMEFRAME: SEP 2024</p> <p>OBJECTIVES: e, k</p> <p>OWNER: JP</p>	<p>12.</p> <p>Develop a combined Estate Strategy</p> <p>TIMEFRAME: NOV 2018</p> <p>OBJECTIVES: e, f</p> <p>OWNER: JP</p>

Committee:	Date:
Audit and Risk Management Committee of the Guildhall School of Music and Drama	14 November 2018
Board of Governors of the Guildhall School of Music and Drama	19 November 2018
Subject:	Public
Internal Audit Annual Report and Opinion	
Report of:	For Information
Head of Audit and Risk Management	
Summary	
<p>This report has been prepared in accordance with the Audit Code of Practice, part of the Office for Students terms and conditions of funding higher education institutions. It provides your committee with details of the Internal Audit work undertaken at the Guildhall School of Music and Drama ('the School') during the academic year ended 31st July 2018 with the intention of providing you with an annual audit opinion. Appendix 1 provides a summary of audit outcomes which have informed this report. Appendix 2 provides the detail of audits finalised since the July 2018 meeting of this Committee.</p> <p>The Head of Audit and Risk Management has provided a Moderate Assurance opinion that, based on the audit work undertaken during 2017-18, the School's systems of risk management, control and governance, and economy, effectiveness and efficiency are generally robust and can be reasonably relied upon to ensure that objectives are achieved, given the work undertaken during 2017-18 and the outstanding recommendations requiring implementation.</p> <p>There was some delay in agreement of planned audit work for 2018-19 to enable the School's Principal and the Senior Leadership Team to hold an in-house session focused on identifying potential audit coverage linked to the School's Strategic Plan. Delivery of the 2018-19 audit plan is now underway and there is a strong focus on completion by 31st July 2019. At the time of preparing this report no significant issues have been identified in respect of 2018-19 audits which adversely affect the Head of Audit and Risk Management's opinion.</p> <p>Internal Audit follow-up work in respect of high priority recommendations during 2017-18 and 2018-19 to date has identified slippage in the implementation of several high priority recommendations, resulting in revised target deadlines being set. There has been a reduction in agreed live high priority recommendations from thirteen (two red, eleven amber) reported to the July 2018 meeting of this Committee, to eleven (two red, nine amber) as at mid-September 2018; Appendix 3 sets out the current position. Appendix 4 details a further live high priority recommendation where the risk has been accepted by the School.</p>	
Recommendation	

- **Members are asked to note the Head of Audit Opinion, the work that Internal Audit have undertaken, the live high priority recommendations position and offer any observations.**

Main Report

Background

1. Internal Audit plays a role in providing the required assurance on internal controls through delivery of its risk-focused audit plan which forms part of a three-year strategy. This is reinforced by consultation with the School's Audit and Risk Management Committee, the Principal and members of the School's management team on perceived risk, any areas of concern and a follow-up audit regime which focuses on any high priority (red and amber) recommendations.
2. The Internal Audit Section operates in accordance with the Public Sector Internal Audit Standards. The Internal Audit Charter reflects that the work of Internal Audit covers the entire control environment of the City of London Corporation, of which the Guildhall School of Music and Drama is an institutional department. The scope of work encompasses risk management, control and governance with due regard for aspects of Value for Money i.e. economy, efficiency and effectiveness.
3. The Committee receives a report on an annual basis from the Head of Audit and Risk Management on the extent that the School can rely on its systems of internal control and to provide reasonable assurance that the School's objectives will be achieved efficiently. Annually the Committee considers the audit plan for the following year and the three-year audit strategy, focusing on coverage of the School's key operations. Additionally, regular Internal Audit Update Reports are received by this Committee containing agreed terms of reference for individual assignments, a summary of outcomes for finalised audits, and high priority recommendation status updates.
4. The School's main accounting and payroll systems are provided by the City of London Corporation. These systems are subject to periodic review by the Internal Audit Section and at the time of audit were considered by both Internal Audit and the City's external auditors to provide a high level of internal control.
5. This report includes a summary of audit findings for reviews undertaken during the financial year to 31st July 2018, including 'corporate' (City of London Corporation) audits which provide assurance over central systems / processes which are relevant to the School. No issues have arisen specifically in respect of the School from corporate audits.

Current Position

Internal Audit Plan and Annual Opinion 2017-18

6. A schedule of Internal Audit work informing the Head of Internal Audit and Risk Management's opinion can be found in Appendix 1. Outcomes have previously been reported to this Committee in respect of these audits with the exception of four corporate audits: GDPR Gap Analysis, Waivers, Member and Officer Declarations of Interest, and Procurement Consultation with Stakeholders. Summary audit outcome information in respect of these areas is contained in Appendix 2.

Risk Management Activities

7. The corporate Risk Management Strategy aligns with the key principles of ISO 31000: Risk Management Principles and Guidelines, and BS 31100: Risk Management Code of Practice, and defines clearly the roles and responsibilities of officers, senior management and Members. The Strategy emphasises risk management as a key element within the City's systems of corporate governance and establishes a clear system for the evaluation of risk and escalation of emerging issues to the appropriate scrutiny level.
8. The Risk Management Group, consisting of senior managers representing all departments, including the Guildhall School of Music and Drama, meets twice annually. The group is a considerable driver in promoting the application of consistent, systematic risk management practices across the organisation. Strategic decisions on risk management are made by the Summit Group on a quarterly basis. Oversight of corporate risk is provided by the Chief Officers' Group and the Audit and Risk Management Committee.
9. A Chief Officer Risk Management Group has been established and meets quarterly to review, in depth, the corporate risk register and report their findings to the Summit Group when they consider the quarterly risk update report. In addition to receiving quarterly risk update reports, the Audit and Risk Management Committee has adopted a cycle of regular departmental risk challenge sessions, with Chief Officers and their respective Committee Chairmen. During 2017/18, the Committee undertook 14 deep-dive reports.

Head of Audit Opinion

10. The Head of Audit and Risk Management provides a Moderate Assurance opinion, based on Internal Audit work undertaken in 2017-18, whereby ***the Guildhall School's systems of risk management, control and governance, and economy, effectiveness and efficiency are generally robust and can be reasonably relied upon to ensure that objectives are achieved.*** It should be noted that this Opinion is based upon the limited work undertaken by Internal Audit during the year. It is further noted that a number of the recommendations arising from our work have not yet been implemented.

Internal Audit Plan 2018-19

11. There was some delay in agreement of planned audit work for 2018-19 to enable the School's Principal and the Senior Leadership Team to hold an in-house session focused on identifying potential audit coverage linked to the School's Strategic Plan. Delivery of the 2018-19 audit plan is underway and there is a strong focus on completion by 31st July 2019.

Student Affairs

12. One of the audits from the original 2017-18 audit plan – Student Support - was deferred until 2018-19 with the agreement of the School's Principal and this Committee. Fieldwork in respect of this audit is nearing completion and it is anticipated that the draft report will be circulated by 30th September 2018. The scope of the audit encompasses examination of the arrangements in respect of the following:

- Clear aims of service provision, linked to strategic goals, and measurable objectives;
- Performance monitoring to evaluate whether delivery outcomes are as intended;
- Management of any services provided under contract to ensure that specifications are met;
- Financial management – controls over payments to ensure that these are in line with contract / on the basis of goods or services received and monitoring to ensure that expenditure is in line with budget; and
- Periodic review / benchmarking of service provision and consideration of alternative delivery models, where appropriate

Strategic Planning

13. The terms of reference for this audit have been agreed and are focused on an examination of the Guildhall School's strategic planning framework, arrangements for stakeholder input, development of SMART objectives and related KPIs, delivery monitoring and on-going review. Audit fieldwork is in progress to confirm the extent to which arrangements are in operation for the following:

- A strategic planning framework enabling identification of long-term objectives and prioritisation of activities to achieve these;
- Stakeholder engagement in Plan formulation and arrangements for communication of Plan developments, to promote buy-in;
- Development of SMART objectives and related KPIs to facilitate evaluation of Plan delivery;
- Monitoring implementation of the Strategic Plan through appropriate forums;
- Mechanisms for review and update of the Strategic Plan to ensure it remains relevant and up to date.

Recommendations Implementation

14. Implementation of two amber priority recommendations has been confirmed since the July 2018 meeting of this Committee. As at mid-September 2018 there are eleven live high priority recommendations (nine amber, two red) which have been agreed by management and are subject to formal Internal Audit follow-up arrangements. Detailed recommendation statuses are shown at Appendix 2 and reflect that of these eleven:

- Nine revised target dates for implementation have been supplied (including two red priority recommendations).
- Confirmation of status is awaited in respect of two recommendations due for implementation at the beginning of September 2018.
- Six recommendations have been categorised as 'not implemented', including the two where status updates are awaited.
- Five recommendations have been categorised as 'partially implemented'.

15. The two live red priority recommendations arose from the 2017-18 audit of Catering (including Student Bar) and since that time a new City Corporation contract has been rolled out; service provision commenced in September 2018. One of these recommendations cannot be categorised as implemented until the contract is formally agreed and signed – a revised target date of October 2018 has been supplied for completion of this action. The remaining red priority recommendation, relating to external inspections of Health and Safety, has been categorised as partially implemented as the specific issue identified at the time of audit has been addressed. Full implementation cannot be demonstrated until the next annual inspection has been carried out, hence a revised target date of December 2018 has been supplied. Internal Audit will continue to liaise with recommendation owners to obtain evidence of full implementation accordingly.

16. While every effort is made to ensure that high priority recommendations are implemented within appropriate timescales, there may be occasions where Management have decided that the risk is not sufficiently great to allocate resources to address the control improvement. It has recently been agreed that the City's Audit and Risk Management Committee will consider such recommendations at each meeting and this will result in either closure of recommendations or a request for Management reconsideration. There is one such recommendation relating to the Guildhall School and this is shown in Appendix 3 for information.

Conclusion

17. A Moderate Head of Audit and Risk Management annual opinion has been provided, based on Internal Audit work carried out during the academic year ended 31st July 2018.

18. Delivery of the 2018-19 Internal Audit Plan is in progress and due for completion by 31st July 2019. Initiation of Plan delivery was initially impacted by the School's extended internal consultation on audit coverage.

19. High priority recommendations are subject to regular review and follow-up by Internal Audit and this has identified some slippage in implementation timescales. Revised target dates have been supplied in respect of several high priority recommendations and Internal Audit formal follow-up work will continue at regular intervals to confirm the implementation status.

Appendices

- Appendix 1 - Schedule of Relevant Internal Audit Work 2017-18
- Appendix 2 – Summary Outcomes of Finalised Audits
- Appendix 3 – Live High Priority Recommendations as at 18/09/18
- Appendix 4 – ‘Not Agreed / Risk Accepted’ Recommendation

Contact: Pat Stothard, Head of Internal Audit and Risk Management
E: Pat.stothard@cityoflondon.gov.uk

Schedule of Internal Audit Projects informing the Guildhall School Annual Audit Opinion 2017-18

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<p><u>Guildhall School Full Assurance Reviews</u></p> <p><u>Data Quality</u></p> <p>This audit focused on Student Returns (Registry) and its purpose was to examine the arrangements in operation for:</p> <ul style="list-style-type: none"> • Identification of all necessary returns, due dates and understanding of Student Return data requirements; • The integrity of student data collected, and Student Returns completed, including arrangements for trend analysis and addressing anomalies; • Timely and complete submission of all required student returns. <p>N.B. One of the amber priority recommendations relates to overall arrangements for returns management i.e. wider than Registry.</p>	Substantial	0	2	3	5
<p><u>Catering (including Student Bar)</u></p> <p>This audit examined the arrangements for management of the catering and bar services contract with Baxter Storey Limited to ensure that services are delivered as per requirements and that appropriate financial monitoring controls are in place. Specifically, the audit sought assurance that:</p> <ul style="list-style-type: none"> • Arrangements were in operation for monitoring performance to ensure that services provided comply with those laid down in the contract for supply, i.e. regular measurement against KPIs and other relevant aspects of the service specification. • Mechanisms were in place for ensuring that financial transactions are made in accordance with contractual agreements and are subject to monitoring against budget. 	Limited	2	3	1	6

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<ul style="list-style-type: none"> • Key management information, such as contractor performance and budget position, was reported to senior management and Members, as required. • Procedures were in operation for taking appropriate corrective action where poor performance or variances are identified. 					
GUILDHALL SCHOOL TOTAL		2	5	4	11
<u>Corporate Full Assurance Reviews</u>					
<p><u>Business Travel</u></p> <p>The objectives of this Internal Audit review were to provide assurance that:</p> <ul style="list-style-type: none"> • An up to date Business Travel Policy is in place and available to Members and Officers which clearly defines the processes to be followed including appropriate classes of travel and expenditure limits. • Members and Officers act in compliance with the City’s Business Travel Scheme for claiming travel expenses. • Business travel is appropriately approved in line with the City’s Business Travel Scheme and a segregation of duties is present in the process. • Sufficient supporting evidence is retained to guarantee the integrity and accuracy of business travel arrangements. • Value for money is obtained through the use of third party providers for the arrangement and booking of business travel. 	Amber	0	8	0	8
<p><u>Starters and Leavers</u></p> <p>The purpose of this Internal Audit was to obtain assurance that arrangements are in place in respect of the following:</p>	Amber	0	9	3	12

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<ul style="list-style-type: none"> • Procedures to inform the starters and leavers process within the organisation and to evaluate adequacy; • Controls in place in respect of recording new employees' information on City People, verifying that information held on the system agrees with details held on personnel files; • Processes to help ensure that salary payments made to new employees are in accordance with the terms agreed in their contracts; • Mechanisms used to help ensure that information about employees leaving the organisation (including those retiring) are recorded on City People, and acted upon, soon after their leaving notice is received; and that leavers are not paid beyond their leaving date; • The interface between HR and Payroll to help ensure accuracy and efficiency of data transfer, data sharing, as well as, clarity around respective roles and responsibilities regarding starters and leavers; and • Processes in place to help ensure that employees leaving the City have repaid any outstanding sums owed by them. 					
<p><u>Sub £100k Tenders</u></p> <p>The objectives of this Internal Audit review were to:</p> <ul style="list-style-type: none"> • Obtain assurance that adequate arrangements were in place for ensuring that the City complies with the requirements of the Code in relation to procuring supplies & services of values between £10,000 and £100,000; • Review the adequacy of the arrangements in place to ensure that quotations are fairly assessed and evaluated in determining the most economically advantageous quotations; • Review the adequacy of the arrangements in place to prevent staff from circumventing the City's Code. 	Amber	0	4	2	6

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<p><u>Medium-Term Financial Planning</u></p> <p>The objectives of this Internal Audit review were to provide assurance that:</p> <ul style="list-style-type: none"> • Responsibility for the creation, review and sign off-of the City's medium term financial plan is clearly defined and these responsibilities are discharged effectively. • An informed medium term financial plan, which is aligned to key strategic objectives and priorities of the City, is in place to ensure that a comprehensive review of the City's financial position for the current and future years is undertaken. • Appropriate assumptions are made as part of the medium term financial planning process and these are clearly documented within the plan. • Efficiency savings are incorporated into the medium term financial plan and these savings are monitored on a regular basis. 	Substantial	0	1	1	2
<p><u>GDPR Gap Analysis</u></p> <p>The objective of this audit was to provide an independent, objective opinion on the City Corporation's readiness for GDPR, taking into account the projects in progress. The scope of the audit was:</p> <ul style="list-style-type: none"> • Review of GDPR project plan; • Review of project progress to date; and • Assessment of the appropriateness of plans for the project's completion in advance of May 2018. 	Amber	0	5	0	5
<p><u>Member and Officer Declarations of Interest</u></p> <p>The purpose of the audit was to establish that declarations of interest are being made in accordance with the Member and Staff Codes of Conduct. The scope of the audit was as follows:</p>	Red	1	7	3	11

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<ul style="list-style-type: none"> • Ascertain that a policy for declarations of interest for Members and Officers is available, in line with good practice, properly disseminated and maintained and that relevant training and /or guidance is available. • Verify that a current register of Declaration of Interests is available for Officers and regularly reviewed to identify missing information. • Evaluate the adequacy of the arrangements in place to ensure that up to date registers of Members' interests are maintained, published on the CoL website, and have been completed in accordance to the timescales set out in the Localism Act. • Evaluate the arrangements in place to ensure that Members have adequate opportunities to declare pecuniary interests, and that new, relevant interests declared are recorded on the register in a timely fashion, as prescribed in the Localism Act. <p>Evaluate the adequacy of arrangements in place for investigating allegations of non-compliance with Members Code of Conduct, as required by the UK Anti-Corruption Plan 2014.</p> <p>Evaluate the adequacy of the procedures in place for declaring and reporting Members and Chief Officers Related Party Transactions.</p>					
<p><u>Waivers</u></p> <p>The purpose of the audit was to obtain assurance that adequate arrangements are in place within City Procurement to ensure that waivers issued, including urgent waivers are:</p> <ul style="list-style-type: none"> • Subject to appropriate review and approval; • Approved only where there are valid reasons for doing so. <p>In addition, the audit sought to ensure that appropriate arrangements are in place to manage the level of retrospective waivers issued.</p>	Amber	0	7	0	7

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<u>Procurement Consultation with Stakeholders</u> The purpose of the audit was to evaluate the adequacy of guidance available to officers procuring goods and services, in respect of consultation with stakeholders. The scope of the audit was as follows: <ul style="list-style-type: none"> • Evaluate the adequacy of the policies and guidance provided to City staff to decide when to consult, and the principles and steps to be followed in the consultation process. • Review the accessibility and quality/relevance of Procurement consultation policies and guidance available to internal and external stakeholders at different stages of the procurement process. • Evaluate the adequacy of records kept supporting the decision-making process, in order to demonstrate openness and transparency. Ascertain whether feedback received from stakeholders' consultation is reflected in strategy and operations.	Amber	0	2	2	4
CORPORATE TOTAL		1	43	11	55

Finalised 2017-18 Audits – Outcomes

Corporate: GDPR Gap Analysis – Substantial Assurance

1. The scope of this audit was examination of the City Corporation's GDPR project plan, review of project progress to date, and an evaluation of the appropriateness of plans for the project's completion in advance of May 2018. Internal Audit's overall assessment was that there was a medium degree of adequate safeguards for the implementation of policies with respect to corporate GDPR compliance, including a clear GDPR compliance programme plan with detailed reference to specific goals. Five amber priority recommendations were raised.

Corporate: Member and Officer Declarations of Interest – Limited Assurance

2. The purpose of the audit was to determine the controls in operation for ensuring that declarations of interest are made in accordance with the Member and Staff Codes of Conduct. High priority recommendations have been made in respect of:
 - Greater engagement with Members in respect of training where legal obligations, such as declarations of interest, exist, to ensure that all Members are aware of their duties and to enhance compliance.
 - Dissemination of clear guidance to Staff in respect of the submission of annual declarations of interest, use of annual reminders and improving the accessibility of forms.
 - Effective communication of the policy for Staff declarations of interest.
 - Establishment of central directives, guidance and monitoring arrangements in respect of Staff declarations of interest by Human Resources.
 - Formalisation of local (departmental) processes for recording, monitoring and safe-keeping of declarations information.
 - Maintenance and publishing of Member (elected and co-sponsored) interest information.
 - Maintenance of records of co-opted Members by Committee and Members Services.
 - Prompt publishing of declarations of interest on the CoL Website.
3. All high priority recommendations were accepted by management and are subject to formal Internal Audit follow-up to confirm the implementation status.

Corporate: Waivers – Moderate Assurance

4. Based on a review of the Procurement Code 2015 and subsequent sample testing, the audit confirmed that adequate controls are in place to ensure that waivers are appropriately authorised before they are processed. An opportunity was identified to revise current arrangements to ensure that Senior Management are fully consulted on waivers over £50k in value, as per established arrangements.
5. On the basis of discussions with the Procurement Operations Manager and the Procurement Policy and Compliance Officer, together with review of waiver logs, forms and relevant committee reports, there is scope to enhance existing controls to ensure that only valid waivers are processed through: addressing miscategorisation of waivers, identifying and managing waivers issued to make

use of preferred suppliers or as a result of poor operational planning; and recording waiver information.

6. Whilst arrangements were confirmed as being in place to manage the use of retrospective waivers, control improvements were proposed in the following areas: providing management information to senior management and Members, and taking disciplinary action, where appropriate, against staff who repeatedly request approval of retrospective waivers.
7. All high priority recommendations were accepted by management and are subject to formal Internal Audit follow-up to confirm the implementation status.

Corporate: Procurement Consultation with Stakeholders – Moderate Assurance

8. Audit testing identified that City Procurement have issued policies and guidance in respect of procurement consultation with stakeholders where there are legislative requirements for the CoL, as Local Authority, to do so. Internal Audit confirmed that these are outlined in the Procurement Code and are accessible to internal and external stakeholders. Scope exists to include other aspects of consultation based on the Gunning Principles of Consultation and the Consultation Principles 2016, as issued by the Cabinet Office.
9. Audit testing established that the City of London's Procurement Code 2015 is reviewed on an annual basis in consultation with the Court of Common Council to ensure it remains relevant and up to date. Both, Parts, 1 (Rules) and 2 (Guidance) of the Code of Conduct are available to internal stakeholders through the Intranet (CoLNet) and to external stakeholders on the City of London Website. No recommendations have been made in respect of the accessibility of such information.
10. Audit testing established that City Procurement have designed a number of forms relevant to the scope of this audit and which are used by Procurement Officers in the Sourcing Team. It was noted that these forms guide the procurement process, include stakeholder consultation, and support open and transparent decision-making. No recommendation has been made in this area.
11. Discussions with relevant City Procurement staff and sample audit testing performed confirmed that there is a process in place to obtain, record and report feedback from internal and external stakeholders. Internal Audit did not receive evidence to demonstrate that feedback received is actioned and reflected in strategy and operations.
12. All high priority recommendations were accepted by management and are subject to formal Internal Audit follow-up to confirm the implementation status.

Live High Priority Recommendations for November 2018 A&RMC of the Guildhall School

Audit Area	Outstanding Action	Original Target Date	Revised Target Date	Status & Management Comments
Satellite Sites				
Strategic Plan	Development of full formal strategic plan for the satellite operations	Dec 2017	Sept 2018	<p>Partially Implemented.</p> <p>Target date for full implementation of both recommendations revised from July 2018 to Sept 2018.</p> <p>Management comment: This links in to the School's strategic objective Under 18 provision. A consultant was brought in to develop this strategy with focus on governance and SLAs. The final draft is being tweaked over the summer and the final version will be presented to an Under 18 away day in September.</p>
Collaboration Agreements	Development of full formal collaboration agreements (MoUs) with partnership satellite sites	Oct 2017	Sept 2018	<p>Not Implemented.</p> <p>Update as above re Strategic Plan.</p>
Succession Planning, Talent Management & Staff Development				
Talent Management Strategy	Incorporation of a talent management strategy within the Professional Development Framework	Jan 2018	Dec 2018	<p>Not Implemented.</p> <p>Target date for full implementation revised from July 2018 to Dec 2018.</p> <p>Management comment: Following this initial plan the City started developing a talent management strategy as part of the HR transformation. We therefore delayed our plan to ensure we could use the expertise of the new Organisational Development team in Corporate HR and so we could align with any corporate plan. This also links into a new appraisal system that the City are currently trialling and will launched across the corporation from April 2019.</p>

Audit Area	Outstanding Action	Original Target Date	Revised Target Date	Status & Management Comments
				The overall objectives in the School Strategic plan have now been agreed and a more detailed 5 year business plan is now being developed and the workforce plan and talent management will need to reflect the new business plan.
Workforce Plan	A workforce plan to be developed in line with the new Strategic Plan	April 2018	Dec 2018	<p>Not Implemented.</p> <p>Target date for full implementation revised from July 2018 to Dec 2018.</p> <p>Management comment: With changes in senior staff at the School and further development of the strategic plan, and the development of the corporate HR transformation plans we have delayed finalising our workforce plan to ensure we are able to take into account all relevant factors. The overall objectives in the School Strategic plan have now been agreed and a more detailed 5 year business plan is now being developed and the workforce plan and talent management will need to reflect the new business plan.</p>
Sundial Court Project Governance (Lease Renewal)				
Accommodation Strategy	Development of an accommodation strategy in line with the School's strategic aims.	July 2018	Nov 2018	<p>Partially Implemented.</p> <p>Revised target date for full implementation supplied.</p> <p>Management comment: Due to timings for the September Board of Governors and holidays, this has been moved to November. A draft report will be signed off by SMT in September and the Board in November.</p>
Data Quality				
Returns Management	Introduction of central arrangements for oversight of returns management.	Sept 2018	N/A	Status update awaited by Internal Audit

Audit Area	Outstanding Action	Original Target Date	Revised Target Date	Status & Management Comments
Catering (including Student Bar)				
Contractual Documentation: RED PRIORITY	Contracts and supporting documentation, for example service specification and tender submissions, should be accessible to contract managers and form the basis of contract management activity.	Sept 2018	Oct 2018	Not Implemented. Revised target date agreed as the contract, in respect of the service which commenced at the beginning of September 2018, has not yet been signed.
Contractual KPI monitoring	Full records of KPI monitoring, at the frequency prescribed by the contract, should be maintained as part of the contract management process.	Sept 2018	Dec 2018	Partially implemented. Internal Audit comment: The new contract specifies KPIs and arrangements for monitoring. Revised target date supplied for full implementation to enable 3 months of monitoring activity to be demonstrated.
Subsidy and Profit Share Arrangements	Formalisation of the terms of financial arrangements related to contract delivery.	Sept 2018	N/A	Status TBC. Internal Audit comment: The contract, for the service that commenced in September 2018, has been drafted but not yet been signed. Revised target date for full implementation TBC.
Contractual Sanctions for Poor Contractual Performance	Management to ensure that provision is made within contracts for appropriate sanctions in the event of repeated poor performance.	Sept 2018	Oct 2018	Partially Implemented. Internal Audit comment: The new contract specifies sanctions for poor performance. Revised target date supplied for full implementation i.e. signing of the contract.
Management of External Health & Safety Inspection Reports – RED PRIORITY	Management to ensure that: 1) any disagreement over the outcome of external H&S inspections are resolved at the earliest opportunity, and 2) contract management reporting to clearly reflect the progress of implementation of 'priority 1' H&S recommendations.	May 2018	Dec 2018	Partially Implemented. Internal Audit comment: Disagreement over the H&S inspection report examined at the time of audit fieldwork has been resolved. Management comment: As this audit takes place annually and will take place in Autumn term, proof of monthly review cannot take place until this happens.

In summary:

- Six recommendations categorised as 'not implemented'.
- Of these 'not implemented' recommendations, two are overdue and confirmation of status is required.
- Revised target implementation dates have been supplied for the remaining four 'not implemented' recommendations (including one red priority).
- One of the revised target dates for a 'not implemented' recommendation is the end of September 2018.
- Five recommendations categorised as 'partially implemented'.
- Revised target implementation dates have been supplied for these 'partially implemented' recommendations (including one red priority).
- One of the revised target dates for a 'partially implemented' recommendation is the end of September 2018.

High Priority Recommendations Not Agreed (Risk Accepted)

High priority recommendations where management have accepted the risk of non-implementation

Audit Area	Recommendation Detail	Management Comment
Data Quality - Resilience	<p>The Academic Registrar and Director of the Student Experience should ensure that appropriate arrangements are in place to enable the School to continue submitting student returns should the Student Data and Information Manager leave the School's employment or in the event of long term absence.</p>	<p>This is one of the many "single points of failures" in the School that arise because the School is relatively small and does not have teams of individuals concentrating on the same task. This role is too technical and complex to be learnt as an add-on to an existing role and there are no role holders in the Registry with spare capacity in their roles. To train someone to an adequate level in a junior capacity, who would be available during sickness, holidays or cover at resignation, would require a full-time grade D permanent post.</p> <p>However, the School has lived with this particular risk for 12 years and to date has managed that risk internally more than adequately when there has been long-term sickness. Going forward management could be more difficult as there will be more reporting points under HESA Data Futures and external help will probably be required. Should there be significant illness or a resignation the School would need to recruit a high-level temporary worker from a HE recruitment specialist such as Prospectus. The risk remains that there might be not be a suitable temporary worker at that moment in time.</p>

This page is intentionally left blank

Committee	Date:
Board of Governors of the Guildhall School of Music & Drama	19/11/2018
Subject: Governance Matters	Public
Report of: Principal	For Decision
Report author: Secretary and Dean of Students, Guildhall School	

Summary

The Governance & Effectiveness Committee of the Board of Governors met on 2 October 2018 to consider a number of matters:

1. Compliance Statement with the HE Code of Governance (annual review)

The Board’s use of the Code is set out in the main report (proposed amendments with track changes). It references the “must” statements and associated obligations set out in the Code, non-compliance with aspects of the Code relate to the unique governance arrangements the School has with the City of London.

2. A proposed change in the committee structure of the Board

In view of concerns about the number of committees of the Board, the Committee considered how two committees, Remuneration and Nominations might usefully be combined, such that there would be more substance at each meeting but less meetings overall. Combined terms of reference are proposed with significant changes highlighted in grey. The combined committee takes into account the CUC Code of Governance and the new Higher Education Senior Staff Remuneration Code published by the CUC in June 2018.

3. Capital projects strategic working group: a new working group for the Board

The School has significant strategic ambition for which additional space will be required to realise that ambition in full. The full Board of Governors may not be the best place for detailed consideration of the options that may be suggested and neither is it the appropriate place for the consideration of the views of other, external interested parties. To aid Senior Management and the Board of Governors, the Committee considered a proposal to establish a new working group.

4. An outline agenda plan for the Board of Governors

The plan will generally be familiar to members of the Board. However, going forward the intention is to try and have a main theme for each meeting. The

fourth meeting of the Board needs to be late May/early June to meet other deadlines.

Recommendations:

To approve proposals 1 to 3 as set out in the main report

To note the outline agenda plan (which will be subject to ongoing review and refinement) and the timetable for the Board's meetings

Katharine Lewis
Secretary & Dean of Students
November 2018

katharine.lewis@gsmd.ac.uk
Tel: 0207 382 7143

Recommendations of the Governance & Effectiveness Committee: main report

(1) Compliance statement with the CUC Code of Governance

The Board is asked to approve the revised statement given below - amendments are given by track changes.

The Seven Primary Elements of Higher Education Governance

(1) The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.

The Guildhall School, uniquely, is not an autonomous legal entity and its Board of Governors does not necessarily have the final decision on all matters of fundamental concern, being a committee within the local authority committee structure of the City of London. However, the Board does seek assurance that the School meets its legal and regulatory responsibilities, and this has been reviewed and endorsed by HEFCE in both 2011 and 2016. The School is currently seeking registration with the Office for Students.

The Board's statement of primary responsibilities is set out in its *Instrument & Articles of Government* (approved by the Privy Council 2016). All members of the Board are bound by the seven principles of public life.

The School does not have charitable status.

As the Board of Governors is a committee within a Local Authority structure and is not autonomous, the positions of the different types of Member on the Board are not the same:

(i) as the Chairman or Deputy Chairman must be able to report to the Court of Common Council only members of the Board who are drawn from the Court of Common Council can stand for election as the Chairman or Deputy Chairman

~~(ii) — only members of the Board drawn from the Court of Common Council can count for quoracy. Whilst in practice it is unlikely that any meeting would go ahead without representation from the co-opted, or School members, this latter issue is under review.~~

~~(iii)~~(ii) the board is unusual within the City's local authority structure in having staff members on the board as well as staff members in attendance as officers. How the

respective responsibilities of a member of staff and board member are reconciled is a matter of continuing discussion with the City of London.

Previously, quoracy was achieved by reference to the Court of Common Council members only, but now the quoracy requirement also includes the co-opted membership.

The public agenda, minutes and papers of the Board of Governors are published at:
<http://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=387>

Details of the Common Council members of the Board of Governors are also published on this website. Details of other members of the Board are not published on this website as this has wider implication for the City of London in respect of all its local authority committees. However, full Board details will be published on the School's website in due course.

(2) The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.

All members of the board are required to abide by the principles of public life.

All members of the board are asked to complete a declaration of interests. However, at present only the interests of members of the Court of Common Council are published on the City of London's democracy webpages in line with its processes for all other local authority committees.

At the macro level, the strategic objectives of the School and the City of London, which owns the School, are strongly aligned. Whilst it is possible for areas of tension to arise for those members of the Board of Governors who are drawn from the Court of Common Council and who have to act in the best interests of the parent body as well as the best interests of the School, ~~this would be unusual. at the macro level the strategic objectives of the School and the City of London, which owns it, are aligned.~~

The Students' Union of the Guildhall School is an unincorporated association and does not have charitable status. Its constitution is reviewed by the Board of Governors and the schedules attached to the constitution set out the mechanisms for its organisation ensuring that it operates in a democratic, accountable and sustainable manner.

The City of London has an overarching s whistleblowing policy which encompasses the staff of the School.¹

(3) The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.

The Board approves the Strategic Plan and receives an update from the Principal at each meeting on progress and other matters of strategic interest. The Board approves the annual budget and the end of year Financial Statements.

The Board reviews the Financial Statements and budget. However, as the School is not an autonomous body it does not receive donations directly or manage investments directly. Similarly pensions do not fall within the Board's remit. Money received directly by the School is managed by the City of London. Charitable donations are received by the Guildhall School Trust which has its own board of trustees and is entirely independent of the Board of Governors and there is a framework document in development covering the Trust's relationship with the School.

A range of KPIs are reported to the Board.

The Board can explain the processes, and types of evidence, the School uses to provide assurances to funders.

The Board of Governors receives assurances that the institution is meeting the conditions of funding. The Audit & Risk Management Committee, on behalf of the Board, reviews regularly the School's risk register. An internal audit plan is agreed annually.

Data supplied for funding purposes complies with directions published by the respective funding body.

The Audit & Risk Management Committee is comprised of members independent of the School, but not all members are independent of the City of London.² The Chair of the

¹ <https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/whistleblowing.aspx>. ~~Note: since the compliance statement was first drafted, the public link has been removed from the City's website and it is only available from the Employee Handbook.~~ The scope of the policy does not cover Members of the Board but does cover members of the public with a concern about the City of London's services.

² The Board of Governors has six co-opted members who are entirely independent of the School and the City of London. A further eleven members are elected by and from the Court of Common Council and are independent of the School.

Audit & Risk Management Committee is ~~a co-opted member, ie is entirely Common Council member and~~ independent of the School ~~and the City~~.

The Financial Management of the School is undertaken by the Finance Department reporting to the Chamberlain within the City of London. Whilst not reporting directly to the Principal the Head of Finance has access to the Principal and is a member of the Senior Management Team.

Remuneration

It is not possible for the School to be compliant in respect of 3.13 of the HE Code. As the School is a department of the City of London, remuneration of all staff members, including the Principal and other senior staff members, is set by the City of London.

There is, however a Remuneration & Nominations Committee, which is comprised of members independent of the School ~~(but it is has no member independent of the City of London at present)~~. ~~It has been agreed that T~~this committee ~~should~~ meets regularly to consider, amongst other things, comparative data on salaries and staffing profiles to inform discussions with the City. The Board notes the new requirement that the Chair of the committee should be a senior co-opted governor who is not the Chair of the Board.

(4) The governing body receives assurance that academic governance is effective by working with the Senate/Academic Board or equivalent as specified in its governing instruments.

The Teaching & Learning Strategy is approved by the Board of Governors on the recommendation of the Academic Board. Updates on strategy are reported by the Principal at each meeting of the Board.

The terms of reference and membership of the Academic Board are approved by the Board of Governors in line with the Instrument of Government. The Board receives an annual report from the Academic Board in November covering a wide range of academic and student experience issues to help the Board arrive at the assurances required of the funding body; this includes information on student complaints. The annual report also includes an action plan and an update on the action plan is received in the summer term each year.

The *Maintaining good campus relations in higher education* policy statement sets out the School's commitment to freedom of expression and the right to express and to challenge

controversial views and opinions and for rigorous debate, subject to operating within the law.

(5) The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external activities.

As a department of the City of London many commercial activities, contract tendering etc, fall under the City's direct remit, not the School's. However, as part of the City's procedure, the Board receives regular reports on significant capital expenditure. The City has a clear scheme of delegation relating to Board business.

Charitable donations are received by the Guildhall School Trust which has its own board of trustees and is entirely independent of the Board of Governors. However, the Board receives an annual report on development and fundraising activity.

(6) The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.

The School operates an equal opportunities policy in respect of both its staff and students and has an *Equality scheme* and action plan. The scheme was last reviewed and approved internally in April 2016 and sets out not only to eliminate unlawful discrimination but also to promote equality. The scheme is currently under review and is due for approval during the 2018/19 academic year. The student body is monitored by the Board in respect of equality and diversity by way of a student profile including new entrants by protected characteristics (February Board of Governors each year), and the outcome of monitoring undertaken in respect of admissions and assessment by protected characteristics (November Board of Governors each year via the Academic Board's annual report).

The SU President and staff members are elected by and from their constituent bodies, and the Principal is appointed through the City of London which has an equal opportunities policy. The Remunerations & Nominations Committee considers nominations in respect of the six co-opted members. Common Council members are elected members of the local authority and- there are very precise rules in respect of the elections to a local authority that ensure the security of the electoral/democratic process. Therefore, the promotion of diversity comes at an early stage Whilst there can be no official statement promoting or encouraging diversity in those standing for election which might be perceived to interfere with the electoral/democratic process, when encouraging members of local

networks/groups to attend meetings to find out more about standing for election to the Court. The City acknowledges its wish to increase the number of Councillors from a range of backgrounds and different experiences to enrich the City's knowledge and expertise and better reflect the communities it serves.

(7) The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

Composition and appointments

The majority of the members of the Board are external to the School, but the majority are not external to the School and the City of London (which owns the School). As the School is not an autonomous legal entity, and its Board is a committee within the City of London, the majority of members are drawn from the Members of the Court of Common Council of the City of London (eleven Common Council members, four School members, and six co-opted lay members). The Board has an established procedure within its *Articles of Government* for the appointment of a Deputy Chairman. The Chairman and Deputy Chairman must be drawn from the Common Council membership (see section 1 above).

The Board of Governors does not have the power to remove a member from office. However, a serious allegation of a breach of good conduct by a board member, including a co-opted member, will be investigated by the City's Standards Committee and removal could result.

The Board has established a Nominations Committee to consider nominations for co-opted members and the balance of skills, knowledge and experience required by the Board.

All Board members are limited to three terms of three years with the exception of the Principal whose membership is ex-officio.

The Clerk to the Board provides an induction to the City of London and its committees, and a handbook of information including relevant documentation about the School. An additional higher education induction is to be introduced to be delivered by the School.

The membership of the Board provides for staff and student members.

Board members are not remunerated.

Operation

The Town Clerk is the Clerk to Board; this is set out in the *Instrument and Articles of Government*. In practice, standard committee support is provided by the Committee and Members Team within the Town Clerk's Department. The Team also offers advice on City of London standing orders, processes and related legal matters. Advice on HE operational and regulatory matters is provided to the Board by officers working within the School, specifically the Secretary & Dean of Students.

Review

The Board reviews its effectiveness via the work of the Governance and Effectiveness Committee. A comprehensive review of the Board and its committee was started summer term 2017 and this work will continue in 2018/19 with consideration of the number of committees and frequency of meetings.

The Board will monitor compliance against the HE Code of Governance annually.

KML/June 2017

Updated November 2018

(2) Revised terms of reference and membership for a combined Remuneration & Nominations Committee

The Remuneration & Nominations Committee provides advice to the Board of Governors. The joint Remuneration and Nominations Committee combines two distinct roles for which there are separate expectations within the CUC HE Code of Governance. Therefore, wherever possible, the agenda will define the two distinct areas of business. It is recognised that all matters relating to the employment of staff fall within the purview of the City of London's Establishment Committee.

Constitution

Chair of the Committee: a senior co-opted governor who is not the Chair of the Board
(*CUC HE Code of Governance refers*)

Other members:

- The Chairman of the Board of Governors of the Guildhall School of Music & Drama (*a requirement of the CUC HE Code*)
- The Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama
- At least two non-Common Council Governors

- At least one other Common Council Governor
- An elected staff member of the Board
- One senior member of the Academic Staff (not a Vice-Principal)
- May include up to two other co-opted members (who are not necessarily members of the governing body)

[Note a Remuneration Committee should have a majority of independent members; in this instance this means independent of the School but not necessarily independent of the City of London.]

In attendance:

- The Principal of the Guildhall School of Music & Drama (except when the Committee discusses his or her remuneration)
- VP for Advancement (except when the Committee discusses his or her remuneration)
- Head of HR
- Secretary & Dean of Students

Quorum: of any five Committee Members.

All Members are entitled to vote.

Terms of reference

Nominations

- To keep and review a skills register for the Board of Governors and its subcommittees
- To reflect upon the composition of the Board and its subcommittees and take steps to ensure that the Board and its committees reflect societal norms and values (CUC Code refers)
- To seek out and recommend the appointment of new co-opted members³ to the Board of Governors and its subcommittees. The Committee will consider advertising vacancies in order to increase the pool of talent available. (CUC Code and Instrument of Government refer)
- Satisfy itself that plans are in place for an orderly succession of the Board's membership
- To consider and recommend any application(s) for nominations for Fellowships and/or Honorary Fellowships.

Note: The issue of inclusion of members of the local community (the School's instrument of Government refers) is addressed via the elected Common Council members. I propose that this requirement is therefore removed from the Instrument at the next revision of the Instrument & Articles.

³ See earlier footnote.

Remuneration

- To take note of staff remuneration, the pay structure and benchmark the School against the rest of the higher education sector generally and the UK Conservatoire sector specifically.
- To consider all characteristics protected under the Equality Act 2010 and to flag any significant discrepancies within the School's staffing composition.
- To satisfy itself with the procedures in place at the School to allow staff to make representations about their pay.
- To satisfy itself that any ad hoc or personalised payments, including severance payments, that might distort the basic remuneration structure are made according to transparent and justifiable rules.
- To benchmark the salary of the Principal and Vice-Principals (the senior post holders) against a defined list of sector comparators and offer comment to the City of London on the outcome of the benchmarking.
- To make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities.
- To produce an annual report to the Board of Governors that provides assurance that the committee has collectively discharged its responsibilities and produce a public annual statement (see note).

Note on annual report:

The report should cover senior staff remuneration (Principal and Vice-Principals) and include, amongst other things, the approach to remuneration and type of factors used in considering reward proposals such as performance against strategic objectives, reference to job evaluation schemes etc, and the current value for the university of the pay multiple of the Principal's earning against the median of all staff and how this indicator has changed over an extended period of time (Remuneration Code and "Possible outline structure for a Remuneration Annual Report" refer).

It is recommended that the annual report and the annual statement are one and the same but modifications may be necessary to preserve commercial confidentiality (Remuneration Code refers). Whilst the full report to the Board may be private it should not be withheld from any member of the Board of Governors (CUC HE Code of Governance refers).

| November 2018

(3) Capital projects strategic working group

Background

The School's strategic ambitions require additional space including a new front door for Silk Street, long-term rental, and possibly the purchase of new property or the use of existing City of London space. Detailed option analysis would be best undertaken by a smaller group than the full Board of Governors.

Additionally, for some of these projects there may be specific, and vocal, stakeholder interest that will need to be considered and managed. Members of the Board with electoral interests in the vicinity of these projects may find it useful to have a mechanism for these stakeholder interests to be raised and discussed in a methodical and controlled way.

Proposed terms of reference

- To review large scale capital plans (eg long term rental of property, requests to the City to purchase property, new front door for Silk Street) at each stage of development
- To provide a forum for the consideration of stakeholder views in the development of plans, and to ensure that stakeholder views are sought and considered
- To undertake option analysis on behalf of the Board of Governors
- To advise the Board of Governors, on timescales, challenges (including financial), and options

Proposed membership

In the Chair: A member of the Board of Governors, or committee of the Board of Governors, without residential or electoral interest in the Barbican estate

Chair of the Board of Governors

Principal

Three other (non-School) members of the Board of Governors

Attendees:

Vice-Principal of Advancement

Secretary & Dean of Students

Finance representative

Buildings & Operations representative

Clerking: It is proposed that the working group will be serviced directly by the School

(4) Board of Governors Annual plan rolling

Meeting	Item description (excludes usual minutes and other housekeeping etc)	Strategic	Statutory/ regulatory	CUC Code and good practice	Other committees where a requirement or expectation
September BoG	Main theme: under 18s				
	Strategic plan and Business plan updates (could be included in Principal's report)	x			
	Principal's public and private reports (to include NSS/WSS results and update on enrolments)	x		x	
	Safeguarding public and non public and revisions to policy		x		
	Under 18s annual report and short 10 min presentation (from Sept 2019)	x		x	
	Financial forecasts for OfS (this year Sept but might revert back to summer)		x		Finance & Resources first
November BoG	Main theme: Higher Education - academic and other assurances				
	Strategic Plan update (could be included in Principal's report)	x			
	Principal's public and private reports	x		x	
	Academic Assurances: Academic Board annual report			x	Academic Assurance Working Group
	Academic Assurances: working group report			x	
	Compliance with the CUC Code of Governance (for inclusion in the annual assurance statement)			x	To be seen by Governance & Effectiveness Committee first
	"Single conversation" with OfS (financial statements for previous academic year, audit assessment, assurances etc) -		x		Audit & Risk, and Finance & Resources
	Budget for City of London	x		x	Ideally Finance & Resources
February BoG	Main theme: Research, Knowledge Exchange & Barbican Alliance				
	Strategic Plan update (could be included in Principal's report)	x			
	Principal's public and private reports (to include student number snapshot)	x		x	
	Research & Knowledge Exchange annual report and short presentation			x	
	Short report on Barbican Guildhall Creative Alliance				

(4) Board of Governors Annual plan rolling

	Prevent: report to Board following annual monitoring report to OfS for previous year (for info) - to be extracted from Safeguarding going forward.		x		
	Access Agreement/Participation Plan: report on monitoring for previous year (for discussion)		x		Senior Management Team first
	TRAC report (for info)		x		To Finance & Resources Committee in Jan
	Annual waivers report (Chamberlain's Dept)			x	Grand Committees
Late May/ early	Theme: general business				
	Strategic Plan update (could be included in Principal's report)	x			
	Principal's public and private reports (to include forecast on enrolments)	x		x	
	Carbon reduction strategy		x		
	Assurances: promotion of equality and diversity to include the results of the monitoring and the action taken			x	
	Academic Assurances: action to enhance to student experience			x	
Page 72	Financial forecasts for OfS (this year Sept but might revert back to summer)		x		Finance & Resources first
	Approval of tuition fees for next recruitment cycle		x		Senior Management Team first
	Nominations for honorands			x	Senior Management Team first, then Nominations Committee
Early July Away Day	Business plan and KPI performance				
	New projects				
	Artistic plan for the following academic year				
To be decided	Remuneration Annual Report			x	Remunerations Committee
	Development and fundraising annual report			x	Finance Committee?
	SU annual reporting			x	
	Cycle of general financial reporting				

Item description (excludes usual minutes and other housekeeping etc)	Details	Proposed Committee date	Strategic	Statutory/ regulatory	CUC Code and good practice	Other committees
Board of Governors agenda plan	Draft agenda plan for year ahead (and rolling year)	Nov-18			x	Governance & Effectiveness Committee
Instrument & Articles of Government	Amendments in light of new regulatory framework and removal of Privy Council approval, plus incorporation of terms of reference	Feb-19		x		Governance & Effectiveness Committee
Amendments to subcommittees	Proposal to merge the Nominations Committee and the Remunerations Committee	Nov-18			x	Governance & Effectiveness Committee
Islington Music Education Hub	July 2018 BoG Mins refer - request for Officer report back to the Board outlining "what worked" and how this might be applied to the rest of London	tbd	x			
Accommodation Strategy	Sept 2018 BoG mins will refer:: Detailing additional space requirements	Nov-18	x			
NSS 2018 results action plan	Sept 2018 BoG mins will refer: Board to monitor at every meeting what is being done	Nov 18, Feb, June 19	x		x	Academic Assurance Working Group in respect of Nov meeting
Access & participation 5 year plan	Details yet to be confirmed by OfS but likely that BoG will need to be consulted on the 5 year plan	Feb-19		x		
Teaching & Learning Strategy	Current one expired 2017 - new one needs to be approved by the Board once	Sept 19 (and not later than Nov 19)	x		x	Academic Board
Equality & Diversity Scheme & Action Plan	Currently under review, new version needs to reference diversity of the Board of Governors	May-19			x	Governance & Effectiveness Committee members to be consulted (at least informally) in respect of action plan for diversity of the Board

This page is intentionally left blank

Committee	Dated:
Board of Governors of the Guildhall School of Music & Drama	19/11/2018
Subject: Academic Assurances	Public
Report of: Principal	For Decision
Report author: Secretary and Dean of Students, Guildhall School	

Summary

As part of the 2018 Annual Accountability Return, the Board of Governors will be required to make the following assurance statements to OfS:

- The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider's own periodic review processes, which fully involve students and include embedded external peer or professional review.
- The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.
- 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).

For self-validated provision (ie the School's taught degree programmes and associated awards):

- The standards of awards for which we are responsible have been appropriately set and maintained.

For the Doctoral programme validated by City, University of London:

- The standards of awards for which we are responsible have been appropriately maintained.

The Board has received a number of items during the academic year 2017-18 that supports the assurance statements, including the attached Academic Board annual report and an update during the year on actions highlighted in the previous Academic Board annual report. Additionally, the Academic Assurance Working Group was expected to meet prior to the November Board meeting to consider a wider range of academic assurance documentation. Unfortunately, due to the perfect storm of a vacant quality assurance post in Registry and three weeks of unexpected sickness of their manager in October, it was not possible to schedule a meeting nor catch up in time on the manager's return to work. The Academic Board's November meeting has also been postponed for the same reason.

Over the next couple of weeks, members of the Academic Assurance Working Group will be asked to review documentation and submit comments/questions to the Secretary & Dean of Students who will form a report to inform delegated action by 1 December 2018.

The Board can be reassured, that arrival of the new Head of Registry Services (on 12 November 2018) will significantly aid to the future robustness of the quality assurance team in the School, and the School and the Board should not be placed in this position again.

Recommendations:

- To note the contents of Academic Board annual report for 2017/18
- To delegate to the Town Clerk, in consultation with the Chair and the Deputy Chair of the Board of Governors, the authority to confirm that the academic assurance statement can be made (following advice received from members of the Academic Assurance Working Group).

Katharine Lewis
Secretary & Dean of Students
November 2018

katharine.lewis@gsmd.ac.uk
Tel: 0207 382 7143

Academic Board
November 2018
and
Board of Governors
19.11.2018

**Academic Board annual report for 2017/18 to the Board of Governors
on academic strategy, standards, assurance and enhancement**

1. TERMS OF REFERENCE AND MEMBERSHIP

Following staff changes during 2017/18, the membership of Academic Board was amended in October 2018 to reflect current management arrangements including the arrival of a new Vice-Principal for Drama in January 2019.

2. STRATEGY

2.1 School Strategic Plan

Academic Board received rolling updates throughout the year on the development of a new School Strategic Plan. Strategic objective one, covering HE provision, will have a significant impact on the work of the board going forward as existing programmes are revalidated and new ones are validated. During the 2017/18 year it was determined that the MA in Training Actors programme would close it having served its core purpose to train and develop a new set of teachers. A proposal in principle for a new cluster of four MA programmes was considered by the Board; whilst the new programmes are not going ahead in the format envisioned, the preparatory work will be useful for the development of other programmes.

The Board also noted the School's intention to register with the Office for Students and approved the Student Protection Plan.

2.2 Learning and Teaching Strategy

The current strategy expired at the end of 2017. However, the development of the School's main strategic plan covers many elements of an emerging teaching & teaching strategy from new academic programmes to the digital strand (which includes the appointment of a

new e-learning technologist for instance). The development of a new strategy is therefore held in abeyance until new the Vice-Principal for Drama (January 2019 start) can engage in the process and other, structural issues concerning academic faculties have been determined following the departure of the VP for Innovation.

Action arising (carried forward from 2018)

1) to develop a new Teaching and Learning Strategy and Action Plan in line with the School Strategic Plan for approval during 2019.

2.3 Teaching Excellence Framework

The School entered into the TEF3 assessment exercise during the 2018/19 and scored an excellent Gold rating for the maximum three years.

The TEF3 submission, ably led by Tom France, Quality Assurance Officer, was a collaborative endeavour and involved many members of the Academic Board from both the academic and the administrative side of the School. Thanks are due to all who made contributions.

The School will not be entering TEF4 as there is no advantage but will be expected to engage in Subject TEF in 2019/20 and 2020/21.

Action arising

2) to monitor the School's performance in the TEF4 metrics in preparation for Subject TEF in 2019/20 and 2020/21

2.4 Brexit

The UK government confirmed that fees and funding would remain the same for 2019 EU entrants. Nevertheless, there remain concerns about the longer term adverse effect of Brexit on student recruitment with the potential restrictions on the free movement of people and the rights of EU graduates to stay and work in the UK.

The particular issues for student recruitment in music were highlighted during the revalidation of the BMus and the Guildhall Artist Masters programmes during 2017/18 with the need for a Brexit mitigation strategy arising as a condition not only to address the replacement of EU numbers (whether with Home or overseas) but also to look at how the current strengths of the programmes across the individual departments can be maintained. This has now been produced by the Vice-Principal and Director of Music.

3. STANDARDS OF TAUGHT AWARDS

3.1 Assessment results 2017/18 cycle (appendix A)

Assessment results were considered by the School Board of Examiners at three meetings in July and two meetings in September 2018.

Data contained in appendix A are results confirmed as at 5 November 2018.

Given sector-level concerns about grade inflation, decisions to upgrade at a classification borderline (up to 0.5% below) were taken very carefully following detailed discussion at both the relevant Programme Assessment Board involving the External Examiners (action from 2016/17 Academic Board report refers), and also at the School Board of Examiners.

At undergraduate level the proportion of firsts is slightly down on 2017 with possibly the results from PACE and VDLP causing the small swing. At postgraduate level the proportion of distinctions awarded remains very high.

Action arising

3) to review the School-wide regulation on discretion for upgrade at a classification boundary.

3.2 Summary of External Examiner reports and responses 2017/18 cycle

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.

For the 2017/18 assessment cycle the School has received all External Examiner reports apart from the one for the Guildhall Artist Leadership pathway (this is being chased). A summary of the comments on academic standards by the External Examiners is given below:

- **BA (Hons) & MA Acting** - student achievement as demonstrated in live and recorded activities is of a good standard which compares well with other UK conservatoire programmes, programmes undoubtedly maintaining the threshold standards in relation to the older QAA Benchmark Statements, forthcoming review needs to take account of the new statements
- **BA in Acting Studies** - satisfied that the academic standards and achievements of the students are comparable with those in other UK higher education institutions, threshold standards are maintained

- **MA Training Actors (voice) or (movement)** - the achievements of the students of this programme are of a really high standard and this is insured by the academic standards of the institution.
- **BA (Hons) in Technical Theatre Arts** - academic standards are very much comparable with other leading institutions of this type.
- **BA in Video for Live Performance** - academic standards are comparable with other similar programmes I am familiar with, along with the component modules. At the Exam Board there was an open discussion about the parity of assessment grading in relation to other institutions.
- **MA in Collaborative Theatre Production & Design** - maintains threshold standards for the MA award
- **BA in Performance & Creative Enterprise** - academic standards broadly comparable but with one concern about the assessment of academic writing which seemed to be overly generous.
- **BMus (Hons) Music**
 EE1: academic standards and achievements of students entirely comparable with other UK higher education institutions with which I am familiar, confident that the School meets the threshold standards set for its awards in accordance with the national frameworks for HE education qualifications and the applicable QAA subject benchmark statements.
 EE2: There can be no doubt that academic standards and student achievement overall are among the best in the world.
- **MA in Opera Making & Writing** - Academic standards are very high and compare favourably with similar institutions
- **MA in Music Therapy** - academic standards of the programme are good and are comparable with those of MA Music Therapy courses in the field. The standards of clinical work demonstrated in final year vivas are sufficient to meet the HCPC standards, The School is maintaining the relevant HE standards and the HCPC requirements
- **Guildhall Artist, Performance** comfortably exceeds national subject benchmarks, the academic standards and achievement of the students on the Artist Masters programme surpassed that of other HEIs with which I was familiar
- **Guildhall Artist Composition** . I thought the marking compared favourably with other institutions
- **Artist Diploma** - achievements of students comparable with other institutions, threshold standards well maintained
- **PGCert** - completely satisfied that the assessment criteria, marking schemes and arrangements for marking and moderation are set at appropriate levels, academic standards and achievements of the students are comparable to those in other UK HEIs with which I am familiar. Programme standards continue to maintain the appropriate threshold standards for Level 7/PGCert awards in alignment with the FHEQ framework

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

- High standards (sometimes exceptional) in performance and creative work (Art Dip, PACE, TTA, BMus, Guildhall Artist Performance)
- Real world opportunities, and opportunities to enhance employability (PACE, Art Dip, VDLP, Opera Makers, Training Actors, PGCert)
- Clear trajectory for student progression (CTPD, Training Actors, Music Therapy)
- Passion of staff (Acting)
- Openness to discussion about developments (Acting, TTA, Guildhall Artist)
- Supportive and effective administration (BMus, Guildhall Artist Performance)
- Viva undertaken with tact and sensitivity (PG Comp, Opera Makers)

Items for response and action included (with areas of common interest across programmes highlighted)

- The need to improve the awareness of visiting specialists in respect of assessment criteria (Art Dip)
- Currency of the curriculum (Acting)
- Further development of assessment criteria and/or the alignment and consistency of language in feedback (Acting, Acting Studies, PACE., VDLP, BMus, CTPD, PGCert, Music Therapy)
- Organisation and provision of documentation (PG Composition, Opera Making and PACE)
- Bunching and the need to use of the full range of marks (TTA, Acting)
- Instances of high marking in a small part of a programme (Guildhall Artist - self-reflective accounts, PACE academic writing)
- Lack of time for student reflection in the programme (Acting)

Action arising

4) to consider, as part of Teaching Strategy discussions, the tension between the School's previous whole-School approach to assessment criteria and the desire of the External Examiners to see greater programme/module/assessment specificity.

3.3 Equality assessment strands 2016/17 cycle (appendix B)

Annual analyses were conducted separately on undergraduate and postgraduate assessment outcomes 2016/17 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

Graduating numbers were small in some degree programmes making statistical analysis unreliable but there was a small difference in performance highlighted in the attached appendix.

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 – met for the first time on Wednesday 18 October 2017 via video conferencing between Beijing and London. Another meeting is due to be scheduled.

The Research and Knowledge Exchange Committee, responsible for the School's research activity and programmes, reported to the City, University of London, Course Board once during the 2017/18 academic year with further contact administratively later in the year in respect of negotiation over amendments to the School's *Research degree regulations*.

4.2 Regulatory framework

Following a helpful outreach meeting with the Office of the Independent Adjudicator, the School's regulatory framework in respect of student discipline, complaints and appeals (and similar) was reviewed and amendments presented to the Academic Board for approval for use in 2018/19.

4.3 Validation & revalidation of programmes

The **BA in Performance & Creative Enterprise** programme was due for revalidation in 2017/18 in the third year of its operation. However, as a new Programme Leader was appointed towards the start of the academic year, a proposal to delay revalidation for a year was accepted to give the new Programme Leader the opportunity to evaluate a year of the programme first.

The **BA in Video Design for Live Performance** was also due for revalidation in 2017/18 in its third year of operation and this went ahead in Spring. Whilst the revalidation panel

found a number of things to commend (the low wall between student learning and the industry, the personal tutor system, the resilience of the students, their eloquence, work ethic and engagement, and the engagement and responsiveness of the programme team to feedback), given the number of teething problems with the programme it was not revalidated for the full five years. The programme was revalidated for a period of three years with the following conditions:

- That the enhancement measures as outlined by the Programme Team were implemented with immediate effect (changing the pace and scheduling of the programme, provision of more core teaching in design, and additional staff to support project work)
- The return of all feedback to students in a timely manner
- The creation of a repository of good practice in assessment.

This was supplemented by a number of recommendations, some to be carried out over the next academic year, including the development of a recruitment strategy to ensure the longer term sustainability of the programme.

The **BMus and the Guildhall Artist Masters programmes** were both revalidated for a period of five years commencing September 2018. The BMus was particularly commended for the clear articulation of the programme aims, the student centred approach, and the teaching, learning and assessment of musicianship and ear-training. For both programmes there was some concern expressed by the revalidation panel about maintaining the current distinctiveness of the programmes with the potential impact of Brexit on European student recruitment and a recruitment mitigation strategy was recommended. Conditions, which were all resolved prior to September 2018, were minor and technical. Recommendations included the embedding of AV induction and supporting students to investigate areas of learning outside the bounds of their current learning (BMus) and considering alternative forms of assessment in Part 2 and developing a strategy to communicate expectations of assessment and the return of feedback (Guildhall Artist Masters).

Action arising

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

4.3 Student Feedback

Academic Board considered a wide variety of student feedback during 2017/18, 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.

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.

Action arising

6) to monitor the implementation of programme action plans (yearly action)

5. STUDENT ACADEMIC EXPERIENCE AND STUDENT OUTCOMES

5.1 The National Student Survey Jan to April 2018

NSS participation increased compared with last year (81% to 77%). The national average response rate was 70%. Once again the School performed well in student participation. This was the first year that students on the BA VDLP and BA PACE programmes were included in the survey. Because of the small number of students on each programme the results for each programme were not published but are combined into the aggregate results.

In 2017 the School achieved its highest level of satisfaction since 2012, achieving 90%. Unfortunately, in 2018 the level of satisfaction dropped to 81%. In all sections and questions, the overall results were lower than last year. The section that performed the worst against last year was Organisation & Management (down 13% points). Assessment & Feedback went down by 9% points.

At a faculty level, satisfaction was down in BA Technical Theatre Arts and Music, but Acting regained its 100% level of satisfaction, achieving no less than 95% satisfaction across all questions. For Technical Theatre the results were mainly lower than those achieved in 2017, but still higher than 2016 in some areas. The results for Music reflected the overall School results, in every question and section the results were lower.

Looking at the survey data by department will be necessary to target improvement and, overall, Assessment & Feedback and Organisation & Management are still problematic categories.

Whilst the School has achieved TEF Gold this only lasts for three years and when the School reapplies this current set of results will be included in the metrics. The three categories used in the TEF metrics are:

1. Teaching on my course

2. Assessment and feedback
3. Academic support

Action arising

7) detailed action plans from Departments to address NSS scores (by November 2018)

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 (eg Finance, IT, Registry, Library, etc other elements that contribute to the student experience)

The participation rate in 2018 was disappointing, only reaching 47% (60% in 2017, 63% in 2016). There were number of possible factors for the low participation this year, including a concern that other messages to students via Survey Monkey had created confusion and distraction.

The results were mixed and the large amount of data with a relatively small number of respondents creates difficulties in the analysis. At times the data does not match the comments, so it is important that they are reviewed side-by-side.

Action arising

8) Programme Leaders to explore quantitative and qualitative feedback from WSS within their Annual Programme Evaluations.

5.3 Student employability (appendix D)

Progression to further study and/or highly skilled employment is strong, with above benchmark performance for POLAR Q1 and Q2 and BAME (TEF 3 metrics refer).¹ For those going on to further study, there is a small difference between those declaring a disability and those not declaring a disability, but a bigger difference between those going on to highly skilled employment. This is not necessarily a reflection of academic performance and achievement. Over the longer term the performance of the two groups at undergraduate level has been close and at the postgraduate level higher attainment has fluctuated between the two groups since 2012. This will require further monitoring.

¹ Numbers are too small for statistical analysis of performance for individual ethnicities.

5.4 Student regulatory activity during 2017/18 (appendix E)

The level of regulatory activity was generally up on the previous year.

There was a larger number of **admission complaints** with a higher proportion of complaints upheld. This was also true of general **student complaints**.

The number of **breaches of the Student Code of Conduct** rose compared with last year and this included some very complex casework which needed to involve the Comptroller and City Solicitor's Office (to whom particular thanks are due for their thoughtful support).

The **Principal's Emergency Powers** case work was also extremely complex and time-consuming but also hides the vast amount of complex case work undertaken by Student Affairs Department that fortunately did not get to the Principal's Emergency Powers stage. The level of **Progress Review** casework was steady.

The number of **academic appeals** also remained steady. In a couple of cases, the students concerned had substantially over-estimated the impact of a single mark on their overall degree classification. The number of **academic misconduct** cases increased but it all remained at undergraduate level.

Four **Completion of Procedures** (COP) letters were issued arising from regulatory activity started in 2017/18, all following Sundial Court appeals.

5.5 Equality admission strands entry 2017 (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 with the MA in Acting cohort (declared disability and female).

Applicants and entrants from Black & Minority Ethnic (BAME) groups remain strong with a good conversion rate from applicant to enrolled student. For 2016 entry 12.9% of applicants were from BAME groups and 14.8% of new enrolments, for 2017 entry 14.4% of applicants were from BAME groups and 18.2% of new enrolments. Numbers are too small to publish any analysis by specific ethnic groups where new entrants in a particular group are in single figures but the School will monitor its performance and consider whether there are any defining issues where it may have had less success with a specific minority group over the longer term.

Action arising

9) Acting programme team to articulate a recruitment strategy as part of the revalidation process, taking into account the disability and gender issues noted

10) All programme leaders to consider whether there are identifiable factors discouraging applicants from specific minority groups.

6. STANDARDS OF RESEARCH AWARDS

Academic Board received status updates on continuing doctoral students throughout the year via the Research and Knowledge Exchange Committee. The doctoral programme has continued to expand and the Research Department anticipates the number of students will eventually level out at c. 55 and remain steady for the foreseeable future (there are currently 54 research students on roll). It remains the School's intent to apply for research degree awarding powers after its next (OfS) Assurance Review (or similar) once the School has had sufficient research degree conferments.

To support staff development and the development and long term sustainability of the School's research infrastructure, the Senior Management Team has recently agreed a scheme for back filling teaching staff posts where a teacher is undertaking the doctoral programme in a strategically important field of study.

Action arising

11) RDAP preparation survey to capture current levels of staff engagement in scholarly activities (eg external examinerships, membership of learned societies etc)

7. ACADEMIC BOARD ACTIVITIES FOR 2018/19

7.1 School Strategic Plan & validation

Academic Board will continue to receive updates in relation to the plan. It is expected that as the year progresses, proposals in principle for new programmes will be presented to the board as they are developed.

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 2019.

7.3 Revalidation

The **BA & MA in Acting** programmes were due to be revalidated during 2018/19 but with the new Vice-Principal and Director of Drama not arriving until January 2019 a proposal has been made that this is held in abeyance for a year.

The **BA in Performance & Creative Enterprise** is due to be revalidated in the Spring as too is the **PGCert in Performance Teaching**.

8. ACTION PLAN 2018/19

Academic Board and the Board of Governors received a report on how the 2017/18 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 during 2019.*</i>	<i>TBC</i>	<i>December 2019</i>
2)	<i>to monitor the School's performance in the TEF4 metrics in preparation for Subject TEF in 2019/20 and 2020/21</i>	<i>Quality Assurance Officer (Programme Development) - when appointed</i>	<i>March 2019</i>
3)	<i>to review the School-wide regulation on discretion for upgrade at a classification boundary.</i>	<i>Programme Leaders</i>	<i>Summer 2019 (for 2019 regs)</i>
4)	<i>to consider, as part of Teaching Strategy discussion, the tension between the School's previous whole-School approach to assessment criteria and the desire of the External Examiners to see greater programme/module/assessment-type specificity.</i>	<i>Programme Leaders</i>	<i>ongoing</i>
5)	<i>to monitor the implementation of the recommendations of (re)validation</i>	<i>Head of Registry Services/ Quality Assurance Officer (Programme Development)</i>	<i>During 2018/19</i>
6)	<i>to monitor the implementation of programme action plans (yearly action)*</i>	<i>Programme Leaders group</i>	<i>During 2018/19</i>
7)	<i>detailed action plans from Departments to address NSS scores (by November 2018)</i>	<i>Identified Departmental Heads</i>	<i>November 2018</i>
8)	<i>Programme Leaders to explore quantitative and qualitative feedback from WSS with their Annual</i>	<i>Programme Leaders</i>	<i>By Spring 2019</i>

	<i>Programme Evaluations.</i>		
9)	<i>Acting programme team to articulate a recruitment strategy as part of the revalidation process, taking into account the disability and gender issues noted</i>	<i>Acting programme Leader</i>	<i>By revalidation Spring 2020</i>
10)	<i>All programme leaders to consider whether there are identifiable factors discouraging applicants from specific minority groups.</i>	<i>Programme Leaders</i>	<i>During 2018/19</i>
11)	<i>RDAP preparation survey to capture current levels of staff engagement in scholarly activities (eg external examinerships, membership of learned societies etc)</i>	<i>Quality Assurance Officer (Programme Development)</i>	<i>During 2018/19</i>

Katharine Lewis
Secretary & Dean of Students
November 2018

Appendix A: Assessment results 2017/18

Outcome of summer 2018 assessments to date (with 2017 & 2016 comparisons)

Undergraduate classifications (as at 5 November 2018)

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
2017/18 Assessments									
BMus	109	33	54	8	1	5		1	4WD 3 FWD (5CertHE 2DipHE)
BA TECH	33	14	17	1	1				
BA Acting	21	5	16						
BA VDLP (new)	2		2						
BA PACE (new)	4	1	3						
<i>Totals</i>	<i>169</i>	<i>53</i>	<i>92</i>	<i>9</i>	<i>2</i>	<i>5</i>		<i>1</i>	<i>7</i>
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>3</i>

Int= intermit FWD=Fail/Withdraw WD= Withdrawn

Total 2018 169 UG cohort students: % split	
1st	31.36
2.1	54.44
2.2	5.32
3	1.18
Ord	2.96

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

Postgraduate classifications (as at 5 November 2018)

Award	No. of students on Prog.	Classification			Progression to next part	Other assessment outcomes		
		Dist.	Merit	Pass		Resit	Defer	Misc
2017/18 assessments								
MMus in Performance	135	20	33	5	73	1	3	3 WD
MMus in Composition	6	1	2		3			
MMus in Leadership	8	3	4	1				
MPerf, MComp, MLead Guildhall Artist	70	54	16					7 WD
MA in Opera Making & Writing	6	6						
Artist Diploma	13	10	1				1	1 WD
Graduate Certificate	11	1	1	2	7			1 WD
MA in Music Therapy	11	3	6	2				
MA Training Actors	2	1	1					
MA Acting	4	3	1					
MA CTPD	5	2	3					
<i>Totals</i>	<i>282</i>	<i>104</i>	<i>68</i>	<i>10</i>	<i>83</i>	<i>1</i>	<i>4</i>	<i>12</i>
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		
		Dist.	Merit	Pass		Resit	Defer	Misc
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>

Total 2018 PG cohort 182 awards	
	% split
Distinction	57.14
Merit	37.36
Pass	5.49

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	9.25

Appendix B: Equality strands relating to assessment outcomes 2016/17

As part of the School's statutory responsibilities, an analysis of awards conferred in 2017 by Ethnicity, Sex, Disability and Age has been undertaken for each undergraduate and taught postgraduate programme and compared against the figures for 2012, 2013, 2014, 2015 and 2016.

Undergraduate Assessment Outcomes 2016/17

Summary

The total of First classifications achieved by undergraduate students continued to rise, with a 3.8% increase from 2016, whereas the number of Upper Second classifications fell by 5.6% from 2016. The number of higher classifications combined therefore remained steady. The figures for lower classifications (Lower Second, Third) and Ordinary degrees involve very small numbers of students and there are no discernible trends across these academic cycles.

In 2017 there were no significant disparities in the achievement of undergraduate students when split by disability status (disability disclosed/disability not disclosed) or by ethnicity (White/BME). However there is variability in achievement when split by sex (male/female) and age (younger/older), though this is not evident in all programmes.

The disparity in achievement by sex and by age was investigated by the BMus Programme Leader in 2016/17. A detailed response was given finding no significant commonalities behind these trends. The Programme Leader has been encouraged to revisit this investigation in due course to see if any underlying reasons can be identified.

Ethnicity

- the proportion of white students achieving higher classifications has seen minimal fluctuation over the past few academic cycles, with a slight decrease of 1.6% from 2016 to 2017. Encouragingly, the proportion of BME students achieving higher classifications has continued to increase across the last three academic cycles, from 60% in 2015, to 70.5% in 2016 and 90.1% in 2017. 88.9% of White students achieved a higher classification in 2017; therefore there was no significant difference between ethnicity groups in the most recent award cycle.

Sex

- 94.3% of female students achieved a higher classification compared to 85.2% of male students. The proportion of female students achieving higher classifications has increased steadily since 2013; there is no similar trend for male students - the number of higher classifications has fluctuated and for the last three academic cycles has been less than the number of higher classifications achieved by female students.

- Very few students of either sex have achieved less than a 2.1 classification on Drama programmes - the source of this disparity in overall achievement of higher classifications is the BMus programme. In 2017 12 male students did not achieve a higher classification compared to just 2 female students. These 12 male students were of a range of ages, nationalities and departments.

Disability

- 90% of students disclosing a disability achieved a higher classification compared to 88.9% of students who did not disclose a disability. This is only the second time since 2012 that students who disclosed a disability outperformed students who did not declare a disability (the other instance was 2015), however there is only a marginal difference between the two groups (1.1%).

Age

- For purposes of this analysis students are split into two groups: younger (age 22 and below) and older (age 23 and above).
- For BA Acting there was no difference between the percentages of each age group achieving higher classifications. However the younger group performed better than the older group on both the BMus programme and BA TTA programme. For the BMus this has been the case for each year since 2012 with the exception of 2016. For the BA TTA the previous figures are more variable and a trend is not apparent.
- Overall, younger undergraduates are more likely to achieve higher classifications than older undergraduates.

Postgraduate Assessment Outcomes 2016/17

Summary

The total number of higher classifications awarded (merit and distinction) has increased from 90.5% in 2016 to 97% in 2017, the highest total over the last five years.

In 2017 there were no significant disparities in the achievement of postgraduate students when split by disability status (disability disclosed/disability not disclosed) or by ethnicity (White/BME). However there was variability in achievement when split by sex (male/female). The very small number of students in the older age group (40+) makes it difficult to make meaningful comparisons relating to age.

Ethnicity

- The proportion of White taught postgraduate students achieving higher classifications has fluctuated minimally over the past five academic cycles, with an increase of 4.9% from 2016 to 2017. The proportion of BME students achieving higher classifications has also fluctuated over the past five years, in an overall upward arc. The total rose from

83.3% in 2016 (which seems to have been an anomalously low figure), to 97.0% in 2017. 97.1 % of White students achieved a higher classification in 2017; there was therefore no significant difference between ethnicity groups in the 2017 award cycle.

Sex

- Overall 98.1% of female students achieved a higher classification compared to 95.5% of male students.
- 98.7% of female students on the Guildhall Artist Masters programme (Part 1 and 2 combined) were awarded higher classifications compared to 96.4% of male students. There has been only one instance in the past five years where male students achieved a greater number of higher classifications than female students (2014).
- There is no variation in the total of higher classifications achieved by students on Part 2 of the Guildhall Artist Masters, 100% of students achieved a Distinction or Merit. There is however a difference in the number of higher classifications achieved by male and female students on Part 1 of the programme. Female students achieved 4.6% more Distinctions and Merits than male students, and this appears to be a trend.

Disability

- Students who disclosed a disability formed 9.9% of the total cohort of postgraduate students awarded in 2017, an increase of 2.8% from 2016; this is notably smaller than the 25.3% of the undergraduate cohort who disclosed a disability.
- 100% of students disclosing a disability achieved a higher classification compared to 96.5% of students who did not disclose a disability. For the previous three academic cycles postgraduate students disclosing a disability achieved a lower proportion of higher classifications, the data from subsequent academic cycles will be important in determining whether this is a long-term positive change.

Age

- For purposes of this analysis students are split into four age groups: 19-20, 21-24, 25-39 and 40+. However the majority of students awarded in 2016/17 fall into the middle two groups, with 0 students in the 19-20 group and 3 students in the 40+ group.
- Overall, the two middle groups achieved similar numbers of higher classifications (98.4% of 21-24 year olds and 97.1% of 25-39 year olds achieved a Distinction or Merit). For both groups this is an increase from 2016. The three students in the 40+ group were too few for statistical analysis.
- The number of higher classifications achieved by students on the Guildhall Artist Masters programme varies very little between the two age groups that the students fall in to. 98.3% of students in the 21-24 group and 98.6% of students in the 25-39 group achieved a Distinction or Merit.

Appendix C: WSS Quality of Teaching (Programme Satisfaction) 2017/18

Quality of the teaching (overall prog. satisfaction)	Year 1 Agree %	Year 2 Agree %	Year 3 Agree %	Year 4 Agree %	Overall 2018	Overall 2017
	2018 (2017)	2018 (2017)	2018 (2017)	2018 (2017)		
BMus	66 respondents	47 respondents	43 respondents	27 respondents	86.3	91.9
	90.9 (95.2)	91.5 (92.1)	79.1 (84.4)	77.8 (94.9)		
BA/MA Acting	14 respondents	20 respondents	10 respondents		97.7	96.1
	100 (100)	95 (100)	100 (90)			
BA TTA	28 respondents	23 respondents	18 respondents		88.4	90.2
	96.4 (93.9)	78.3 (85.7)	88.9 (90)			
PACE	4 respondents	5 respondents	1 respondents		90.0	100
	75 (100)	100 (100)	100			
VDLP	3 respondents	2 respondents	1 respondents		83.35	100
	66.7 (100)	100 (100)	100			
PG Cert	8 respondents				100	88.8
	100 (88.8)					
Guildhall Artist	Grad. Cert 9 respondents	Part ① 59 respondents	Part ② 28 respondents		95.8	95.5
	100 (100)	93.2 (94.2)	100 (97.4)			
Music Therapy	① 4 respondents	② 7 respondents			100	93.7
	100 (100)	100 (87.5)				
Artist Diploma	① & ② 7 respondents				100	90.9
	100 (90.9)					
Advanced Cert.	5 respondents				80	93.3
	80 (93.3)					
Opera Making	2 respondents				50	100
	50 (100)					

Quality of the teaching (overall prog. satisfaction)	Year 1 Agree %	Year 2 Agree %	Year 3 Agree %	Year 4 Agree %	Overall 2018	Overall 2017
	2018 (2017)	2018 (2017)	2018 (2017)	2018 (2017)		
BA Acting Studies	11 respondents 100				100	
MA TA	3 respondents 66.6 (100)				66.6	100
CTPD	5 respondents 100 (100)				100	100
Research	18 respondents 94.4 (95.6)				94.4	95.6

Overall School satisfaction	94.7	93.2
------------------------------------	-------------	-------------

Appendix D: DLHE outcomes 2016/17

Undergraduate leavers - first degree	Employment indicator (including further study)					Context statistics of respondents	
	<i>Base population</i>	<i>Number employed or studying</i>	Indicator (%)	Benchmark (%)	<i>Standard deviation (%)</i>	<i>Other activity (%)</i>	<i>Refused to take part in survey (%)</i>
2016/17	95	95	100	94.4	1.64	1.2	0.0
2015/16	80	80	96.3	94.0	2.25	1.2	0.0
2014/15	60	55	93.2	93.0	2.94	3.2	3.2
2013/14	95	85	92.5	93.0	2.54	2.0	6.9
2012/13	85	75	88.2	89.7	2.98	2.2	2.2

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 2017/17

(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 2017/18	6 total: 2 Music 3 Acting 1 Production Arts	Two complaints upheld (behaviour of a steward, and the removal of an offer, a refund and reinstatement of offer made respectively). Another complaint was upheld in part in respect of poor communications.
<i>Total School cases 2016/17</i>	2	
<i>Total School cases 2015/16</i>	2 <i>Drama</i>	
<i>Total School cases 2014/15</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).

	2017/18 cycle	Notes	2016/17	2015/16	2014/15
Music	9 (3 not found)	3 major first instances of plagiarism, 2 minor instances of plagiarism, 1 minor collusion	5	4	4
Drama			0	0	0

(c) Academic appeals arising from 2017/18 assessment cycle (as at 5/11/2018) with yearly comparisons

Academic appeals are submitted, in the first instance, to the Quality Assurance Officer (Programme Development) in Registry.² 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.

² Quality Assurance Officer (Operations) for 2018 whilst post vacant.

Programmes with Appeals	2014/15	Upheld	2015/16	Upheld	2016/17	Upheld	2017/18	Upheld
Against Class/Award	1	0	1	0				
Against Fail Withdraw	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							2	1
Academic advice	1	0						
Production Arts (Ug and PG)								
Against Class/Award	1	0	1	0			1	0
Guildhall Artist Masters								
Against Class/Award			1	0	1	0	1	0
Against Fail Withdraw	1	1						
Against non-progression					1	0		
Against module mark	4	3						
Conduct of assessment							2	1
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	11	5	8	4	7	1	6	2

(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.

	Allegation	No of students involved	Level of procedure	Outcome
Music	Sexual misconduct	1	Formal (DCH)	Breach of Student Code of Conduct found and measure ordered
	Sexual misconduct	1	Ongoing investigation	multiple complaints some reported to police - not actioned by police
	Violent, threatening, behaviour	1	Informal	written warning
	Bad language speaking to staff	1	Informal	verbal warning
	Breach of visa work restrictions	1	Informal	formal written warning about violating the terms of her visa and the School will report this to UKVI.
	Total cases 2017/18		5	
Drama (Acting & Prod. Arts)	Secretly recorded staff member	1	Informal	Verbal warning
	Total cases 2017/18		1	
Creative Learning	Non-return of library items and non-payment following invoice (very, very overdue)	1	Informal	Recalcitrant student was referred to Academic Registrar, she got an initial warning letter
	disability discrimination and offensive behaviour	1	Not yet resolved	Investigation ongoing
	misleading information on application form and wasting staff time	1	Informal	an apology to staff member, formal written warning
	not replacing lost ID card in timely manner, not communicating with staff	1	Informal	written apology to staff
	Total cases 2017/18		4	
Sundial Court	Bikes in bedroom	1	Appeal (CoP)	Not upheld
	Two offences in quick success (fire risk)	1	Appeal (CoP)	Not upheld but overall fine reduced
	3 cases concerning health & safety	3	2 Appeals (CoP) 1 final written warning	Appeals upheld on technical procedural grounds.. Students offered to start proceedings from start or take fine already ordered (they took the fine).
	Total cases 2017/18		5	
Other	Fraudulent information on application	1	Appeal	Not upheld, termination of student status confirmed
Total senior School cases 2017/18		16		

2016/17	12	
2015/16	23	
2014/15	10	
2013/14	7	
2012/13	5	

(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
Poor attendance and concern for student's fitness to study	Close and regular monitoring, additional support and final written warning
Poor attendance due to personal issues involving course mates	Close and regular monitoring of work
Poor attendance	Close and regular monitoring and issued final warning at review in Mar-18, withdrawn from studeis at reconvened meeting May-18 following breach of final warning conditions
Poor attendance	Required intermission until spring term 2019 to return to complete outstanding module in order to progress to Yr 3
Total cases 2017/18	4
<i>Total cases 2016/17</i>	<i>3</i>
<i>Total cases 2015/16</i>	<i>4</i>
<i>Total cases 2014/15</i>	<i>4 cases (one referred to OIA)</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 2017/18 there were three temporary exclusions from a programme of study (two for one student) all were due to significant mental health crises (3 in 2016/17).

(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	
Music	Complaint that discriminated due to his nationality	Stage 1	No substance - lack of corroborative evidence
	<i>Total cases 2016/17</i>	<i>1</i>	
Research	Supervision arrangements and access to facilities	<i>Stage 1</i>	Not upheld
	<i>Total cases 2017/17</i>	<i>1</i>	
School services (and misc.)	Tardiness of response of member of staff	Stage 1	Some substance to complaint but apology had already been given
	Failure to maintain Sundial Room appropriately and poor quality response at Stage 1	Stage 2	Complaint upheld, £400 compensation offered and accepted
	<i>Total cases 2017/18</i>	<i>4</i>	
<i>Total cases for School 2017/18</i>		<i>2</i>	
		<i>2016/17</i>	<i>3</i>
		<i>2015/16</i>	<i>6</i>
		<i>2014/15</i>	<i>3</i>

Appendix F: Equality strands relating to admissions data 2017 entry

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

- 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
- All years listed relate to year of entry.

Baseline data:

	2017 offers (% of apps.)	2016 offers (% of apps)	2017 enrolled (% of offers)	2016 enrolled (% of offers)
BMus	41.3	38.0	49.3	48.1
BA Acting	1.0	1.0	84.0	87.5
BA Technical Theatre	38.8	38.3	69.2	74.5
BA Video Design	66.7	87.5	75.0	85.7
BA Performance and Creative Enterprise	44.1	64.3	86.7	77.8
GAM Performance	40.7	41.9	53.8	57.0
GAM Leadership	56.3	64.3	77.8	88.9
GAM Composition	32.0	44.4	50.0	41.7
MA Music Therapy	38.7	48.1	83.3	92.3
MA Opera Making & Writing	50.0	66.7	100.0	100.0
Artist Diploma	23.1	21.3	60.0	95.7
MA Acting	2.1	1.6	83.3	100.0
MA Training Actors	28.6	37.5	100.0	66.7
MA Collaborative Theatre Production & Design	64.7	71.4	45.5	60.0
MPhil/ DMus/ PhD	29.8	38.6	85.7	72.7

Analysis

Age:

The increase in the number of applicants to the BA Technical Theatre Arts programme aged under 21 appeared to have plateaued with a slight drop in applications, offers and enrolments compared to 2016. This led to a corresponding increase in applications, offers and enrolments in the 21-24 category.

While the proportion of applicants for the MA Music Therapy programme aged 21-24 had increased steadily since 2010, the majority of students on the programme remain aged 25-39. This was likely due to the preference for applicants who have gained some experience working in the field.

The age balance in all other programmes remained relatively steady, with fluctuations within normal parameters.

Disability:

As in 2015 and 2016, no offers were made for 2017 entry to MA Acting applicants who declared a disability. The percentage of applicants who declared a disability within this period ranged from 6.2% (2015) to 7.7% (2017). This continues a trend seen over the past eight academic cycles – from 2010 to 2014 applicants with a declared disability made up approximately 10% of total applications with one offer made in both 2013 and 2014 and no offers in other years.

Figures within all other programmes remained relatively steady.

Ethnicity:

Applicants continue to be majority white across all programmes except BA PACE, with a follow-on effect seen in offers and enrolments. BA TTA remained the programme with the highest proportion of white applicants at 94%.

While the proportion of black applicants to the BA Acting programme remained relatively steady (4.4% compared to 4.0% in 2016), 2017 saw a significant increase in the proportion of offers made (28% of total offers) with a corresponding increase in the proportion of students enrolled (28.6%).

Sex:

Applications to the MA CTPD programme continued to be majority female, with only a slight increase in the percentage of male applicants (17.6% up from 14.3% in 2016). The balance of gender in offers made has fluctuated over the past three years, though numbers are small enough to invalidate any statistical comparison.

Female applicants have made up the majority of the MA Acting applicant pool over the past eight years, but a minority of offers made. No offers were made to female applicants in 2017 despite making up 60% of total applications.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank