



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 20 SEPTEMBER 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Graham Packham (Chairman)	Steven Gietzen
George Abrahams	Neil Greenwood
Munsur Ali	Dr Paula Haynes
Randall Anderson	Vivienne Littlechild
Deputy David Bradshaw	Andrew Mayer
Natasha Bucknor	Jeremy Mayhew
Professor Geoffrey Crossick	Harry Plant
Professor Maria Delgado	The Rt Hon. the Lord Mayor,
Simon Duckworth	Alderman William Russell
Marianne Fredericks	Andy Taylor
	Jonathan Vaughan

Enquiries: Julie.Mayer@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/byFF1-Bz7JU>

This meeting will be a virtual meeting and therefore will not take place in a physical location. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting Certain non-contentious matters for decision have been marked + with recommendations to be agreed without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **PUBLIC MINUTES**
To agree the public minutes and non-public summary of the meeting held on 17th May 2021.

For Decision
(Pages 7 - 14)
4. **PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***
To receive the public minutes and non-public summary of the following meetings:

For Information

 - a) Governance and Effectiveness Committee - 5th July 2021 (Pages 15 - 18)
 - b) Audit and Risk Management Committee - 15th July 2021 (Pages 19 - 26)
 - c) Finance and Resources Committee - 8th September 2021 (Pages 27 - 30)

Draft Minutes
5. **TO APPOINT A DEPUTY CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 30**
Members are asked to appoint a Deputy Chairman.

For Decision
6. **TO CONFIRM AN APPOINTMENT TO THE GOVERNANCE AND EFFECTIVENESS COMMITTEE**
Chairman to be heard.

For Decision

7. **PRINCIPAL'S PUBLIC REPORT - INCLUDING STRATEGIC AND BUSINESS PLAN UPDATES**
Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 31 - 48)
8. **ANNUAL FINANCIAL RETURN TO THE OFFICE FOR STUDENTS +**
Report of the Principal, Guildhall School of Music and Drama.
- For Decision**
(Pages 49 - 52)
- a) Audited Financial Statements for the eight months to 31 March 2021 (Pages 53 - 76)
- b) Management Letter from the External Auditors regarding the Financial Statements (Pages 77 - 88)
- c) The Annual Financial Return setting out the School's results for the last two years and Forecasts for the following five years (Pages 89 - 140)
- d) A commentary covering the main year on year variances contained within the Annual Financial Return (Pages 141 - 148)
9. **INTERNAL AUDIT ANNUAL REPORT AND OPINION ***
Report of the Head of Audit and Risk Management.
- For Information**
(Pages 149 - 154)
10. **ANNUAL REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE**
Report of the Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music and Drama.
- For Decision**
(Pages 155 - 166)
11. **CAPITAL AND CYCLICAL WORKS PROGRAMME (CWP) ANNUAL PROGRESS REPORT**
Report of the Director of Operations and Buildings, Guildhall School of Music and Drama and Barbican Centre.
- For Information**
(Pages 167 - 184)
12. **CARBON REDUCTION KEY PERFORMANCE INDICATORS (KPI'S) AND APPROVED STRATEGY**
Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 185 - 210)

13. **SAFEGUARDING POLICY**
Report of the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 211 - 240)

14. **ARRANGEMENTS FOR FUTURE MEETINGS**
Chair to be heard.

For Decision

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

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

17. **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.

For Decision

Part 2 – Non-Public Agenda

18. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 17th May 2021.

For Information
(Pages 241 - 246)

19. **NON-PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS ***

For Information

- a) Governance and Effectiveness Committee - 5th July 2021 (Pages 247 - 252)
- b) Audit and Risk Management Committee - 15th July 2021 (Pages 253 - 256)
- c) Finance and Resources Committee - 8th September 2021 (Pages 257 - 258)

Draft Minutes

21. **PRINCIPAL'S NON-PUBLIC REPORT**
Report of the Principal, Guildhall School of Music and Drama.

For Information
(Pages 259 - 276)

22. **STUDENT UNION ANNUAL REPORT**
Report of the Chair of the Student Union.
- For Information**
(Pages 277 - 298)
23. **SAFEGUARDING NON-PUBLIC REPORT**
Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 299 - 308)
24. **MANAGEMENT DASHBOARD FOR THE FOUR MONTHS TO JULY 2021**
Report of the Principal, Guildhall School of Music and Drama
- For Information**
(Pages 309 - 316)
25. **RISK REGISTER**
Report of the Principal, Guildhall School of Music and Drama.
- For Information**
(Pages 317 - 336)
26. **TOWN CLERK'S 'REPORT OF ACTION TAKEN' RE BARBICAN FIRE SAFETY PROJECTS AND BARBICAN CONFINED SPACES - GW2**
Report of the Town Clerk.
- For Information**
(Pages 337 - 338)
27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 17 May 2021

Minutes of the virtual public meeting streamed to: <https://youtu.be/8Q14pakbFk>
this recording will be available for one year from the date of the meeting

Present

Members:

Graham Packham (Chairman)	Neil Greenwood
Vivienne Littlechild (Deputy Chairman)	Dr Paula Haynes
George Abrahams	Andrew Mayer
Randall Anderson	Jeremy Mayhew
Deputy David Bradshaw	Harry Plant
Natasha Bucknor	Andy Taylor
Professor Geoffrey Crossick	Lynne Williams
Professor Maria Delgado	
Simon Duckworth	
Marianne Fredericks	
Steven Gietzen	

In Attendance

Deborah Lincoln – Chair of the Guildhall School Trust.

Officers:

Jonathan Vaughan	-	Guildhall School of Music and Drama
Katharine Lewis	-	Guildhall School of Music and Drama
Andrew Lavender	-	Guildhall School of Music and Drama
Alison Mears	-	Guildhall School of Music and Drama
Orla O'Loughlin	-	Guildhall School of Music and Drama
Amy Grimes	-	Guildhall School of Music and Drama
Cornell Farrell	-	Guildhall School/Barbican Centre
Jonathan Poyner	-	Guildhall School/Barbican Centre
Sandeep Dwesar	-	Guildhall School/Barbican Centre
Sean Gregory	-	Guildhall School/Barbican Centre
Nikki Cornwell	-	Guildhall School/Chamberlains
Graeme Hood	-	Guildhall School/Barbican Centre
Julie Mayer	-	Town Clerks

1. APOLOGIES

Apologies were received from the Rt Hon the Lord Mayor, Alderman William Russell, Munsur Ali and Nicy Roberts (Centre for Young Musicians).

It was moved by Jeremy Mayhew, seconded by Graham Packham and RESOLVED, that – Deputy David Bradshaw take the Chair until the new Chairman is elected.

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

There were no declarations.

3. **ORDER OF THE COURT**

RESOLVED, that – the order of the Court of Common Council dated 15th April 2021, appointing the Board and approving its Terms of Reference be received.

4. **ELECTION OF CHAIRMAN**

RESOLVED, that - in accordance with Standing Order 29, and being the only Member willing to serve, Graham Packham be elected as Chairman for 2021/22.

VOTE OF THANKS

The most senior Common Council member present read a vote of thanks to the outgoing Chairman, and it was moved by Deputy David Bradshaw, seconded by Graham Packham and RESOLVED, that - at the conclusion of her term of office as Chairman of the Board of Governors of the Guildhall School of Music & Drama, Governors and Colleagues wish to convey their sincere thanks and appreciation to:

VIVIENNE LITTLECHILD

The school has been so fortunate to have had such a committed chairman for the last three years. Under Vivienne's chairmanship, the school achieved Gold in the Teaching Excellence Awards and has been recognised as Number One Conservatoire in the UK.

Working tirelessly to support the school, by championing its staff and students, Vivienne has fought hard to ensure its high level of achievements and ongoing success, as well as seeking the best amenity for performance and study. Even before Vivienne was Chairman, she offered to be the point of contact between the Student Union and the Board.

Vivienne's attendance record at students' performances and presentations has been astounding and she has been a great ambassador for our world-leading community of artists and practitioners. Her open and friendly demeanour mean that she has always taken time to engage with the students, making these interactions not just formal and official affairs, but ones which touched and related to them on a very personal level.

The last 14 months of Vivienne's chairmanship presented some extreme challenges, due to the Covid-19 Pandemic. Vivienne's unwavering commitment and support for the Principal and Executive Team has led the School to an ambitious vision for the future.

FINALLY, IN TAKING LEAVE OF THEIR CHAIRMAN, the Board wish Vivienne every success in the future, safe in the knowledge that her legacy will benefit the School for years to come.

5. **ELECTION OF DEPUTY CHAIRMAN**

RESOLVED, that - In accordance with Standing Order 30, and exercising the right of the immediate past Chairmen, Vivienne Littlechild be elected as Deputy Chairman for 2021/22.

6. **APPOINTMENTS TO COMMITTEES AND WORKING GROUPS**

The Committee considered a report of the Town Clerk, which sought to appoint to the various Boards, Sub Committees and Portfolios. Prior to the meeting, indicative memberships lists had been circulated and the Town Clerk advised that, in the event of ballots being necessary, they would take place immediately after the meeting, with the final appointments being approved under delegated authority by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Committee.

RESOLVED, that – the Terms of Reference and Appointments to the Committees and Working Parties of the Board of Governors of the Guildhall School of Music and Drama, for 2020/21, be approved as follows:

Audit & Risk Management Committee

Geoffrey Crossick (Chairman – appointed by the Board)

- Randall Anderson – Deputy Chairman
- Christopher Costigan
- Michael Herington
- Paula Haynes
- Andrew Mayer

Finance & Resources Committee

- Graham Packham (Chairman of the Board)
- Vivienne Littlechild (Deputy Chairman of the Board)
- George Abrahams
- Simon Duckworth
- Lew Hodges
- Neil Greenwood

Governance & Effectiveness Committee

The membership of the Committee for 2020/21 was as follows

- Maria Delgado (Chairman – *appointed by the Membership of the Committee*)
- Vivienne Littlechild (Deputy Chairman)
- Graham Packham
- Lynne Williams

- Jeremy Mayhew
- Andrew Mayer
- Geoffrey Crossick

Reference Sub Committee

At its meeting on 21st September 2020, the Board agreed that this be kept in abeyance.

Remuneration and Nominations Committee

The membership of the Remuneration and Nominations Committee in 2020/21 was as follows:

- Vacancy (Chairman) - *Neil Greenwood has indicated a willingness to fill this vacancy following the resignation of the past Chairman. The Chairman is appointed by the Membership of the Committee*
- Graham Packham (Deputy Chairman)
- Randall Anderson
- Jeremy Mayhew
- David Bradshaw
- Simon Duckworth
- Vivienne Littlechild
- Andy Taylor

[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.]

Academic Assurances Working Group (administered/clerked by the School)

The membership of the Academic Assurances Working Group in 2020/21 was as follows:

Geoff Crossick (Chairman)
 Maria Delgado
 Katharine Lewis
 Vivienne Littlechild
 Graham Packham
 Lynne Williams
 Harry Plant (Student Union President)
 Tony Castro (Associate Dean of Teaching & Learning)

Capital Projects Strategic Working Group (administered/clerked by the School)

Chairman – *to be confirmed*
Randall Anderson
Vivienne Littlechild
Graham Packham
Lynne Williams
Vacancy in the gift of John Chapman

7. PUBLIC MINUTES

The public minutes of the meeting held on 15th February 2021 were approved as a correct record subject to an amendment recording Alison Mears, Head of Safeguarding, as having been present.

8. PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS

The public minutes of the recent Committee meetings were received as follows:

8.1 Remuneration and Nominations Committee - 21st April 2021 (*please see item 12 below*)

8.2 Finance and Resources Committee - 23rd April 2021

8.3 Audit and Risk Management - 26th April 2021

9. PRINCIPAL'S PUBLIC REPORT

The Board received the Principal's public report which provided a sector and school update, quality of learning and teaching environment by department (including Music, Drama, Production Arts, Advancement and GYA), and awards and prizes

RESOLVED, that – the report be noted.

10. MANAGEMENT DASHBOARD FOR THE TWELVE MONTHS TO MARCH 2021

The Board received a report of the Principal which set out the dashboard showing the projected out-turn for the year to 31 March 2021. Governors noted that the report had been scrutinised by the Audit & Risk and Finance & Resources Committees of the Board.

RESOLVED, that – the report be noted.

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

There were no questions.

**12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
Board of Governors Co-opted Role: Description and Person Specification**

Report of the Principal, Guildhall School of Music and Drama

The Board considered a report of the Principal and noted that the Board of Governors of the Guildhall School of Music and Drama was currently holding a vacancy for a Co-opted Governor. Following a discussion at the Remuneration and Nominations Committee, it was proposed that a revised role descriptor be presented to the Board, to accompany the advertisement for that role. Given

current needs within the School, expertise in equality and inclusion would be sought and this was set out in the person specification. The Dean and Secretary advised that recruitment would follow the process as set out in the 'Recruitment for Co-opted Members - November 2019' but the position would also be advertised on equality and inclusion related sites, as set out in attachment 1 to the report.

RESOLVED, that – the Role Descriptor and Person Specification for immediate advertising of the role, and selection and recruitment as set out in the process document, be approved.

13. EXCLUSION OF THE PUBLIC

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

Item	Paragraph
17-23	3
25	1 and 2

14. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 15th February 2021 were approved as a correct record.

15. NON PUBLIC MINUTES OF RECENT COMMITTEE MEETINGS

The non-public minutes of the recent Committee meetings were received as follows:

15.1 Remuneration and Nominations Committee - 21st April 2021

15.2 Finance and Resources Committee - 23rd April 2021

15.3 Audit and Risk Management - 26th April 2021

16. PRINCIPAL'S NON PUBLIC REPORT

The Board considered and approved a report of the Principal.

17. GUILDHALL SCHOOL BUDGET REPORT - 2021/22

The Board considered and approved a report of the Principal.

18. THE NEED FOR A £1.5M CITY INVESTMENT VEHICLE AS IDENTIFIED IN THE BUSINESS RECOVERY PLAN - FURTHER FINANCIAL ANALYSIS OF THE PROJECTS IDENTIFIED FOR INVESTMENT

The Board considered and approved a report of the Principal.

19. RISK REGISTER

The Board received a report of the Principal which had been scrutinised by the Audit and Risk Management Committee.

20. SUBJECT: RESEARCH ANNUAL REPORT AND DRAFT OUTLINE RESEARCH STRATEGY

The Board received a report of the Head of Research.

21. **HIGH EDUCATION TUITION FEE SCHEDULE FOR 2022-23**

The Board considered and approved a report of the Principal.

22. **SAFEGUARDING UPDATE**

The Board received a report of the Principal.

23. **APPROVAL OF REVISIONS TO STUDENT PROTECTION PLAN**

The Board considered and approved a report of the Principal.

24. **HEATING AND COOLING SYSTEMS UPDATE**

The Board received a report of the Director of Operations and Buildings.

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

There were no questions.

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

There were no items.

27. **CONFIDENTIAL MINUTES**

The Confidential Minutes of the meeting held on 15th February 2021 were approved as a correct record

The meeting ended at 3.55pm

Chairman

Contact Officer: julie.mayer@cityoflondon.gov.uk

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

Monday, 5 July 2021

Minutes of the meeting streamed to You Tube at 10 am

<https://youtu.be/trWhTzxX8WM>

Please note that this recording will be available for 1 year from the date of this meeting

Present

Members:

Professor Maria Delgado (Chairman)
Graham Packham (Deputy Chairman)
Professor Geoffrey Crossick

Vivienne Littlechild
Lynne Williams

In attendance:

Paula Haynes (Member of the Board of Governors of the Guildhall School of Music and Drama)

Officers:

Jonathan Vaughan - Vice Principal
Julie Mayer - Town Clerks

1. APOLOGIES

Apologies were received from Jeremy Mayhew and Andrew Mayer.

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 and non-public summary of the meeting held on 6th November 2020 be approved as a correct record.

Matters arising

The Chair advised that matters arising would be taken either in the public or non-public sections of this meeting. The Committee noted that the last meeting had taken place in November 2020. The February meeting had been cancelled, as officers were awaiting key updates on a number of matters, relating to the Target Operating Model (TOM) and the Lisvane Review, that would shape the future of this Committee and the Board of Governors. This approach had been agreed by the Chairs of the Board and this Committee and the Principal and Vice Principal.

The Annual Plan for reports to the Board. The Committee need to be aware when strategic documents relating to good governance are due to be submitted and therefore requires oversight of the plan.

Update on the Research Strategy. This was under development and the Chair had met with the Head of Research to provide input and, more recently, with the Vice Principal and the Director of Innovation and Engagement, to look at various aspects of the Strategy going forward and the relationship between knowledge exchange and research. The Committee noted that, whilst it did not have responsibility for knowledge exchange and research, it required oversight of the governance arrangements supporting them.

Update on the Teaching and Learning (T&L) Strategy. The Vice Principal had received a draft report setting out a substantial review which would examine the School's values and what might inform the next strategy, and its alignment with the QAA proposal guidelines. The new and existing programmes would also be refreshed in terms of 'Me Too', 'Black Lives Matter' and the pandemic. A first draft was expected by the end of the year/early Spring 2022 and would be presented to the Board in due course. The Committee would need to be sighted on proposals about the committee structure and governance implications supporting the T&L Strategy. The Vice Principal advised that the School was also developing the criteria for the new higher education programme proposal. The Committee noted that the process had been made more efficient by placing financial viability at the beginning, rather than at the end.

Committee Structure. The Chair and Principal had discussed whether this is fit for purpose in terms of the new T&L and Research Strategies. The Committee noted that the Office for Students (OfS) continues to change rapidly, and committees need to be ready to respond. It was accepted that this was challenging for a small institution, with the same small group of suitably qualified senior staff overseeing all the processes. However, many HE institutions had been similarly affected since the formation of the OfS and had revisited their governance structures. It was also noted that Staff Board Members were likely to have been party to discussions on reports in a number of forums, so it was important to identify where the 'real' discussions need to take place in order to ensure adequate scrutiny.

Academic Assurance. The Academic Assurance Working Group (AAWG) often meets in July. As there were currently no plans for the next meeting, the Chair asked if the Committee could have an update since the last meeting of the Board. It was noted that the AAWG had been set up to report to the Board and give quality assurance in respect of the standard of programmes and degrees. The Chair of the Audit and Risk Management Committee (ARMC), also a Member of this Committee, advised that the ARMC had highlighted academic risk as CUC guidelines suggested that it be given priority. The Chair stressed that the Board paid great attention to inflated grades and needs to be aware of high level issues in the sector. Given that the School is a highly

selective institution, with a particularly robust selection process, this enables high calibre students to do extremely well. However, the Committee noted that the School had stopped doing upgrades on border line cases last year, so this reduced the margins. Furthermore, external examiners have assured the School that the grades are where they should be.

The Principal asked the Committee to be mindful of the extremely high number of deferrals and productions before the end of term, together with various issues concerning international students, and the large administrative burden this was placing on the School. The Chair suggested that a meeting be arranged for September, noting the Principal and Vice Principals assurances of the processes for this year and their current pressures. The Chair asked if the Dean and Secretary could please liaise with the Chair of the Academic Assurances Working Group, to arrange a meeting for September, and to agree an agenda that would reflect on the work of the past year and how the School might learn from the processes put in place. It was also noted that, over the next few weeks, more government guidance would be emerging as to what might be possible in terms of hybrid and face to face teaching.

Vacancy for an external Board Member. The Chair asked for an update on recruitment, noting the HE Code of Governance Guidance on the importance of expertise in equality, diversity and inclusion in board compositions. The Chair advised that the closing date had been extended, as there had just been just 2 applications to date, and this would allow time for more proactive work in finding suitable candidates. It was agreed that details of the appointment be sent to all Governors on the Board, for circulation amongst their various networks, to ensure it reaches as wide and rich a pool of candidates as possible. The Vice Principal advised that the School had recently subscribed to 'Black Lives Matter in Music', and they too would be able to assist in identifying suitable candidates.

Research Excellence Framework. At the last meeting of the Board, Governors had noted that the Equality Impact Assessment needs to be submitted by 31st July. Given that this document considers how EDI was reflected in the governance of the process, the Chair suggested that it would be useful for the completed document to be presented to this Committee and the Board, as a point of reference.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that

they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
7,8	2 & 3

7. **NON PUBLIC MINUTES**
RESOLVED, that – the Non Public minutes of the meeting held on 6 November 2020 be approved as a correct record.
8. **CONSULTATION AND RESPONSE TO THE TARGET OPERATING MODEL AND THE LISVANE REVIEW**
The Committee considered a report of the Principal and recommended it to the Board of Governors.
9. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting closed at 12.05 pm

Chairman

Contact Officer: julie.mayer@cityoflondon.gov.uk

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

Thursday, 15 July 2021

Minutes of the meeting streamed to You Tube at 9.30

<https://youtu.be/-uoPqex12XY>

NB. This recording will be available for 1 year from the date of the meeting

Present

Members:

Professor Geoffrey Crossick (Chair)
Christopher Costigan

Michael Herington
Andrew Mayer

In Attendance

Vivienne Littlechild (Deputy Chair of the Board of Governors of the Guildhall School of Music and Drama)

Officers:

Lynne Williams	- Principal, Guildhall School of Music and Drama
Jonathan Vaughan	- Vice Principal, Guildhall School of Music & Drama
Matthew Lock	- Head of Audit and Risk Management, Chamberlain's Department
Paul Dudley	- Corporate Risk Advisor, Chamberlain's Department
Cirla Peall	- Chamberlain's Department
Graeme Hood	- Guildhall School of Music and Drama/Barbican Centre
Jonathan Poyner	- Guildhall School of Music and Drama/Barbican Centre
Katharine Lewis	- Dean and Secretary, Guildhall School of Music and Drama
Alison Mears	- Director of Guildhall Young Artists and Safeguarding, Guildhall School of Music and Drama
Julie Mayer	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Randall Anderson (Deputy Chair) and Paula Haynes

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

There were no declarations.

3. PUBLIC MINUTES

The public minutes of the meeting held on Monday 26th April 2021 were approved.

Matters arising

The Chair advised that the School's Governance and Effectiveness Committee had met the previous week and agreed to receive by the end of July a draft

compliance report in respect of the CUC Code of Practice. The Chair also asked to receive the Office for Students (OfS) Conditions of Registration at the next meeting, given that the Committee has a couple of new Members.

4. **DRAFT WORKPLAN FOR THE COMMITTEE**

The Chair explained that this was effectively a skeleton, draft document and invited comments from Members, which were provided as follows:

Financial Statements

It was agreed that this should be specific in terms of '*making recommendations to the Board*' as it would provide clarity as to why the Committee needs to receive them.

Risk Management

1. Members had asked for Safeguarding to be included on this agenda as it is a vulnerable and sensitive area. The Chairman suggested that, for future 'deep dive' reports, the Committee should, wherever appropriate, receive recent documentation and a short covering report, so as not to generate additional work for officers. The Chairman also suggested that possible subjects for future deep dives be considered later on the agenda, under the Risk Register. The City Corporation's Head of Internal Audit offered to share the City's Corporate template for deep dive reports.
2. There was some discussion in respect of resilience against a number of risks materialising at the same time, as had been the case with the pandemic over the past 18 months. It was noted that, whilst this might be covered to some extent by the Business Continuity Plan, it could be more specific; i.e. – all of the financial risks materialising over a relatively short timescale. The officer explained that the Medium Term Financial Plan aims to build financial sustainability in terms of efficiency savings and identifying new income streams, which will diversify and reduce reliance on existing ones, and build up reserves. The Chair suggested that, as there was likely to be more clarity on some of the financial issues by the next meeting, this area could be revisited under 'matters arising' at the September Committee. Members could then consider whether it warranted a more in-depth report at the November meeting.
3. The Vice Principal reminded Members how the past year had been a 'perfect storm' in terms of the pandemic, Brexit and student recruitment and the loss of reserves etc. Additionally, the 'Black Lives Matter' and the 'Me too' movements had a significant cultural impact. The School is a small institution, and there are often just one or two individuals holding the necessary pools of expertise. Given the additional work involved in online auditions, and the mounting administrative pressures from the various regulatory bodies, this might be an area worthy of further scrutiny.

4. The Principal explained that consultation on the Target Operating Model was due to start over the summer. Members noted that some of the services shared with the Barbican Art Centre might no longer be relevant, as both organisations have complex structures and there have been considerable changes in Higher Education. The Chair suggested that the Principal and Vice Principal consider the right forum for addressing these issues, giving due regard to the TOM's progression on enabling services, and noting that this might present a significant risk if TOM does not present a resolution. The Chair asked for this to be recorded in the minutes, and for the TOM/Lisvane progress to be a standing item under 'matters arising' at each meeting.
5. In respect of a potential deep dive on the pandemic plan, Members noted that the OfS and Government had issued new guidance, and there would be an update to the Board at the start of the new Academic Year. The Chair asked if an update could be circulated to Governors over the summer, in good time for the September Board. Members noted that the Gold Group would be continuing to meet through the Summer, and the School would be permitted to lead on their own arrangements through the Autumn. Members noted that, whilst the Government says that it is avoiding additional regulations on the university sector, there will be pressure points created by populations moving around once the term starts in September. The Chairman suggested revisiting the Covid risks on the Risk Register later on the agenda.

Internal Audit

1. In response to the Chair's question as to whether the meetings for specific reports could be included on the workplan, the Head of Audit and Risk Management (ARM) advised that this is likely to change very frequently, and it was therefore agreed not to do so. The Committee decided that they would like to continue receiving an Internal Audit Update report at every meeting. The Head of ARM further advised that the Annual Report of this Committee needs to be presented to the September meeting, as it is part of the annual suite of documents submitted to the Office for Students. Members noted that, following the change in submission deadlines to the OfS, this report would be presented to the Committee earlier in future years.
2. The Chair and Members agreed that, whilst internal audit and its actions and recommendations are core concerns of this Committee, there could reasonably be some constraints on the level of detail it received. The Head of ARM advised that this Committee's existence is a requirement of OfS funding and, whilst audit committees tend to receive a large number of information reports, this helps them to gain assurance and are able to seek more in-depth scrutiny where necessary.

Governance

Members noted that the School's Governance and Effectiveness Committee is concerned with overseeing the School's Governance on behalf of the Board, and that this heading in the workplan presumably referred only to the Audit &

Risk Management Committee's own governance processes and procedures, and not those of the School itself.

External Inspections

The Chair suggested that this heading be changed to '*External Evaluations and Assessments*' which is a more relevant title and would include, for example, the Teaching Excellence Framework, Research Excellence Framework etc.

The Chair also suggested a new row in respect of '*External Regulations and Reports*' which would cover the OfS, CUC and possibly UKRI etc. Whilst data returns fall within the Board's remit, this Committee needs to ensure that they are appropriate and quality assured. The Dean and Secretary suggested an Annual update, setting out the returns submitted over the year and their dates. The Committee agreed this approach and asked for an indicative timetable of returns to be presented to the Board at its next main meeting. A Member agreed to share a reporting template with the Dean and Secretary.

The Chair thanked Members for their helpful contributions to the workplan

5. INTERNAL AUDIT UPDATE

The Chair commended the smooth progress of the audits and the character of the recommendations. In response to a question about overdue targets without explanatory comments, Members noted that the audits concerned had very recent targets dates and would only present a problem if not completed by the time of the next report. The officers gave assurance in terms of good progress arising from the recommendations and confirmed that the minor outstanding areas would be resolved shortly. The officers also commended the assistance and professionalism of the Internal Audit Team. The Dean and Secretary advised that the Student Affairs Review target date had been revised due to the pandemic and would now be presented to Internal Audit by 31st October 2021.

RESOLVED, that – the report be noted.

6. CITY OF LONDON CORPORATION RISK MANAGEMENT POLICY AND STRATEGY 2021

1. The Committee received a report of the Corporate Risk Advisor in respect of the City Corporation's Risk Management Policy and Strategy for 2021. Members noted that the report had been circulated to the Chairs of all City Corporation Grand Committees, including the Chair of the Board of Governors of the School. The Chair (of the ARM) had raised a number of questions and the responses were provided in the covering report. In response to a question about how the Committee might wish to consider reviewing its role, the following suggestions were offered:
2. There was a general agreement that some of the bullet points set out below would benefit from an annual review, particularly those highlighted* and the Chair suggested revisiting them at the November Meeting.

- a. How do senior management support and promote risk management?
 - b. How well are officers equipped and supported to manage risk well?
 - c. How is City Corporation's Risk Policy and Strategy being embedded?
 - d. Are there effective arrangements for managing risks with partners*?
 - e. How do departmental processes promote effective risk management?
- b) How are risk identified, assessed, handled, and reported at officer and Committee levels?
 - c) How does risk management contributes to achieving successful School outcomes*?
3. The Corporate Risk Adviser endorsed the earlier discussion about deep dives as they are a useful tool for Audit Committees and are also undertaken by the City Corporation's Audit and Risk Management Committee. Members noted that general guidance on Risk Registers states that they should be as concise as possible. Furthermore, in having an Audit and Risk Committee, the School is operating above the standard of most Service Committees within the City of London Corporation.
 4. The Principal stressed how the fundamental differences between the School and the City Corporation makes it difficult to align risk appetites. The Chair endorsed this, for example as the School would be unlikely to survive if creativity and performance were treated with a low risk appetite. The officers suggested that the School might want to look beyond the 'red, amber and green' ratings in order to gain their own perspective.
 5. An officer commended the strong working relationship with the City in terms of the City's Procurement, City Surveyors and Internal Audit teams, and how their collective support helps mitigate risks. The Chairman stressed the importance of the TOM and Lisvane outcomes in recognising the relationship with the City, and the financial support it offers, whilst giving the School greater independence in terms of management and governance.

RESOLVED, that – the report be noted.

7. **SAFEGUARDING ASSURANCE**

1. The Committee received a report of the Principal, in response to a request to update the Committee about safeguarding assurance at the School, noting that this would always present a high risk, however well it was being managed.
2. The Director of Guildhall Young Artists and Safeguarding advised that this is a standing item on Senior Management Team agendas, the Director meets regularly with the Principal and has weekly 1-1s with the Head of Safeguarding. Members noted that all returns to the OfS have had positive evaluations, as was a recent self-evaluation survey of service users. The Chair asked Members to confine any detailed discussions to the non-public report at agenda item 12.

RESOLVED, that – the report be noted.

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

There were no questions.

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

There were no urgent items.

10. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
11	3
12	2
13	2,3

11. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 26 April 2021 were approved.

12. **SAFEGUARDING ASSURANCE (NON-PUBLIC APPENDIX)**

The Committee considered a non-public appendix in respect of agenda item 7.

13. **RISK REGISTER**

The Committee received a report of the Principal, Guildhall School of Music and Drama.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 11.45 am

Chairman

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

Wednesday, 8 September 2021

Minutes of the meeting streamed to You Tube.

<https://youtu.be/u6MDFJ2LOC4>

Please note the above recording will be available for one year from the date of the meeting

Present

Members:

Graham Packham (Chairman)
Neil Greenwood

Lew Hodges

Officers:

Jonathan Vaughan

- Interim Principal, Guildhall School of Music and Drama

Graeme Hood

- Guildhall School of Music and Drama

Joseph Anstee

- Town Clerk's Department

Kerry Nicholls

- Town Clerk's Department

Bukola Soyombo

- Chamberlain's Department

At the beginning of the meeting, the Chairman welcomed Members and Officers as well as Members of the public participating in the meeting via YouTube.

1. APOLOGIES

There were no apologies.

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 and non-public summary of the meeting held on 23 April 2021 were approved as a correct record.

4. ANNUAL FINANCIAL RETURN TO THE OFFICE FOR STUDENTS

- a) Audited Financial Statements for the eight months to 31 March 2021
- b) Management Letter from the External Auditors regarding the Financial Statements
- c) The Annual Financial Return setting out the School's results for the last two years and Forecasts for the following five years
- d) A commentary covering the main year on year variances contained within the Annual Financial Return

The Committee received a report of the Principal of the Guildhall School of Music & Drama detailing the Annual Financial Return to the Office of Students and the documents making up the submission. The Principal introduced the

report and documents, and drew Members' attention to the key points. The Committee noted that the Audit & Risk Committee had endorsed the report for submission to the Board of Governors, pending several minor amendments, of which the Committee were advised in turn. The Committee was advised that it was expected that there would be no changes to the accounts, following a session with Members. Members advised of further suggested amendments which they would communicate to officers following the meeting.

The Committee noted that the Management Letter from the External Auditors regarding the Financial Statements had been received too late for circulation as part of the agenda, but would be circulated to Members via email after the meeting and would be included on the agenda for the Board of Governors meeting on 20 September 2021.

In response to a question from a Member, the Committee was advised that the impact of bringing reporting of the Financial Statements forward would become clearer during the Autumn. The Committee noted that there were still some aspects of reporting that were in accordance with the Academic Year rather than the Financial Year. The Principal added that the forthcoming enrolment figures would also have an impact on forecasts.

RESOLVED – That the report and documents be received, and their contents noted.

5. **BUDGET PLANNING FOR 2022/23**

The Committee received a report of the Principal detailing the budget setting process for the Guildhall School of Music & Drama (GSMD) for the 2022/23 financial year. The Principal introduced the report and drew Members' attention to the key points. The Committee noted that the School was still looking for efficiency savings as part of the Target Operating Model (TOM), but the School would retain savings rather than return them to the corporate centre. The Committee was advised that the draft budget would be submitted in mid-October, with a revised budget to be calculated after the enrolment data had been assessed.

In response to a question from a Member, the Committee was advised that officers were hoping for confirmation of the requested loan from the City of London Corporation to support new income generating activities in the next two weeks. Furthermore, the School had been advised that extra students could be taken on for the ensuing Academic Year.

In response to a question from the Chairman regarding the 12% TOM savings targets, the Committee was advised that most of the savings had been identified, but a significant portion were still to be found. The Principal advised that another line-by-line assessment of each department would be undertaken to identify further savings if necessary.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

The Chairman then thanked Members of the public for their participation via YouTube.

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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item	Paragraph
9 - 11	3
12 - 13	-

9. **NON-PUBLIC MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 23 April 2021 were approved as a correct record.

10. **MANAGEMENT DASHBOARD FOR THE FOUR MONTHS TO JULY 2021**

The Committee received a report of the Principal.

11. **BUSINESS RATES AND VAT - VERBAL UPDATE**

The Committee received an update on Business Rates and VAT.

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

There were no questions.

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

There was no other business.

The meeting ended at 11.44 am

Chairman

Contact Officer: Julie Mayer
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Agenda Item 7

Committee	Date:
Board of Governors of the Guildhall School of Music & Drama	20/09/2021
Subject: Principal's Public Report September 2021	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 7,8,10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/a
Report of: Jonathan Vaughan, Interim Principal, Guildhall School	For information
Report author: Interim Principal	

Summary

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

- The Past Year
- The Year Ahead
- Quality of learning and teaching environment by department (including Music, Drama, Production Arts, Student Experience, Advancement and GYA)
- Awards and Prizes
- Appendix 1 NSS results

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

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Principal's Public Main report

Introduction

The Past Year

It is a great testament to the staff and students at the School that we have successfully navigated so many of the challenges that we faced last year. Thanks, in no small part, to the leadership, vision and foresight of our outgoing Principal, Lynne Williams, the team was able to manage much of the complexity thrown up by Covid, Black Lives Matter, #MeToo and Brexit. There are many ongoing issues to address but broadly speaking the School is in a strong position.

- I. *Teaching & Performance Excellence:* We have continued to deliver excellence in teaching and performance/production events to a very high standard across all departments in both the HE and under 18 areas of the School. This is a testament not only to the teaching departments but also to Registry, Library, Student Affairs, Marketing, Facilities, Recording & Audio Visual and IT all working in tandem in difficult circumstances to deliver a seamless provision
- II. *League Tables:* The 2020/21 academic year saw the Guildhall School once again named as the Number One Conservatoire in the UK in the Guardian University rankings. In addition, the School came second against all UK universities for Drama and Production Arts and fourth for Music.
- III. *Financial Outturn:* Our financial position is beginning to stabilize as a result of giving up our reserves and the package generously offered by the CoL to underwrite the Covid related deficit
- IV. *Financial Forecast & Cost Saving:* We have made good progress towards the 12% CoL target saving on our £830k CoL funding and are forecasting a return to surplus in the current financial year. Over the last year the School has conducted a thorough review of its finances to identify efficiency savings where these can be made without damaging academic delivery standards and to identify a number of new programmes and activities to generate new income streams that will enable us to deliver more substantial annual surpluses going forwards and reducing the likelihood that we will need to call on additional City support in the future
- V. *Budget Review:* During the year we completed a line by line review of every departmental budget across the Institution to identify efficiency savings
- VI. *Strategic Recovery and Investment:* We have a strong Strategic Recovery Plan in place and await final news from the Chamberlain's Office on our request for a £1.5m loan to secure investment for a programme of revenue raising activities.
- VII. *NSS:* We reported very positive NSS results despite all the difficulties around online provision. The substantial investment made to overcome the challenges of the pandemic therefore appears to have had a positive impact on the student experience, and leaves the School well-placed to respond to future lockdowns and to maintain high standards in a fast-changing environment (see appendix 1)
- VIII. *Student Number Forecast:* Application and forecast enrolment numbers for Sept 2021 look very positive and currently above target

- IX. *CPD*: We now have over 80 fellows of the Higher Education Academy who have won national teaching fellowships validated by the HEA as part of our professional development and PGCert programmes
- X. *Business Rates*: We have had some good news regarding a rateable value appeal for business rates on the Silk Street premises and a significant rates reduction has been achieved
- XI. *Festivals and Short Courses*: Thanks to the work of Innovation and Enterprise Department, we ran a very successful “Disrupt Festival” as well as a higher number of summer short courses than originally anticipated.
- XII. *Equality Diversity & Inclusion*: We have made good progress in the areas of equality and diversity setting up new forums for discussion and debate as well as changes within the curriculum and programmes. An Anti-Racist Task Force was formed to develop the findings from a number of ‘Listen & Learn’ groups into a series of recommendations. A number of Town Hall meetings continue to take place across all disciplines and Advisory groups have been set up for each teaching department. Recruitment for a staff lead who will be responsible for managing the EDI programme and the delivery of the equality objectives is underway.
- XIII. *Drama revalidation*: We have a newly revalidated programme in Drama and further departmental restructuring is underway. Successful revalidations were also conducted in Production Arts.

The Year Ahead

The year that lies before us will be a period of transition in many respects:

- I. *Interim Principal*: Lynne’s retirement and the necessary transitional arrangements to Interim Principal are in place. She and I conducted a full and intense handover throughout the course of the summer.
- II. *Director of Music*: Subsequently, Armin Zanner has been appointed as Interim Director of Music and whilst maintaining his role as Head of Vocal Studies aspects are being back filled accordingly. Armin has proven himself to be a strong, visionary and thoughtful leader for the Music Department. We welcome him and wish him every success.
- III. *Barbican*: Sir Nicolas Kenyon’s departure means that interim arrangements have been put in place at the Barbican and we will be working closely with Will Gompertz and Sandeep Dwesar to ensure that this productive and burgeoning partnership continues to thrive
- IV. *COO*: Sandeep Dwesar’s unexpected change in role means that we urgently have to find alternative arrangements for oversight of the School’s financial management and discussions are underway with the Chairman and Chamberlain’s Office to progress this
- V. *Niki Cornwell*: At the end of term Niki Cornwell left the School in order to take up the role of COFO at the Globe Theatre. Niki has been an outstanding officer in her long tenure with the School and the Barbican. She is highly skilled and creative and we will miss her influence and effectiveness greatly. We welcome Sarah Wall, an equally gifted and long serving member of staff, who has stepped up to take Niki’s position
- VI. *Sean Gregory*: Changes at the Barbican have led to Sean Gregory returning to the School on a FT basis. We welcome him back and support him in the

great work he continues to do with Innovation and Research as well as Equality, Diversity and Inclusion

- VII. *Strategy, Size, Shape and Resourcing*: During the autumn of 2021 we will be reviewing the size and shape of the School. This will include a review of our identity, positioning and educational ambitions, a financial modelling for every course we offer at the School (to ensure appropriate targets for student recruitment are set) and a resource and space requirement audit. This will ensure that appropriate levels of staff resources are allocated to each programme to ensure optimum efficiency while maintaining the highest achievable quality of provision
- VIII. *Covid*: We have transitional measures in place for the management of Covid. We have adopted all the relevant Government guidelines and continue to expect staff and students to wear face coverings when moving around the building and at other times when requested to. They will also be expected to continue to conduct two lateral flow tests each week. Other bespoke measures are continuing to be applied around the arrangements for performances, rehearsals and production events.

The following message went out to all new and continuing students late June: *“The School is currently planning for the next academic year on the basis that Step 4 of the UK Government road map will have been achieved by the first day of term, Monday 13 September 2021. This means that teaching and performance activities next academic year are expected to be primarily in-person, as set out in the programme and module specifications (“Gold copy”). However, new and continuing students need to be aware that this situation may change and consider this in their decision making; the last sixteen months of the pandemic have shown that nothing is certain. Possible future scenarios range from standard in-person teaching, near normal in-person teaching with mitigations (such as students being required to take regular lateral flow tests and wear face coverings), blended learning with a combination of in-person and online activities, to a worst case scenario of a short-term lockdown.*

The School managed blended learning very successfully this academic year with core teaching/performance/production activity offered in-person (with small class sizes to allow for social distancing) complemented with online classes and tutorials. Apart from during the January and February 2021 national lockdown the School was able to offer in-person activities throughout the academic year. The School will do its utmost to deliver in-person activities next academic year but will necessarily have to be guided by government regulation on this matter.”

- IX. *Student Numbers*: We have (and are continuing to carry out) modelled various changes to student numbers, particularly around potential losses of EU numbers, and our ability to continue to offer viable programmes as a result, while considering the potential need to reduce resource allocations where reductions in student numbers might be permanent rather than a temporary. We are reviewing our use of space to ensure that we are making optimal use of all of our assets

- X. *ISTA*: We remain in a transitional period with our Institutional Specific Targeted Allocation (ISTA) funding from the Office for Students (OfS) which is referenced more fully in the Non Public section of these papers.
- XI. *Office for Students Reporting*: New weekly Covid reporting requirements started on 6th Sept 2021 (with very short notice) and were discussed at Gold Group. We will be in receipt of very limited information about both staff or students in respect of some of this reporting and will therefore have limited information for the return
- XII. *Barbican Renewal programme*: We are in discussion with Barbican (SD) and Surveyors Dept, Paul Wilkinson, about capital campaign and what might appropriately be included for School.
- XIII. *Board Recruitment*: The Board is in the process of recruiting a new Equality, Diversity and Inclusion Co-opted Board member. A shortlist has been agreed and candidates have been invited to interview
- XIV. *Target Operating Model* – Further detail is available in the non-public section of these papers
- XV. *Interim Principal's Objectives*: The Chairman and I have agreed the Interim Principal's objectives for the year ahead and these are published in the Non Public section of these papers.

Quality of Learning and Teaching

Music

We reached the end of last academic year breathing a collected sigh of relief that the most challenging year most members of staff could remember had concluded. As this report reveals, the enormous combined effort of teaching staff, professional services and operational staff, department heads and deputies resulted in successes that belie the intense challenges of delivering our teaching and performance programme through the pandemic.

Performances & Curriculum

1. Concerts and recitals had size-limited audiences once again, managed thanks to the Asimut room-booking system and our two Systems Managers.
2. Final-year students returned to our concert stages for in-person recitals with excellent results. At a time when we aim to diversify repertoire choices and encourage greater expression of individuality in performance, it is encouraging that an external examiner noted they were 'struck by the creative repertoire that students chose; some of the recitals had interesting themes and some very strong musical personalities are emerging at this final stage of study. Lots of risk-taking and evidence of joy at being back in live performance situations.'
3. In Opera and Opera Makers, our first live performances after the pandemic included no fewer than six brand new operas which were created entirely in-house, and two further Baroque rarities.
4. Beyond the School's walls, in Electronic & Produced Music four new student commissions for Culture Mile, LSO and Brookfield partnership premiered over the summer.
5. In Academic Studies, the decision early on to run all classes online throughout 2020-21 paid off as the lockdowns did not affect teaching, learning or assessment plans.

Student Recruitment

6. Student recruitment numbers for entry in 2021 have proved healthy in most areas, with projected intake above target.
7. Concern remains, however, that:
 - a. while figures alone present a positive picture, ever larger proportions of the highest quality candidates are recruited by competitor institutions which have greater scholarship muscle.
 - b. Recruitment to some core orchestral instruments, Historical Performance instruments and voice-types is hampered (a) by lack of competitive scholarship and (b) by lower EU applicant numbers following Brexit. The pool of candidates auditioning across the UK in some wind instruments is in single figures, creating extreme competition with other institutions.
8. Pandemic restrictions meant auditions moved almost entirely online to pre-recorded format – a step into the unknown for the School and for candidates. The effectiveness of last year's online auditions convinced us to offer candidates the choice of live or recorded auditions in almost all disciplines in the coming cycle. We will monitor the uptake of each option as we review our audition processes for the future.

Space

9. Responding to the urgent need for additional space, the small hall at Jewin Chapel, Fann Street, 10 mins walk from the School, has been secured on hire for three days per week in term time during 2021-22. This space will be used for string, wind, piano and vocal classes/rehearsals, releasing one similar-sized rehearsal space in the School's current buildings.
10. The increase in student intake puts even greater pressure on our already over-stretched spaces. Continued efforts are required to establish long-term solutions to accommodate the work of Music students, including performance/rehearsal spaces and studio space for the expanded Electronic & Produced Music Department.

Equality, Diversity & Inclusion

11. The School has become a member of *Black Lives in Music*, an organisation working towards the goal of dismantling structural racism in the music industry. BLiM is advising the Music Division on a process of inclusive conversations about changes that staff and students wish to see at the School.
12. It is expected that new support structures and training opportunities will be put in place to address issues of Equality, Diversity and Inclusion within Music. This offers exciting opportunities to strengthen and broaden our academic and performance programme, contribute towards establishing greater diversity in teaching staff and visiting artists, and a more representative student population. Equally, this work presents challenges of change in institutional culture and requires investment at a time of stretched financial resources.

Student Employment

13. Students have again had impressive success in gaining employment, including:
 - a. In Music Therapy over 50% of the graduating cohort obtained immediate employment as music therapists.

- b. The double bass cohort has scored multiple significant achievements with one student winning places in the Philharmonia Orchestra academy/scheme and the European Youth Orchestra (EUYO), another on trial as co-principal with the Netherlands Philharmonic Orchestra, a third taking up the position of principal bass in the Mediterranean Chamber orchestra and a fourth performing with Chineke at the BBC Proms.
 - c. A BMus alumna cellist was selected for the English National Opera Orchestra Fellowship for Ethnically Diverse String Players, receiving a 12-month fixed-term contract.
 - d. The Royal Northern Sinfonia, whose recently-appointed Principal Conductor is a Guildhall alumnus, has added a graduating Artist Diploma violinist to its ranks.
 - e. Two Guildhall singers start at the National Opera Studio and two join the Royal Opera House, Covent Garden, as Link Artists, while our most recent Gold Medal winner was among those employed at Glyndebourne Festival Opera this summer, and won its coveted Sir John Christie Award.
14. The University of Oxford Music Faculty named a viola alumna as the new Director of Musical Performance and Performance Studies.

Acting

- A hugely successful 3rd year acting cohort, all but one left the programme with representation and many are currently working at the highest industry level: Netflix, BBC, RSC, West End etc.
- Our new Acting BA programme has now been fully revalidated, with all recommendations met. It was cited as 'a beacon of excellence' by the revalidation panel.
- Our NSS results were very positive. This is particularly pleasing given the Covid challenges and the significant impact on face to face teaching and in person productions, which at times felt insurmountable. It is no doubt a testament to the incredible commitment, tenacity and care of our academic and administrative staff over the last 18 months.
- The long overdue staff restructure in the Drama Dept began in the summer term, affecting staff on both the PACE and Acting programmes.
- Head of Academic Studies (Drama) Eliot Shrimpton, formally took on the additional role of Interim Programme Leader on the Acting BA programme, bringing much needed clarity and support.
- All 3 programmes (Acting, PACE, Acting Studies) ended the year with ambitious, confidently realised and positively received public productions. This is particularly significant for the PACE programme, which has now closed.

Production Arts Highlights

Jon Hare joined the Production Arts Department in May as **Business Project Manager [Outreach]**. The appointment is significant because it allows us to develop and accelerate initiatives relating to Access (widening our appeal to potential students from different backgrounds), Outreach (developing familiarity of Guildhall's activities among a wider constituency), Short Courses (where we have both income-

generating and partnership-building opportunities), and initiatives with other Guildhall School departments. Jon is working closely with colleagues in GYA (Guildhall Young Artists), Short Courses/Open Programmes, Access & Participation, Innovation, and Marketing. In liaison with these colleagues along with colleagues in Production Arts, he has drawn up an Outreach Plan that concerns various projects and initiatives and provides for extended engagement with Schools, Colleges, and other organisations, detailing the opportunities provided by Production Arts.

The Summer period saw the first tranche of this work (alongside summer courses that the Short Courses team offers in the area of theatre arts), with activities and developments as follows:

- **Untold Workshops** – we delivered 6 weeks of workshops at HMP/YOI Isis Prison, providing an introduction to theatre skills for groups of up to 6 prisoners in Sound, Lighting, Video Mapping, Scenic Construction, Scenic Art and Stage Management. This was part of a pilot scheme and we envisage further development of this package with the team at Isis.
- **Get Backstage Project** – We initiated plans with Access & Participation for a year's programme of backstage access aimed at Years 11 & 12 (secondary school/sixth form), to facilitate exploring backstage roles, demystifying the language of theatre, and seeing live shows, with Q&A sessions afterwards with design teams. We are hoping to launch in 2022 in three different areas of the country, with local and London venue/producing partnerships, potentially culminating in a day at Guildhall.
- **Saturday School** – we have undertaken site visits and discussions with GYA with a view to securing a new venue for a Saturday School in North London, to include a programme of Production Arts classes from January 2022. This will add Production Arts more visibly into the roster of courses offered by GYA.
- **Bloomsbury Festival** – we are working with GLE (Guildhall Live Events) to facilitate video design training from Production Arts for five trainees from the Bangladeshi community in London. The project includes the realisation of video projection onto the British Library and a church in Cromer Street, as part of the festival in mid-October.

Student Experience Directorate

- The national **Graduate Outcomes Survey** replaced the Destination of Leavers survey and recently released results show 91% of our graduates in employment and/or further study, with 82% agreeing that they are utilising what they learnt. This is an excellent outcome given that most of the graduates were surveyed during 2020 after the pandemic had started, and these results show our alumni had fantastic resilience at a time when the arts often suffered. Our participation rate was one of the highest amongst our competitors, and our results some of the highest
- The School received notification this week from the OfS that the monitoring return in respect of the **Access & Participation Plan 2019/20** has been approved and previously required enhanced monitoring requirements have been removed. The School's impact report will now be published on our website.
- Preparations for **HESA Data Futures** are well underway with a full review of every aspect of HE student data collection nearing completion and systems

development work underway. This has been a huge project involving staff across all the professional services teams working collaboratively and this development will continue into the transition year 2022/23 with full implementation from August 2023.

- In June, all Guildhall School offer holders were invited to the online **Student Experience Welcome** events providing opportunities for new entrants to meet the different teams in the Directorate and the Students' Union, attend information sessions on a wide range of topics (eg accommodation, health, learning support) and sample some taster sessions on activities to promote health and well-being

Innovation and Engagement Highlights

- Successfully delivered the *Disrupt* festival over 8-9 July 2021. The online talks, workshops, films and showcases attracted 750 attendees across three digital venues. Over 60 organisations took part to produce content and talk about their work. The project enabled us to test new partnership structures and ways of working with the creative industries and community engaged organisations. We are currently conducting an evaluation with partners, in order to inform the next steps for Disrupt, including next stage partnership development, and dissemination of findings.
- *Open Programmes*: We successfully delivered the 2021 summer school season – comprising both in-person and online courses (9 online and 10 in person). We received a total of 333 bookings and welcomed 216 participants in person at the School over four weeks.
- Open Programmes launched the programme of 2021 autumn evening courses (14 courses) on Friday 06 August, a mix of online and in-person courses across the School and Barbican.
- *Guildhall Live Events*: We are installing a new and permanent Charles Dickens exhibition in the Guildhall Museum in Rochester, Kent. The exhibition will tell the story of Dickens, how his life experiences influenced and coloured his novels. The installation has been beset by COVID delays, but is finally due to open later this autumn.
- *Guildhall Coaching Associates*: This autumn we will start delivery of a major training initiative in resilience coaching for the Homelessness Sector. We are working with City Bridge Trust, HomelessLink and 12 Organisations in the London region (96 participants) in a bespoke programme written by Guildhall. This work will be fully evaluated by Renaisi.

Research

- The School's run of success with the Leverhulme Early Career Fellowship scheme has continued. We already have two Fellows 2019-22, working on performance practice topics (Toby Young on the operatic voice in the twenty-first century and Kate Bennett Wadsworth on chamber music in the nineteenth century), and now Guildhall has been awarded a third. Patrick Jones, a composer from the University of York, will work with Richard Baker on composition as adaptation of other media 2021-24. This award represents

another step towards our strategic goal of research critical mass at post-doc level. Also worth noting is that the Leverhulme Trust has recently changed its funding policy for this scheme, from 50% support in the first year to 100%; this grant is therefore worth around £100k to the School over three years.

- During preparations for our submission to the Research Excellence Framework 2021, observations on quality of data, processes and structures were collected through various means, principally notes by the Head of Research and REF consultant and minutes from REF sub-committee meetings. Some of these observations have already been circulated in future research strategy discussion documents, and discussed at SMT and Executive Committee, while others have been formally recorded in the Equalities Impact Assessment required by REF2021 (submitted at the end of July). It is the intention of the Research Department to complete this period of reflection with a) an all-staff consultation on the future funding of research activity at the School (Autumn term) and b) external peer review of Research Department processes and structures (Autumn-Spring term), in order to confirm that its policies are as equitable, efficient and institutionally 'owned' as possible going forward.
- One operational need clearly identified in making the REF2021 submission was for a Research Information Management System capable of a) hosting all research and knowledge exchange information in one place and making it intelligible to, and interconnected with, other departments, b) allowing us to meet future, more stringent, Open Access obligations, and b) connecting directly with future REF submission systems in order to save hundreds of staff hours and thousands of pounds. The Department has made the first steps towards acquiring such a system, including a demonstration from the market leaders (Pure), a business case (in collaboration with IT) and an external application for funding (in collaboration with Development).

Under 18

- The 'RELEASE' composition attracted over 130 applications across every Guildhall Young Artist Centres. Jeffery Wilson, Junior Guildhall Coordinator of Composition, came up with the idea for the competition as a platform for students to express their creativity. Students who had no previous composition experience were particularly encouraged to enter, with all participants receiving written feedback on their compositions. The final Concert and Prize Giving ceremony was hosted by saxophonist and broadcaster Yolanda Brown and highlighted the amazing range of talent and creativity in our network. It was a truly inspirational evening - congratulations to our finalists.
- The major annual performance competitions took place in person this year at CYM London and Junior Guildhall and were streamed to a larger audience on line.
- The pilot courses for the new Guildhall Young Artists (GYA) Online centre have been very positive and we are now offering an annual Young Composers Course and Individual tuition. We are looking to add a Production Arts offer from next term.
- As part of our development, we are excited to be working on a new Guildhall Young Artists brand identity to ensure that we have a coherent look and feel across our network, and one that reflects the vibrancy of our offer. During the next

academic year we will start rolling out our new brand in all our publicity materials and media as well as producing a range of merchandise.

- Junior Guildhall student Leia Zhu performed as soloist with the London Symphony Orchestra under the baton of Simon Rattle in a spectacular concert held at Trafalgar square in August. The event was streamed to an audience of thousands. This was an incredible achievement for a 14-year-old student
- A Junior Guildhall student Apollo Premadasa age 7 paid tribute to the work of the NHS by composing a piece (when aged 6) which was later performed by NHS staff at St Barts in the City of London.
- Audit of GYA has been successfully completed with a green light given by the City in all areas.

Equality, Diversity & Inclusion

- The committee met twice in the summer term, with some additional informal meetings taking place.
- Key current focus is now on the recruitment for a new Head of Equality & Inclusion, and agreeing training and development priorities for staff and students during the forthcoming academic year.

Advancement

- In June, Guildhall School was ranked second in the Arts, Drama and Music Complete University Guide League Table 2022, moving up from third last year. Guildhall School is also the highest ranked university in England in the table this year. The Complete University Guide League Table is based on data from the National Student Survey (NSS), Research Excellence Framework (REF) and the Higher Education Statistics Agency (HESA), with the Arts, Drama and Music League Table ranking specialist colleges and conservatoires. The Marketing team will feature this ranking in materials going forward.
- In the Guildhall School Trust's financial year (1 August 20 – 31 July 21) the Trust received grants and donations of £1.57m compared to £1.83m last year. Whilst the figures were up for annual fundraising from last year at £1.3m compared to £1.1m, donations earmarked for investment in the endowment portfolio were down from £740k last year to £268k this year. These figures fluctuate according to legacy bequests realised in any given year.
- During the academic year 20/21, donations contributed towards 578 scholarships for undergraduate and postgraduate students and 80 awards for under 18s through the Guildhall Young Artists programmes.
- Following a successful approach to the Leverhulme Trust by Senior Development Manager, Bethan Way, the School is set to receive the second largest arts scholarship grant out of 57 Leverhulme charity recipients. Our grant of £637k over 3 years from 2022 will support scholarships for undergraduate and postgraduate music students and for young people in Guildhall Young Artists.
- In June and July, the Marketing team supported Music and Production Arts in running their online open days, with 231 prospective students attending virtual

sessions to find out more about studying at the School. The team are working on a proposal for departments to consider retaining some aspects of online open days beyond the pandemic in order for international students, and those with limited ability to travel within the UK, to access these events.

- The School's summer term season of performances was promoted successfully as a digital season and saw 17,083 views of our digital broadcasts between April and July, with viewers tuning in from across the world. There are many School events planned for the autumn season, as we welcome in-person audiences back to the School, and we invite and encourage all governors to bring guests who may wish to support the work of the School. Events with guest receptions hosted by senior staff include:
Mahler's *Resurrection Symphony*, Guildhall Symphony Orchestra & Chorus, 24 September
Production Arts Industry Reception, 6 October
Emilia by Morgan Lloyd Malcolm, 21 October
Viardot's *Centrillon* & Bizet's *Dr Miracle*, 3 November and 8 November
Further events with receptions for November and December will be announced at a later date.
- Governors can view the entire autumn season, which will be performed to in-person audiences and via digital broadcasts, at gsmd.ac.uk/events. The Marketing team have seen very encouraging sales for in-person performances, with 1023 tickets sold in the first two weeks of marketing the season – appearing to indicate a real appetite for public audiences to return to our buildings.

Prizes and Awards

Hector Bloggs (MPerf, Baritone)

Winner of the Courtney Kenny Award 2021 by the The Association of English Singers & Speakers

George Rynolds (MMus, Baritone)

Second Prize in the Courtney Kenny Award 2021 by the The Association of English Singers & Speakers

Bethany Reeves (MMus, Piano)

Pianists Prize in the Courtney Kenny Award 2021 by the The Association of English Singers & Speakers

The Mithras Trio -Lonel Manciu,Leo Popplewell, Alumni - Dominic Degavino

Nominated for the BBC Radio 3 New Generation Artists

Staff

Deelee Dubè

Nominated for 5 awards at the Mzantsi Jazz Awards

**Junior Guildhall
Louis Watt Competition CYM London
Winner**
Hugo Brady

**Junior Guildhall Vocal Competition
Winner**
Camden Stewart
Second Prize
Madeleine Martin

**Junior Guildhall Lutine Prize / Lutine Prize Results 2021
Winner**
Marlon Barrios Araya (Violin)
Second Prize
Daniel Hibbert (French Horn)

**Alumni
Mishka Rushdie Momen (graduated in 2015)**
Shortlisted in the Classical Music category in The Times and The Sunday Times
Breakthrough award 2021

Claire Barnett-Jones (graduated 2019)
Winner of the Audience Prize at the BBC Cardiff Singer of the World competition

Michaela Coel (graduated 2012)
73rd Primetime Emmy Awards - 4 nominations: Outstanding Directing, Outstanding
Writing, Outstanding Lead Actress, Outstanding Limited Or Anthology Series

Paapa Essiedu (graduated 2012)
73rd Primetime Emmy Awards - Supporting Actor in a Limited or Anthology Series or
Movie

Report author

Jonathan Vaughan, Interim Principal
principal@gsmd.ac.uk

Sections	WHOLE SCHOOL			ACTING			BA TTA			MUSIC		
	% agree			% agree			% agree			% agree		
	2021	2020	2019	2021	2020	2019		2020	2019		2020	2019
Overall, I am satisfied with the quality of the course.	79	90	88	90	95	100	88	94	88	76	89	83
Section 1: Teaching	82	88	87	91	93	99	87	94	90	81	84	82
Section 2: Learning opportunities	84	84	84	95	95	95	88	90	86	81	78	78
Section 3: Assessment and feedback	72	72	75	71	86	94	71	69	68	72	70	71
Section 4: Academic support	83	89	88	89	93	100	88	90	89	81	87	83
Section 5: Organisation and management	70	74	71	65	77	87	78	81	79	69	69	64
Section 6: Learning resources	79	82	82	87	89	98	85	83	78	77	80	78
Section 7: Learning community	86	86	89	88	97	100	92	97	96	85	81	84
Section 8: Student voice	69	70	73	68	81	78	78	67	77	67	66	69
Response rate %	79	84	93	80	95	100	81	91	97	80	76	90

NSS results 2021		WHOLE SCHOOL			ACTING			BA TTA			MUSIC		
ACADEMIC BOARD /BOARD OF GOVERNORS		% agree			% agree			% agree			% agree		
Question:		2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
	Overall, I am satisfied with the quality of the course.	79	90	88	90	95	100	88	94	88	76	89	83
01	Staff are good at explaining things.	89	93	92	90	95	100	88	94	88	89	92	91
02	Staff have made the subject interesting.	83	88	90	95	95	100	85	94	88	83	82	86
03	The course is intellectually stimulating.	75	86	84	90	95	100	88	94	91	70	79	76
04	My course has challenged me to achieve my best work	82	88	84	90	89	95	85	97	91	81	84	77
	Section 1: Teaching	82	88	87	91	93	99	87	94	90	81	84	82
05	My course has provided me with opportunities to explore ideas or concepts in depth	88	84	84	100	95	95	88	84	76	87	81	82
06	My course has provided me with opportunities to bring information and ideas together from different topics	80	81	80	95	95	90	85	94	85	75	71	73
07	My course has provided me with opportunities to apply what I have learnt	83	88	88	90	95	100	92	94	97	80	83	80
	Section 2: Learning opportunities	84	84	84	95	95	95	88	90	86	81	78	78
08	The criteria used in marking have been clear in advance.	61	68	73	75	89	100	65	74	71	58	60	64
09	Marking and assessment has been fair	64	63	64	42	79	90	62	55	56	69	62	57
10	Feedback on my work has been timely	79	73	80	90	84	95	81	65	74	76	74	80
11	I have received helpful comments on my work	82	83	82	75	89	90	77	81	74	86	84	82
	Section 3: Assessment and feedback	72	72	75	71	86	94	71	69	68	72	70	71
12	I have been able to contact staff when I needed to.	89	95	92	95	95	100	96	100	94	84	93	88
13	I have received sufficient advice and guidance in relation to my	83	85	89	90	89	100	85	84	88	81	84	84
14	Good advice was available when I needed to make study choices on my course	78	87	84	82	95	100	83	87	85	76	86	77
	Section 4: Academic support	83	89	88	89	93	100	88	90	89	81	87	83
15	The course is well organised and is running smoothly.	59	72	67	60	84	95	62	84	71	59	64	59
16	The timetable works efficiently for me	74	72	73	70	68	76	81	77	82	73	70	68
17	Any changes in the course or teaching have been communicated effectively.	76	77	74	65	79	90	92	81	85	76	73	66
	Section 5: Organisation and management	70	74	71	65	77	87	78	81	79	69	69	64

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Agenda Item 8

Committee(s)	Dated:
Audit & Risk Committee of the Guildhall School of Music & Drama – for endorsement to the Board	07/09/2021
Finance & Resources Committee of the Guildhall School of Music & Drama – to note	08/09/2021
Board of Governors of the Guildhall School of Music and Drama – for approval	20/09/2021
Subject: Annual Financial Return to the Office for Students	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	Y/N
Report of: the Principal	For Decision
Report author: Group Accountant	

Summary

The School is required to submit an Annual Financial Return to the Office for Students (OfS) each year. It is a requirement of the OfS that the documents that make up the return are approved by a committee of the Governing Board prior to submission. The deadline for submission this year is six months from the year-end date, meaning the return must be filed by 30 September 2021. We then have a further month if needed to respond to any queries raised by the OfS regarding our submission.

Recommendation(s)

The Audit & Risk Committee are asked to recommend the return for approval by the Governing Board. The Finance & Resources Committee are asked to note the contents of this report. The Governing Board are asked to approve the return and related supporting documents as set out in the appendices, and to authorise the Group Accountant to submit the documents to the Office for Students in accordance with the filing requirements.

Main Report

Background

The School is required to submit an Annual Financial Return to the Office for Students (OfS) each year. It is a requirement of the OfS that the documents that make up the return are approved by a committee of the Governing Board prior to submission. The deadline for submission this year is six months from the year-end date, meaning the return must be filed by 30 September 2021. We then have a further month if needed to respond to any queries raised by the OfS regarding our submission.

Current Position

For the period ended 31 March 2021 the documents that the School must submit as part of the Annual financial Return are:

- Signed & audited Financial Statements for the eight months ended 31 March 2021 (Appendix 1)
- The completion statement from the External Auditors regarding the Financial Statements (Appendix 2)
- An annual Financial Return setting out the School's results for the last two years and forecasts for the following five years (Appendix 3); and
- A commentary covering the main year on year variances in the forecasts (Appendix 4)

Members should note that while the Financial Statements are prepared in accordance with the Higher Education SORP, the School's status as a department of the City of London means that we are exempted from the requirement to produce a Balance Sheet and Cash Flow statement. The financial statements therefore do not include either table and some notes that would normally appear in a set of financial statements (such as Fixed Assets, Investments, Assets and Liabilities) are also missing from the financial statements.

Those same elements are left out of the Annual Financial Return despite the template including the tables to be completed for them. This has resulted in validation errors that will be resolved at the time of submission.

At the time of writing the external auditors have not yet issued their management letter. The financial statements included at appendix one should therefore still be considered to be in draft form.

Conclusion

Members of the Audit & Risk Committee are asked to recommend the return and its appendices to the governing Board for approval. Members of the Governing Board are asked to approve the appendices to this paper and authorise the Group Accountant to file them with the Office for Students in accordance with the OfS' filing requirements.

Report author

Graeme Hood
Group Accountant

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**Reports and Financial
Statements
for the eight months
ended 31 March 2021**

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MEMBERS OF THE BOARD OF GOVERNORS

who served during the period 1 August 2020 to 31 March 2021.

Common Council Members

Vivienne Littlechild (Chairman)
Graham Packham (Deputy Chairman)
George Christopher Abrahams
Randall Anderson
Munsur Ali
Deputy David John Bradshaw
Deputy John Chapman (until 15 February 2021)

Marianne Fredericks
Ann Holmes (until 23 November 2020)
Andrew Mayer (from 15 February 2021)
Jeremy Mayhew
The Rt Hon. the Lord Mayor, Alderman William Russell

Principal of the Institution

Lynne Williams, as Principal of the Guildhall School of Music & Drama (until 6 September 2021)
Jonathan Vaughan, as Principal of the Guildhall School of Music & Drama (from 6 September 2021)

Institution's Staff Members

Steven Gietzen, elected by the Administrative Staff
Andy Taylor, elected by the Academic Staff

Institution's Student Representative

Dave Muncey as President of the Students' Union (until 15 February 2021)
Harry Plant as President of the Students' Union (from 15 February 2021)

Co-opted Governors

Natasha Bucknor
Professor Geoffrey Crossick
Professor Maria Delgado
Shreela Ghosh (until 23 November 2020)
Neil Greenwood
Paula Haynes

Advisory Members

Chairman of the Barbican Centre Board
Chairman of the Culture, Heritage & Libraries Committee
Representative of the Centre for Young Musicians

Officers of the Board of Governors

Clerk to the Governors: John Barradell, OBE
Town Clerk & Chief Executive, City of London Corporation

STRATEGIC REPORT 2020/21

Overview

The Guildhall School has historically prepared financial statements with a year-end date of 31 July, in keeping with the Academic Year and in common with almost all other higher education providers previously funded by HEFCE. However, following the introduction of the Office for Students and the regulator for the Higher Education sector the need for a 31 July year-end has been removed and at the February 2021 meeting of the Governing Board, the School resolved to move to a 31 March year-end, in keeping with that of The City of London Corporation, the School's ultimate owner and funder. These accounts therefore cover the eight-month period from 1 August 2020 to 31 March 2021.

The 2020/21 academic year saw the Guildhall School once again named as the Number One Conservatoire in the UK in the Guardian University rankings. In addition, the School came second against all universities for Drama and Production Arts and fourth for Music.

After a period of online learning because of the global pandemic, the School re-opened for a delivery of blended learning between September - December 2020, with various COVID-19 safety restrictions in place. Following government guidance, the School moved to online learning only from January to 8 March, then reopened again for blended learning once institutions with practical courses were allowed to resume some form of in-person teaching. Enrolment numbers for programmes starting in September 2020 held up despite considerable logistical difficulties for some international students in coming to the School amid the global pandemic – testament to the additional support offered by staff and the determination of students to begin their studies in person again. This also included a greater number of EU students enrolling in anticipation of the changing rules imposed by Brexit for entry from 2021 onwards.

The School's under 18s programmes also followed this pattern of learning and despite the challenges, were able to continue delivery of most aspects of Junior Guildhall, the Centres for Young Musicians and Music Education Islington, the music hub delivered in partnership with the London Borough of Islington. Fee discounts were offered to some parents in recognition that full teaching in some centres was restricted by COVID-19 safety measures. As part of the expanding Guildhall Young Artists network, the School launched a pilot online Young Composers Course in spring 2021, with a view to a fully-fledged online centre for under 18s opening later in the year.

The School's COVID-19 Gold Group continued to manage day-to-day decision-making on pandemic-related matters during this period, with the Group Accountant sitting on this group to ensure the School's financial position was considered in its decision making. The existing Hardship Fund, which had been substantially increased because of last year's COVID-19 fundraising campaign, plus targeted government funding to support students in financial hardship because of the pandemic, helped to ensure students were able to overcome financial difficulties and continue their studies through the year.

The School's Supported Application Scheme continued to successfully increase intake to the School of students from underrepresented backgrounds, with 16 offers made to participants on this year's scheme – a 69% rise in potential new entrants from these groups for entry 2021. The impact of the reduction in application fee for the Acting programme led to a 24% increase in applications for the BA Acting programme, with a record 3307 applications for 26 places.

In March 2021, for the first time in the School's history, Graduation Day took place online, with 270 graduates from the class of 2020 taking part in a live ceremony on Zoom, alongside the awarding of several prestigious honorary fellowships. The School also held its Open Days online for the first time this year, along with alumni CPD sessions, donor-facing activity, and all international auditions.

In autumn, the School launched a range of online short courses for the first time, with 282 participants taking part in online courses between September and March, resuming an income stream that had been on hold since the start of the pandemic when the School was forced to cancel its in-person short courses. Although income is lower from online short courses due to the loss of related accommodation fee income, the ability to move courses online will enable the School to offer a variety of different learning opportunities in the future. Coaching & Mentoring courses also continued to take place online and saw the number of participants on foundation courses increase by 32%.

Guildhall School has made a significant investment in its streaming and broadcast capabilities over recent years. As a result of the challenges posed on performers by COVID-19, in summer 2020 the School invested in new NDI video and Dante Audio Networks which enable low-latency collaboration between spaces in the School. This allows large-scale musical collaboration whilst ensuring social distancing amongst players and performers. This new technology supports the work the Recording and Audio-Visual department have already undertaken in building a world-class Solid-State Logic (SSL) analogue mix facility, as well as a state-of-the-art TV Studio control room, that allows for streaming and broadcast from 30 venues and classrooms within the School. All of this enabled the School to present over 100 broadcasts (either live streamed or post-event) to public audiences between September 2020 and March 2021, including the School's Gold Medal competition which took place using the low latency technology across four rooms in the Silk Street and Milton Court buildings in September, to great success.

The pandemic acted as an additional catalyst for the School's work to lead and support cultural change within the sector. In the autumn term, Guildhall hosted a twelve-week series of free online participatory workshops for creative practitioners, led by a range of insightful artists and leaders, responding to the live challenges and changes facing those who work in the creative sector. In addition, musicians from the School partnered with Age UK Camden to bring music to isolated people living with dementia during the winter months as the COVID-19 pandemic continued and lockdown rules heightened. 'Music Bank' saw twelve students, staff and alumni of Guildhall School matched with twelve Age UK Camden clients to deliver a musical befriending service, playing music requested by the clients as well as getting to know them through conversation.

The School's research activity also continued during this period. Along with partners in three other countries, Guildhall launched a new multi-country research survey aimed at musicians who work, or have recently worked, in socially engaged settings as part of an Arts & Humanities Research Council funded three-year investigation into the social impact of music making entitled 'Music for Social Impact: practitioners' contexts, work, and beliefs.' The project examines the growing number of participatory music-making activities being offered to groups around the world, defined by factors such as their social needs or deprivation.

During this period the School also invested in vital Equality, Diversity, and Inclusion (EDI) work: an external specialist consultant worked with the School to form an Anti-Racist Task Force to develop the findings from multiple 'Listen & Learn' groups into a series of recommendations, which were shared with the whole School at the start of the spring term. The Anti-Racist Task Force included representatives of the staff, the student body, and the Board of Governors, prioritising those who have experienced racism. A report was shared with staff and students in February that summarised the work of the Anti-Racist Task Force and outlined the next steps to advance EDI at the School. This will include the appointment of a staff lead who will be responsible for managing the EDI programme and the delivery of the equality objectives going forward.

By the end of this reporting period, the School was preparing for a summer term of final recitals and other assessments to ensure progression for continuing students and graduation for completing students. Despite positive COVID cases amongst the student and staff body at various points in the year, we were grateful to have avoided a major outbreak, and did not have to cancel any major productions; most cases were unconnected to School activity and the School was able to manage these internally, including those affected students who were resident in Sundial Court, the School's hall of residence.

The National Student Survey took place in the spring term when students were obliged to study online, so the School was expecting substantial decreases in satisfaction across the board; given the circumstances, the results were surprisingly positive, with an 89.13% satisfaction rate in Drama (Acting and Production Arts) and a 76.4% satisfaction rate in Music. In Drama, the School was the highest scoring of the specialist drama schools. The substantial investment made to overcome the challenges of the pandemic therefore appears to have had a positive impact on the student experience and leaves the School well-placed to respond to future lockdowns and to maintain high standards in a fast-changing environment. This will undoubtedly be one of the focuses of the School's business recovery plan, now in development.

The Guildhall School

Founded in 1880 by the City of London Corporation, and owned, funded and managed by the City, the Guildhall School is eloquent testimony to its founders' commitment to education and the arts. The School was designated as a Higher Education Institution on 1 August 2006, since when it has received an annual teaching grant from the Office for Students (OfS) (until 2018 - HEFCE), together with Higher Education Innovation funding for its third-stream activity and, from 2009 a Quality Research grant, following a successful first entry to the Research Assessment Exercise in 2008 and an even more successful submission to the 2014 REF. The funding council

review of institution-specific funding delivered an additional £4m per annum of additional funding from the academic year 2016/17. The School was registered with the Office for Students during 2019.

Situated in the heart of the City, the School moved to its present premises in the Barbican estate in 1977. The opening of the Barbican Arts Centre in 1982 enabled the School to forge a unique link with both a world-class arts centre and a world-class orchestra, the London Symphony Orchestra.

In addition to the support of the principal funders, Guildhall School students receive significant assistance through scholarships and bursaries administered by the Guildhall School Trust, the School's linked charity.

Student Population, all full-time equivalent (fte):					
	2020/21	2019/20	2018/19	2017/18	2016/17
TOTAL	998.48	1077	999.75	1008.25	963.75 (fte)
By division:					
	2020/21	2019/20	2018/19	2017/18	2016/17
Music Undergraduate	471.04	464	429	429	412
Music Postgraduate	293.27	351	342.75	359.25	334.75
Acting and Technical Theatre	234.17	262	228	220	217
The total also included:					
	2020/21	2019/20	2018/19	2017/18	2016/17
Non-HEFCE-funded programmes	0	0	6.5	17.5	24.5
The total does not include					
Junior Fellows		76	47	39	33
61 (2019/20: 54, 2018/19: 55, 2017/18: 64, 2016/17: 65) countries represented in the student body:					
Domicile (Headcount of whole nominal roll population inc. Fellows)	2020/21	2019/20	2018/19	2017/18	2016/17
Outside UK	302.36 30.3%	356 31.9%	363 33.5%	394 (36.0 %)	348 (36.1%)
Outside of EU	150.37 15.1%	177 15.9%	155 14.3%	172 (15.7%)	143 (14.7%)
First Class Honours	N/A	35%	34%	31%	37%
Second Class Honours	N/A	61%	54%	60%	57%

NB: The data for 2020/21 in the above table refers to the Academic Year running from 1 August 2020 to 31 July 2021. At the time of these accounts being signed, graduate outcomes had not yet been confirmed.

Funding

The Guildhall School of Music & Drama is a department of the City of London Corporation which was its sole funder until 2006 when the School was designated as a publicly-funded Higher Education Institution and started to receive funding from HEFCE. The Office for Students (“OfS”) replaced HEFCE as funder and regulator with effect from 1 April 2018.

Despite having received designation, the School’s relationship with the City has not altered; the City still contributes significant support to the School on an annual basis and the School continues to operate within the City’s governance arrangements.

The financial accounts presented here have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education (SORP 2019) and other relevant Accounting Standards

in so far as they are relevant to the School in the context above.

Financial Results for the year

The School recorded a deficit of £1.027m for the eight months ended 31 March 2021 (year to 31 July 2020: Deficit of £2.538m). The 2020/21 outturn was always anticipated to be challenging as the School continued its efforts to recover from the pandemic and deliver a new business model to build a sustainable financial future for the School.

Over the last eight months the School has conducted a thorough review of its finances to identify efficiency savings where these can be made without damaging academic delivery standards and to identify several new programmes and activities to generate new income streams. The School has requested a loan from the City of London to underwrite the first year's running costs for these activities to allow the School to confidently take them forward in the coming months.

Conclusion

The Guildhall School continues to offer world-leading professional training in music, drama and production arts and works in dynamic partnership with some of the world's most outstanding individual artists, companies and ensembles. The School fosters research, innovation and entrepreneurship among both staff and students and increasingly looks to embed distinctive research programmes which examine the social impact of the arts and the role of artists in 21st century society.

Alongside the highest professional standards of performance and technical excellence, our students learn to work together in ensembles and companies, learn how to create new work and engage with new audiences, and how to be ambassadors for their art and advocates for culture more generally.

At the same time, our staff have committed strongly to professional development and we now have over 80 fellows of the Higher Education Academy, have won national teaching fellowships and validation by the HEA of our professional development and PG Cert programmes.

Despite a successful year, the uncertainties within the higher education landscape and the more general political uncertainties in Britain and Europe have been unsettling. As with other higher education institutions across the UK, the School faces a growing number of risks and challenges which make it essential to adopt a robust business plan for the future, incorporating accelerated growth in both philanthropic fundraising and earned income, a regenerated Higher Education offer including new courses and refreshed curricula and step-change in ambition for Widening Participation, Diversity and Inclusion.

My thanks to our Board of Governors, staff and all our students who work so hard to ensure the ongoing success of the Guildhall School and to the wider Guildhall School community who support the institution in so many ways.

Jonathan Vaughan
Principal
October 2021

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL

The Guildhall School of Music & Drama (Guildhall School) is owned and governed by the City of London Corporation (City Corporation), the legal status of which is that of a municipal Corporation by Prescription.

The Guildhall School was designated as a publicly-funded Higher Education (HE) Institution for the first time on 1 August 2006. It is unusual in the HE sector in that it is essentially a department of a much larger corporate body and has no legal personality of its own. Arrangements for the distribution of funding to the Guildhall School by the Office for Students (OfS) take account of these circumstances to ensure that public funds are used for the purpose intended at all times.

Before designation, the Guildhall School operated exclusively under the standing orders and regulations of the City Corporation. As a result of designation it has adjusted its governance arrangements to enable it to comply with the responsibilities and reporting requirements placed on it as a publicly-funded body, whilst also maintaining its compliance with those of its owner.

City of London Corporation

The City Corporation provides local government services for the 'Square Mile', but its responsibilities extend to many other facilities for the benefit of the nation. These include open spaces such as Epping Forest and Hampstead Heath, Smithfield and Billingsgate Markets, maintenance of five Thames bridges, and grants for charitable purposes across Greater London. These services are funded from the City Corporation's own resources at no cost to the public.

The City Corporation has been in existence since before 1189 and operates through its Lord Mayor, Aldermen and other members of the Court of Common Council elected by the residents and businesses of the City's 25 wards. Like the Lord Mayor and Aldermen, the Members of the Court of Common Council carry out their work unpaid.

The Court of Common Council is the City of London's primary decision-making assembly. It works through committees, but it is unique in that, as a body, it is non-party political. Its main business focuses on the reports of committees and members' questions and motions.

Board of Governors

One of those committees is the Board of Governors of the Guildhall School of Music & Drama. Although part of the City Corporation's overall committee structure, it acts as the Guildhall School's governing body and discharges its duties accordingly. Assurances have been made by the City Corporation that it recognises the need for the Guildhall School's Board of Governors to enjoy operational autonomy and will not without good cause challenge any decision of the Board of Governors that has been properly arrived at, is within its terms of reference and is in accordance with a business plan approved by the City Corporation.

The Board of Governors includes independent governors who are not members of the Court of Common Council, and who bring expertise to the Board from the cultural, education and other sectors. The Board consists of:

- eleven members elected by the Court of Common Council for a term of three years (renewable twice);
- the Principal of the Guildhall School;
- one member of the Guildhall School academic staff elected by such staff for a term of three years (renewable twice);
- one member of the Guildhall School administrative staff elected by such staff for a term of three years (renewable twice);
- one Guildhall student representative, normally the President of the Guildhall School Student Union (ex-officio);
- up to six co-opted non-City Corporation Governors with appropriate expertise for a term of three years (renewable twice); and
- three advisory members: the Chairman of the Barbican Centre Board; the Chairman of the Culture, Heritage & Libraries Committee; and a representative of the Centre for Young Musicians

Normally governors do not serve on the Board for more than nine years. The Chairman and Deputy Chairman of the Board are elected from the Common Council Governors.

Appointment to the Board of Governors is confirmed each April by resolution of the Court of Common Council. The full list of Governors who served on the Board during the eight months from 1 August 2020 to 31 March 2021 and up to the date of signing these accounts is given at the beginning of this document.

The Board of Governors normally meets four or five times per year and is now advised by six committees, each of which operates according to Terms of Reference approved by the Board, and whose membership must be approved by the Board on an annual basis.

The Audit & Risk Management Committee meets at least three times per year and concerns itself with the adequacy and effectiveness of the Guildhall School's arrangements for risk management, control and governance, and economy, efficiency and effectiveness (value for money).

The Remuneration and Nominations Committee seeks out and makes recommendations to the Board on the appointment of new non-City Corporation governors with a particular brief to ensure transparency in the process, and to review and make recommendations on the salaries and terms and conditions of the Principal and such other members of staff as the Board deems appropriate. It meets as required when vacancies on the Board or relevant committees occur and/or a decision on salaries or terms and conditions is required.

The Governance and Effectiveness Committee normally carries out full reviews to consider improvements to the effectiveness of the Board of Governors every three years. When a full review is being undertaken the Committee determines the frequency of its meetings. In those years when a full review is not being undertaken, the Committee meets two to three times a year to consider progress of implementation of the Committee's recommendations and ensure due implementation of the Committee of University Chairs (CUC) Code of Governance.

The Finance and Resources Committee was set up in 2009 as a result of an Effectiveness Committee review on the Board of Governors. The Committee is chaired by the Chairman of the Board, and meets to review any matters that may affect the finances of the Guildhall School, reporting to the Main Board. The Committee meets at least 3 times a year to discuss, advise on and examine finance and resource issues.

The Reference Sub Committee meets as required to address any issues that may arise outside the cycle of the Board, and are moderately urgent, but the Chairman and Deputy Chairman feel that the matter is sufficiently great that other Members' views should be sought before a decision is made, thus ruling out urgency procedures. The Reference Sub Committee can meet in conjunction with the Reference Sub Committee of the Barbican Centre Board to discuss matters referred to the joint meeting by the respective Boards of Barbican Centre and Guildhall School of Music and Drama with powers to act as prescribed by the two Boards.

Statement of primary responsibilities

The School operates according to an Instrument and Articles of Government revised and approved in 2015 by the Privy Council following granting of degree-awarding powers.

Except where otherwise noted in this statement, and consistent with an undertaking given by the Court of Common Council in December 2005, the Board of Governors also complies, as far as is consistent with its unique constitutional status, with the Higher Education Code of Governance published by the Committee of University Chairs in September 2020.

In common with all the committees of the City Corporation, the Board also operates to Terms of Reference, which are approved by the Court of Common Council each April and are incorporated into the Instrument and Articles. These act as the Board's Statement of primary responsibilities and are given below.

To be responsible for:

- the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School and oversight of its activities;
- the effective and efficient use of resources;
- the approval of an annual business plan;
- the approval of annual estimates of income and expenditure;
- the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
- the appointment of the Principal of the Guildhall School and, where appropriate, the deputy;

- the management of the School's land and buildings belonging to the City Corporation (with the exception of those that are in the province of another City Corporation committee) subject always to compliance with the Code of Practice for Disposal of Property;
- writing off debts in accordance with such terms and conditions as are from time to time established by the Court of Common Council;
- authorising the institution of any criminal or civil proceedings arising out of the exercise of its functions;

each of the above to be subject to the City Corporation's Standing Orders, Financial Regulations, and such other terms and conditions as the City Corporation may determine, other than where varied otherwise.

Following granting of taught degree-awarding powers in 2014, and as provided for in the Instrument and Articles (paras 7 and 8), the School Board of Governors has established an Academic Board, responsible under delegated authority from the Board for the regulation of the academic work of the School in teaching, examination, and research and to advise the Board on academic matters affecting the School. In common with the practice in all other HEIs, the Board is required to consult the Academic Board on any matter coming before the Board of Governors which has academic implications and which has not previously been considered by the Academic Board.

Following designation as an HEI in 2006, financial accounts were prepared for each academic year ending 31 July in accordance with the current Higher Education SORP, notwithstanding the omission of a Balance sheet and Cash flow Statement in line with the School's agreement with the Office for Students in keeping with the School's status as a department of the City of London Corporation. This is in addition to the accounts required for the City's financial year end of 31 March. As noted in the overview on page 2, the School has now opted to prepare financial statements for submission to the Office for Students with a year-end of 31 March each year. These accounts are the first set of accounts with the new date and therefore cover a period of eight months only.

Executive management

The Principal is the chief officer of the Guildhall School, with responsibility to the Board of Governors for its organisation, academic and artistic direction and day-to-day management. She is supported in her work by a Senior Leadership Team which meets fortnightly and consists of the three Vice-Principals (Directors of Music, Drama and Production Arts) and such other senior managers as are required by the business in hand. The Senior Leadership Team also meets as required with members of the Board who act in an advisory capacity.

The Principal is also a chief officer of the City Corporation, responsible to the Town Clerk who is its chief executive. The City Corporation's standing orders and financial regulations govern the extent to which powers are delegated to chief officers, and when decisions must be taken by committee.

Under Ongoing Conditions of Registration between the Guildhall School and the OfS, the Principal is the Accountable Officer and in that capacity can be summoned to appear before the Public Accounts Committee.

Prevention and detection of fraud, and conflicts of interest

The City Corporation expects all people and organisations associated with it to be honest and fair in their dealings with the City Corporation and its clients and customers. The City Corporation expects members and officers to lead by example in this respect, observing the seven Principles of Public Life promoted by the Nolan Committee.

The Guildhall School adheres and is subject to the Anti-Fraud and Corruption Strategy of the City Corporation. Employees must report any suspected cases of fraud and corruption to the appropriate manager, or if necessary, direct to the Chief Internal Auditor of the City Corporation.

Governors are required to operate within the requirements of the Standing Orders of the Court of Common Council and the City Corporation's Code of Conduct for Members. These include the requirement to declare at meetings and to register with the Monitoring Officer potential areas of conflict between their City Corporation duties and responsibilities and other areas of their personal and professional lives. As a result of designation, this register has been extended to include the senior management team of the Guildhall

School most closely involved in servicing the Board of Governors.

Statement on Internal Control

As part of the City Corporation, the Guildhall School operates within an overall environment that has the identification and management of risk firmly embedded in all its systems and procedures. Central to this approach is the City Corporation's Internal Audit service, which undertakes regular reviews of a wide range of activity throughout the organisation. The annual audit plan for each department of the City Corporation is developed using a risk-based approach, taking account of the key areas of risk identified for the City Corporation as a whole and of specific areas of risk highlighted by the Chief Officers of each City Corporation department. The internal audit plan aims to cover all significant areas of risk at least once during each five year cycle. Any major risks are reviewed more frequently.

It is the Head of Audit and Risk Management's opinion that, based on the audit work undertaken during the eight months to 31 March, 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.

The finance functions of the School and its neighbour, the Barbican Centre, were merged in February 2007. This has provided the School with a much strengthened ability to manage its finances, improving overall control. In 2011 a restructure of the wider finance function in the City Corporation has meant that the School and Barbican Centre finance functions now report directly into the Chamberlain's office. As a result there are much closer working relations between the different finance teams of the City Corporation.

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, a system of delegation and accountability, and independent scrutiny. In particular the system includes:

- comprehensive budget setting and monitoring systems;
- regular reviews of periodic financial reports which indicate financial performance against budgets and forecasts;
- access by all finance staff and appropriate departmental staff to systems providing a suite of enquires and reports to facilitate effective financial management on an ongoing basis;
- clearly defined capital expenditure guidelines;
- formal project management disciplines;
- an in-house internal audit service; and
- scrutiny by Governors, OfS, other inspectorates, external audit and other stakeholders.

As a result of designation, the Guildhall School has adopted its own risk management policy to complement that of the City Corporation, and has developed its own comprehensive risk register which is monitored on a regular basis. The risk management policy was approved by the Board of Governors in April 2009 and makes clear that overall responsibility for the control and management of risk rests with the Board. Detailed monitoring and evaluation of risk is delegated to the Audit & Risk Management Committee, which must consider the Guildhall School's risk register at each of its meetings. Risk is also a standing item on the agenda for all staff committees at the School to ensure that risks and mitigating actions are flagged at the earliest opportunity and added to the register where appropriate. An updated Risk Management Protocol is currently being drafted with to being submitted for approval by the Board of Governors later in 2021.

The risk register was developed at individual department level within the School, with the information then consolidated into a School-wide register by the Executive Directorate team, and each risk evaluated according to its probability and impact. The register is reviewed and updated by the Executive Directorate team prior to consideration by the Audit & Risk Management Committee at each of its meetings. A crucial part of this process is an evaluation of the effectiveness of management action to mitigate each risk, and risk owners have been identified in order to facilitate this.

The following key risks have been identified by the Senior Management Team:

- Inability to invest in infrastructure and teaching spaces;
- Failure of safeguarding policies;
- Failure to mitigate against a potential fall in EU student numbers as a result of Brexit; and
- Inability to adequately respond to the continuing impact of Coronavirus

In reviewing the register, consideration is always given to the School's *Business Recovery Plan 2021-2025* and to the risks associated with its delivery. Similarly, risk is considered whenever strategic documents and policies are being developed, and appropriate commentary and management action is included. The Guildhall School's risk register is referred to by the City Corporation's Internal Audit section when updating its five-year rolling audit plan for the School, to ensure that all the key risks in the School's risk register are reviewed as part of the cycle.

The Board has relied on the opinions contained in the annual report received by it from the Audit & Risk Management Committee, which in turn is informed by the annual report and opinion of the City Corporation's Internal Audit section and the external auditors' management letter. Any system of internal control can, however, only provide reasonable, but not absolute, assurance against material misstatement or loss. The Board acknowledge that it is responsible for ensuring that a sound system of control is maintained, and that it has reviewed the effectiveness of this process.

Graham Packham
Chairman

Jonathan Vaughan
Interim Principal

Date:

Date:

Independent Accountants' report to the Board of Governors of the Guildhall School of Music and Drama

Independent Reasonable Assurance Report to the Guildhall School of Music and Drama and City of London Corporation

We were engaged by the Guildhall School of Music and Drama and the City of London Corporation to report on the Guildhall School of Music and Drama's Statement of Comprehensive Income comprising the Statement of Comprehensive Income and related notes.

Guildhall School of Music and Drama and the City of London Corporation's Responsibilities

The Governors of the Guildhall School of Music and Drama and the City of London Corporation are responsible for preparing the Statement of Comprehensive Income that is correctly extracted in accordance with the stated criteria and for the information contained therein. The Governors of Guildhall School of Music and Drama and the City of London Corporation are also responsible for ensuring that, in all material respects, income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the Guildhall School of Music and Drama have been properly applied for the purposes for which they were received.

This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation of the Statement of Comprehensive Income. It also includes developing the criteria around the correct extraction of the Statement of Comprehensive Income and Expenditure statement from the audited accounts of City's Cash for the period 1 August 2019 to 31 March 2020 (8 months) and from its unaudited accounts for the period 1 April 2020 to 31 July 2020 (4 month).

The Governors of the Guildhall School of Music and Drama and City of London Corporation are also responsible for preventing and detecting fraud and for identifying and ensuring that the Guildhall School of Music and Drama complies with laws and regulations applicable to its activities. The Governors of the Guildhall School of Music and Drama and City of London Corporation are responsible for ensuring that staff involved with the preparation of the Statement of Comprehensive Income and Expenditure are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units/operational sites.

Our Responsibilities

Our responsibility is to examine the Statement of Comprehensive Income prepared by the Guildhall School of Music and Drama and the City of London Corporation and to report thereon in the form of an independent reasonable assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (UK) 3000, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE (UK)) issued by the International Auditing and Assurance Standards Board. That standard requires that we comply with ethical requirements, including independence requirements, and plan and perform our procedures to obtain reasonable assurance about whether:

- on the basis of agreed criteria and in all material respects, correctly extracted from the audited accounts of City's Cash for the period 1 August 2019 to 31 March 2020 (8 months) and from its unaudited accounts for the period 1 April 2020 to 31 July 2020 (4 month).
- in all material respects, income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the Guildhall School of Music and Drama have been properly applied for the purposes for which they were received.
- based on the work performed in giving our reasonable assurance opinion on the subject matter, we have nothing to report, on the following matters which the OfS requires us to report to you:
 - The School's grant and fee income, as disclosed in the note to the accounts, has been materially misstated.
 - The School's expenditure on access and participation activities for the financial year has been materially misstated.

Scope of the Assurance Engagement

The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the Statement of Comprehensive Income and Expenditure whether due to fraud or error.

In making those risk assessments, we have considered internal control relevant to the preparation of the Statement of Comprehensive Income in order to design assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the Guildhall School of Music and Drama and the City of London Corporation's internal control over the preparation of the Statement of Comprehensive Income and Expenditure. Our engagement also included: assessing the appropriateness of the Statement of Comprehensive Income, the suitability of the criteria used by Guildhall School of Music and Drama and the City of London Corporation in preparing the Statement of Comprehensive Income and Expenditure in the circumstances of the engagement. Reasonable assurance is less than absolute assurance.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

In our opinion:

- the Statement of Comprehensive Income and Expenditure statement has, on the basis of agreed criteria and in all material respects, been correctly extracted from the audited accounts of City's Cash for the period 1 August 2019 to 31 March 2020 (8 months) and from its unaudited accounts for the period 1 April 2020 to 31 July 2020 (4 month).
- in all material respects, income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the Guildhall School of Music and Drama have been properly applied for the purposes for which they were received.

Based on the work performed in giving our reasonable assurance opinion on the subject matter, we have nothing to report on the following matters which the OfS requires us to report to you if, in our opinion:

- The School's grant and fee income, as disclosed in the note to the accounts, has been materially misstated.
- The School's expenditure on access and participation activities for the financial year has been materially misstated.

Restriction of Use of Our Report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than Guildhall School of Music and Drama and the City of London Corporation for any purpose or in any context. Any party other than Guildhall School of Music and Drama and the City of London Corporation who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than Guildhall School of Music and Drama and the City of London Corporation for our work, for this independent reasonable assurance report, or for the conclusions we have reached.

Our report is released to Guildhall School of Music and Drama and the City of London Corporation on the basis that it shall not be copied, referred to or disclosed, in whole (save for Guildhall School of Music and Drama and the City of London Corporation's own internal purposes) or in part, without our prior written consent.

BDO LLP
Chartered Accountants
London
United Kingdom
Date

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

STATEMENT OF COMPREHENSIVE INCOME FOR THE EIGHT MONTHS ENDED 31 MARCH 2020

	Notes	Eight months Ended 31 March 2021 £000	Year Ended 31 July 2020 £000
Income			
Funding Body Grants	2	4,007	5,859
Tuition fees and education contracts	3	10,166	15,399
Research grants and contracts	4	264	364
Other Income	5	10,021	11,171
Total Income		24,458	32,793
Expenditure			
Staff Costs	7	16,006	22,902
Other operating expenses	10	9,479	12,474
Total Expenditure		25,485	35,376
Deficit on continuing operations		(1,027)	(2,583)
Deficit for the year met by the City of London Corporation from its City's Cash Fund		1,027	2,583
Result for the year		-	-

.....
Graham Packham
 Chairman

Date:

.....
Jonathan Vaughan
 Interim Principal

Date:

NOTES TO THE ACCOUNTS

1. Principal Accounting Policies

The Guildhall School is owned, funded and managed by the City of London Corporation and forms part of the services funded from City's Cash. This is a private fund that is not governed by statute or regulations. The School is a Public Benefit Entity. The following accounting policies have been applied.

a) Basis of Preparation

The School is not itself a legal entity and as such does not produce its own statutory accounts. For this reason, and as agreed with the Office for Students, the statements exclude a balance sheet, cash flow statement and other disclosures usually contained in the financial statements of OfS registered organisations.

The School's Statement of Comprehensive Income has been prepared following the general format of the Statement of Recommended Practice: Accounting for Further and Higher Education 2019. The statement has been prepared under the historic cost convention in accordance with generally accepted United Kingdom accounting policies. The only exception to this is pensions, which have been prepared under FRS 102 as detailed in Note 1f and 12.

b) Recognition of Income and Expenditure

All income and expenditure is recognised in the accounts on an accruals basis. Income is included gross without deduction of expenses.

Income from tuition fees is recognised in the academic year to which it relates and includes all fees chargeable to students or their sponsors. The costs of any fees waived by the School are included as expenditure in Note 10 within Scholarships, Bursaries and Prizes.

Income from grants, contracts and other services rendered is included to the extent of the completion of the contract or service concerned or when conditions attached to their receipt has been met.

Grants (including research grants) from non-Government sources are recognised in income when the School is entitled to the income and performance related conditions are met. Income received in advance of performance related conditions being met is held as deferred income and released to income as the conditions are met.

Income from UK charities is restricted and recognised when the grant conditions, including incurring expenditure, have been met.

Income receivable from the Office for Students is recognised in the Academic Year to which it relates

c) Agency Funds

Funds received from agencies for disbursement to students have been excluded from income. Similarly, the disbursement of these funds has also been excluded from expenditure. The list of funds received from agencies and disbursed is disclosed in Note 14.

d) Foreign Currencies

Transaction of foreign currencies is recorded using the rate of exchange ruling at the date of the transaction.

e) Balance Sheet

As the Guildhall School of Music & Drama is owned, funded and managed by the City of London Corporation, assets and liabilities relating to the School are consolidated into the City of London Corporation's City's Cash balance sheet. No Balance sheet is presented for the School.

f) Pension schemes

The City of London Corporation's Pension Scheme is a funded defined benefits scheme. City of London Corporation staff are eligible for membership of the pension scheme. Details of the pension scheme are disclosed in Note 12 in accordance with FRS 102.

g) Capital Expenditure

The School operates a rolling programme of planned capital expenditure covering substantial works to the School's premises and acquisition of major items of equipment. The cost of these approved capital projects is met directly by the City Corporation's City's Cash and is not accounted for within the financial statements of the School. The cost of smaller items of equipment, and any associated grant income, is recognised in the income and expenditure account in the year it is incurred.

h) Maintenance of premises

The cost of routine corrective maintenance is charged to the income and expenditure account in the period that it is incurred.

i) Taxation

As the Guildhall School is part of the City of London Corporation, and not a separate legal entity, it shares the same tax status as the City Corporation which is exempt from Income and Corporation Tax.

2. Funding Body Grants	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
Basic Teaching Grant	3,066	4,750
Higher Education Innovation Fund – Round 4	430	553
Teaching Capital Investment Fund	137	112
Strategic Priorities Fund	-	50
Quality Research Grant	374	394
Total	4,007	5,859

3. Tuition fees and education contracts	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
UK Students – Tuition fees	4,443	6,730
EU Students – Tuition fees	970	1,517
Overseas Students – Tuition fees	2,041	3,178
Summer Schools – Tuition fees	41	132
Part-time non award bearing courses – Tuition fees	230	155
Junior School – Tuition fees	824	1,740
Centre for Young Musicians – Tuition fees	1,347	1,603
Examination fees	-	2
Audition fees	270	342
Total	10,166	15,399

4. Research grants and contracts	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
UK based charities	17	-
Other grants and contracts	247	364
Total	264	364

5. Other Income	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
Residencies, catering and conferences	798	1,069
Other income generating activities	117	515
Other income	741	544
City of London Corporation support:		
An annual cash limited contribution towards net operating costs	7,551	7,805
Reimbursement of administrative and central service costs attributed to the School as shown in note 11	815	1,171
Funding of major repairs and maintenance projects	-	67
Total	10,021	11,171

6. Grants & Fee Income	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
Grant Income from the Office for Students	3,633	5,465
Grant Income from other bodies	638	758
Fee income for taught awards	7,191	11,163
Fee income for research awards	263	262
Fee income for non-qualifying courses	2,712	3,974
Total Grants & fee income	14,437	21,622

7. Staff Numbers	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	FTE	FTE
The average number of persons (including Senior postholders) employed by the Guildhall School of Music & Drama during the period expressed as full-time equivalents was:		
Teaching departments	203	194
Teaching support services	1	1
Administration and central services	128	119
Total	332	314

8. Employee Benefits	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
Wages and salaries	12,563	18,130
Social Security costs	1,141	1,567
Pension contributions	2,302	3,205
Total – Staff costs	16,006	22,902

9. **Senior Employee Benefits**

The Principal's emoluments included in note 8 are made up as follows:

	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
Salaries	128	183
Social Security costs	17	24
Other Pension contributions	27	39
Total	172	246

- i) The head of the provider's basic salary is 4.42 times the median pay of staff (2019/20: 4.3 times), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.
- ii) The head of the provider's total remuneration is 4.3 times the median total remuneration of staff (2019/20: 4.25 times), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid by the provider to its staff.

10. **Total employee benefits in excess of £100,000**

The number of staff excluding the Principal whose total employee benefits (including taxable benefits but excluding employer's pension contribution) in excess of £100,000 in the following ranges was:

	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
No. of staff paid between £150,000 and £154,999	1	1
No. of staff paid between £135,000 and £139,999	1	-
No. of staff paid between £130,000 and £134,999	-	1
No. of staff paid between £120,000 and £124,999	1	-
No. of staff paid between £115,000 and £119,999	-	1
No. of staff paid between £110,000 and £114,999	-	1
No. of staff paid between £100,000 and £104,999	1	-
Total	4	4

Note: The staff numbers in the above table for the eight months ended 31 March 2021 reflect the annualised employee benefits for the staff members in question for the purpose of allowing comparisons to be made against the prior reporting period.

11. Other Operating Expenses	Eight Months Ended 31 March 2021	Year Ended 31 July 2020
	£000	£000
Administration & Central Services	803	1,722
Administration & Central Services met by the City of London Corporation ¹	815	1,171
Bank charges & Legal Fees	114	44
Catering	70	132
Contracted-out Lecturing Services	1,271	1,370
Equipment	832	791
Information Technology	231	260
Non-teaching – fees	785	901
Premises	3,134	3,910
Publicity	65	73
Scholarships, Bursaries & Prizes	1,070	1,465
Student support (Library, Student Placement expenses and Student Union subsidy)	169	351
Subscriptions	91	266
Training & development	26	18
Total	9,479	12,474

12. **Pensions**

The Guildhall School of Music & Drama is owned by the City of London Corporation and the employees of the School are also employees of the City of London Corporation. As such they are eligible for membership of the City of London Corporation Pension Scheme (the “Scheme”).

The Scheme is operated under the regulatory framework for the Local Government Pension Scheme with policy determined in accordance with the Pension Fund Regulations. It is a funded defined benefit scheme, meaning that the employers and employees pay contributions into a fund calculated at a level intended to balance the pension liabilities with investment assets. Prior to 1 April 2014, LGPS pension benefits were based on final pensionable pay and length of pensionable service. From 1 April 2014, the scheme became a career average scheme.

The City Corporation administers the Scheme on behalf of its participating employers. The City Corporation’s Establishment Committee is responsible for personnel and administration matters, whilst its Financial Investment Board is responsible for appointing fund managers and monitoring performance. The principal risks to the authority of the scheme are the mortality rate assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme.

The Guildhall School does not have an exclusive relationship with the Scheme, neither is the portion of the Scheme that relates to City of London employee members engaged on Guildhall School activities separately identifiable. Consequently, in accordance with FRS 102, the pension arrangements are treated as a defined contribution scheme in the Guildhall School accounts. This

¹ City of London Corporation central department costs attributed to the School relating to financial, legal, secretarial, human resources and building services together with various insurances.

means that the FRS 102 surplus or deficit on the Scheme is not included in the Guildhall School accounts.

The annual actuarial valuation of the defined benefit scheme was updated to 31 March 2020 by an independent qualified actuary in accordance with IAS19. As required by IAS19, the defined benefit liabilities have been measured using the projected unit method. The valuation has been completed under IFRS, in line with the City Fund requirements, rather than under FRS102, with the differences considered not to be materially incorrect.

As an employer the City of London Corporation's share of the deficit on the Pension Fund on 31 March 2021 (calculated in accordance with IAS19) is £919.7 million (31 March 2020: £635.6 million).

2020-21 has seen a substantial increase in the deficit due to changes in the financial assumptions made by the actuary when calculating the value of the scheme in accordance with IAS19. This change has been driven by a decrease in the discount rate, from 2.35% to 2.00% (which is derived from the yield corporate bonds), together with an increase in inflation expectations.

13. Debtors

As stated previously, the School's assets and liabilities are consolidated into the City of London Corporation's City's Cash balance sheet. The total outstanding Tuition Fees and Bursaries for the Guildhall School of Music & Drama as of 31 March 2021 were £233,810 (31 July 2020: £407,596).

14. Grants Received and Disbursed – Excluded from Income & Expenditure calculations

	Awarded/Received for disbursement £000	Disbursed £000	No. of students awarded funds
Erasmus	9	7	4
Total	9	7	4

15. Access & Participation

	Eight Months Ended 31 March 2021 £000	Year Ended 31 July 2020 £000
Access investment	258	339
Financial support for students	30	45
Support for disabled students	18	31
Research & Evaluation	7	9
Total	313	424

Included in the above amounts is £116k (2020: £194k) relating to staff costs that have also been reported within Note 7 to these accounts. A copy of the Schools current Access & Participation Plan can be found at

https://www.gsmd.ac.uk/fileadmin/user_upload/files/Policies_and_Reports/GuildhallSchoolOfMusic_Drama_APP_2020-21_V1_10007825.pdf

16. Capital Expenditure

Capital expenditure totalling £336,747 (2019/20: £361,362) was incurred during the period by the City of London on behalf of the School. This mainly related to the ongoing renewal of fire alarm systems and upgrades to engineering controls (2019/20: this mainly related to the renewal of fire alarm systems and the sound system in the theatre).

17. Related Party Transactions

Elected Members of the City of London Corporation are represented on the Board of Governors of the Guildhall School of Music & Drama. A full list of Governors who served on the Board during the eight months from 1 August 2020 to 31 March 2021 is given at the beginning of this document. The City of London Corporation provides administration and central services to the School. The costs incurred by the City of London Corporation in providing these services are charged to the School.

Members of the Board of Governors responsible for managing the School are required to comply with the Relevant Authority (model code of conduct) Order 2001 issued under the Local Government Act 2000 and the City of London Corporation’s guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation’s code of conduct;
- A register of interest is maintained;
- Personal, prejudicial, pecuniary and non-pecuniary interests are declared during meetings; and
- Members do not participate in decisions where they have an interest.

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests. In this way, as a matter of policy and procedure, the School ensures that Members and Officers do not exercise control over decisions in which they have an interest.

There are no material transactions with organisations related by virtue of Members and officers interests which require separate reporting. Transactions are undertaken by the School on a normal commercial basis.

The Guildhall School Trust, a registered charity independent of the School, exists solely to support the School’s students. A number of members of the School Board are also trustees of the Guildhall School Trust. During the academic year 2020/21 the School received £1,740,000 (2019/20: £1,840,027) from the Trust for scholarships for tuition fees and bursaries for maintenance.



Draft report to the Audit Committee

GUILDHALL SCHOOL OF MUSIC AND DRAMA

Audit Completion: period ended 31 March 2021

WELCOME

We have pleasure in presenting our Completion Report to the Audit Committee. This report is an integral part of our communication strategy with you, a strategy which is designed to ensure effective two way communication throughout the assurance process with those charged with governance.

This report contains matters which should properly be considered by the Board as a whole. We expect that the Audit Committee will refer such matters to the Board, together with any recommendations, as it considers appropriate.

We would also like to take this opportunity to thank the Management and staff of the School for the co-operation and assistance provided during the work.

Paula Willock
7 September 2021



Paula Willock
Audit Director

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e: paula.willock@bdo.co.uk



James Badman
Assistant Manager

t: + 44(0)7792 149 126
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The contents of this report relate only to those matters which came to our attention during the conduct of our normal reasonable assurance review procedures which are designed primarily for the purpose of expressing our opinion on the statement of comprehensive income. This report has been prepared solely for the use of the Audit Committee and Those Charged with Governance and should not be shown to any other person without our express permission in writing. In preparing this report we do not accept or assume responsibility for any other purpose or to any other person. For more information on our respective responsibilities please see the appendices.

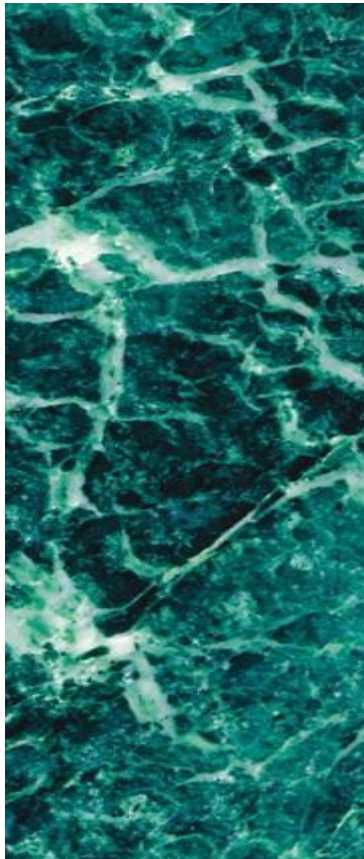
THE NUMBERS

Executive summary

Audit scope

Our approach was designed to ensure we obtained the required level of assurance in accordance with International Standard On Assurance Engagements 3000 (ISAE 3000) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. Subject to the completion of the outstanding matters, this objective will be achieved.

See page 9 for details of the entity that is included within the scope of our engagement.



Final Materiality

Financial Statement Materiality was determined based on Total Income per the draft 2021 financial statements.

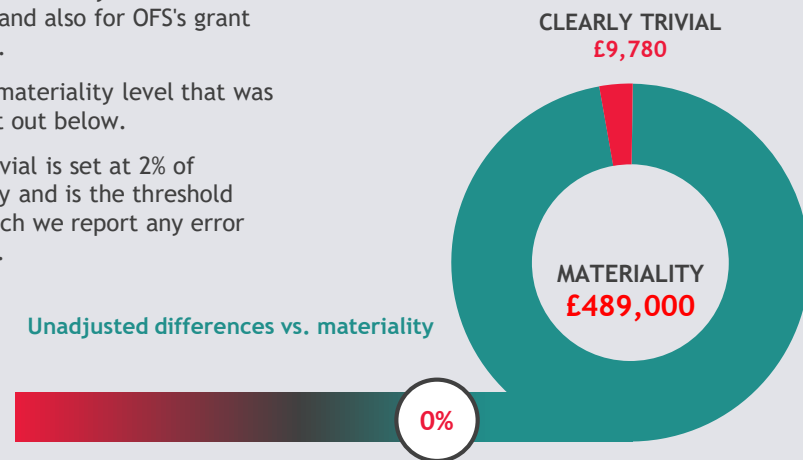
Total income has been selected as the most appropriate benchmark for HEIs as student numbers (and hence income) are the key drivers for each HEI's KPIs and also for OFS's grant allocation.

The final materiality level that was used is set out below.

Clearly trivial is set at 2% of materiality and is the threshold above which we report any error identified.

Unadjusted audit differences

At the date of this report we have not identified any adjustments.



OVERVIEW

Executive summary

This summary provides an overview of the matters that we believe are important to the Audit Committee in reviewing the results of the reasonable assurance procedures on the Statement of Comprehensive Income for the School for the period ended 31 March 2021.

It is also intended to promote effective communication and discussion and to ensure that the results of the engagement appropriately incorporate input from those charged with governance.



Overview

Our work is substantially complete and subject to the successful resolution of outstanding matters (listed on page 9) we anticipate issuing an unmodified reasonable assurance report on the School's financial statements for the period ended 31 March 2021.

The reasonable assurance opinion that has been agreed with the School's regulator, the Office for Students, states that the accounts of the School have been properly extracted from the audited accounts of City's Cash. We cannot issue our opinion until the audit of City's Cash is complete. That work is in progress at the date of this report.

No restrictions were placed on our work.

Financial reporting

- We have not identified any non-compliance with accounting policies or applicable accounting framework
- No significant accounting policy changes have been identified impacting the current period

Other matters that require discussion or confirmation

- We confirm our independence in the Other Matters section of our report
- Confirmations re: fraud, contingent liabilities and subsequent events
- Letter of representation: see page 10

INDEPENDENCE AND FEES

Independence and rotation

Independence

Under Parts A and B of the Code of Ethics for professional Accountants, including independence, issued by the International Ethics Standards Board for Accountants (the IESBA Code) we are required to confirm our independence. We have embedded the requirements of the Standards in our methodologies, tools and internal training programs. Our internal procedures require that audit engagement partners and directors are made aware of any matters which may reasonably be thought to bear on the integrity, objectivity or independence of the firm, the members of the engagement team or others who are in a position to influence the outcome of the engagement. This document considers such matters in the context of our engagement for the period ended 31 March 2021.

Details of services, other than the reasonable assurance engagement, provided by us to the School during the period and up to the date of this report are set out on the following page. We have not identified any other relationships or threats that may reasonably be thought to bear on our objectivity and independence.

We confirm that the firm, the engagement team and other partners, directors, senior managers and managers conducting the engagement comply with relevant ethical requirements including the FRC's Ethical Standard and are independent of the School.

Rotation

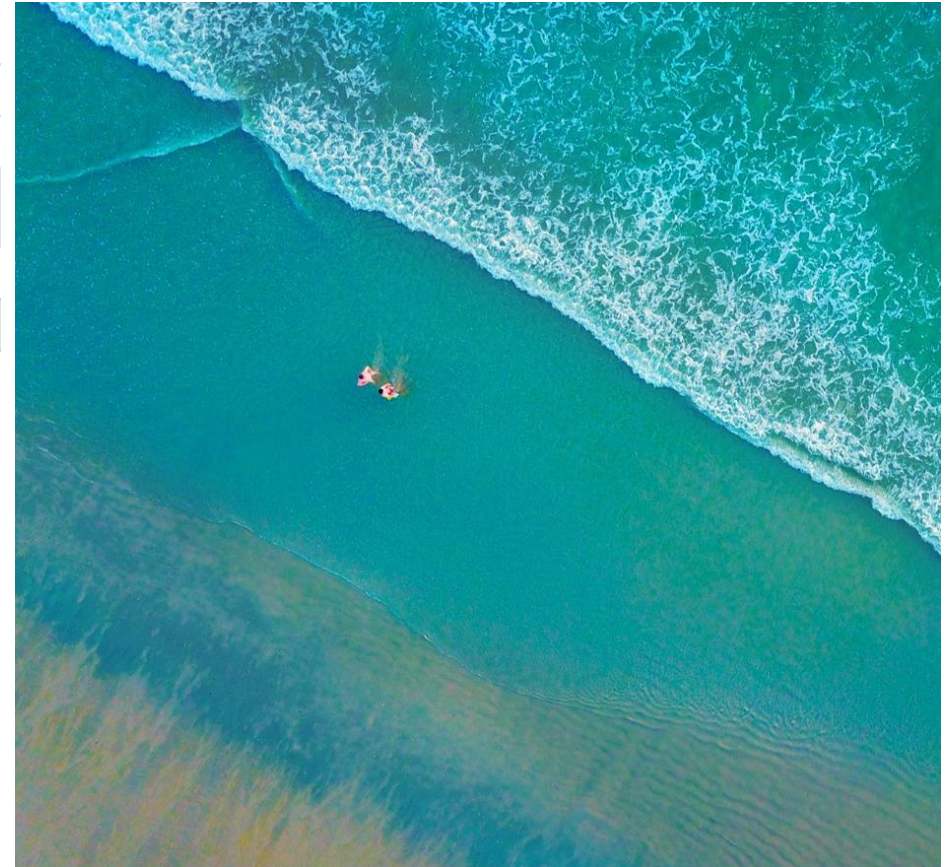
The table below indicates the latest rotation periods normally permitted under the independence rules of the FRC's Ethical Standard. In order to safeguard quality we will employ a policy of gradual rotation covering the team members below as well as other senior members of the engagement team to ensure a certain level of continuity from year to year.

ENGAGEMENT TEAM ROTATION	NUMBER OF YEARS INVOLVED	ROTATION TO TAKE PLACE BEFORE YEAR ENDED
Paula Willock- Audit Director	3	2029
James Badman - Assistant Manager	1	2031

FEES

Fees summary for period ended 31 March 2021

	2021	2020
	£'000	£'000
Reasonable assurance fee for period ending 31 March 2021	10,000	10,000
US Federal Aid compliance report	2,885	2,885
Total fees	12,885	10,800



OUTSTANDING MATTERS



Our work in respect of the statement of comprehensive income for the period ended 31 March 2021 is in progress.

The following matters are outstanding at the date of this report and could impact our reasonable assurance opinion. We will update you on their current status at the Board meeting at which this report is considered:

- Completion of the audit of City's Cash (see page four)
- Finalisation of testing in some areas
- Finalisation of our work on the extract of the accounts for the period from the City's Cash nominal ledger for the period
- Manager and director review of financial statements and those areas noted above
- Receipt of signed engagement letter
- Receipt of signed Financial Statements
- Receipt of signed Letter of Representation
- Review of post balance sheet events up until the date of signing.

There are a number of areas of testing where we rely on the testing performed by the City's Cash Audit team to ensure we take assurance on the data extracted for the Guildhall School of Music and Drama financial statements. Areas where testing performed for the City's Cash Audit where assurance for Guildhall School of Music and Drama is required include:

- Payroll
- Expenditure
- Pensions

AUDIT SCOPE AND OBJECTIVES

Our approach was designed to ensure we obtained the requisite level of assurance across the School. The School prepared their statement of comprehensive income in accordance with UK GAAP.

COMPONENT NAME	ACTIVITY	INCORPORATED UNDER	CHARITABLE STATUS	PROPOSED SCOPE OF WORK
The Guildhall School of Music and Drama	GSMD	Provider of Higher Education	The Guildhall School of Music & Drama (Guildhall School) is owned and governed by the City of London Corporation (City Corporation), the legal status of which is that of a municipal Corporation by Prescription	Charitable Reasonable assurance engagement by BDO



REPRESENTATION LETTER

BDO LLP
55 Baker Street
London W1U 7EU

Dear Madams/Sirs

Independent reasonable assurance report on the Guildhall School of Music and Drama for the period ended 31 March 2021

This representation letter is provided in connection with your engagement to report on the Statement of Comprehensive Income and related notes (“the subject matter”) for the purpose of expressing an independent reasonable assurance conclusion under International Standard on Assurance Engagements 3000 (Revised) as to whether:

- the subject matter has, on the basis of agreed criteria and in all material respects, been correctly extracted from the audited accounts of City’s Cash for the period 1 August 2020 to 31 March 2021 (eight months)
- In all material respects, income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the Guildhall School of Music and Drama have been properly applied for the purposes for which they were received.

We confirm that the following representations given to you in connection with your engagement to report on the Statement of Comprehensive Income and related notes are made to the best of our knowledge and belief, and after having made appropriate enquiries of other governors and officials of the school.

We have fulfilled our responsibilities as The Governors of the Guildhall School of Music and Drama and the City of London Corporation for the preparation and presentation of the Statement of Comprehensive Income and related notes as set out in the terms of the engagement letter, and in particular that it is in all respects in accordance with the agreed criteria.

Information Provided

We have evaluated the Statement of Comprehensive Income and related notes against the agreed criteria and confirm that that this has been met.

Measurement methods and significant assumptions used by us in making Statement of Comprehensive Income and related notes information estimates are reasonable.

There have been no events since the 31 March 2021 which either require changes to be made to the Statement of Comprehensive Income and Expenditure and related notes or to be disclosed by way of a note. Should any material events of this type occur, we will advise you accordingly.

The effects of instances of uncorrected misstatements that you identified as part of your reasonable assurance engagement procedures are immaterial, both individually and in the aggregate, to the Statement of Comprehensive Income and Expenditure and related notes information as a whole.

REPRESENTATION LETTER

Access provided

We have made available to you all records, underlying records and supporting documentation and all minutes of meetings of the School and City of London Corporation.

We have provided you with:

- Unrestricted access to all information of which we are aware that is relevant to the preparation of the Statement of Comprehensive Income and related notes information such as records, source documentation and other matters;
- Additional information that you have requested from us for the purpose of the engagement; and
- Unrestricted access to persons from whom you determined it necessary to obtain evidence.

We have disclosed to you all changes in the design and documentation of the measures and internal controls included within the Statement of Comprehensive Income and related notes, or breakdowns in the operation of those measures and internal controls that would have a material effect on your assurance report.

All transactions and information have been recorded in the Statement of Comprehensive Income and related notes records and are reflected in the Statement of Comprehensive Income and related notes information, when relevant.

We acknowledge our responsibility for the design, implementation and maintenance of internal control over the Statement of Comprehensive Income and related notes in conformity with the criteria to prevent and detect fraud and error in the preparation of the Statement of Comprehensive Income and related notes.

In relation to those laws and regulations which provide the legal framework within which our business is conducted and which are central to our ability to conduct our business, we have disclosed to you all instances of possible non-compliance of which we are aware and all actual or contingent consequences arising from such instances of non-compliance whose effects should be considered when preparing the Statement of Comprehensive Income and related notes.

Further, we have disclosed to you all communications from regulatory authorities concerning non-compliance with, or deficiencies in, practices relating to the Statement of Comprehensive Income and related notes.

We have disclosed to you and have appropriately accounted for and disclosed in Statement of Comprehensive Income and related notes information in accordance with all known actual or possible litigation and claims whose effects should be considered when preparing the Statement of Comprehensive Income and related notes information.

We have considered the risk that the Statement of Comprehensive Income and related notes may be materially misstated due to fraud and have identified no significant risks.

To the best of our knowledge we are not aware of any fraud or suspected fraud involving management or employees. Additionally, we are not aware of any fraud or suspected fraud involving any other party that could materially affect the Statement of Comprehensive Income and Expenditure and related notes.

To the best of our knowledge we are not aware of any allegations of fraud or suspected fraud affecting the Statement of Comprehensive Income and Expenditure and related notes that have been communicated by employees, former employees, analysts, regulators or any other party.

REPRESENTATION LETTER

We confirm that the representations made in this letter are on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

We confirm that the Statement of Comprehensive Income and related notes is free of material misstatements, including omissions.

We acknowledge our responsibilities regarding disclosure of information to you as independent assurance practitioners and confirm that so far as we are aware, there is no relevant information needed by you in connection with preparing your assurance conclusion of which you are unaware. Each responsible party has taken all the steps that they ought to have taken as a responsible party in order to make themselves aware of any relevant assurance information and to establish that you are aware of that information.

Yours faithfully

Name.....

Signed on behalf of The Guildhall School of Music and Drama

Date:.....

Name.....

Signed on behalf of The City of London Corporation

Date:.....

FOR MORE INFORMATION:

Paula Willock

t: 0129 384 8970

m: 07964 777933

e: paula.willock@bdo.co.uk

The matters raised in our report prepared in connection with the audit are those we believe should be brought to your attention. They do not purport to be a complete record of all matters arising. This report is prepared solely for the use of the company and may not be quoted nor copied without our prior written consent. No responsibility to any third party is accepted.

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Annual Financial Return 2021 (AFR21)

For the financial year ending on Wednesday 31 March 2021

Guildhall School of Music & Drama

UKPRN: 10007825

Upload information

Upload date and time: Not yet uploaded
Upload number: Not yet uploaded

Validation information

Tables with validation errors: **2, 3**
Tables with validation warnings: **1, 2, 3, 4, 9**

Guidance

All guidance for the Annual Financial Return can be found on the OfS website at:

[Regulatory advice 14: Guidance for providers for the financial monitoring returns](#)

The webpage contains guidance on how to complete this workbook, as well as how to submit files to the OfS portal.

For information regarding the deadlines and financial year ends for your provider, please download the return information file from the 'Return informatio

For any queries, please email: FinanceData@officeforstudents.org.uk

No validation errors

Validation warnings: see below table

Table 1: Consolidated statement of comprehensive income and expenditure		Audited data		Forecasts				
		Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
		Financial year ending: 31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
1	Income							
1a	Course fees and education contracts	15,399	10,166	15,364	16,125	17,036	17,809	17,900
1b	Funding body grants	5,859	4,007	5,836	5,800	5,819	5,839	5,852
1c	Research grants and contracts	364	264	463	437	200	200	200
1d	Other income	11,171	10,021	14,831	14,216	14,686	15,166	15,509
1e	Investment income	0	0	0	0	0	0	0
1f	Donations and endowments	0	0	0	0	0	0	0
1g	Total income	32,793	24,458	36,494	36,578	37,741	39,014	39,461
2	Expenditure							
2a	Staff costs	22,902	16,006	22,386	22,558	22,679	22,922	23,158
2b	Restructuring costs	0	0	0	0	0	0	0
2c	Other operating expenses	12,474	9,479	12,950	13,783	13,985	14,092	14,153
2d	Depreciation and amortisation	0	0	0	0	0	0	0
2e	Interest and other finance costs	0	0	0	0	0	0	0
2f	Total expenditure	35,376	25,485	35,336	36,341	36,664	37,014	37,311
3	Surplus/(deficit) before other gains/losses and share of surplus/(deficit) in joint ventures and associates	-2,583	-1,027	1,158	237	1,077	2,000	2,150
4	Gain/(loss) on disposal of tangible assets	0	0	0	0	0	0	0
5	Gain/(loss) on investment property	0	0	0	0	0	0	0
6	Gain/(loss) on investments	0	0	0	0	0	0	0
7	Share of surplus/(deficit) in joint venture(s)	0	0	0	0	0	0	0
8	Share of surplus/(deficit) in associate(s)	0	0	0	0	0	0	0
9	Surplus/(deficit) before tax	-2,583	-1,027	1,158	237	1,077	2,000	2,150
10	Taxation	0	0	0	0	0	0	0
11	Surplus/(deficit) for the year	-2,583	-1,027	1,158	237	1,077	2,000	2,150

Year on year differences

Differences between years of +/- 10% have been highlighted. Please provide an explanation for any highlighted differences in question 4 of your commentary document.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
-34.0%	51.1%	5.0%	5.6%	4.5%	0.5%
-31.6%	45.6%	-0.6%	0.3%	0.3%	0.2%
-27.5%	75.4%	-5.6%	-54.2%	0.0%	0.0%
-10.3%	48.0%	-4.1%	3.3%	3.3%	2.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-25.4%	49.2%	0.2%	3.2%	3.4%	1.1%
-30.1%	39.9%	0.8%	0.5%	1.1%	1.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-24.0%	36.6%	6.4%	1.5%	0.8%	0.4%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%

Validation errors: see below table

Validation warnings: see below table

Table 3: Consolidated statement of cash flows		Audited data		Forecasts				
		Year 1 31/07/2020	Last audited year Year 2 31/03/2021	Current year Year 3 31/03/2022	Year 4 31/03/2023	Year 5 31/03/2024	Year 6 31/03/2025	Year 7 31/03/2026
Financial year ending:		£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	Cash flow from operating activities							
1a	Surplus for the year before tax	-2,583	-1,027	1,158	237	1,077	2,000	2,150
2	Adjustment for non-cash items							
2a	Depreciation	0	0	0	0	0	0	0
2b	Amortisation of intangibles	0	0	0	0	0	0	0
2c	Release of negative goodwill from asset acquisition	0	0	0	0	0	0	0
2d	Amortisation of goodwill	0	0	0	0	0	0	0
2e	Loss/(gain) on investments and investment property	0	0	0	0	0	0	0
2f	Decrease/(increase) in stock	0	0	0	0	0	0	0
2g	Decrease/(increase) in debtors	0	0	0	0	0	0	0
2h	Increase/(decrease) in creditors	0	0	0	0	0	0	0
2i	Increase/(decrease) in pension provisions	0	0	0	0	0	0	0
2j	Increase/(decrease) in other provisions	0	0	0	0	0	0	0
2k	Receipt of donated equipment	0	0	0	0	0	0	0
2l	Share of operating deficit/(surplus) in joint venture	0	0	0	0	0	0	0
2m	Share of operating deficit/(surplus) in associate	0	0	0	0	0	0	0
2n	Other adjustment for non-cash items	0	0	0	0	0	0	0
3	Adjustment for investing or financing activities							
3a	Investment income	0	0	0	0	0	0	0
3b	Interest payable	0	0	0	0	0	0	0
3c	Endowment income	0	0	0	0	0	0	0
3d	Loss/(gain) on the sale of tangible and intangible assets	0	0	0	0	0	0	0
3e	Capital grant income	0	0	0	0	0	0	0
4	Cash flows from operating activities before tax	-2,583	-1,027	1,158	237	1,077	2,000	2,150
5	Taxation paid	0	0	0	0	0	0	0
6	Net cash inflow/(outflow) from operating activities	-2,583	-1,027	1,158	237	1,077	2,000	2,150

Year on year differences

Differences between years of +/- 10% have been highlighted. Please provide an explanation for any highlighted differences in question 6 of your commentary document.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%

Validation errors: see below table

Validation warnings: see below table

Table 3: Consolidated statement of cash flows		Audited data		Forecasts				
		Year 1	Last audited year	Current year	Year 4	Year 5	Year 6	Year 7
			Year 2					
Financial year ending:		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
7	Cash flows from investing activities	£000s	£000s	£000s	£000s	£000s	£000s	£000s
7a	Proceeds from sales of tangible assets	0	0	0	0	0	0	0
7b	Proceeds from sales of intangible assets	0	0	0	0	0	0	0
7c	Capital grants receipts	0	0	0	0	0	0	0
7d	Non-current asset investments disposal	0	0	0	0	0	0	0
7e	Withdrawal of deposits	0	0	0	0	0	0	0
7f	Investment income	0	0	0	0	0	0	0
7g	Payments made to acquire tangible assets	0	0	0	0	0	0	0
7h	Payments made to acquire intangible assets	0	0	0	0	0	0	0
7i	Non-current investment acquisitions	0	0	0	0	0	0	0
7j	New deposits	0	0	0	0	0	0	0
7k	Other cash flows from investing activities	0	0	0	0	0	0	0
7l	Total cash flows from investing activities	0	0	0	0	0	0	0
8	Cash flows from financing activities	£000s	£000s	£000s	£000s	£000s	£000s	£000s
8a	Interest paid	0	0	0	0	0	0	0
8b	Interest element of finance lease and service concession payments	0	0	0	0	0	0	0
8c	New endowments	0	0	0	0	0	0	0
8d	Endowment payments	0	0	0	0	0	0	0
8e	New secured loans	0	0	0	0	0	0	0
8f	New unsecured loans	0	0	0	0	0	0	0
8g	Repayments of amounts borrowed	0	0	0	0	0	0	0
8h	Capital element of finance lease and service concession payments	0	0	0	0	0	0	0
8i	Dividends paid	0	0	0	0	0	0	0
8j	Other cash flows from financing activities	0	0	0	0	0	0	0
8k	Total cash flows from financing activities	0	0	0	0	0	0	0
9	(Decrease)/increase in cash and cash equivalents in the year	-2,583	-1,027	1,158	237	1,077	2,000	2,150
10	Cash and cash equivalents at beginning of the year	-851	-3,434	-4,461	-3,303	-3,066	-1,989	11
11	Exchange gains/(losses) on cash and cash equivalents	0	0	0	0	0	0	0
12	Cash and cash equivalents at the end of the year	-3,434	-4,461	-3,303	-3,066	-1,989	11	2,161
13	Cash management							
13a	Date of lowest cash balance							
13b	Lowest cash balance (£000s)			0	0			

Year on year differences

Differences between years of +/- 10% have been highlighted. Please provide an explanation for any highlighted differences in question 6 of your commentary document.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
60.2%	212.8%	-79.5%	354.4%	85.7%	7.5%
-303.5%	-29.9%	26.0%	7.2%	35.1%	100.6%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-29.9%	26.0%	7.2%	35.1%	100.6%	19545.5%

Validation errors: see below table

Validation warnings: see below table

Table 3: Consolidated statement of cash flows		Audited data		Forecasts				
		Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
Financial year ending:		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
14	When is cash forecast to fall below a zero balance during the current or next year and how will you manage this?							
	Period during which the net cash balance is negative	Action to manage negative cash balance						
14a								
14b								
14c								
14d								
14e								
14f								
14g								
14h								
14i								
14j								

Year on year differences

Differences between years of +/- 10% have been highlighted. Please provide an explanation for any highlighted differences in question 6 of your commentary document.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
---------------------	---------------------	---------------------	---------------------	---------------------	---------------------

Submit row?*
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Yes

* If you wish to delete a row from this table, select 'No' from the dropdown in this column. The row will be removed once your workbook has been submitted.

Validation errors: see below table
Validation warnings: see below table

Table 3: Consolidated statement of cash flows	Audited data		Forecasts				
	Year 1	Last audited year	Current year	Year 4	Year 5	Year 6	Year 7
		Year 2					
Financial year ending:	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026

Year on year differences

Differences between years of +/- 10% have been highlighted. Please provide an explanation for any highlighted differences in question 6 of your commentary document.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
------------------	------------------	------------------	------------------	------------------	------------------

Validation errors	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1 Either Depreciation (row 2a) or the sum of Depreciation (row 2a) and Amortisation of intangibles (row 2b) must equal Depreciation and amortisation (Table 1, row 2d).	Pass	Pass	Pass	Pass	Pass	Pass	Pass
2 Cash and cash equivalents (Table 2, row 2d) minus Overdrafts (Table 2, row 3a) must equal Cash and cash equivalents at the end of the year (row 12).	ERROR	ERROR	ERROR	ERROR	ERROR	ERROR	ERROR
3 All cells must be completed for each period during which the net cash balance is negative (row 14).			Pass				
4 Period during which cash balance is negative and Action to manage negative cash balance (row 14) must not be completed if cash balance is not negative.			Pass				
5 Investment income (row 3a) should be less than or equal to zero.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
6 Date of lowest cash balance should be entered using the dropdown list.			ERROR	ERROR			
7 All monies must be rounded to the nearest £1,000. Please check all values in any flagged columns.	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Validation warnings	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1 Endowment income (row 3c) is greater than zero. In most cases, it is expected that values are less than or equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
2 Capital grant income (row 3e) is zero. In most cases, where Capital grants recognised in the year (Table 4, row 2g) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING
3 Taxation paid (row 5) is greater than zero. In most cases, it is expected that values are less than or equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
4 Capital grants receipts (row 7c) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING
5 Payments made to acquire tangible assets (row 7g) is greater than or equal to Payments made to acquire intangible assets (row 7h). In most cases, it is expected that values are less than. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
6 The sum of payments made to acquire tangible assets (row 7g) and payments made to acquire intangible assets (row 7h) is not equal to Total capital expenditure (Table 12, row 4, column 11). In most cases, it is expected that these values are equal. Please ensure that values have been entered correctly.		WARNING					

Validation errors: see below table
Validation warnings: see below table

Table 3: Consolidated statement of cash flows	Audited data		Forecasts				
	Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
	Financial year ending:	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025
7 Interest paid (row 8a) is zero. In most cases, where Interest and other finance costs (Table 1, row 2e) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
8 Lowest cash balance amount (row 13b) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			WARNING	WARNING			

Year on year differences

Differences between years of +/- 10% have been highlighted. Please provide an explanation for any highlighted differences in question 6 of your commentary document.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
------------------	------------------	------------------	------------------	------------------	------------------

No validation errors	
Validation warnings: see below table	

Table 4: Analysis of income		Audited data		Forecasts				
		Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
Financial year ending:		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1	Course fees and education contracts	15,399	10,166	15,364	16,125	17,036	17,809	17,900
2	Funding body grants	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2a	Office for Students teaching grant	4,750	3,066	4,799	4,749	4,749	4,749	4,749
2b	Office for Students other grants	553	430	570	575	581	587	593
2c	Research England research grants	394	374	437	446	459	473	480
2d	Research England other grants	50	0	0	0	0	0	0
2e	Education and Skills Funding Agency funding	0	0	0	0	0	0	0
2f	Department for Education teacher training funding	0	0	0	0	0	0	0
2g	Capital grants recognised in the year	112	137	30	30	30	30	30
2h	Total funding body grants	5,859	4,007	5,836	5,800	5,819	5,839	5,852
3	Research grants and contracts	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3a	UK sources	364	264	463	437	200	200	200
3b	EU sources	0	0	0	0	0	0	0
3c	Non-EU sources	0	0	0	0	0	0	0
3d	Total research grants and contracts	364	264	463	437	200	200	200

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
-34.0%	51.1%	5.0%	5.6%	4.5%	0.5%
-35.5%	56.5%	-1.0%	0.0%	0.0%	0.0%
-22.2%	32.6%	0.9%	1.0%	1.0%	1.0%
-5.1%	16.8%	2.1%	2.9%	3.1%	1.5%
-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
22.3%	-78.1%	0.0%	0.0%	0.0%	0.0%
-31.6%	45.6%	-0.6%	0.3%	0.3%	0.2%
-27.5%	75.4%	-5.6%	-54.2%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-27.5%	75.4%	-5.6%	-54.2%	0.0%	0.0%

No validation errors
Validation warnings: see below table

Table 4: Analysis of income		Audited data		Forecasts				
		Year 1	Last audited year	Current year	Year 4	Year 5	Year 6	Year 7
			Year 2					
Financial year ending:		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
4 Other income								
4a	Other services rendered	£000s	£000s	£000s	£000s	£000s	£000s	£000s
4ai	UK public sources	0	0	0	0	0	0	0
4aii	EU sources	0	0	0	0	0	0	0
4aiii	Other sources	515	117	792	850	879	910	930
4aiv	Total other services rendered	515	117	792	850	879	910	930
4b Residences and catering operations (including conferences)								
4b	Residences and catering operations (including conferences)	£000s	£000s	£000s	£000s	£000s	£000s	£000s
4bi	Residences operations	958	798	1,911	2,029	2,153	2,288	2,421
4bii	Catering operations	111	0	140	143	147	152	152
4biii	Total residences and catering operations (including conferences)	1,069	798	2,051	2,172	2,300	2,440	2,573
4c	Income from health and hospital authorities (excluding teaching contracts for student provision)	0	0	0	0	0	0	0
4d	Other EU grant income	0	0	0	0	0	0	0
4e	Other capital grants recognised in the year	0	0	0	0	0	0	0
4f	Income from intellectual property rights	0	0	0	0	0	0	0
4g	Subcontracted in course fees	0	0	0	0	0	0	0
4h	Other operating income	9,587	9,106	11,988	11,194	11,507	11,816	12,006
4i	Total other income	11,171	10,021	14,831	14,216	14,686	15,166	15,509
5	Investment income	0	0	0	0	0	0	0
6	Donations and endowments	0	0	0	0	0	0	0
7	Total income	32,793	24,458	36,494	36,578	37,741	39,014	39,461

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-77.3%	576.9%	7.3%	3.4%	3.5%	2.2%
-77.3%	576.9%	7.3%	3.4%	3.5%	2.2%
-16.7%	139.5%	6.2%	6.1%	6.3%	5.8%
-100.0%	100.0%	2.1%	2.8%	3.4%	0.0%
-25.4%	157.0%	5.9%	5.9%	6.1%	5.5%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-5.0%	31.6%	-6.6%	2.8%	2.7%	1.6%
-10.3%	48.0%	-4.1%	3.3%	3.3%	2.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-25.4%	49.2%	0.2%	3.2%	3.4%	1.1%

Guildhall School of Music & Drama (UKPRN: 10007825)

No validation errors
Validation warnings: see below table

Table 4: Analysis of income	Audited data		Forecasts				
	Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
Financial year ending:	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026

Validation errors	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1 Total income (row 7) must not be zero.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
2 All monies must be rounded to the nearest £1,000. Please check all values in any flagged columns.	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Validation warnings	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1 Office for Students teaching grant (row 2a) is zero. As teaching grant was allocated (£4,750k allocated in year ended 31/07/2020, £4,657k allocated in year ended 31/03/2021), it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass					
2 Research England research grants (row 2c) is zero. As research grant was allocated (£505k allocated in year ended 31/07/2020, £438k allocated in year ended 31/03/2021), it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass					
3 Research England other grants (row 2d) is zero. As other grants were allocated previously, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING
4 Total funding body grants (row 2h) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
5 Total research grants and contracts (row 3d) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
6 Total other income (row 4i) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
7 Investment income (row 5) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING
8 Donations and endowments (row 6) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING	WARNING

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
------------------	------------------	------------------	------------------	------------------	------------------

No validation

No validation

Table 5: Analysis of income - Research grants and contracts - breakdown by source of income and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)									
		1 - Department for Business, Energy and Industrial Strategy Research Councils, The Royal Society, British Academy and The Royal Society of Edinburgh									
		1a	1b	1c	1d	1e	1f	1g	1h	1i	1j
		Biotechnology and Biological Sciences Research Council	Medical Research Council	Natural Environment Research Council	Engineering and Physical Sciences Research Council	Economic and Social Research Council	Arts and Humanities Research Council	Science and Technology Facilities Council	UK Research and Innovation	Other	Total
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	Academic departments										
1a	101 Clinical medicine	0	0	0	0	0	0	0	0	0	0
1b	102 Clinical dentistry	0	0	0	0	0	0	0	0	0	0
1c	103 Nursing and allied health professions	0	0	0	0	0	0	0	0	0	0
1d	104 Psychology and behavioural sciences	0	0	0	0	0	0	0	0	0	0
1e	105 Health and community studies	0	0	0	0	0	0	0	0	0	0
1f	106 Anatomy and physiology	0	0	0	0	0	0	0	0	0	0
1g	107 Pharmacy and pharmacology	0	0	0	0	0	0	0	0	0	0
1h	108 Sports science and leisure studies	0	0	0	0	0	0	0	0	0	0
1i	109 Veterinary science	0	0	0	0	0	0	0	0	0	0
1j	110 Agriculture, forestry and food science	0	0	0	0	0	0	0	0	0	0
1k	111 Earth, marine and environmental sciences	0	0	0	0	0	0	0	0	0	0
1l	112 Biosciences	0	0	0	0	0	0	0	0	0	0
1m	113 Chemistry	0	0	0	0	0	0	0	0	0	0
1n	114 Physics	0	0	0	0	0	0	0	0	0	0
1o	115 General engineering	0	0	0	0	0	0	0	0	0	0
1p	116 Chemical engineering	0	0	0	0	0	0	0	0	0	0
1q	117 Mineral, metallurgy and materials engineering	0	0	0	0	0	0	0	0	0	0
1r	118 Civil engineering	0	0	0	0	0	0	0	0	0	0
1s	119 Electrical, electronic and computer engineering	0	0	0	0	0	0	0	0	0	0
1t	120 Mechanical, aero and production engineering	0	0	0	0	0	0	0	0	0	0
1u	121 IT, systems sciences and computer software engineering	0	0	0	0	0	0	0	0	0	0
1v	122 Mathematics	0	0	0	0	0	0	0	0	0	0
1w	123 Architecture, built environment and planning	0	0	0	0	0	0	0	0	0	0
1x	124 Geography and environmental studies	0	0	0	0	0	0	0	0	0	0
1y	125 Area studies	0	0	0	0	0	0	0	0	0	0
1z	126 Archaeology	0	0	0	0	0	0	0	0	0	0
1aa	127 Anthropology and development studies	0	0	0	0	0	0	0	0	0	0
1ab	128 Politics and international studies	0	0	0	0	0	0	0	0	0	0
1ac	129 Economics and econometrics	0	0	0	0	0	0	0	0	0	0
1ad	130 Law	0	0	0	0	0	0	0	0	0	0
1ae	131 Social work and social policy	0	0	0	0	0	0	0	0	0	0
1af	132 Sociology	0	0	0	0	0	0	0	0	0	0
1ag	133 Business and management studies	0	0	0	0	0	0	0	0	0	0
1ah	134 Catering and hospitality management	0	0	0	0	0	0	0	0	0	0
1ai	135 Education	0	0	0	0	0	0	0	0	0	0
1aj	136 Continuing education	0	0	0	0	0	0	0	0	0	0
1ak	137 Modern languages	0	0	0	0	0	0	0	0	0	0
1al	138 English language and literature	0	0	0	0	0	0	0	0	0	0
1am	139 History	0	0	0	0	0	0	0	0	0	0
1an	140 Classics	0	0	0	0	0	0	0	0	0	0
1ao	141 Philosophy	0	0	0	0	0	0	0	0	0	0
1ap	142 Theology and religious studies	0	0	0	0	0	0	0	0	0	0
1aq	143 Art and design	0	0	0	0	0	0	0	0	0	0
1ar	144 Music, dance, drama and performing arts	0	0	0	0	0	214	0	0	0	214
1as	145 Media studies	0	0	0	0	0	0	0	0	0	0
1at	Total academic departments	0	0	0	0	0	214	0	0	0	214

No validation
No validation

Table 5: Analysis of income - Research grants and contracts - breakdown by source of income and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)									
		1 - Department for Business, Energy and Industrial Strategy Research Councils, The Royal Society, British Academy and The Royal Society of Edinburgh									
		1a	1b	1c	1d	1e	1f	1g	1h	1i	1j
		Biotechnology and Biological Sciences Research Council	Medical Research Council	Natural Environment Research Council	Engineering and Physical Sciences Research Council	Economic and Social Research Council	Arts and Humanities Research Council	Science and Technology Facilities Council	UK Research and Innovation	Other	Total
2	201 Total academic services	0	0	0	0	0	0	0	0	0	0
3	Administration and central services	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3a	202 Central administration and services	0	0	0	0	0	0	0	0	0	0
3b	203 General educational expenditure	0	0	0	0	0	0	0	0	0	0
3c	204 Staff and student facilities	0	0	0	0	0	0	0	0	0	0
3d	Total administration and central services	0	0	0	0	0	0	0	0	0	0
4	207 Total research grants and contracts	0	0	0	0	0	214	0	0	0	214
5	Co-investment from external sources on Research England funded projects (included in rows 1 to 4 above)	0	0	0	0	0	0	0	0	0	0
6	Research income-in-kind (included in rows 1 to 4 above)	0	0	0	0	0	0	0	0	0	0

Validation errors		Year 2
		31/03/2021
1	All monies must be rounded to the nearest £1,000. Please check all values if an error is flagged.	Pass
2	Research income-in-kind (row 6) must not be greater than 207 Total research grants and contracts (row 4). Please check all values if an error is flagged.	Pass

Validation warnings		Year 2
		31/03/2021
1	207 Total research grants and contracts (row 4), Total (column 15) is zero. In most cases, where row 6n, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
2	207 Total research grants and contracts (row 4), Total Research Councils (column 1j) is zero. In most cases, where row 6ax, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
3	207 Total research grants and contracts (row 4), UK-based charities (open competitive process) (column 2) is zero. In most cases, where row 6b, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
4	207 Total research grants and contracts (row 4), UK-based charities (other) (column 3) is zero. In most cases, where row 6c, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
5	207 Total research grants and contracts (row 4), UK central government bodies/local authorities, health and hospital authorities (column 4) is zero. In most cases, where row 6d, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
6	207 Total research grants and contracts (row 4), UK industry, commerce and public corporations (column 6) is zero. In most cases, where row 6e, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
7	207 Total research grants and contracts (row 4), UK other sources (column 7) is zero. In most cases, where row 6f, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
8	207 Total research grants and contracts (row 4), EU government bodies (column 8) is zero. In most cases, where row 6g, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
9	207 Total research grants and contracts (row 4), EU-based charities (open competitive process) (column 9) is zero. In most cases, where row 6h, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
10	207 Total research grants and contracts (row 4), EU industry, commerce and public corporations (column 10) is zero. In most cases, where row 6i, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
11	207 Total research grants and contracts (row 4), EU (excluding UK) other (column 11) is zero. In most cases, where row 6j, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
12	207 Total research grants and contracts (row 4), Non-EU-based charities (open competitive process) (column 12) is zero. In most cases, where row 6k, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
13	207 Total research grants and contracts (row 4), Non-EU industry, commerce and public corporations (column 13) is zero. In most cases, where row 6l, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
14	207 Total research grants and contracts (row 4), Non-EU other (column 14) is zero. In most cases, where row 6m, column 8 of Table 8 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass

No validation

No validation

Last audited year - Financial year ending: 31/03/2021 (Year 2)									
1 - Department for Business, Energy and Industrial Strategy Research Councils, The Royal Society, British Academy and The Royal Society of Edinburgh									
1a	1b	1c	1d	1e	1f	1g	1h	1i	1j
Biotechnology and Biological Sciences Research Council	Medical Research Council	Natural Environment Research Council	Engineering and Physical Sciences Research Council	Economic and Social Research Council	Arts and Humanities Research Council	Science and Technology Facilities Council	UK Research and Innovation	Other	Total
									Pass

15 There is a significant change in values from the Annual Financial Return 2020. Please ensure all values have been entered in £000s and not £s.

n errors
warnings

Table 5: Analysis of income - Research grants and contracts - breakdown by source of income and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)													
		2	3	4	5	6	7	8	9	10	11	12	13	14	15
		UK-based charities (open competitive process)	UK-based charities (other)	UK central government bodies/local authorities, health and hospital authorities	UK central government tax credits for research and development expenditure	UK industry, commerce and public corporations	UK other sources	EU government bodies	EU-based charities (open competitive process)	EU industry, commerce and public corporations	EU (excluding UK) other	Non-EU-based charities (open competitive process)	Non-EU industry, commerce and public corporations	Non-EU other	Total
1		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1a	101 Clinical medicine	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1b	102 Clinical dentistry	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1c	103 Nursing and allied health professions	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1d	104 Psychology and behavioural sciences	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1e	105 Health and community studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1f	106 Anatomy and physiology	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1g	107 Pharmacy and pharmacology	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1h	108 Sports science and leisure studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1i	109 Veterinary science	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1j	110 Agriculture, forestry and food science	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1k	111 Earth, marine and environmental sciences	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1l	112 Biosciences	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1m	113 Chemistry	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1n	114 Physics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1o	115 General engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1p	116 Chemical engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1q	117 Mineral, metallurgy and materials engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1r	118 Civil engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1s	119 Electrical, electronic and computer engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1t	120 Mechanical, aero and production engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1u	121 IT, systems sciences and computer software engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1v	122 Mathematics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1w	123 Architecture, built environment and planning	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1x	124 Geography and environmental studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1y	125 Area studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1z	126 Archaeology	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1aa	127 Anthropology and development studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ab	128 Politics and international studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ac	129 Economics and econometrics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ad	130 Law	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ae	131 Social work and social policy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1af	132 Sociology	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ag	133 Business and management studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ah	134 Catering and hospitality management	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ai	135 Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1aj	136 Continuing education	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ak	137 Modern languages	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1al	138 English language and literature	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1am	139 History	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1an	140 Classics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ao	141 Philosophy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ap	142 Theology and religious studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1aq	143 Art and design	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1ar	144 Music, dance, drama and performing arts	15	2	33	0	0	0	0	0	0	0	0	0	0	264
1as	145 Media studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1at	Total academic departments	15	2	33	0	0	0	0	0	0	0	0	0	0	264

n errors
warnings

Table 5: Analysis of income - Research grants and contracts - breakdown by source of income and HESA cost centre	Last audited year - Financial year ending: 31/03/2021 (Year 2)													
	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	UK-based charities (open competitive process)	UK-based charities (other)	UK central government bodies/local authorities, health and hospital authorities	UK central government tax credits for research and development expenditure	UK industry, commerce and public corporations	UK other sources	EU government bodies	EU-based charities (open competitive process)	EU industry, commerce and public corporations	EU (excluding UK) other	Non-EU-based charities (open competitive process)	Non-EU industry, commerce and public corporations	Non-EU other	Total
2 201 Total academic services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3 Administration and central services	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3a 202 Central administration and services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3b 203 General educational expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3c 204 Staff and student facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3d Total administration and central services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4 207 Total research grants and contracts	15	2	33	0	0	0	0	0	0	0	0	0	0	264
5 Co-investment from external sources on Research England funded projects (included in rows 1 to 4 above)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6 Research income-in-kind (included in rows 1 to 4 above)	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Validation errors	
1	All monies must be rounded to the nearest £1,000. Please check all values.
2	Research income-in-kind (row 6) must not be greater than 207 Total research grants and contracts (row 4).

Validation warnings	
1	207 Total research grants and contracts (row 4), Total (column 15) is zero. Please ensure that values have been entered correctly.
2	207 Total research grants and contracts (row 4), Total Research Council income is zero. Please ensure that values have been entered correctly.
3	207 Total research grants and contracts (row 4), UK-based charities (column 2) values are not equal to zero. Please ensure that values have been entered correctly.
4	207 Total research grants and contracts (row 4), UK-based charities (column 3) values are not equal to zero. Please ensure that values have been entered correctly.
5	207 Total research grants and contracts (row 4), UK central government tax credits (column 4) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.
6	207 Total research grants and contracts (row 4), UK industry, commerce and public corporations (column 5) values are not equal to zero. Please ensure that values have been entered correctly.
7	207 Total research grants and contracts (row 4), UK other sources (column 6) values are not equal to zero. Please ensure that values have been entered correctly.
8	207 Total research grants and contracts (row 4), EU government bodies (column 7) values are not equal to zero. Please ensure that values have been entered correctly.
9	207 Total research grants and contracts (row 4), EU-based charities (column 8) values are not equal to zero. Please ensure that values have been entered correctly.
10	207 Total research grants and contracts (row 4), EU industry, commerce and public corporations (column 9) values are not equal to zero. Please ensure that values have been entered correctly.
11	207 Total research grants and contracts (row 4), EU (excluding UK) other (column 10) values are not equal to zero. Please ensure that values have been entered correctly.
12	207 Total research grants and contracts (row 4), Non-EU-based charities (column 11) values are not equal to zero. Please ensure that values have been entered correctly.
13	207 Total research grants and contracts (row 4), Non-EU industry, commerce and public corporations (column 12) values are not equal to zero. Please ensure that values have been entered correctly.
14	207 Total research grants and contracts (row 4), Non-EU other (column 13) values are not equal to zero. Please ensure that values have been entered correctly.

n errors
warnings

Table 5: Analysis of income - Research grants and contracts - breakdown by source of income and HESA cost centre	Last audited year - Financial year ending: 31/03/2021 (Year 2)													
	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	UK-based charities (open competitive process)	UK-based charities (other)	UK central government bodies/local authorities, health and hospital authorities	UK central government tax credits for research and development expenditure	UK industry, commerce and public corporations	UK other sources	EU government bodies	EU-based charities (open competitive process)	EU industry, commerce and public corporations	EU (excluding UK) other	Non-EU-based charities (open competitive process)	Non-EU industry, commerce and public corporations	Non-EU other	Total

15 There is a significant change in values from the Annual Financial Return

No validation errors
No validation warnings

Table 6: Analysis of income - Course fees and education contracts analysed by domicile, mode, level and source		Actual data					Forecast data				
		Financial year ending: Year 1 31/07/2020	Last audited year Year 2 31/03/2021				Current year Year 3 31/03/2022	Year 4 31/03/2023	Year 5 31/03/2024	Year 6 31/03/2025	Year 7 31/03/2026
		Student Loans Company/ Local Education Authorities	Department of Health and Social Care/ Health Education England/ Local Education and Training Board	Other	Total						
Only fees associated with students registered at the provider should be included in this table. Fees for students who have been subcontracted in from another provider should not be included in this table and should instead be returned in Subcontracted in course fees (Table 4, row 4g).											
1 Higher education course fees											
1a	UK-domiciled students	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
1ai	Full-time undergraduate	4,704	2,853	0	300	3,153	4,594	4,773	4,995	5,186	
1aii	Full-time PGCE	0	0	0	0	0	0	0	0	0	
1aiii	Full-time postgraduate taught (excluding PGCE)	1,542	19	0	940	959	1,419	1,448	1,498	1,554	
1aiv	Part-time undergraduate	66	0	0	65	65	100	104	110	115	
1av	Part-time postgraduate	0	0	0	12	12	0	0	0	0	
1avi	Part-time postgraduate taught	335	0	0	189	189	350	350	350	350	
1avii	Part-time postgraduate research	83	0	0	65	65	80	80	80	80	
1aviii	Total UK fees	6,730	2,872	0	1,571	4,443	6,543	6,755	7,033	7,285	
1b	Other EU-domiciled students	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
1bi	Full-time undergraduate	840	422	0	195	617	1,294	1,414	1,517	1,615	
1bii	Full-time PGCE	0	0	0	0	0	0	0	0	0	
1biii	Full-time postgraduate taught (excluding PGCE)	640	0	0	310	310	299	309	315	324	
1biv	Full-time postgraduate research	24	0	0	16	16	74	76	78	150	
1bv	Part-time undergraduate	6	0	0	0	0	0	0	0	0	
1bvii	Part-time postgraduate taught	0	0	0	18	18	0	0	0	0	
1bviii	Part-time postgraduate research	7	0	0	9	9	0	0	0	0	
1bviii	Total other EU fees	1,517	422	0	548	970	1,667	1,799	1,910	2,089	
1c	Total UK and EU fees	8,247	3,294	0	2,119	5,413	8,210	8,554	8,943	9,374	
1d	Non-EU-domiciled students	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
1di	Full-time undergraduate	1,417				875	1,480	1,732	2,127	2,313	
1dii	Full-time PGCE	0				0	0	0	0	0	
1diii	Full-time postgraduate taught (excluding PGCE)	1,634				1,015	1,534	1,448	1,476	1,519	
1div	Full-time postgraduate research	82				94	198	177	171	175	
1dv	Part-time undergraduate	6				5	0	0	0	0	
1dvi	Part-time postgraduate taught	39				39	0	0	0	0	
1dvii	Part-time postgraduate research	0				13	0	0	0	0	
1dviii	Total non-EU fees	3,178				2,041	3,212	3,357	3,774	4,007	
1e	Total higher education course fees	11,425				7,454	11,422	11,911	12,717	13,381	
2	Non-credit bearing course fees	3,974				2,712	3,942	4,214	4,319	4,428	
3	FE course fees	0				0	0	0	0	0	
4	Research training support grants	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
4a	Income for general research studentships from charities (open competitive process)	0				0	0	0	0	0	
4b	Other research training support grants	0				0	0	0	0	0	
4c	Total research training support grants	0				0	0	0	0	0	
5	Total course fees and education contracts	15,399				10,166	15,364	16,125	17,036	17,900	

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
-33.0%	45.7%	3.9%	4.7%	3.8%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-37.8%	48.0%	2.0%	3.5%	3.7%	0.0%
-1.5%	53.8%	4.0%	5.8%	4.5%	0.0%
100.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
-43.6%	85.2%	0.0%	0.0%	0.0%	0.0%
-21.7%	23.1%	0.0%	0.0%	0.0%	0.0%
-34.0%	47.3%	3.2%	4.1%	3.6%	0.0%
-26.5%	109.7%	9.3%	7.3%	6.5%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-51.6%	-3.5%	3.3%	1.9%	2.9%	0.0%
-33.3%	362.5%	2.7%	2.6%	92.3%	0.0%
-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
100.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
28.6%	-100.0%	0.0%	0.0%	0.0%	0.0%
-36.1%	71.9%	7.9%	6.2%	9.4%	0.0%
-34.4%	51.7%	4.2%	4.5%	4.8%	0.0%
-38.2%	69.1%	17.0%	22.8%	8.7%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-37.9%	51.1%	-5.6%	1.9%	2.9%	0.0%
14.6%	110.6%	-10.6%	-3.4%	2.3%	0.0%
-16.7%	-100.0%	0.0%	0.0%	0.0%	0.0%
0.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
100.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
-35.8%	57.4%	4.5%	12.4%	6.2%	0.0%
-34.8%	53.2%	4.3%	6.8%	5.2%	0.0%
-31.8%	45.4%	6.9%	2.5%	2.5%	2.1%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-34.0%	51.1%	5.0%	5.6%	4.5%	0.5%

No validation errors
No validation warnings

Table 6: Analysis of income - Course fees and education contracts analysed by domicile, mode, level and source	Actual data					Forecast data				
	Financial year ending:	Last audited year				Current year	Year 4	Year 5	Year 6	Year 7
		Year 1	Year 2							
	31/07/2020	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	
		31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	31/03/2028	
Only fees associated with students registered at the provider should be included in this table. Fees for students who have been subcontracted in from another provider should not be included in this table and should instead be returned in Subcontracted in course fees (Table 4, row 4g).		Student Loans Company/ Local Education Authorities	Department of Health and Social Care/ Health Education England/ Local Education and Training Board	Other	Total					

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Validation errors	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1 Research training support grant income should not all be under Income for general research studentships from charities (row 4a).	Pass		Pass	Pass	Pass	Pass	Pass
2 All monies must be rounded to the nearest £1,000. Please check all values in any flagged columns.	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Validation warnings	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1 UK-domiciled students, Full-time undergraduate (row 1ai) is zero. In most cases, where row 1ai in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
2 UK-domiciled students, Full-time PGCE (row 1aii) is zero. In most cases, where row 1aii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
3 UK-domiciled students, Full-time postgraduate taught (row 1aiii) is zero. In most cases, where row 1aiii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
4 UK-domiciled students, Full-time postgraduate research (row 1aiv) is zero. In most cases, where row 1aiv in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
5 UK-domiciled students, Part-time undergraduate (row 1av) is zero. In most cases, where row 1av in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
6 UK-domiciled students, Part-time postgraduate taught (row 1avi) is zero. In most cases, where row 1avi in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
7 UK-domiciled students, Part-time postgraduate research (row 1avii) is zero. In most cases, where row 1avii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass
8 Total UK fees (row 1aviii) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.	Pass		Pass	Pass	Pass	Pass	Pass
9 Other EU-domiciled students, Full-time undergraduate (row 1bi) is zero. In most cases, where row 1bi in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass		Pass	Pass	Pass	Pass	Pass

No validation errors
No validation warnings

Table 6: Analysis of income - Course fees and education contracts analysed by domicile, mode, level and source	Actual data					Forecast data				
	Financial year ending:	Last audited year				Current year	Year 4	Year 5	Year 6	Year 7
		Year 1 31/07/2020	Year 2 31/03/2021							
		Student Loans Company/ Local Education Authorities	Department of Health and Social Care/ Health Education England/ Local Education and Training Board	Other	Total					
Only fees associated with students registered at the provider should be included in this table. Fees for students who have been subcontracted in from another provider should not be included in this table and should instead be returned in Subcontracted in course fees (Table 4, row 4g).										
10 Other EU-domiciled students, Full-time PGCE (row 1bii) is zero. In most cases, where row 1bii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass				Pass	Pass	Pass	Pass	Pass	Pass
11 Other EU-domiciled students, Full-time postgraduate taught (row 1biii) is zero. In most cases, where row 1biii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass				Pass	Pass	Pass	Pass	Pass	Pass
12 Other EU-domiciled students, Full-time postgraduate research (row 1biv) is zero. In most cases, where row 1biv in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass				Pass	Pass	Pass	Pass	Pass	Pass
13 Other EU-domiciled students, Part-time undergraduate (row 1bv) is zero. In most cases, where row 1bv in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass				Pass	Pass	Pass	Pass	Pass	Pass
14 Other EU-domiciled students, Part-time postgraduate taught (row 1bvi) is zero. In most cases, where row 1bvi in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass				Pass	Pass	Pass	Pass	Pass	Pass

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

No validation errors
No validation warnings

Table 6: Analysis of income - Course fees and education contracts analysed by domicile, mode, level and source	Actual data					Forecast data					
	Financial year ending:	Year 1	Last audited year			Current year	Year 4	Year 5	Year 6	Year 7	
		31/07/2020	Year 2	Student Loans Company/ Local Education Authorities	Department of Health and Social Care/ Health Education England/ Local Education and Training Board	Other	Total	Year 3	Year 4	Year 5	Year 6
		31/03/2021				31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	
15 Other EU-domiciled students, Part-time postgraduate research (row 1bvii) is zero. In most cases, where row 1bvii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
16 Total Other EU fees (row 1bviii) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
17 Non-EU-domiciled students, Full-time undergraduate (row 1di) is zero. In most cases, where row 1di in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
18 Non-EU-domiciled students, Full-time PGCE (row 1dii) is zero. In most cases, where row 1dii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
19 Non-EU-domiciled students, Full-time postgraduate taught (row 1diii) is zero. In most cases, where row 1diii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
20 Non-EU-domiciled students, Full-time postgraduate research (row 1div) is zero. In most cases, where row 1div in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
21 Non-EU-domiciled students, Part-time undergraduate (row 1dv) is zero. In most cases, where row 1dv in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
22 Non-EU-domiciled students, Part-time postgraduate taught (row 1dvi) is zero. In most cases, where row 1dvi in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
23 Non-EU-domiciled students, Part-time postgraduate research (row 1dvii) is zero. In most cases, where row 1dvii in Table 7 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
24 Total Non-EU fees (row 1dviii) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.	Pass					Pass	Pass	Pass	Pass	Pass	Pass
25 Total course fees and education contracts (row 5) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.	Pass					Pass	Pass	Pass	Pass	Pass	Pass

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

No validation errors

No validation warnings

Table 7: Higher education student full-time equivalents (FTEs)		Actual data									Year 4 31/03/2023	
		Year 1 31/07/2020			Last audited year Year 2 31/03/2021			Current year Year 3 31/03/2022				
Financial year ending:		Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing
Only the FTE of students registered at the provider should be included in this table. The FTE of students subcontracted in from another provider should not be returned in the Annual Financial Return.												
1	Higher education student full-time equivalent (FTE)											
1a	UK-domiciled students	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
1ai	Full-time undergraduate	149	356	505	141	370	511	155	365	520	157	367
1aii	Full-time PGCE	0	0	0	0	0	0	0	0	0	0	0
1aiii	Full-time postgraduate taught (excluding PGCE)	76	64	140	75	61	136	100	45	145	100	45
1aiv	Full-time postgraduate research	3	9	12	7	7	14	5	10	15	5	10
1av	Part-time undergraduate	0	0	0	3	1	4	0	0	0	0	0
1avi	Part-time postgraduate taught	15	8	23	26	27	53	25	11	36	25	8
1avii	Part-time postgraduate research	2	10	12	3	26	29	2	12	14	2	12
1aviii	Total UK student FTE	245	447	692	255	492	747	287	443	730	289	442
1b	Other EU-domiciled students	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
1bi	Full-time undergraduate	27	64	91	32	67	99	17	76	93	17	75
1bii	Full-time PGCE	0	0	0	0	0	0	0	0	0	0	0
1biii	Full-time postgraduate taught (excluding PGCE)	30	29	59	29	17	46	15	24	39	15	23
1biv	Full-time postgraduate research	2	2	4	2	2	4	5	7	12	5	7
1bv	Part-time undergraduate	1	0	1	0	0	0	0	0	0	0	0
1bvi	Part-time postgraduate taught	1	1	2	2	5	7	0	0	0	0	0
1bvii	Part-time postgraduate research	0	1	1	0	4	4	0	0	0	0	0
1bviii	Total other EU student FTE	61	97	158	65	95	160	37	107	144	37	105
1c	Total UK and EU student FTE	306	544	850	320	587	907	324	550	874	326	547
1d	Non-EU-domiciled students	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
1di	Full-time undergraduate	19	61	80	18	40	58	29	43	72	23	60
1dii	Full-time PGCE	0	0	0	0	0	0	0	0	0	0	0
1diii	Full-time postgraduate taught (excluding PGCE)	36	42	78	36	34	70	42	23	65	42	23
1div	Full-time postgraduate research	3	1	4	5	5	10	7	7	14	7	7
1dv	Part-time undergraduate	1	0	1	1	0	1	0	0	0	0	0
1dvi	Part-time postgraduate taught	1	0	1	4	4	8	0	0	0	0	0
1dvii	Part-time postgraduate research	0	0	0	1	3	4	0	0	0	0	0
1dviii	Total non-EU student FTE	60	104	164	65	86	151	78	73	151	72	90
1e	Total higher education student FTE	366	648	1,014	385	673	1,058	402	623	1,025	398	637

Validation errors	Year 1 31/07/2020			Year 2 31/03/2021			Year 3 31/03/2022			Year 4 31/03/2023	
	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing
1 All FTEs must be rounded to the nearest whole number. Please check all values in any flagged columns.	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Validation warnings	Year 1 31/07/2020			Year 2 31/03/2021			Year 3 31/03/2022			Year 4 31/03/2023	
	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing
1 UK-domiciled students, Full-time undergraduate (row 1ai) is zero. In most cases, where row 1ai in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
2 UK-domiciled students, Full-time PGCE (row 1aai) is zero. In most cases, where row 1aai in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
3 UK-domiciled students, Full-time postgraduate taught (row 1aiii) is zero. In most cases, where row 1aiii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
4 UK-domiciled students, Full-time postgraduate research (row 1aiv) is zero. In most cases, where row 1aiv in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
5 UK-domiciled students, Part-time undergraduate (row 1av) is zero. In most cases, where row 1av in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
6 UK-domiciled students, Part-time postgraduate taught (row 1avi) is zero. In most cases, where row 1avi in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
7 UK-domiciled students, Part-time postgraduate research (row 1avii) is zero. In most cases, where row 1avii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
8 Total UK student FTEs (row 1aviii) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.			Pass			Pass			Pass		
9 Other EU-domiciled students, Full-time undergraduate (row 1bi) is zero. In most cases, where row 1bi in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
10 Other EU-domiciled students, Full-time PGCE (row 1bii) is zero. In most cases, where row 1bii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		
11 Other EU-domiciled students, Full-time postgraduate taught (row 1biii) is zero. In most cases, where row 1biii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.			Pass			Pass			Pass		

12 Other EU-domiciled students, Full-time postgraduate research (row 1biv) is zero. In most cases, where row 1biv in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
13 Other EU-domiciled students, Part-time undergraduate (row 1bv) is zero. In most cases, where row 1bv in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
14 Other EU-domiciled students, Part-time postgraduate taught (row 1bvi) is zero. In most cases, where row 1bv in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
15 Other EU-domiciled students, Part-time postgraduate research (row 1bvii) is zero. In most cases, where row 1bvii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
16 Total Other EU student FTEs (row 1bviii) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.		Pass		Pass		Pass	
17 Non-EU-domiciled students, Full-time undergraduate (row 1di) is zero. In most cases, where row 1di in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
18 Non-EU-domiciled students, Full-time PGCE (row 1dii) is zero. In most cases, where row 1dii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
19 Non-EU-domiciled students, Full-time postgraduate taught (row 1diii) is zero. In most cases, where row 1diii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
20 Non-EU-domiciled students, Full-time postgraduate research (row 1div) is zero. In most cases, where row 1div in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
21 Non-EU-domiciled students, Part-time undergraduate (row 1dv) is zero. In most cases, where row 1dv in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
22 Non-EU-domiciled students, Part-time postgraduate taught (row 1dvi) is zero. In most cases, where row 1dvi in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
23 Non-EU-domiciled students, Part-time postgraduate research (row 1dvii) is zero. In most cases, where row 1dvii in Table 6 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass		Pass		Pass	
24 Total Non-EU student FTEs (row 1dviii) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly. These may be zero if all UK students are subcontracted in from another provider and are therefore not returned in this table.		Pass		Pass		Pass	

Forecasts									
	Year 5 31/03/2024			Year 6 31/03/2025			Year 7 31/03/2026		
Total	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing	Total
FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
524	157	391	548	157	410	567	157	410	567
0	0	0	0	0	0	0	0	0	0
145	100	46	146	100	46	146	100	46	146
15	5	10	15	5	10	15	5	10	15
0	0	0	0	0	0	0	0	0	0
33	25	8	33	25	8	33	25	8	33
14	2	12	14	2	12	14	2	12	14
731	289	467	756	289	486	775	289	486	775
FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
92	17	59	76	17	39	56	17	39	56
0	0	0	0	0	0	0	0	0	0
38	15	23	38	15	23	38	15	23	38
12	5	7	12	5	7	12	5	7	12
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
142	37	89	126	37	69	106	37	69	106
873	326	556	882	326	555	881	326	555	881
FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
83	41	62	103	23	80	103	41	62	103
0	0	0	0	0	0	0	0	0	0
65	42	22	64	42	22	64	42	22	64
14	7	7	14	7	7	14	7	7	14
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
162	90	91	181	72	109	181	90	91	181
1,035	416	647	1,063	398	664	1,062	416	646	1,062

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
1.2%	1.8%	0.8%	4.6%	3.5%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-2.9%	6.6%	0.0%	0.7%	0.0%	0.0%
16.7%	7.1%	0.0%	0.0%	0.0%	0.0%
100.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
130.4%	-32.1%	-8.3%	0.0%	0.0%	0.0%
141.7%	-51.7%	0.0%	0.0%	0.0%	0.0%
7.9%	-2.3%	0.1%	3.4%	2.5%	0.0%
8.8%	-6.1%	-1.1%	-17.4%	-26.3%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-22.0%	-15.2%	-2.6%	0.0%	0.0%	0.0%
0.0%	200.0%	0.0%	0.0%	0.0%	0.0%
-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
250.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
300.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
1.3%	-10.0%	-1.4%	-11.3%	-15.9%	0.0%
6.7%	-3.6%	-0.1%	1.0%	-0.1%	0.0%
-27.5%	24.1%	15.3%	24.1%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-10.3%	-7.1%	0.0%	-1.5%	0.0%	0.0%
150.0%	40.0%	0.0%	0.0%	0.0%	0.0%
0.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
700.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
100.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
-7.9%	0.0%	7.3%	11.7%	0.0%	0.0%
4.3%	-3.1%	1.0%	2.7%	-0.1%	0.0%

Total	Year 5 31/03/2024			Year 6 31/03/2025			Year 7 31/03/2026		
	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing	Total
Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Total	Year 5 31/03/2024			Year 6 31/03/2025			Year 7 31/03/2026		
	Entrants	Continuing	Total	Entrants	Continuing	Total	Entrants	Continuing	Total
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass
Pass			Pass			Pass			Pass

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)							
		1	2	3	4	5	6	7	8
		Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	Academic departments								
1a	101 Clinical medicine	0	0	0		0	0		0
1b	102 Clinical dentistry	0	0	0		0	0		0
1c	103 Nursing and allied health professions	0	0	0		0	0		0
1d	104 Psychology and behavioural sciences	0	0	0		0	0		0
1e	105 Health and community studies	0	0	0		0	0		0
1f	106 Anatomy and physiology	0	0	0		0	0		0
1g	107 Pharmacy and pharmacology	0	0	0		0	0		0
1h	108 Sports science and leisure studies	0	0	0		0	0		0
1i	109 Veterinary science	0	0	0		0	0		0
1j	110 Agriculture, forestry and food science	0	0	0		0	0		0
1k	111 Earth, marine and environmental sciences	0	0	0		0	0		0
1l	112 Biosciences	0	0	0		0	0		0
1m	113 Chemistry	0	0	0		0	0		0
1n	114 Physics	0	0	0		0	0		0
1o	115 General engineering	0	0	0		0	0		0
1p	116 Chemical engineering	0	0	0		0	0		0
1q	117 Mineral, metallurgy and materials engineering	0	0	0		0	0		0
1r	118 Civil engineering	0	0	0		0	0		0
1s	119 Electrical, electronic and computer engineering	0	0	0		0	0		0
1t	120 Mechanical, aero and production engineering	0	0	0		0	0		0
1u	121 IT, systems sciences and computer software engineering	0	0	0		0	0		0
1v	122 Mathematics	0	0	0		0	0		0
1w	123 Architecture, built environment and planning	0	0	0		0	0		0
1x	124 Geography and environmental studies	0	0	0		0	0		0
1y	125 Area studies	0	0	0		0	0		0
1z	126 Archaeology	0	0	0		0	0		0
1aa	127 Anthropology and development studies	0	0	0		0	0		0
1ab	128 Politics and international studies	0	0	0		0	0		0
1ac	129 Economics and econometrics	0	0	0		0	0		0
1ad	130 Law	0	0	0		0	0		0
1ae	131 Social work and social policy	0	0	0		0	0		0
1af	132 Sociology	0	0	0		0	0		0
1ag	133 Business and management studies	0	0	0		0	0		0
1ah	134 Catering and hospitality management	0	0	0		0	0		0
1ai	135 Education	0	0	0		0	0		0
1aj	136 Continuing education	0	0	0		0	0		0
1ak	137 Modern languages	0	0	0		0	0		0
1al	138 English language and literature	0	0	0		0	0		0
1am	139 History	0	0	0		0	0		0
1an	140 Classics	0	0	0		0	0		0
1ao	141 Philosophy	0	0	0		0	0		0
1ap	142 Theology and religious studies	0	0	0		0	0		0
1aq	143 Art and design	0	0	0		0	0		0
1ar	144 Music, dance, drama and performing arts	6,937	1,062	7,999		2,220	0		10,219
1as	145 Media studies	0	0	0		0	0		0
1at	Total academic departments	6,937	1,062	7,999		2,220	0		10,219

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)							
		1	2	3	4	5	6	7	8
		Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure
2	201 Total academic services	0	571	571		291	0		862
3	Administration and central services	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3a	202 Central administration and services	100	1,216	1,316		923	0		2,239
3b	203 General education expenditure	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3bi	National Bursaries					30			30
3bii	Provider specific (including departmental) bursaries and scholarships					1,040			1,040
3biii	Other general expenditure	3,478	1,344	4,822		1,558	0		6,380
3biv	204 Total general education expenditure	3,478	1,344	4,822		2,628	0		7,450
3c	204 Staff and student facilities	0	0	0		0	0		0
3d	Total administration and central services	3,578	2,560	6,138		3,551	0		9,689
4	Premises	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
4a	Repairs and maintenance		1,014	1,014		1,077	0		2,091
4b	Other expenditure		90	90		1,723	0	0	1,813
4c	205 Total premises		1,104	1,104		2,800	0	0	3,904
5	Residences and catering operations (including conferences)	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
5a	Residences operations		36	36		508	0	0	544
5b	Catering operations		42	42		0	0	0	42
5c	206 Total residences and catering operations (including conferences)		78	78		508	0	0	586

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)							
		1	2	3	4	5	6	7	8
		Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
6	Research grants and contracts								
6a	BEIS Research Councils, The Royal Society, British Academy and The Royal Society of Edinburgh								
6ai	Biotechnology and Biological Sciences Research Council	0	0	0		0	0		0
6aii	Medical Research Council	0	0	0		0	0		0
6aiii	Natural Environment Research Council	0	0	0		0	0		0
6aiv	Engineering and Physical Sciences Research Council	0	0	0		0	0		0
6av	Economic and Social Research Council	0	0	0		0	0		0
6avi	Arts and Humanities Research Council	71	0	71		100	0		171
6avii	Science and Technology Facilities Council	0	0	0		0	0		0
6aviii	UK Research and Innovation	0	0	0		0	0		0
6aix	Other	0	0	0		0	0		0
6ax	Total BEIS Research Councils, The Royal Society, British Academy and The Royal Society of Edinburgh	71	0	71		100	0		171
6b	UK-based charities (open competitive process)	12	0	12		4	0		16
6c	UK-based charities (other)	0	3	3		0	0		3
6d	UK central government bodies/local authorities, health and hospital authorities	24	6	30		5	0		35
6e	UK industry, commerce and public corporations	0	0	0		0	0		0
6f	UK other sources	0	0	0		0	0		0
6g	EU government bodies	0	0	0		0	0		0
6h	EU-based charities (open competitive process)	0	0	0		0	0		0
6i	EU industry, commerce and public corporations	0	0	0		0	0		0
6j	EU (excluding UK) other	0	0	0		0	0		0
6k	Non-EU-based charities (open competitive process)	0	0	0		0	0		0
6l	Non-EU industry, commerce and public corporations	0	0	0		0	0		0
6m	Non-EU other	0	0	0		0	0		0
6n	207 Total research grants and contracts	107	9	116		109	0		225
7	Other expenditure								
7a	Pension cost adjustment	0	0	0		0	0		0
7b	Other	0	0	0	0	0	0	0	0
7c	208 Total other expenditure	0	0	0	0	0	0	0	0
8	Total expenditure	10,622	5,384	16,006	0	9,479	0	0	25,485

Guildhall School of Music & Drama (UKPRN: 10007825)

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre	Last audited year - Financial year ending: 31/03/2021 (Year 2)							
	1	2	3	4	5	6	7	8
	Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure

Validation errors	Year 2 31/03/2021
1 Total expenditure, Total staff costs (row 8, column 3) must equal Total staff costs (Table 9, row 1m).	Pass
2 All monies must be rounded to the nearest £1,000. Please check all values if an error is flagged.	Pass

Validation warnings	Year 2 31/03/2021
1 207 Total research grants and contracts, Total (row 6n, column 8) is zero. In most cases, where row 4, column 15 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
2 Total Research Councils, Total (row 6ax, column 8) is zero. In most cases, where row 4, column 1j of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
3 UK-based charities (open competitive process), Total (row 6b, column 8) is zero. In most cases, where row 4, column 2 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
4 UK-based charities (other), Total (row 6c, column 8) is zero. In most cases, where row 4, column 3 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
5 UK central government bodies/local authorities, health and hospital authorities, Total (row 6d, column 8) is zero. In most cases, where row 4, column 4 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
6 UK industry, commerce and public corporations, Total (row 6e, column 8) is zero. In most cases, where row 4, column 6 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
7 UK other sources, Total (row 6f, column 8) is zero. In most cases, where row 4, column 7 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
8 EU government bodies, Total (row 6g, column 8) is zero. In most cases, where row 4, column 8 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
9 EU-based charities (open competitive process), Total (row 6h, column 8) is zero. In most cases, where row 4, column 9 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
10 EU industry, commerce and public corporations, Total (row 6i, column 8) is zero. In most cases, where row 4, column 10 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
11 EU (excluding UK) other, Total (row 6j, column 8) is zero. In most cases, where row 4, column 11 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
12 Non-EU-based charities (open competitive process), Total (row 6k, column 8) is zero. In most cases, where row 4, column 12 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
13 Non-EU industry, commerce and public corporations, Total (row 6l, column 8) is zero. In most cases, where row 4, column 13 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
14 Non-EU other, Total (row 6m, column 8) is zero. In most cases, where row 4, column 14 of Table 5 is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
15 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 101 Clinical medicine (row 1a) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
16 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 102 Clinical dentistry (row 1b) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
17 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 103 Nursing and allied health professions (row 1c) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
18 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 104 Psychology and behavioural sciences (row 1d) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
19 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 105 Health and community studies (row 1e) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
20 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 106 Anatomy and physiology (row 1f) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass
21 Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 107 Pharmacy and pharmacology (row 1g) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)						
	1	2	3	4	5	6	7	8
	Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure
22	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 108 Sports science and leisure studies (row 1h) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
23	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 109 Veterinary science (row 1i) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
24	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 110 Agriculture, forestry and food science (row 1j) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
25	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 111 Earth, marine and environmental sciences (row 1k) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
26	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 112 Biosciences (row 1l) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
27	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 113 Chemistry (row 1m) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
28	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 114 Physics (row 1n) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
29	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 115 General engineering (row 1o) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
30	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 116 Chemical engineering (row 1p) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
31	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 117 Mineral, metallurgy and materials engineering (row 1q) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
32	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 118 Civil engineering (row 1r) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		
33	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 119 Electrical, electronic and computer engineering (row 1s) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.					Pass		

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)							
		1	2	3	4	5	6	7	8
		Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure
34	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 120 Mechanical, aero and production engineering (row 1t) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
35	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 121 IT, systems sciences and computer software engineering (row 1u) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
36	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 122 Mathematics (row 1v) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
37	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 123 Architecture, built environment and planning (row 1w) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
38	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 124 Geography and environmental studies (row 1x) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
39	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 125 Area studies (row 1y) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
40	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 126 Archaeology (row 1z) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
41	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 127 Anthropology and development studies (row 1aa) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
42	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 128 Politics and international studies (row 1ab) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
43	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 129 Economics and econometrics (row 1ac) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
44	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 130 Law (row 1ad) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
45	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 131 Social work and social policy (row 1ae) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
46	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 132 Sociology (row 1af) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
47	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 133 Business and management studies (row 1ag) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
48	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 134 Catering and hospitality management (row 1ah) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
49	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 135 Education (row 1ai) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
50	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 136 Continuing education (row 1aj) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
51	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 137 Modern languages (row 1ak) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
52	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 138 English language and literature (row 1al) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
53	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 139 History (row 1am) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
54	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 140 Classics (row 1an) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
55	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 141 Philosophy (row 1ao) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
56	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 142 Theology and religious studies (row 1ap) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
57	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 143 Art and design (row 1aq) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
58	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 144 Music, dance, drama and performing arts (row 1ar) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		
59	Other operating expenses (column 5) is zero. In most cases, where Total staff costs (column 3) for 145 Media studies (row 1as) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.						Pass		

No validation errors
No validation warnings

Table 8: Analysis of expenditure - breakdown by activity and HESA cost centre		Last audited year - Financial year ending: 31/03/2021 (Year 2)						
	1	2	3	4	5	6	7	8
	Academic staff costs	Other staff costs	Total staff costs	Restructuring costs	Other operating expenses	Depreciation and amortisation	Interest and other finance costs	Total expenditure
60 Pension cost adjustment (row 7a), Other operating expenses (column 5) is not zero. In most cases, it is expected that values are zero. Please ensure that values have been entered correctly.								Pass
61 Other, Other expenditure, Total (row 7b, column 8) is either at least £20 million or at least 10% of Total expenditure, B182 Total (row 8, column 8). Please ensure that values have been entered correctly.								Pass
62 The sum of National Bursaries, Other operating expenses (row 3bi, column 5) and Provider specific (including departmental) bursaries and scholarships, Other operating expenses (row 3bii, column 5) is zero. In most cases, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.								Pass
63 There is a significant change in values from the Annual Financial Return 2020. Please ensure all values have been entered in £000s and not £s.								Pass
64 Interest and other finance costs (column 7) has been allocated to Pension cost adjustment (row 7a) and Other (row 7b) only. Please ensure that expenditure has been allocated correctly.								Pass

No validation errors

Validation warnings: see below table

Table 9: Analysis of expenditure - staff costs		Audited data		Forecasts				
		Year 1	Last audited year	Current year	Year 4	Year 5	Year 6	Year 7
		Financial year ending: 31/07/2020	31/03/2021	Year 3 31/03/2022	Year 4 31/03/2023	Year 5 31/03/2024	Year 6 31/03/2025	Year 7 31/03/2026
1	Staff costs	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1a	Salaries and wages academic staff	13,434	8,296	13,065	13,216	13,244	13,393	13,533
1b	Salaries and wages non-academic staff	4,696	4,267	4,468	4,430	4,475	4,520	4,566
1c	Total salaries and wages	18,130	12,563	17,533	17,646	17,719	17,913	18,099
1d	Directors/trustees remuneration	0	0	0	0	0	0	0
1e	Social security costs	1,567	1,141	1,616	1,648	1,664	1,680	1,697
1f	Employer Universities Superannuation Scheme (USS) contributions	0	0	0	0	0	0	0
1g	Employer Teachers' Pension Scheme (TPS) contributions	0	0	0	0	0	0	0
1h	Employer Local Government Pension Scheme (LGPS) contributions	3,205	2,302	3,237	3,264	3,296	3,329	3,362
1i	Employer Other pension contributions and costs	0	0	0	0	0	0	0
1j	Changes to pension provisions and pension adjustments (USS)	0	0	0	0	0	0	0
1k	Changes to pension provisions and pension adjustments (Other)	0	0	0	0	0	0	0
1l	Other staff related costs	0	0	0	0	0	0	0
1m	Total staff costs	22,902	16,006	22,386	22,558	22,679	22,922	23,158
1n	Total staff costs (excluding changes to pension provisions and pension adjustments)	22,902	16,006	22,386	22,558	22,679	22,922	23,158
2	Average staff numbers	FTE	FTE	FTE	FTE	FTE	FTE	FTE
2a	Average academic staff numbers (FTE)	195.00	203.00	203.00	203.00	203.00	203.00	203.00
2b	Average non-academic staff numbers (FTE)	119.00	129.00	129.00	129.00	129.00	129.00	129.00
2c	Total staff numbers (FTE) (these should be consistent with those disclosed in the financial statements)	314.00	332.00	332.00	332.00	332.00	332.00	332.00

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
-38.2%	57.5%	1.2%	0.2%	1.1%	1.0%
-9.1%	4.7%	-0.9%	1.0%	1.0%	1.0%
-30.7%	39.6%	0.6%	0.4%	1.1%	1.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-27.2%	41.6%	2.0%	1.0%	1.0%	1.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-28.2%	40.6%	0.8%	1.0%	1.0%	1.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
-30.1%	39.9%	0.8%	0.5%	1.1%	1.0%
4.1%	0.0%	0.0%	0.0%	0.0%	0.0%
8.4%	0.0%	0.0%	0.0%	0.0%	0.0%
5.7%	0.0%	0.0%	0.0%	0.0%	0.0%

No validation errors

Validation warnings: see below table

Table 9: Analysis of expenditure - staff costs	Audited data		Forecasts				
	Year 1 Financial year ending:	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
---------------------	---------------------	---------------------	---------------------	---------------------	---------------------

3 Salary of higher paid staff		
3a Total	5.00	5.00
Split into banding as follows:	FTE	FTE
£100,000 - £104,999	0.00	1.00
£105,000 - £109,999	0.00	0.00
£110,000 - £114,999	1.00	0.00
£115,000 - £119,999	1.00	0.00
£120,000 - £124,999	0.00	1.00
£125,000 - £129,999	0.00	0.00
£130,000 - £134,999	1.00	0.00
£135,000 - £139,999	0.00	1.00
£140,000 - £144,999	0.00	0.00
£145,000 - £149,999	0.00	0.00
£150,000 - £154,999	1.00	1.00
£155,000 - £159,999	0.00	0.00
£160,000 - £164,999	0.00	0.00
£165,000 - £169,999	0.00	0.00
£170,000 - £174,999	0.00	0.00
£175,000 - £179,999	0.00	0.00
£180,000 - £184,999	1.00	0.00
£185,000 - £189,999	0.00	0.00
£190,000 - £194,999	0.00	1.00
£195,000 - £199,999	0.00	0.00
£200,000 - £204,999	0.00	0.00
£205,000 - £209,999	0.00	0.00
£210,000 - £214,999	0.00	0.00
£215,000 - £219,999	0.00	0.00
£220,000 - £224,999	0.00	0.00
£225,000 - £229,999	0.00	0.00
£230,000 - £234,999	0.00	0.00
£235,000 - £239,999	0.00	0.00
£240,000 - £244,999	0.00	0.00
£245,000 - £249,999	0.00	0.00
£250,000 - £254,999	0.00	0.00
£255,000 - £259,999	0.00	0.00
£260,000 - £264,999	0.00	0.00
£265,000 - £269,999	0.00	0.00
£270,000 - £274,999	0.00	0.00
£275,000 - £279,999	0.00	0.00
£280,000 - £284,999	0.00	0.00
£285,000 - £289,999	0.00	0.00
£290,000 - £294,999	0.00	0.00
£295,000 - £299,999	0.00	0.00

No validation errors

Validation warnings: see below table

Table 9: Analysis of expenditure - staff costs	Audited data		Forecasts				
	Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
	Financial year ending: 31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
£300,000 - £304,999	0.00	0.00					
£305,000 - £309,999	0.00	0.00					
£310,000 - £314,999	0.00	0.00					
£315,000 - £319,999	0.00	0.00					
£320,000 - £324,999	0.00	0.00					
£325,000 - £329,999	0.00	0.00					
£330,000 - £334,999	0.00	0.00					
£335,000 - £339,999	0.00	0.00					
£340,000 - £344,999	0.00	0.00					
£345,000 - £349,999	0.00	0.00					
£350,000 - £354,999	0.00	0.00					
£355,000 - £359,999	0.00	0.00					
£360,000 - £364,999	0.00	0.00					
£365,000 - £369,999	0.00	0.00					
£370,000 - £374,999	0.00	0.00					
£375,000 - £379,999	0.00	0.00					
£380,000 - £384,999	0.00	0.00					
£385,000 - £389,999	0.00	0.00					
£390,000 - £394,999	0.00	0.00					
£395,000 - £399,999	0.00	0.00					
£400,000 - £404,999	0.00	0.00					
£405,000 - £409,999	0.00	0.00					
£410,000 - £414,999	0.00	0.00					
£415,000 - £419,999	0.00	0.00					
£420,000 - £424,999	0.00	0.00					
£425,000 - £429,999	0.00	0.00					
£430,000 - £434,999	0.00	0.00					
£435,000 - £439,999	0.00	0.00					
£440,000 - £444,999	0.00	0.00					
£445,000 - £449,999	0.00	0.00					
£450,000 - £454,999	0.00	0.00					
£455,000 - £459,999	0.00	0.00					
£460,000 - £464,999	0.00	0.00					
£465,000 - £469,999	0.00	0.00					
£470,000 - £474,999	0.00	0.00					
£475,000 - £479,999	0.00	0.00					
£480,000 - £484,999	0.00	0.00					
£485,000 - £489,999	0.00	0.00					
£490,000 - £494,999	0.00	0.00					
£495,000 - £499,999	0.00	0.00					

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
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No validation errors

Validation warnings: see below table

Table 9: Analysis of expenditure - staff costs		Audited data		Forecasts				
		Year 1	Last audited year	Current year	Year 4	Year 5	Year 6	Year 7
Financial year ending:		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
	£500,000 - £504,999	0.00	0.00					
	£505,000 - £509,999	0.00	0.00					
	£510,000 - £514,999	0.00	0.00					
	£515,000 - £519,999	0.00	0.00					
	£520,000 - £524,999	0.00	0.00					
	£525,000 - £529,999	0.00	0.00					
	£530,000 - £534,999	0.00	0.00					
	£535,000 - £539,999	0.00	0.00					
	£540,000 - £544,999	0.00	0.00					
	£545,000 - £549,999	0.00	0.00					
	£550,000 - £554,999	0.00	0.00					
	£555,000 - £559,999	0.00	0.00					
	£560,000 - £564,999	0.00	0.00					
	£565,000 - £569,999	0.00	0.00					
	£570,000 - £574,999	0.00	0.00					
	£575,000 - £579,999	0.00	0.00					
	£580,000 - £584,999	0.00	0.00					
	£585,000 - £589,999	0.00	0.00					
	£590,000 - £594,999	0.00	0.00					
	£595,000 - £599,999	0.00	0.00					
	£600,000 - £604,999	0.00	0.00					
	£605,000 - £609,999	0.00	0.00					
	£610,000 - £614,999	0.00	0.00					
	£615,000 - £619,999	0.00	0.00					
	£620,000 - £624,999	0.00	0.00					
	£625,000 - £629,999	0.00	0.00					
	£630,000 - £634,999	0.00	0.00					
	£635,000 - £639,999	0.00	0.00					
	£640,000 - £644,999	0.00	0.00					
	£645,000 - £649,999	0.00	0.00					
	£650,000 - £654,999	0.00	0.00					
	£655,000 - £659,999	0.00	0.00					
	£660,000 - £664,999	0.00	0.00					
	£665,000 - £669,999	0.00	0.00					
	£670,000 - £674,999	0.00	0.00					
	£675,000 - £679,999	0.00	0.00					
	£680,000 - £684,999	0.00	0.00					
	£685,000 - £689,999	0.00	0.00					
	£690,000 - £694,999	0.00	0.00					
	£695,000 - £699,999	0.00	0.00					

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
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No validation errors

Validation warnings: see below table

Table 9: Analysis of expenditure - staff costs

Financial year ending:	Audited data		Forecasts				
	Year 1	Last audited year Year 2	Current year Year 3	Year 4	Year 5	Year 6	Year 7
	31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
4 Employer Universities Superannuation Scheme (USS) contributions (row 1f) is zero. In most cases, where Changes to pension provisions and pension adjustments (USS) (row 1j) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass
5 Average academic staff numbers (FTE) (row 2a) is zero. In most cases, where Salaries and wages academic staff (row 1a) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
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No validation errors
No validation warnings

Table 10: Analysis of expenditure - severance payments		Audited data	
		Year 1 31/07/2020	Last audited year Year 2 31/03/2021
Financial year ending:			
Please indicate whether you are submitting the information in this table as a nil return:		Nil return	
1 Compensation for loss of office paid to the head of provider		£000s	£000s
1a	Loss of office at the provider	0	0
1b	Loss of office at any of the provider's parent or subsidiary undertakings or any office(s) connected to the provider's affairs	0	0
1c	Where the compensation includes benefits other than cash: estimated money value	0	0
Where the compensation includes benefits other than cash (1c), please detail below the nature of the benefit:			
1d	Where the compensation includes additional pension contributions relating to the employment with the provider: amount of the pension contribution	0	0
2 Aggregate of compensation for loss of office paid across the whole provider (Includes head of provider)			
2a Loss of office at the provider:			
2ai	Total amount of compensation paid across the whole provider	0	0
2aii	Number of people to whom this was payable	0	0
2b Loss of office at any of the provider's parent or subsidiary undertakings or any office(s) connected to the provider's affairs:			
2bi	Total amount of compensation paid across the whole provider	0	0
2bii	Number of people to whom this was payable	0	0

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%
	0.0%

Guildhall School of Music & Drama (UKPRN: 10007825)

No validation errors
No validation warnings

Table 10: Analysis of expenditure - severance payments	Audited data	
	Year 1 31/07/2020	Last audited year Year 2 31/03/2021
Financial year ending:		

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2

Validation errors	Year 1 31/07/2020	Year 2 31/03/2021
1 If a value has been entered in Total amount of compensation paid across the whole provider (row 2ai), Number of people to whom this was payable (row 2aii) should not be 0.	Pass	Pass
2 If a value has been entered in Total amount of compensation paid across the whole provider (row 2bi), Number of people to whom this was payable (row 2bii) should not be 0.	Pass	Pass
3 Details of Estimated money value (row 1c) must be specified in Nature of the benefit details (or left blank if no value entered).	Pass	Pass
4 Data must not be entered if Nil return has been selected.	Pass	
5 Table must not be blank if Nil return has not been selected.	Pass	
6 All monies must be rounded to the nearest £1,000. Please check all values in any flagged columns.	Pass	Pass
7 Number of people to whom this was payable (rows 2aii and 2bii) should be whole numbers, not FTE values.	Pass	Pass

Validation warnings	Year 1 31/07/2020	Year 2 31/03/2021
1 The sum of Loss of office at the provider (row 1a), Loss of office at any of the provider's parent or subsidiary undertakings or any office(s) connected to the provider's affairs (row 1b) and Amount of the pension contribution (row 1d) is not equal to Compensation for loss of office (Table 11, row 2h). In most cases, it is expected that these values are equal. Please ensure that values have been entered correctly.	Pass	Pass
2 Total amount of compensation paid across the whole provider (row 2ai) is less than zero. In most cases, it is expected that values are greater than or equal to zero. Please ensure that values have been entered correctly.	Pass	Pass
3 Total amount of compensation paid across the whole provider (row 2bi) is less than zero. In most cases, it is expected that values are greater than or equal to zero. Please ensure that values have been entered correctly.	Pass	Pass

No validation errors

No validation warnings

Table 11: Head of provider remuneration	Head of provider at		Previous head of		Previous head of		Previous head of		Total	
	31/03/2021		provider (1)		provider (2)		provider (3)		Year 1	Last audited year
	Year 1	Last audited year	Year 1	Last audited year	Year 1	Last audited year	Year 1	Last audited year		
Financial year ending:	31/07/2020	31/03/2021	31/07/2020	31/03/2021	31/07/2020	31/03/2021	31/07/2020	31/03/2021	31/07/2020	31/03/2021
1a Name of individuals serving as head of provider during the two years	Lynette Williams									
1b Start date of service in head of provider role (DD/MM/YYYY)	30/01/2017									
1c End date of service in head of provider role (DD/MM/YYYY)										
2 Disclosures relating to head of provider role	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2a Annualised basic salary awarded before salary sacrifice arrangements and any waivers	183	192	0	0	0	0	0	0	0	0
2b Basic salary paid	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2bi Basic salary paid before salary sacrifice arrangements	183	128	0	0	0	0	0	0	183	128
2bii Deductions to reflect salary sacrifice arrangements	0	0	0	0	0	0	0	0	0	0
2biii Basic salary paid after salary sacrifice arrangements	183	128	0	0	0	0	0	0	183	128
2c Salary in lieu of pension and payments in lieu of pension contributions	0	0	0	0	0	0	0	0	0	0
2d Payment of dividends	0	0	0	0	0	0	0	0	0	0
2e Performance related pay and other bonuses	0	0	0	0	0	0	0	0	0	0
2f Pension contributions	39	27	0	0	0	0	0	0	39	27
2g Any other sums paid under any pension scheme in relation to employment with the provider	0	0	0	0	0	0	0	0	0	0
2h Compensation for loss of office	0	0	0	0	0	0	0	0	0	0
2i Total disclosures relating to head of provider role (before salary sacrifice)	222	155	0	0	0	0	0	0	222	155
3 Other taxable benefits	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3a Company cars	0	0	0	0	0	0	0	0	0	0
3b Subsidised loans including mortgage subsidies	0	0	0	0	0	0	0	0	0	0
3c Subsidised accommodation	0	0	0	0	0	0	0	0	0	0
3d Other taxable benefits	0	0	0	0	0	0	0	0	0	0
Where 3d Other taxable benefits has been completed, please detail below what items are included in this:										
3e Total other taxable benefits	0	0	0	0	0	0	0	0	0	0
4 Non-taxable benefits	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
4a Contributions to relocation costs	0	0	0	0	0	0	0	0	0	0
4b Living accommodation	0	0	0	0	0	0	0	0	0	0
4c Other non-taxable benefits	0	0	0	0	0	0	0	0	0	0
Where 4c Other non-taxable benefits has been completed, please detail below what items are included in this:										
4d Total non-taxable benefits	0	0	0	0	0	0	0	0	0	0
5 Other remuneration	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
5a Compensation for loss of benefits	0	0	0	0	0	0	0	0	0	0
5b Ex-gratia and remuneration payments while on sabbatical	0	0	0	0	0	0	0	0	0	0
5c Payments for consultancy work that are made to the individual for work delivered using the provider's resources	0	0	0	0	0	0	0	0	0	0
5d Other remuneration	0	0	0	0	0	0	0	0	0	0
Where 5d Other remuneration has been completed, please detail below what items are included in this:										
5e Total other remuneration	0	0	0	0	0	0	0	0	0	0
6 Total remuneration (before salary sacrifice)	222	155	0	0	0	0	0	0	222	155
7 Head of provider's remuneration expressed as a pay multiple of all other employees' remuneration	(Median pay and median total remuneration should be calculated on a full-time equivalent basis across all employees, including academic and non-academic staff)									
7a Head of the provider's basic salary divided by the median pay (salary)	4.3	4.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7b Head of the provider's total remuneration divided by the median total remuneration	4.2	4.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8 Has your head of provider or any previous head of provider disclosed above been appointed as acting interim head, or are they on a secondment from another organisation?	No									
Please provide brief details below of the status of the person acting as head of provider										

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2
0.0%
-30.1%
0.0%
-30.1%
0.0%
0.0%
0.0%
-30.8%
0.0%
0.0%
-30.2%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
-30.2%

<p>⁹ Is your head of provider or any previous head of provider disclosed above employed or paid by another entity, rather than the provider themselves? Please provide brief details of the entity that is responsible for funding the remuneration and any other related benefits</p>	No

10	Has your head of provider or any previous head of provider disclosed above chosen to waive, or not accept, some element of their remuneration? Please provide a brief explanation, along with the amount awarded but not accepted, or received and waived	No
11	Please use the text box if you wish to provide any commentary in support of the data returned in this table	
Please note that having changed our financial year end this year, the values in rows 2b to 2i refer to the eight months to 31 March 2021 only. The annualised remuneration detailed in row 2a sets out the remuneration for the twelve months to 31 July 2021.		

Validation errors	At 31/03/2021		Previous (1)		Previous (2)		Previous (3)		Total	
	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021
1 Details of Other taxable benefits (row 3d) items must be specified in the text box (or left blank if no value entered).									Pass	Pass
2 Details of Other non-taxable benefits (row 4c) items must be specified in the text box (or left blank if no value entered).									Pass	Pass
3 Details of Other remuneration (row 5d) items must be specified in the text box (or left blank if no value entered).									Pass	Pass
4 All monies must be rounded to the nearest £1,000. Please check all values in any flagged columns.	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass		
5 Pay multiples (rows 7a and 7b) should be rounded to one decimal place.	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass		
6 Name of individuals serving as head of provider (row 1a) is blank but Total remuneration (before salary sacrifice) (row 6) is greater than zero.	Pass		Pass		Pass		Pass			
7 Annualised basic salary awarded before salary sacrifice arrangements and any waivers (row 2a) should not be zero where Basic salary paid before salary sacrifice arrangements (row 2bi) is not zero.	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass		
8 End date of service (row 1c) should not be blank if Total remuneration (before salary sacrifice) (row 6) is greater than zero except for Head of provider at Year 2.			Pass		Pass		Pass			
9 Head of provider at 31/03/2021. End date of service (row 1c) should be blank unless greater than or equal to 31/03/2021.		Pass								
10 Deductions to reflect salary sacrifice arrangements (row 2bii) should be negative.	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass		
11 Statements in rows 8, 9 and 10 must be answered with either 'Yes' or 'No' using the dropdown list. Please check all these rows if an error is flagged.	Pass									
12 Details of the status of the person acting as head of provider (row 8) must be specified in the text box (or left blank if no value entered).	Pass									
13 Details of the entity that is responsible for funding the remuneration and any other related benefits (row 9) must be specified in the text box (or left blank if no value entered).	Pass									
14 Details, including the amount the head of provider chose to waive, or not accept (row 10) must be specified in the text box (or left blank if no value entered).	Pass									

Validation warnings	At 31/03/2021		Previous (1)		Previous (2)		Previous (3)		Total	
	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021	Year 1 31/07/2020	Year 2 31/03/2021
1 Start date of service (row 1b) is blank. In most cases, where Total remuneration (before salary sacrifice) (row 6) is greater than zero, it is expected that the date is completed. Please ensure that cells have been completed correctly.		Pass		Pass		Pass		Pass		
2 Basic salary paid before salary sacrifice arrangements (row 2bi). Head of provider at 31/03/2021 is less than or equal to zero. In most cases, it is expected that values are greater than zero. Please ensure that values have been entered correctly.		Pass								
3 Total remuneration (before salary sacrifice) (row 6), 31/07/2020 is not zero. In most cases, where Start date of service (row 1b) is after 31/07/2020, it is expected that values are equal to zero. Please ensure that values have been entered correctly.	Pass		Pass		Pass		Pass			

No validation errors

No validation warnings

Table 12: Analysis of capital expenditure											
Last audited year - Financial year ending: 31/03/2021 (Year 2)											
Source of funds											
	1	2	3	4	5	6	7	8	9	10	11
	Funding body grants	Retained proceeds of sales	Internal funds	Existing loans (excluding new loans in year)	New loans in year	Existing director loans (excluding new in year)	New directors loans in year	Leasing	Private Finance Initiative	Other external sources	Total actual spend
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1 Residences operations											
1a Buildings	0	0	0	0	0	0	0	0	0	0	0
1b Equipment and intangible assets	0	0	0	0	0	0	0	0	0	0	0
2 Catering operations											
2a Buildings	0	0	0	0	0	0	0	0	0	0	0
2b Equipment and intangible assets	0	0	0	0	0	0	0	0	0	0	0
3 Other operations											
3a Buildings	137	0	200	0	0	0	0	0	0	0	337
3b Equipment and intangible assets	0	0	0	0	0	0	0	0	0	0	0
4 Total capital expenditure	137	0	200	0	0	0	0	0	0	0	337

Validation errors		Year 2 31/03/2021
1 All monies must be rounded to the nearest £1,000. Please check all values if an error is flagged.		Pass
2 All values must be greater than or equal to zero.		Pass

Validation warnings		Year 2 31/03/2021
1 Residences operations, Buildings, Funding body grants (row 1a, column 1) and Residences operations, Equipment, Funding body grants (row 1b, column 1) are not zero. In most cases, it is expected that these values are equal to zero. Please ensure that values have been entered correctly.		Pass
2 Catering operations, Buildings, Funding body grants (row 2a, column 1) and Catering operations, Equipment, Funding body grants (row 2b, column 1) are not zero. In most cases, it is expected that these values are equal to zero. Please ensure that values have been entered correctly.		Pass
3 Total capital expenditure, Funding body grants (row 4, column 1) is zero. In most cases, where Capital grants recognised in year (Table 4, row 2g) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass
4 The sum of Total capital expenditure (row 4) columns 4, 5, 6 and 7 is zero. In most cases, where the sum of Cash flows from financing activities, New secured loans and New unsecured loans (Table 3, rows 8e and 8f) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass
5 The sum of Total capital expenditure (row 4) for New loans in year (column 5) and New director loans in year (column 7) is greater than the sum of New secured loans (Table 3, row 8e) and New unsecured loans (Table 3, row 8f). In most cases, it is expected that values are less than or equal to. Please ensure that values have been entered correctly.		Pass
6 Total capital expenditure (row 4) should not be zero for Retained proceeds of sale (column 2) is zero. In most cases, where Proceeds from sales of tangible assets (Table 3, row 7a) is not zero, it is expected that values are not equal to zero. Please ensure that values have been entered correctly.		Pass

No validation errors

Table 14: Access and participation investment		Audited data		Forecasts				
		Year 1	Last audited year	Current year	Year 3	Year 4	Year 5	Year 6
Financial year ending:		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
		£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	Access and participation investment							
1a	Access investment	339	258	355	355	355	355	355
1b	Financial support investment	45	30	45	45	45	45	45
1c	Research and evaluation investment	9	7	54	54	54	54	54
1d	Support for disabled students	31	18	27	27	27	27	27
1e	Total access and participation investment	424	313	481	481	481	481	481

Validation errors		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		31/07/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
1	All monies must be rounded to the nearest £1,000. Please check all values in any flagged columns.	Pass	Pass	Pass	Pass	Pass	Pass	Pass

Year on year differences

Differences between years of +/- 10% have been highlighted. You may be asked questions about these differences as part of the data verification process.

Year 1 to Year 2	Year 2 to Year 3	Year 3 to Year 4	Year 4 to Year 5	Year 5 to Year 6	Year 6 to Year 7
-23.9%	37.6%	0.0%	0.0%	0.0%	0.0%
-33.3%	50.0%	0.0%	0.0%	0.0%	0.0%
-22.2%	671.4%	0.0%	0.0%	0.0%	0.0%
-41.9%	50.0%	0.0%	0.0%	0.0%	0.0%
-26.2%	53.7%	0.0%	0.0%	0.0%	0.0%

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Commentary to support the OfS Annual Financial Return 2021 workbook

Provider's name:	Guildhall School of Music & Drama
UKPRN:	10007825

Assumptions and impact of forecast changes

- To help the Office for Students (OfS) understand the financial and student number forecasts, and the impact on your provider's financial viability and sustainability of changes from the forecast, please complete the table below. Please enter the narrative explaining the assumption and the financial impact resulting from it for each of the items. If there are several assumptions for any one line, please separate around the financial impact for each assumption.

		Narrative – assumption for change between years	Financial impact, in £000s, from assumption
1	Student numbers (full-time equivalent)		
1a	UK-domiciled undergraduate students (full-time and part-time)	The assumption for intake in Autumn 2021 is a slight increase as we seek to replace an anticipated drop in EU numbers with greater recruitment domestically	
1b	Other EU-domiciled undergraduate students (full-time and part-time)	While we are expecting a reduction in new intake from the EU going forwards as a result of Brexit, recruitment in Autumn 2020 was slightly higher than normal and we will continue to benefit from that bubble as that cohort progress through their course.	
1c	Non-EU domiciled undergraduate students (full-time and part-time)	A focus on overseas recruitment to compensate for Brexit, together with a rebound followed a suppressed intake in 2020 due to Covid, means that we are anticipating a c 25% increase year on year, though we will still be lower than	

		Narrative – assumption for change between years	Financial impact, in £000s, from assumption
		pre pandemic recruitment levels from 2019	
1d	Postgraduate taught students (all domiciles, full-time and part-time)	We are anticipating a modest drop in postgraduate student numbers this year, after the Covid effect prompted somewhat more students to stay on to do a post graduate degree in 2020.	
1e	Postgraduate research students (all domiciles, full-time and part-time)	Initial application data suggests a slight drop in UK research numbers with a slight increase in EU numbers.	
2	Student fee income levels		
2a	UK-domiciled undergraduate students (full-time and part-time)	The increase in student numbers will yield a small increase in fee income. Fee per student is assumed to remain unchanged	Gain of £92,500
2b	Other EU-domiciled undergraduate students (full-time and part-time)	With fewer students paying a higher fee (with respect to new incoming students) we are anticipating a significant increase here	£450,000 per annum increase when compared to a full academic year
2c	Non-EU domiciled undergraduate students (full-time and part-time)		£60k vs the year ended 31 July 2020
2d	Postgraduate taught students (all domiciles, full-time and part-time)	The increase in domestic recruitment numbers coupled with an expected drop in overseas student numbers means we are not anticipating increase in fee income when comparing the full academic year to 31 July 2021 with the full academic year to 31 July 2022	
2e	Postgraduate research students (all domiciles, full-time and part-time)	Overall income will be largely stable, though the slight growth in EU numbers means a small overall gain in fee income	£60k compared to the previous academic year
3	Office for Students grant	For the purpose of the forecast it is assumed that Academic year funding for	

		Narrative – assumption for change between years	Financial impact, in £000s, from assumption
		the year to 31 July 2022 will be as outlined in the grant letter issued earlier this year and will remain flat throughout the forecast period	
4	Research England grant	It is assumed that recurrent grants for Knowledge Exchange and QR will remain flat throughout the forecast period.	
5	Staff costs	It is assumed that staff will continue to progress through the grade they are on as normal with a small cost of living award applied to lower grades only. Having removed some discretionary posts and decided to permanently remove several already vacant posts, overall staff costs should fall by c £1.3m on a like for like basis (comparing the annualised cost for year two to the forecast cost for year 3) before beginning to rise again in 2022/23	£1.3m
6	Inflation	No change re regulated fees. 3% per annum increase for non-regulated fees. C 1 -2 % on most expenditure lines	
7	Pension costs	To rise in proportion to movements in salaries. No change in employer % contribution rate	
8	Pension provision	None. Not applicable given the relationship with the City of London	
9	Interest costs	Not relevant. No savings or investments and no borrowing.	
10	Building maintenance costs		
11	Contingency	None	
12	Other income	The School anticipates a return to pre-Covid levels of activity in the year to 31 March 2022 with annual growth as we seek to expand income streams going forward	

Ensuring financial viability and sustainability

2. How is your provider ensuring its financial viability¹ and sustainability,² including the identification and management of material risks to viability and sustainability?

During the year we completed a line by line review of every departmental budget across the Institution to identify efficiency savings. During the autumn of 2021 we will be reviewing the financial model for every course we offer at the Institution to ensure appropriate targets for student recruitment are set and appropriate levels of staff resources are allocated to each programme to ensure optimum efficiency while maintaining the academic quality that both our staff and students have come to expect of us.

During the year we also reviewed 21 separate proposals from colleagues for ways in which we might develop new income streams or further grow existing streams. The five most viable proposals have formed the basis for an investment case to the City of London and we expect to have a response to that case shortly. Should that investment be forthcoming we would expect to be able to report significantly enhanced growth compared to the numbers included in this forecast.

3. What scenario planning, sensitivity analysis or stress testing has been undertaken to understand and mitigate the risks to financial viability and sustainability that arise from uncertainty in your financial and student number forecasts? Please provide details.

We have (and are continuing to work through) various models for student numbers, particularly around potential losses of EU numbers – and our ability to continue to offer viable programmes as a result while considering the potential need to reduce resource allocations where reductions in student numbers might be permanent rather than a temporary blip and redirect them to other programmes where recruitment is likely to grow. We are reviewing our use of space to ensure we are optimising our use of resources to the fullest extent possible.

We have modelled the potential impact of future changes to teaching funding allocations to understand how decisions regarding the allocation of those funds might affect us.

We are also working closely with colleagues in the City of London to ensure that they are aware of the risks within the financial model and are best placed to assist us in mitigating against them.

4. Where the financial and student number forecasts include any significant movements (± 10 per cent in any one year) on the income and expenditure account, what are the reasons for these

¹ 'Financially viable' means that the OfS judges that there is no reason to suppose the provider is at material risk of insolvency within a period of three years from the date on which the judgement is made.

² 'Financially sustainable' means the OfS judges that the provider's plans and protections show that it has sufficient financial resources to fulfil conditions D(iii) and D(iv) of ongoing registration for the period of five years from the date on which the judgement is made, and that it is likely to be able to operate in accordance with these plans and projections over this period.

movements? The explanation must include details about any material exceptional income or expenditure items.

Year one – the year ended 31 July 2020 is twelve months long. Year two – the year ended 31 March 2021 is eight months long. Year 3 – the year ended 31 March 2022 is twelve months long. This is the result of our having changed our year end date and has triggered error messages (due to variances in excess of 10%) on almost every line throughout the AFR.

5. Where the financial and student number forecasts include material changes on the balance sheet, what are the reasons for these changes? The explanation must include details about any material exceptional items.

We do not have a Balance Sheet

6. Where the financial and student number forecasts include any significant movements (± 10 per cent in any one year) on the cash flow statement and forecast, what are the reasons for these movements? The explanation must include details about any material exceptional cash items (you may cross-refer to questions 4 and 5 above if appropriate).

We do not have a cash flow statement

Intangible assets

7. What are the intangible assets that your provider currently owns or plans to own in the future?

Not applicable

8. How have you valued your intangible assets? How and why has the value of these assets changed during the past three years?

Not applicable

Provisions

9. If you have reported pension provisions in your balance sheet, what pension schemes do these relate to?

Not applicable

10. Have all provisions been disclosed in the notes to the audited financial statements? If not, state what the provision is, why it arises, its value and why it was excluded from the audited financial statements.

Not applicable

Other reserves

11. Where there is a balance shown in any year for 'other reserves', what comprises this balance?

Not applicable

Off-balance sheet

12. Please detail any off-balance sheet items that you may hold but have not included in your financial tables. For each item please detail:

- what the item is (e.g. student halls of residence)
- what its value would be if the item were to come onto the balance sheet for any reason (e.g. closure of the company providing the service)
- the reason why you consider that it does not need to be included on your balance sheet
- information about who (or what) holds the risk in relation to this item.

Not applicable

Other

13. If relevant, what are your debt covenants and how do you manage your compliance with them? Do your forecasts show that you will continue to meet these covenants for the full forecast period?

Not applicable

14. Is there any further information that would be helpful to the OfS in assessing your financial and student number forecasts to ensure that we understand the provider's financial viability and sustainability? If so, provide this below.

We have sought to be as conservative as possible when plotting assumptions around the appetite for EU students to come to the Institution and our ability to replace any lost EU students with UK and/or overseas students. However following the relaxation of lockdown rules, we have included a return to normality in terms of our ability to re-open our accommodation and catering facilities, to offer a full range of non-degree bearing courses, to sell tickets to performances and to fundraise from donors. We have also worked closely with the City of London to identify efficiency savings and sought additional investment from them to support the transition back to financial self-sufficiency.

15. If you have separately disclosed material items in your audited financial statement of comprehensive income and expenditure, please give details of what these relate to.

Not applicable

16. Please use this space to provide any further information you wish to bring to our attention, or any further explanation supporting your entries in the tables.

Not applicable

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Committee(s)	Dated:
Audit and Risk Management Committee of the Guildhall School of Music and Drama	07/09/2021
Board of Governors of the Guildhall School of Music and Drama	20/09/2021
Subject: Internal Audit Annual Report and Opinion	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Head of Audit & Risk Management	For Information
Report author: Ciria Peall, Audit Manager	

Summary

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’) with the intention of providing you with the annual Head of Audit Opinion for 2020-21.

As a result of the School’s in-year change of financial reporting period, this opinion is based on eight months of audit work completed between 1st August 2020 to 31st March 2021; a summary of the relevant audit outcomes is provided at Appendix 1.

The Head of Audit and Risk Management opinion for 2020-21 is that the School’s systems of risk management, control and governance, economy, effectiveness and efficiency are generally robust and can be reasonably relied upon to ensure that School’s objectives are achieved.

Recommendation(s)

- Members are asked to note the report

Main Report

Background

1. Internal Audit plays a role in providing the required assurance on internal controls through delivery of its annual risk-focused audit plan. 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 and

any areas of concern, and a timely recommendations follow-up regime carried out by Internal Audit.

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. Annually the Committee considers the audit plan for the following year and the wider audit strategy, focusing on coverage of the School's key operations. Additionally, regular Internal Audit Update Reports are received by this Committee containing the detail of the agreed scope for individual assignments (as per the finalised terms of reference), a summary of outcomes for finalised audits, updates on recommendations implementation and assurance opinions arising from follow-up work.
4. 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. This is supported by detailed reports to each meeting of the Committee presenting the findings of Internal Audit work for review and discussion.

Current Position

5. The profile of delivery of the 2020-21 audit plan was impacted by the Coronavirus pandemic and the organisation's ongoing response. It is, however, the view of Internal Audit that sufficient audit work has been carried out in relation to the School and relevant corporate systems in order to inform the annual audit opinion for 2020-21. This report includes a summary of relevant audit outcomes.

Internal Audit Outcomes

6. Appendix 1 provides a summary of the audit outcomes informing the 2020-21 Head of Audit Opinion. Four School-focused audits have been delivered within the eight-month reporting period with two substantial and two moderate audit opinions given. Due to the change in financial reporting period and the impact of the pandemic upon the profile of the School's Audit Plan delivery, audits have been finalised towards the end of the reporting period; consequently, formal follow-up of these audits will take place in 2021-22.
7. 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.

8. No issues have arisen specifically in respect of the School from corporate audits i.e. City of London Corporation audits which provide assurance over central relevant systems / processes.

Risk Management Activities (at a City Corporation level)

9. The Corporate Risk Management Policy and Strategy aligns with the key principles of ISO 31000: Risk Management Standard and the UK Government's Management of Risk Guide. The Policy and Strategy emphasises risk management as a key element within the City Corporation'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. It also defines the roles and responsibilities of officers, senior management and Members.
10. The Chief Officer Risk Management Group, working on behalf of the Executive Leadership Board (ELB) meets quarterly to review, in depth, the corporate risk register and report their findings to the ELB when they consider the quarterly risk update report.
11. The Risk Management Group, consisting of senior managers representing all City of London departments, includes the Guildhall School of Music and Drama.
12. In addition to receiving quarterly risk update reports, the City of London Corporation's Audit and Risk Management Committee has adopted a cycle of regular departmental risk challenge sessions, with Chief Officers and their respective Committee Chairmen. These are one-hour long sessions where the Chief Officer discusses with the Committee the department's arrangements for managing risk as well as the key risks it faces. The Guildhall School risk challenge did not fall within this reporting period, this is scheduled for November 2021. The Committee also undertake deep dives of corporate risks, meeting six times per year and aiming to cover two risks in detail at each meeting.

Recommendations Implementation

13. Regular Internal Audit follow-up activity within 2020-21 confirmed implementation of recommendations, as well as identifying instances of slippage in implementation timescales. As at the end of March 2021, there were no live red priority recommendations and two overdue live amber priority recommendations; updated target timescales have since been received for implementation and Internal Audit will undertake follow-up activity promptly in line with these (October and November 2021). Internal Audit continues to reiterate the importance of setting realistic timescales for demonstrating recommendations implementation.

Head of Audit Opinion

14. The Head of Audit and Risk Management provides the following audit opinion, based on Internal Audit work undertaken in 2020-21, 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.

Corporate & Strategic Implications

15. The overall Internal Audit Plan is designed to provide assurance as to the adequacy of the City of London Corporation's systems of internal control and governance. This programme of activity is aligned with the Corporate Plan, Corporate Risk Register and Departmental Top Risks. The Guildhall School, as an institutional department of the Corporation, has a sub-section of the Plan and a programme of Internal Audit work that includes audit assignments and regular follow-up activity in respect of recommendations implementation.

Conclusion

16. A positive Head of Audit and Risk Management annual opinion has been provided, based on Internal Audit work carried out in the eight-month period to 31st March 2021. No material issues have been identified at the time of writing this report which would negatively impact this opinion.

17. 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 overdue 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 GSMD Audit Outcomes for 2020-21 Audit Opinion

Cirla Peall

Audit Manager, Chamberlain's Department

Matt Lock

Head of Audit and Risk Management, Chamberlain's Department

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Schedule of Internal Audit Projects informing the Guildhall School Annual Audit Opinion 2020-21

Project	Assurance Rating	Recommendations			
		Total Red	Total Amber	Total Green	Total
<u>Internationalisation</u> (finalised December 2020) An evaluation of arrangements in place to support delivery of strategic aims related to Internationalisation, including mechanisms for monitoring, review and reporting of delivery to Senior Management and Members.	Substantial	0	0	2	2
<u>Facilities Management & Maintenance</u> (finalised March 2021) Barbican and Guildhall School: an examination of the Facilities Management arrangements, including structures, contracts and policies, and the maintenance arrangements to ensure the provision of suitable facilities that are safe, compliant and well-managed.	Moderate	0	13	1	14
<u>Medium Term Financial Planning</u> (finalised March 2021) An examination of the adequacy of the approach to preparing the Medium-Term Financial Plan and process followed, including timetable, roles and responsibilities.	Substantial	0	1	0	1
<u>Guildhall Young Artists</u> (finalised April 2021) An examination of the adequacy of arrangements for: ensuring alignment of activity with strategy, safeguarding, administration, and maintenance of the general control environment.	Moderate	0	8	2	10
Total Recommendations		0	22	5	27

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Audit and Risk Management Committee
of the Guildhall School of Music and
Drama

Annual Report to the Board of
Governors and the Principal
for the year ended
31 March 2021

Contents

Annual Report of the Audit & Risk Management Committee

Pages 3-8

Appendix: Members of the Committee who served during the year, meeting dates and Members present

Pages 9 - 11

Introduction

1. This report has been prepared in accordance with the requirements of the Office for Students (OfS). At its meeting on 15th February 2021, the Board of Governors of the Guildhall School of Music and Drama noted that, whilst it had been a requirement of HEFCE for the accounts to be produced with a 31st July year-end date, this was no longer an OfS requirement. Furthermore, changing the submission date to 31st March would align with the City Corporation's year-end, resulting in a more efficient use of officer time. The Board therefore agreed to change the submission date to 31st March
2. The Audit and Risk Management Committee will receive the Audited Financial Statements for 2020-21 at its special meeting on 7th September 2021 and Members will have the opportunity to meet with the External Auditors at a private, 'in-camera' session.
3. This Annual Report will cover the period 1 August 2020 to 31st March 2021, which represents the City of London Corporation's Municipal Year, but it makes reference to work done at the Audit and Risk Committee Meetings in April and July of this year, as they will shape the work of the Committee over the next couple of years. However, going forward, the reporting period will run from April to March.

Membership

4. The Governors who served on the Audit and Risk Management Committee during 2020/21 are listed within **Appendix 1** of the report.
5. The Clerk to the Audit and Risk Management Committee is the Clerk to the Board of Governors.

Meetings in 2019/20 and the impact of Covid-19 Pandemic in 2020

6. **Appendix 1** details the dates when the Audit and Risk Management Committee met between September 2020 and July 2021. The Governors present at each meeting are also shown. At the September 2020 Board Meeting, Professor Geoffrey Crossick, a Co-opted Governor of the GSMD Board, was appointed Chairman of the Audit Risk Management Committee for the ensuing Municipal Year. The Board reappointed Randall Anderson, Christopher Costigan and Michael Herington, who were also joined by Dr Paula Haynes, a newly appointed Co-opted Governor to the GSMD Board. John Chapman's 3 terms as a Board Member expired in April 2021 and he was replaced by Andrew Mayer in May 2021.

Terms of reference

7. The terms of reference are reviewed on an annual basis, with changes made as appropriate to bring them in line with the relevant CUC (Committee of University Chairs) guidelines which were treated as expectations for higher education institutions by HEFCE and now Office for Students (OfS), as well as best practice and changes with respect to corporate governance. At the meeting of the Audit and Risk Committee on 11th November 2020, the newly appointed Chairman asked for the Committees Terms

of Reference to be considered in accordance with the CUC's Higher Education Amended Code of Practice, which was published in May 2020. The Committee discussed its own Terms of Reference at some length and proposed a series of amendments, which were subsequently endorsed and approved by the Board of Governors on 23rd November 2020.

Internal Audit Strategy

8. Internal Audit services are provided to the Guildhall School by the City Corporation's Internal Audit Team as part of its overall remit. The Head of Internal Audit and Risk Management works with the School to identify potential areas for audit coverage, developing and maintaining a three-year strategic Internal Audit plan. The City of London Corporation's Audit and Risk Management Committee holds "in camera" sessions with the Head of Internal Audit and Risk Management at least once a year.
9. In common with every department of the City Corporation, the Guildhall School's Annual Audit plan is developed using a risk-based approach, taking account of specific areas of risk highlighted by the Principal and the key areas of risk identified for the City Corporation as a whole. The Internal Audit section's three-year audit plan for the School has been developed to ensure that all the key risks identified within the School's own risk register are reviewed as part of this cycle. At each meeting, the Committee reviews the Internal Audit Plan to ensure its continued relevance and proposes changes to the priorities and to timing as seems appropriate.
10. Internal Audit update reports are received by the Committee at each Meeting. The Internal Audit Annual Report and Opinion of the Head of Audit and Risk Management for the eight months to 31 March 2021 will be presented to the Committee at its special meeting on 7th September 2021. The last Annual report for the year ended 31 July 2020 was presented to the Committee on 11th November 2020.
11. Delivery of Internal Audit work in late 2019-20 was impacted by the Coronavirus pandemic and completion of some planned work was delayed and carried forward into the 2020-21 financial year. However, this did not adversely impact the overall opinion on the control environment. The 2020-21 Internal Audit Plan was reviewed and updated accordingly, with audit fieldwork recommencing in September 2020.
12. The opinions of the Head of Internal Audit and Risk Management contained within the reports give the Committee reasonable assurance as to the adequacy and effectiveness of the School's arrangements for risk management, control and governance, and economy, efficiency and effectiveness. The Head of Internal Audit and Risk Management deems the School's systems of internal control generally robust and that they can be relied upon to ensure that objectives are achieved efficiently.
13. Internal Audit activity within 2020-21 did not reveal any significant internal control weaknesses. Where recommendations have been made in regard to specific reviews conducted during the previous year, the Committee is assured that these recommendations have either been implemented or are being addressed by management.

14. The following areas were reviewed:

Guildhall Young Artists – Substantial Assurance

An examination of the adequacy of arrangements for ensuring alignment of activity with strategy, safeguarding, administration, and maintenance of the general control environment.

Medium-Term Financial Planning – Moderate Assurance

An examination of the adequacy of the approach to preparing the Medium-Term Financial Plan and process followed, including timetable, roles and responsibilities.

Facilities Management & Maintenance – Substantial Assurance

Barbican and Guildhall School: an examination of the Facilities Management arrangements, including structures, contracts and policies, and the maintenance arrangements to ensure the provision of suitable facilities that are safe, compliant and well-managed.

Internationalisation – Moderate Assurance

An evaluation of arrangements in place to support delivery of strategic aims related to internationalisation, including mechanisms for monitoring, review and reporting of delivery to Senior Management and Members.

15. The 2021-22 internal audit plan sets out the following areas to be audited within the next year:

- Universities UK Code of Practice for the Management of Student Housing (The Code)
- Medium Term Financial Planning
- Data Quality
- Safeguarding

16. The Audit Plan is prepared using a risk-focused approach and taking into account the public interest governance principles, which are key components of the Office for Students (OfS) regulatory framework. The Internal Audit Plan for 2021-2022 and a statement of intent for the period up to 31 March 2023 have been discussed with the School's management to agree potential scope and timing of audits. The Audit and Risk Management Committee has been consulted throughout and have approved the Plan while recognising that any further disruption caused by the pandemic might have an effect on the ability to carry out specific reviews as well as on priorities.

External audit

17. The External Audit services provided to the City Corporation and by extension to the Guildhall School are provided by BDO. The External Auditor's Report and accompanying Management Letter in respect of the School's accounts for the year ending 31st March 2021 are taken into account in the opinion provided at the end of this report and are included in the papers for this meeting.

18. The External Auditor's Report and Management Letter in respect of the eight months to 31 March 2021 has not yet been received. Details of any issues raised will be reported to the Committee as soon as they become available.

Review of audited financial statements

19. The audited financial statements for the year ending 31 March 2021 are included in the papers for this meeting. The Audit and Risk Management Committee is asked to review the report and to make recommendations to the Board prior to its submission for approval by the Board of Governors on 20th September 2021. The report is also received by the Finance and Resources Committee of the Board of Governors of the GSMD for information only. This review includes the notes to the accounts, the primary statement of income and expenditure, the operations and finance review and statement of corporate governance and internal control.

Risk management, control and governance

20. In addition to consideration of the annual Internal Audit reports, the External Auditor's reports and Management Letters, and the Audited Financial Statements, the Committee also bases its opinion on the adequacy and effectiveness of risk management, control and governance upon the regular risk register reports it has received. At each of its meetings during the year the Committee receives updates on the School's risk register, with changing levels of risk identified and discussed. The City of London Corporation is currently undergoing a Governance Review and implementing a new Target Operating Model (TOM). The Committee will be working closely with the School's Governance and Effectiveness Committee in this regard because it sees the latter as responsible for managing governance risks. The Governance Review and the TOM will be standing items on the Audit and Risk Management Committee's agendas.
21. The Head of Finance has been working with the School's risk owners in order to enhance the risk register and reformat it as a higher level, summary version of the kind which the Committee has decided that it would find most helpful. The summary version gives particular attention to the strategy for managing each risk. At the Committee's meeting in July 2021, the Committee welcomed the new format, which was not only concise but provided evidence of risks being managed appropriately and allowed the appropriate level of scrutiny. The Committee is also planning to introduce 'Deep Dive' reviews where appropriate, in common with the practice adopted by the City of London's Corporation's Audit and Risk Management Committee. The Committee has taken an in-depth look at Cyber Security in January 2021 and at Safeguarding in July 2021 and received adequate assurances in respect of both.
22. The City of London Corporation uses a common risk management system across all departments. There is a hierarchy of risks - corporate, departmental and local. There are no Guildhall School risks on the City's Corporate Register. The Audit and Risk Management Committee considers departmental risks at each of its meetings. The School does not use the third tier of risk, hence all risks come to the Committee at each meeting.
23. The Chief Officers' Risk Management Group's review process also provides a mechanism for Chief Officers to highlight any corporate risks which they might feel appropriate to reflect in their respective departmental risk registers.

Relationship with the City of London Corporation

24. At the July Meeting, the Committee received a report of the City of London Corporation's Corporate Risk Advisor in respect of the City Corporation's Risk Management Policy and Strategy for 2021. The Chairman asked the Committee to consider the implications of this for its own review of risk. . Following a detailed discussion, the Committee agreed to narrow this down to a number of points for further consideration at the Committee's November 2021 meeting. The Committee also discussed how the fundamental differences between the School and the City Corporation makes it difficult to align risk appetites; for example, the School would be unlikely to succeed if creativity and performance were treated with a low risk appetite.
25. The City Corporation officers suggested that the School might need to look beyond the 'red, amber and green' ratings in order to gain their own perspective. Officers at the school advised that they enjoy a strong working relationship with the City's Internal Audit Team and felt that their collective support helped to mitigate risks.

Value for money

26. To assist the Committee with monitoring and assessing the School's arrangements for ensuring value for money, the management accounts are presented to the Committee meetings. The Committee received an update on the School's Budget and the City Corporation's Medium Term Financial Plan at its meeting on 11 November 2020, ahead of their being presented to the Board later that month for approval.
27. The presentation of an annual review of economy, efficiency and effectiveness is now established within the Audit and Risk Management Committee's cycle of business. The School continues to drive efficiency and effectiveness in a number of areas, most notably through:
 - Review of the School's strategic plan
 - Diversifying income streams
 - Procurement and effective management of resources
 - Closer joint working with partner organisations including the shared Barbican-Guildhall School 'common platform' of services.

Management and Quality Assurance of data submissions

28. As previously reported, following designation as a Higher Education Institution (HEI), the Audit and Risk Management Committee of the Guildhall School has undertaken to provide its opinion on the adequacy and effectiveness of arrangements for the management and quality assurance of data submitted to the Higher Education Statistics Agency (HESA), Students Loan Company (SLC), the Office for Students (or HEFCE prior to the creation of the OfS), and other relevant bodies. The School continues to meet all its reporting requirements to date in 2020/21 and operates an internal system of review by staff independent of the data collation, prior to submission of returns. As a result of previous guidance from HEFCE, the School works with the Internal Audit section to incorporate checks on these areas within future audit programmes. Full audit trails are maintained within each relevant area and are available

to Internal Audit to facilitate these checks. A Data Audit has been scheduled for October 2021.

Opinion

29. The School is committed to continually improving its systems and procedures and the Audit and Risk Management Committee considers that the Guildhall School has in place a satisfactory system of risk management, control and governance.
30. Arrangements within the School to ensure that economy, efficiency and effectiveness are achieved are also of a satisfactory level and will continue to be closely monitored within the current financial climate and the recovery from the Covid-19 Pandemic
31. The Committee is assured that the School also has in place appropriate arrangements for the management and quality assurance of data submitted to appropriate and other funding bodies.
32. In arriving at this conclusion, the Audit and Risk Management Committee has relied on the opinions contained in the annual reports received by it from the Head of Internal Audit and Risk Management and the External Auditor's reports, in addition to the regular reports received from, and discussed with, officers at each of their meetings.
33. The Board of Governors should however be aware that any system of internal control can only provide reasonable, but not absolute, assurance against material misstatement or loss.

Professor Geoffrey Crossick
Chairman

Date: 7th September 2021

**Audit and Risk Management Committee:-
1st September 2020 – 31st July 2021**

Membership

Professor Geoffrey Crossick (Chairman –Governor on the Board, Co-opted) -
appointed by the Board in September 2020
Randall Anderson (Deputy Chairman, Governor on the Board, Member of City of
London Corporation)
Dr Paula Haynes - Governor on the Board, Co-opted)
Christopher Costigan (External Member)
Michael Herington (External Member)
Andrew Mayer – Governor on the Board, Member of City of London Corporation
(replaced John Chapman in May 2021)

*NB. Christopher Costigan and Michael Herington are External Members, appointed by the
Board, but do not serve on the Board*

In attendance

Graham Packham –Chairman to the Board of Governors (*appointed in May 2021*)
Vivienne Littlechild – Deputy Chairman of the Board of Governors (*immediate past
Chairman of the Board and appointed as Deputy Chairman in May 2021*)

Officers of the Board of Governors

Clerk to the Governors:
Julie Mayer – Committee and Member Services, Town Clerks
John Barradell - Town Clerk & Chief Executive, City of London Corporation

Dates of meetings and members present:

2nd September 2020

Marianne Fredericks (Chairman - City of London Corporation Member*)
Randall Anderson - Deputy Chairman
Christopher Costigan
Michael Herington

**stood down after this meeting*

11th November 2020

Professor Geoffrey Crossick (Chairman)
Randall Anderson (Deputy Chairman)
John Chapman
Dr Paula Haynes
Christopher Costigan
Michael Herington

22nd January 2021

Professor Geoffrey Crossick (Chairman)
Randall Anderson (Deputy Chairman)
John Chapman
Christopher Costigan
Michael Herington
Dr Paula Haynes

24th April 2021

Prof Geoffrey Crossick (Chairman)
Randall Anderson (Deputy Chairman)
Christopher Costigan
Michael Herington
John Chapman

15th July 2021

Prof Geoffrey Crossick (Chairman)
Christopher Costigan
Michael Herington
Andrew Mayer

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Committee(s) Corporate Asset Sub Committee – For decision Board of Governors of the Guildhall School of Music and Drama – For decision	Date(s): 22 nd June 2021 20 th September 2021
Subject: Capital and CWP Annual Progress Report	Public
Report of: Jonathon Poyner – Director of Operations and Buildings	For Decision – CASC For Information – Board
Report author: Hannah Bibbins - GSMD	

Summary

This report provides an update on the School’s building and refurbishment projects that fall under the Capital Cap programme, together with those approved for delivery under the Cyclical Works Programme (CWP) arrangements.

Recommendation(s)

Corporate Asset Sub-Committee

- i. Members are asked to note the contents of this report, including the timescale associated with the execution of the Fire Alarm project.
- ii. Agree that the unspent budget (£60,670) for the Fire Alarm project be carried forward to allow the project to complete in 2021/22, including provisional sums for additional works; to be expended on authorisation by the Chief Officer and remote monitoring, subject to approval of issue report.

Main Report

1. Background

2. Building & engineering projects at the School generally fall into two categories namely; Capital Cap (Cap), Cyclical Works Programme (CWP); there are no capital or major revenue projects in progress at the present time outside these categories.
3. The purpose of this paper is to advise Members of progress in each of the above categories.

Current Position

Capital Cap

4. This report concerns the capital programmes that were drafted for the years for 2014/15 to 2016/17, known 'Cap 3'. Expenditure on all previous 'Capital Cap' programmes is now complete.
5. All projects within 'Cap 3' are complete, with the exception of the renewal of the fire alarm to the Silk Street building, however, not all projects have been closed as audit verification by the Chamberlain is needed.

Fire alarm

6. Renewal of the main system is complete and has been in use since December 2020 and the contract is now in the defects period.

Financial details of this project are included in Appendix C

Remote Monitoring

7. A provisional sum was included in the project budget for specialist works outside the main contract. One of the specialist works required is a system of remote monitoring from a central point. An original provisional sum, relating to modification of the School's IT network to facilitate this, was included in the project sum at Gateway 5. As the scope of work has increased, an issue report is being prepared outlining the details of this proposal for consideration by Project Board, Project Sub-Committee and the Guildhall School of Music & Drama Board. A Provisional sum for this proposal has been included in the summation of the anticipated out turn of the Fire Alarm Project in Appendix C and the Capital Cap in Appendix A. Expenditure of this sum will be subject to approval of the issue report detailing the proposals.

Financial information:

8. Appendix A shows the current position of the last approved capital cap. The maximum anticipated final out-turn for the fire alarm project has been included and the breakdown of this is shown in Appendix C.

Funding

9. The fire alarm project was agreed for progression outside of the fundamental review as an essential health and safety scheme and therefore the financial provision for this scheme has been retained.

Proposals

10. A final Capital Cap outcome report will be submitted when all the Cap projects have been completed.

Cyclical maintenance projects

11. Bids are made annually for inclusion in the corporate Cyclical Works Programme and once approved, must be executed within three years of the approval year (commencing in April of the Financial year). However, it has recently been agreed that an additional year may be added to previously approved projects (4 years from the date of approval).
12. To date the approvals in the programme relate to 2017/18 (now largely complete), 2018/19 for completion by March 22, 2019/20 for completion by March 2023, 2020/21 by 2024 and 2021/22 by 2022.
13. Appendix B attached shows the all the projects included in the programme and their status. However, in summary

14. Table 1 – Summary by Project numbers

Year approved	Number of projects	Projects in progress	Projects complete
2017/18*	30	2	27
2018/19**	3	2	1
2019/20	20	9	7
2020/21	32	14	1
2021/22	8	1	0

*Excludes 3 no projects subsequently categorised as Capital and 14 no projects omitted as work carried out in-house or found to be unnecessary

** Excludes 1 project subsequently capitalised

Projects not yet started - 30

15. Table 2 – Summary by value

Year approved	Total budget	Actual to date	Balance
2017/18 *	1,550,000	1,041,668	508,331*
2018/19**	35,020	20,000	15,020

2019/20	936,012	248,029	687,983
2020/21	2,871,000	590,765	2,280,237
2021/22	738,000	0	738,000

*Excludes project subsequently capitalised (£130,025) and projects omitted (£259,000)

Includes £52,906 for projects carried forward to 5th year

** Excludes one capitalised project (£67980)

16. In general progress has been as expected. The highest impact on delivery is the difficulties in obtaining access to both carry out planning and the time needed for execution. This is particularly acute in the case of mechanical services works as large areas of the building can be impacted by plant shut-downs.
17. Some projects were excluded or the scope of work reduced as detailed inspection found less work than originally thought was needed or the issues were better dealt with as part of a different project.
18. In consultation with stakeholders, a bid list is currently being prepared for 2022/23 for consideration by the CWP Peer Group and Members.

Corporate & Strategic Implications

19. Capital Cap projects delivered within Guildhall School of Music and Drama consist of building and/or engineering work. Under the Capital Cap these were often major improvement schemes, building fabric repairs or plant upgrade/replacement initiatives. Maintaining the fabric and infrastructure of the building assists in contributing to one of the City's twelve outcomes '**our spaces are secure, resilient and well-maintained**'.
20. The Capital Cap System ended in 2016/17 and its legacy only remains while existing projects are completed and all defects periods have ended. The one project that remains open is the Renewal of the Fire Alarm in Silk Street. This is in the defects period and minimal additional works, are anticipated.
21. The current financial position of the fire alarm project (the last outstanding capital cap project) is detailed in the table in paragraph 15 and the current overall position of the Capital Cap shown in Appendix A.
22. The Capital Cap has since been replaced by CWP and once the end of the Fire Alarm project has been reached, it will be necessary to report to Members on the final out turn and seek approval to close the 'capital cap' programme.

Conclusion

23. This report is for Members to note the current position of projects approved under the capital cap arrangements and the progress of the cyclical maintenance programme, which replaced it.

24. A carry forward of the budget for the Fire Alarm project to 2020/21 is required to allow completion of the project which was agreed for progression outside of the fundamental review as an essential health and safety scheme.

Appendices

- Appendix A – Capital Cap Programme 3 (Cap 3) (2014/15 – 2020/21) (Non Public)
- Appendix B - CWP project list (Public)
- Appendix C - Report on fire alarm project (Non public)

Hannah Bibbins

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APPENDIX A (Non Public)
CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME (2014/15-2020/21)

GUILDHALL SCHOOL OF MUSIC & DRAMA CAPITAL CAP 3
Revised 7/06/21

Price Base - Out turn

NOTE - EXCLUDES ANY CARRY OVER OF CAP 2 BUDGET AND PROJECTS

Project Number	Project	Year 11 2014/15 Actuals	Year 12 2015/16 Actuals	Year 13 2016/17 Actuals	Year 14 2017/18 Actuals	Year 15 2018/19 Actuals	Year 15 2019/20 Actuals	Year 16 2020/21 Actuals	Year 16 2021/22 Estimate	TOTAL 2014/15- 2018/19
		£	£	£	£	£	£	£	£	£
SECTION 1 - Approved projects in progress/ evaluated (Excluding Evaluation Costs)										
44100056	Accessibility Improvements (out turn)	138,022	-512							137,510
44100062	IT infrastructure	76,790	80,992							157,782
44100058	Musical instrument purchase	57,544	154,182							211,726
44800067	Sundial Redecorations		135,692			-70,319	67,568			132,941
44100066	Technical equipment purchase		66,729	29,784						96,513
44800061	Renew supply air handling		102,316	425						102,741
44800063	Design Realisation Studio		32,113	197						32,310
44100060	Renew furniture Sundial Court Bedrooms)		327,827							327,827
44100070	IT Projects Sundial and Silk Street			169,219						169,219
44800069	Comfort cooling units (Sundial and Silk Street) omitted									0
44800072	Lighting small power/dimmers combined project			27,660	459,154	624	700			488,138
44800074	TT purchases			22,274	2,562					24,836
44100073	Instrument purchase			36,563	14,063					50,625
44800075	Sundial Redecorations 2016			50,639						50,639
44800077	Sundial kitchen furniture			10,191						10,191
44800076	Silk Street external and JHA internal redecoration			136,063	-7,228					128,835
44800079	Silk Street Internal Redecoration			39,504	1,013					40,517
44800068	Soundproofing scene dock and auditorium doors			19,330	2,650					21,980
44100054	(shown separately below)				28,585	8,125	56,158	406,505	60,670	560,042
44800085	Lighting desk				45,363					45,363
44800084	Chain hoists				18,377					18,377
44800083	Stage machinery				25,564					25,564
44800080	Sundial Corut lease advice NEW			16,500						16,500
	Subtotal	272,356	899,339	558,349	590,102	-61,570	124,426	406,505	60,670	2,850,176
SECTION 2 - Evaluation Reports										
EVALUATION COSTS (Fees)										
44800056	Disabled Access/Refurbishment toilets JHA	4,200								4,200
44100060	Renewal of furniture Sundial Court	1,614								1,614

**APPENDIX A (Non Public)
CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME (2014/15-2020/21)**

**GUILDHALL SCHOOL OF MUSIC & DRAMA CAPITAL CAP 3
Revised 7/06/21**

Price Base - Out turn

NOTE - EXCLUDES ANY CARRY OVER OF CAP 2 BUDGET AND PROJECTS

Project Number	Project	Year 11 2014/15 Actuals	Year 12 2015/16 Actuals	Year 13 2016/17 Actuals	Year 14 2017/18 Actuals	Year 15 2018/19 Actuals	Year 15 2019/20 Actuals	Year 16 2020/21 Actuals	Year 16 2021/22 Estimate	TOTAL 2014/15- 2018/19
		£	£	£	£	£	£	£	£	£
44800061	Renewal supply air handling	3,705								3,705
44800054	Renewal fire alarm system	2,088	-560	4,675	6,350	-1,950	0			10,603
	Extension projects									
44800069	Comfort cooling units		1,125	1,125						2,250
44800068	Soundproof scene dock doors		2,550				0			2,550
	Theatre projects									
44100072	General lighting and small power			7,700						7,700
	Renew stage machinery evaluation omitted									0
44100072	Replace dimmer system									0
	Renew lighting desks evaluation omitted									0
	Renew chain hoists evaluation omitted									0
	Ad hoc projects (CWP) balance of 50k approval									0
44800078	Fees for Post Cap Projects			16,648						16,648
44800078	Arups stage/auditorium floor					4,400				4,400
44800078	Arup loading lighting lab									0
44800078	Theatre projects evaluation lighting lab				3,000					3,000
	Balance of cap 3 evaluation costs					0				0
	Subtotal	11,607	3,115	30,148	9,350	2,450	0	0	0	56,671
	SECTION 3 - Unevaluated works									
	BUILDING MAINTENANCE									
	Silk Street Building									
	Extension Projects									
	Overhaul windows (OMITTED)			0						0
	Silk Street Theatre Projects									

**APPENDIX A (Non Public)
CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME (2014/15-2020/21)**

**GUILDHALL SCHOOL OF MUSIC & DRAMA CAPITAL CAP 3
Revised 7/06/21**

Price Base - Out turn

NOTE - EXCLUDES ANY CARRY OVER OF CAP 2 BUDGET AND PROJECTS

Project Number	Project	Year 11 2014/15 Actuals	Year 12 2015/16 Actuals	Year 13 2016/17 Actuals	Year 14 2017/18 Actuals	Year 15 2018/19 Actuals	Year 15 2019/20 Actuals	Year 16 2020/21 Actuals	Year 16 2021/22 Estimate	TOTAL 2014/15- 2018/19
		£	£	£	£	£	£	£	£	£
	Renew stage and auditorium floors (<i>omit</i>)									0
	Sundial Court									
	Renew lighting Sundial Court basement (to low energy) <i>omit</i>			0						0
	Extension Projects									
	Sundial Court									
	Common area redecoration and associated works (<i>omit</i>)			0						0
	John Hosier Annex									
	Floor finishes and acoustic curtains <i>omit</i>									0
	OPERATIONAL REQUIREMENTS									
	Extension projects									
	MAINTAIN & DEVELOP PROFESSIONAL STANDARDS AND SUPPORT BUSINESS PLAN									
	Street Frontage improvements <i>omit</i>									0
	Extension Projects									
	MISC COSTS									
	Loss of income due to closure of Silk Street Theatre (<i>omit</i>)									0
		0	0	0	0	0	0	0	0	0
	Fees (excluding Music and Technical Purchases)	0	0	0	0	0	0	0	0	0
	Total Unevaluated Budget	0	0	0	0	0	0	0	0	0
44100059	In-house staff salaries	72,778	76,193	82,799	0	0	0	0	0	231,770

**APPENDIX A (Non Public)
CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME (2014/15-2020/21)**

**GUILDHALL SCHOOL OF MUSIC & DRAMA CAPITAL CAP 3
Revised 7/06/21**

Price Base - Out turn

NOTE - EXCLUDES ANY CARRY OVER OF CAP 2 BUDGET AND PROJECTS

Project Number	Project	Year 11 2014/15 Actuals	Year 12 2015/16 Actuals	Year 13 2016/17 Actuals	Year 14 2017/18 Actuals	Year 15 2018/19 Actuals	Year 15 2019/20 Actuals	Year 16 2020/21 Actuals	Year 16 2021/22 Estimate	TOTAL 2014/15- 2018/19
		£	£	£	£	£	£	£	£	£
	TOTAL ACTUAL/BUDGET ANNUAL EXPENDITURE	356,742	978,647	671,296	599,452	-59,120	124,426	406,505	60,670	3,138,617
	ORIGINAL APPROVED BUDGET	905,500	1,171,100	0	0	0	0	0	0	2,076,600
	SUMMARY OF EXTENSION PROJECT BUDGET	0	54,500	1,429,915						1,484,415
	TOTAL APPROVED BUDGET	905,500	1,225,600	1,429,915	0	0	0	0	0	3,561,015
	Under/(Over)-Spend	548,758	246,953	758,619	(599,452)	59,120	(124,426)	(406,505)	(60,670)	422,398

APPENDIX B (Public) GSMD Current CWP Projects

#	Project Title	Budget	Spend to Date	Remaining Budget	Current Status
17/18 Approvals carry over					
88	Silk Street Structural Survey	4,353	4,353	0	
89	Sundial Court Rolling Programme of Redecoration Renewal of Floor Coverings	9,000	7,614	1,386	
90	Silk Street Smoke Door Renewal Overhaul	73,000	17,714	55,286	
91	Silk Street Renew Controls to BMS	93,000	249	92,751	
92	Sundial Court Controls BMS	60040	15411.36	44,629	
93	Silk Street Rolling Programme of Redecoration Renewal of Floor Coverings	22032.1	22032.1	0	
94	Silk Street Overhaul Renew Access Control Security Systmes	21,509	21,509	0	To be carried forward to 21/22
95	Silk Street Venue Lighting Control	24,013	24,013	0	
96	Sundial Court Student Basement Recreation Area Refurbishment 19/20	43,000	31,883	11,117	
97	Silk Street Rolling Programme of Redecoration Renewal of Floor Covering	22,032	22,032	0	
98	Sundial Court Rolling Programme of Redecoration Renewal of Floor Coverings	53,000	52,265	735	
99	Sundial Court External Decorations	130,000	94,131	35,869	To be carried forward to 21/22
100	Sundial Court ventilation works to flats	2000	900	1,100	
2018/19 Approvals					
101	Silk Sreet Inspection & recording fo fire & ventilation damper	10000	4840	5,160	draft report complete - subject to review
102	Silk Sreet refurbishment of lighting bars and replacement lamps in lecture recital rooms.	15000	0	15,000	planned for summer 2021
103	Silk Sreet Security Alarm	10000	0	10,000	in progress
104	Replace Milton Court CBU's batteries	68000	67980	20	complete - project now capitalised
2019/20 approvals					
105	Sundial Court Boiler Replacement	150000	1800	148,200	Consultant to be appointed for design

106	Silk Street Building Refurbishment Level 1 Toilets	51219	51219	0	complete
	Silk Street Building Refurbishment Level 1 Toilets	8000	1849	6,151	complete
107	Silk Street Building Fire Precaution Works	200000	4913	195,087	Ongoing
108	Sundial Court Remedial works to heating controls	32000	0	32,000	Ongoing
109	Sundial Court Fire Precaution Works	200000	8677	191,323	Ongoing
110	Silk Sreet Lakeside studio ventilation inspection	10000	0	10,000	On going
111	Silk Sreet Replacement sprinkler pumps & controls	8000	0	8,000	
112	Silk Street Building Refurbishment of 2 X AHUS	67000	55971	11,029	Ongoing
113	Silk Sreet Replacement of Pressurisation unit	10000	6255	3,745	Ongoing
114	Silk Street Building Inspection of Music Hall Platform Lifts	7000	0	7,000	In abeyance until stage returned to Hall
115	Silk Street Building Overhaul Platform Lift	25000	24990	10	complete
116	Sundial Court Remeidal works to lifts	35000	9251	25,749	Ongoing
117	Silk Street Building Refinish LRR Stage	5690	5690	0	complete
118	Silk Street Building Replacement Floor Covering JHA	27298	27298	0	complete
119	Silk Sreet Survey of Ventilation of Showers & Toilets	10000	4560	5,440	complete
120	John Hosier Annex Replacement Distribution Boards	6000	0	6,000	
121	Silk Street Building Overhaul Music Hall Stage	25000	0	25,000	Stage temporarily removed from site
122	Silk Street Building Review of Existing AV Provision	15000	11865	3,135	Ongoing
123	Silk Street Building Refurbishment of Electronic Workshops	30000	21049	8,951	Ongoing
	2020/21 Approvals				
124	York Chiller Replacement	250,000	0	250,000	
125	Phased Programme to replace valves actuators controls	200,000	0	200,000	Ongoing
126	Replace obsolete access control equipment	200,000	0	200,000	Ongoing
127	Sprinkler system replacement including pumps valves and pipework	200,000	0	200,000	
128	Replace obsolete CCTV equipment	160,000	0	160,000	Ongoing
129	Works to fire doors following inspection	150,000	0	150,000	
130	Lift Refurbishment	141,000	0	141,000	Ongoing
131	Flat Refurbishment 1st phase	120,000	120,000	0	Ongoing
132	Replace Sundial Court Calorifiers x2	100000	0	100,000	
133	Sundial Court pump replacement	75000	0	75,000	
134	Replace opening mechanism for front and stage door	80,000	0	80,000	
135	Major Windows Overhaul	80,000	0	80,000	

136	Primary heating pumps Citigen and replace controls	80,000	0	80,000	Ongoing
137	Investigation Remedial works for corrosive steel heating pipes between floors	80,000	0	80,000	
138	Renewal of kitchen units rolling programme	80,000	69,737	10,263	Ongoing
139	Replace VRF units	80,000	0	80,000	Ongoing
140	Rolling programme of common areas for lighting redecoration and floor finishes	80,000	78,438	1,562	Ongoing
141	Roof Refurbishment	75,000	0	75,000	
142	Toilet Refurbishment JHA	70,000	0	70,000	
143	Acoustic Curtains Cleaning and repair work	70,000	0	70,000	
144	Replace Sundial Court cold water storage tanks	65000	0	65,000	
145	Refurbish cafe area including fixed seating	60,000	14,427	45,573	Ongoing
146	Replace roof lights	60,000	0	60,000	
147	Electrical works to student flats 1st phase	50,000	47,000	3,000	Ongoing
148	Ventilation and fire dampers replacement following inspection	40,000	0	40,000	
149	Replace perished drainage points	40,000	0	40,000	
150	Renew Sprung Floor	35,000	0	35,000	first phase Sept 21
	Refurbish lighting bars Music Hall ??				
151	Refurbish prompt desk area including wiring and controls	30,000	0	30,000	Ongoing
152	Replace Concert Hall (humidifier at Milton?)	25,000	0	25,000	
153	Remedial works following inspection of the 19/20 flying system	20,000	0	20,000	
154	Refurbish Music Hall Floor	20,000	0	20,000	Planned summer 2022
	21/22 Approvals				
160	Silk Street-Ventilation controls	7000	0	7,000	possible energy capital project
161	Milton Court-Ventilation Control	6000	0	6,000	possible energy capital project
162	Replace Construction Workshop's Dust Extraction System	50000	0	50,000	
163	Replace Sundial Court pump replaement	200000		200,000	
164	Replace Sundial Court (CWS tanks) booster sets	200000		200,000	
165	GSMD-Milton Court CBU battery replacement	150000	0	150,000	
172	Milton Court AHU refurbishment	75,000	0	75,000	
173	Sundial Court calorifers replacement 2	50000	0	50,000	

Except where carry forward indicated - 17/18 projects complete

APPENDIX C (Non Public)

Report on Fire Alarm Project

1. The Table below shows the current financial position of the project to renew the fire alarm system in John Hosier Annex and Silk Street.

Renewal of fire alarm systems John Hosier Annex and Silk Street
Projected Out Turn

Project Title	Approval	Actual to date	Projected spend	Total	Savings balance
Renew fire alarm Silk Street and John Hosier Annex					
Feasibility costs (prior to G4)	10603	10603	0	10603	0
John Hosier Annex works and fees	25,235	25235	0	25235	0
Silk Street building					
Main works	448593.11	428144.09	20449.02	448593.11	0
Design fees*	38075	30350	300	30650	4050
Additional post contract fee claim (subject to approval)*		3375		3375	
Settlement of IFC claim	4166.57#	4166.57		4166.57	
Building control fees	2500	625	1875	2500	0
Specialist works outside main contract					
Provision included in project costs (expenditure subject to Chef Officer approval)*	83000				
Provisional items approvals to date *		5022			
Provisional sum retained for additional items		15000			
Provisional sum for remote monitoring		25,500	40500	45522	37478
Totals				570644.68	
Total (excluding feasibility costs (Post G4)				560041.68	
					41528

- Additional fees deducted from savings balance

NOTE On the Appendix A spreadsheet the Pre G4 feasibility costs are separately provided under Section 2

Staff Costs are excluded as this was a project included in the School's Capital Cap programme where staff costs were provided globally

Budgets for provisional items outside the main contract

2. As outlined in the Gateway 5 report, the approved project sum included £83,000 for provisional work outside the main contract.

The specific items making up this sum were:

Lifts	£7,500	
Access Control points	12,000	
Sprinkler system	5,000	
Fibre optic link	20,000	
Phone line for Redcare	500	
Dampers	<u>3,000</u>	
		48,000
Additional work in concealed areas		30,000
Asbestos survey and removal		<u>5,000</u>
		83,000

3. Only £5,022 of this sum was found to be necessary, relating to:

Lifts	320
Asbestos removal	550
Access control	1402
Structural engineering advice.	<u>2750</u>
	£5,022

The difference between the original provision for the above items and the actual spend is

Lifts	7,150
Asbestos removal	4,450
Access control	<u>1,450</u>
	23,050

4. Structural engineering advice was drawn down from the additional works budget and the remaining unspent balance of this budget is £27,250 (Additional works budget).
5. The project is now in defects period but the final account has yet to be agreed and it is anticipated that some minor additional work may be required For

example special making good to sensitive areas, interface to additional recently identified access control point, relocation of devices to remedy unforeseen clashes with School operations.

6. It is proposed that £15,000 be retained out of the existing additional works budget against these items, for expenditure on direction of the Principal.

Remote Monitoring

7. It is considered that as the School's Facilities team manage all the separate buildings making up the campus, the efficiency and speed of the response to an alert would be enhanced by supplementary monitoring from a central point.
8. Provision of £20k was made for the potential IT network upgrade element of this in the original project sum. However, the scope of work has changed so an issue report will be submitted to Corporate Project Board, Project Sub-Committee and the Guildhall School of Music & Drama Board for approval. A new provisional sum of £25,000 has been included in the table relating to this, which shows the anticipated out turn of the fire alarm project. The expenditure of this will be subject to approval of the issue report.
9. The anticipated out turn of the fire alarm project (including provisional sums) is £570,644.68 (including feasibility costs). £560,042 (excluding feasibility costs)

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Committee(s): Board of Governors of the Guildhall School of Music & Drama	Date(s): 8 th September 2021	Item no.
Subject: Guildhall School Carbon Management Plan	Public	
Report of: The Director of Operations and Buildings, Barbican / Guildhall School of Music & Drama	Decision	
<p><u>SUMMARY</u></p> <p>The Guildhall School’s original Carbon Reduction Strategy was first approved and published in February 2011 and ran until 2020/21. That strategy has now come to an end and we have now prepared a new Carbon Management Plan for the period from now until 2027.</p> <ol style="list-style-type: none"> 1. This Carbon Management Plan was written in line with best practice and with close reference to the City of London’s relevant strategies such as Climate Action and Responsible Business to ensure alignment with City of London Corporation aims and objectives. We have consulted widely through our workforce, via our Sustainability Steering Group, our more informal sustainability group and our Senior Management team as well as with relevant colleagues at the City of London Corporation, with whom we will continue to work closely. 2. This Carbon Management Plan runs until 2027 and the focus for the period until then is to ensure Net-Zero on our Scope 1 & 2 emissions by that date. This period will also see us working with our teams, City of London colleagues, our value chain and other experts (such as Julie’s Bicycle) to ensure frameworks are in place to enable us to reach the Scope 3 target of Net Zero by 2040. 3. This strategy will be accompanied by a live action plan and both will be overseen by our Sustainability Steering group, reporting on to management team, at least annually or more frequently should there be any material changes or major issues. 4. This plan is designed to be a live document, this and the associated action plan, will be reviewed annually by the Sustainability Steering Group reporting to the School’s management teams and will be updated in light of any changes, with a full revision in 2027. Any material changes to the plan which are identified during the review process will be bought back to the Board of Governors. 5. Our headline targets of achieving Net-Zero on our Scope 1 & 2 emissions by 2027 and Net- Zero on our Scope 3 emissions by 2040 are in line with 		

those of the City of London Corporation and to ensure we are on track we have set milestone targets, where appropriate.

6. We have redrawn our baseline year for all our Scope 1, 2 & 3 emissions to 2018/19 to be consistent with the City of London Corporation. Our carbon baseline was built using the same tools as the City used in constructing their baseline. We will continue to work closely with relevant City teams to ensure ongoing monitoring, measurement and success against delivering targets.
7. The strategy also sets out some of our major achievements to date, these successes have contributed to the School, in 2019, increasing its People and Planet University League rating by 60 places placing the School at 77th out of 154 institutions in the league table which means the School is now top half of the UK and first amongst specialist conservatoires and drama schools. It is worth noting that a key assessment criterion by People and Planet is that Carbon Management Plans and their revisions should be approved by the HE institution's governing body.
8. Not only will this new strategy ensure success in delivering targets, it will enable us to ensure systems are developed to demonstrate continual improvement, with the ambition of placing the Guildhall School in a leadership role within our sector, and beyond.

Recommendation

It is recommended that the Board of Governors approves the revised Carbon Reduction Strategy attached.

MAIN REPORT

9. We first developed a Climate Action Strategy in 2011. At that time key driving factors behind the strategy were: funding requirements from the main funding body, at the time the Higher Education Funding Council for England (HEFCE); the current legal framework including the UK Climate Change Act 2008; financial incentives relating to the reduction in cost from decreased use of resources and generation of waste plus the moral and reputational imperatives to act to reduce climate change.
10. The UK Climate Change Act of 2008 created legally binding targets to reduce carbon emissions by 34% by 2020 and by 80% by 2050 against a 1990 baseline. In 2019 the Climate Change Act was amended to set a new target of Net Zero Carbon by 2050.

11. Climate Change is gaining ever increasing prominence in the media and we are noticing an ever increasing enthusiasm from staff for positive action to reduce our environmental impact plus environmental considerations are gaining ever higher prominence within the arts and educations sectors.
12. This strategy runs until 2027 and the focus for the period until then is to ensure Net-Zero on our Scope 1 & 2 emissions. This period will also see us working with our teams, City of London colleagues, our value chain and other experts (such as Julie's Bicycle) to ensure frameworks are in place to enable us to reach the Scope 3 target of Net Zero by 2040.
13. We have redrawn our Scope 1 & 2 Baseline to 2018/19. The new baseline being 1,590 tonnes of CO₂e. Whilst our main target is to reach Net-Zero by 2027 we have set an ambitious milestone target of 20% reduction against the baseline by July 2023.
14. The Scope 1 & 2 baseline consists of emissions arising from our use of electricity, gas, district heating and cooling, the use of our van and those emissions arising as a result of leaks from air-conditioning equipment.
15. We persist in working on our energy reduction plans, we now have better control and understanding of the systems and reporting data and over the years our equipment has been serviced and repaired, addressing many historic issues and giving us the opportunity to measure and manage in a more professional way. We continue to make improvements such as enhancing awareness activity, upgrading lighting in certain areas of the School to LED and introduction of Computer Aided Facilities Management System (CAFM) to ensure Planned Preventative Maintenance (PPM) programmes. We continue to work with the City Surveyor and Chamberlain to ensure progress in this area.
16. We are also delighted, as a result of our collaboration with City of London Corporation that we have been awarded over £2.6 million to upgrade our lighting, heating, ventilation and controls through the Public Sector Decarbonisation Scheme.
17. We have redrawn all our Scope 3 emissions Baselines also to 2018/19 and for the first time are including emissions from procurement and construction and refurbishment along with previously reported emissions for water, waste water and travel.
18. Our target on all Scope 3 emissions is to reach Net-Zero by 2040, whilst the main focus up until 2027 will be to reach the Scope 1 & 2 target the period until then will see us putting frameworks in place to ensure we can meet the Scope 3 target, however to ensure we are on track we have set some milestone targets.
19. Our emissions from waste in 2018/19 were 6 tonnes of CO₂e. These are very low due to waste previously going to landfill now being used to create

energy, thus lowering the carbon conversion factor. We have set a milestone target to reduce these emissions by 8% by 2025/26.

20. Our emissions from water and waste water in 2018/19 were 22 tonnes of CO₂e. We have set a milestone target to reduce these emissions by 5% by 2025/26. We are planning a water efficiency survey to ascertain where further efficiencies might be made.
21. We carried out staff and student commuter travel surveys in 2019. These surveys included the staff and student daily commute to the School and also end of term travel. Our baseline from commuter travel is 919 tonnes of CO₂e. We have set a milestone target to reduce these emissions by 5% by 2025/26. Our baseline for business travel consists of 292 tonnes and we have set a milestone target of a 5% reduction in these emissions by 2025/26.
22. This is the first time we have measured our emissions from procurement. These emissions amount to 2,312 tonnes of CO₂e, by far our greatest emissions source. This period will see us working closely with the City of London's teams and our colleagues at the School to ensure we have systems in place to ensure success. We have set a milestone target to reduce these emissions by 10% by 2025/26.
23. We have measured 5 tonnes of CO₂e from construction and refurbishment activity, again this is the first year we have measured this emissions source. As these emissions are low in the baseline year due to minimal works it is difficult to set a reduction target. We will carefully monitor these emissions over the next period and will set targets as appropriate.
24. Implementation plans have been created to achieve our targets, which include behavioural change as well as technical interventions.
25. This plan is designed to be a live document, this and the associated action plan, will be reviewed annually by the School's management teams and will be updated in light of any changes, with a full revision in 2027. Any material changes to the plan which are identified during the review process will be brought back to this Board.
26. This plan will be accompanied by a live action plan and both will be overseen by our Sustainability Steering group, reporting on to management team, at least annually or more frequently should there be any material changes or major issues. A full review of the plan will be undertaken by 2027.
27. We developed this plan in line with best practice, in consultation with our staff and colleagues from the City. And, to ensure alignment with The City's aims and objectives, with close reference to relevant strategies such as Climate Action and Responsible Business.

28. Monitoring and review of this document will be carried out by the School's Sustainability Steering Group reporting into the Schools Management Team.

Contact:

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Committee(s): Board of Governors of the Guildhall School of Music & Drama	Date(s): 8 th September 2021	Item no.
Subject: Guildhall School Carbon Reduction KPI	Public	
Report of: Jonathon Poyner Director of Operations and Buildings	For information	
<p style="text-align: center;"><u>Summary</u></p> <p>The Guildhall School’s original Carbon Reduction Strategy was first approved and published in February 2011, updated in 2014 to include new figures incorporating Milton Court, then again in 2019 to review targets up to 2020. It was a requirement of the Higher Education Funding Council for England HEFCE, now replaced by the Office for Students (OfS), that each Higher Education Institution commits “to monitor progress towards targets regularly and to report publicly annually”. This latest update, see table, shows the School’s progress against its carbon reduction targets in respect of scopes 1&2.</p> <p>Scope 1 refers to direct emissions that occur from sources that are owned or controlled by the organisation, e.g. boilers, furnaces and vehicles</p> <p>Scope 2 accounts for emissions from the generation of purchased electricity, gas and district heating and cooling</p> <p>Scope 3 emissions are indirect emissions that organisations produce through their activities but occur from sources not owned or controlled by the organisation e.g. travel, water, waste.</p> <p style="text-align: center;">Recommendations</p> <p>Members are asked to note the KPI report</p> <p>Jonathan Poyner Operations & Buildings Director Barbican / Guildhall School of Music & Drama</p> <p>Tel: 0207 382 7301</p>		

Main Report

1. This has been an unusual year with Covid shutdowns meaning reduced operations at the School from March 2020. We have exceeded our Scope 1 & 2 targets, however, as our teams were extremely quick to respond in shutting down unnecessary plant and equipment during the Covid period we have achieved greater energy savings than would have been expected during normal operations. We are however, pleased to report that half year monitoring carried out in February 2020 showed we were on track to meet our year-end target.
2. Our previous strategy has now come to an end and we have now developed a new Carbon Management Plan for the period 2021-2027, in consultation with City of London Corporation and using the same tools used to develop the City's Climate Action Strategy.
3. We continue to work on our carbon and energy reduction plans, we now have better control and understanding of the systems and reporting data, our equipment has been serviced and repaired, addressing many historic issues and giving us the opportunity to measure and manage in a more professional way. We continue to make improvements such as enhancing awareness activity, upgrading lighting in certain areas of the School to LED and introduction of Computer Aided Facilities Management System (CAFM) to ensure Planned Preventative Maintenance (PPM) programmes. We continue to work with the City Surveyor and Chamberlain to ensure progress in this area.

Scope 1 & 2	2020 Target in 2019 strategy	Actual as at 2019/20	% Change against baseline	Baseline
Total tonnes CO ₂ e for estate (excl Milton Court)	921.395	621.644	-70%	2,047.545 (2005)
Total tonnes CO ₂ e for Milton Court	761.909	601.265	-40%	998.851 (2014)
Total tonnes CO₂e for enlarged estate	1,683.304	1222.909	-60%	3,046.396 (2014)
Approx. total area of estate (m ²)	33,999	33,999		
Tonnes CO₂e per m² of estate	0.050	0.035		

Table Notes:

- Milton Court 2014 Baseline is calculated against actual use 2013-14

Scope 1 & 2 Commentary

4. We are pleased to report that we have now delivered a 70% reduction in scope 1 & 2 emissions against our baseline for the estate, excluding Milton Court. However, Covid shutdowns have meant energy savings are greater than under normal operations, nevertheless half year monitoring showed we were on track to meet the target, with projected figures showing, under normal circumstances, a likely year end outcome of 60% reduction for the estate excluding Milton Court with a projected reduction of 53% for the enlarged estate against the baseline.
5. As a department of the City of London, the School works closely with the City of London's Energy, Climate Action and Responsible Business teams. Our representatives, (under our Alliance), worked with the City's teams in development of the City wide Climate Action Strategy published last autumn. We continue to work with our colleagues at the City to develop our strategy to ensure shared success.
6. We are delighted to report that we have been awarded £2.6 million under the Public Sector Decarbonisation Scheme as a result of our collaboration with teams at the City of London to upgrade our lighting, heating, ventilation and controls.
7. Our strategy is to align with, and support the City with its strategy, and we expect to be able to provide some good news stories in the next year in support of the City.

Scope 3 emissions update

Waste & Water

8. Prior to 2013 water use was mainly estimated against Barbican use, the Guildhall School Silk Street supply coming from the main Barbican supply. From 2013 we have metered data for Silk Street and from 2018 for Milton Court, where we had previously been estimating on a consumption per m2 basis against the Silk Street Supply. Due to the more accurate and increased data, we had revised the baseline year to be 2013/14 with a 15% reduction target in emissions from water and waste water by 2019/20. We are pleased to report that we have achieved a reduction of 55% in 2019/20 against the baseline, again activity curtailed due to Covid has meant we have achieved greater savings than would be expected, however half yearly monitoring again showed we were on track to meet our target.
9. As we had substantially overachieved the target for reduction in emissions from waste, this being due to waste previously sent to landfill now going to energy recovery, we had in the last version of our strategy revised that target to be a 90% reduction against the 2010/11 baseline, the original target was 30%, which in light of innovations in waste management we felt was not dynamic and ambitious enough. We are pleased to report that we have achieved a 99% reduction against the baseline. Again these reductions are higher than would have been expected in a normal year and we will continue to monitor these emissions carefully, however it is worth noting that emissions from waste are small in 2018/19 amounting to just 6 tonnes.

Travel

10. The last analysis of carbon emissions from travel was undertaken in 2019 with staff and student travel surveys being undertaken. The results showed 302 tonnes of CO₂e from business travel, 365 tonnes from staff commuter travel and 553 tonnes from student commuter travel, including student travel to and from their homes at the beginning and end of term. This gives a total of 1,220 tonnes of CO₂e from travel and is a reduction of 30% against the 2014 baseline.

Conclusion

11. We continue to repair and maintain our equipment. We also continue to gain better control and understanding of the systems and reporting data, this enables us to better manage our consumption and design appropriate strategies. Results show the benefits of our change programme and our Alliance approach.

12. The School's Original Carbon Reduction Strategy has now come to an end. We have written a new strategy in consultation with and using the same tools as the City of London Corporation. The Office for Students does not currently have any requirement to maintain a Carbon Reduction Strategy. However, regardless of what OfS decides, we feel it is important to continue to drive forward in this area. We will continue to work with the City of London Corporation in developing ongoing measurement and targeting to ensure success in reaching our shared new and ambitious targets and ensuring line-of-sight alignment and support for this very important and strategic message to the world and our sector.

Contact:

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Guildhall School of Music and Drama

Carbon Management Plan

Version 3

To be approved by the Board of Governors of the Guildhall School on 20th September 2021

This policy is of relevance to all users of the School's services

Guildhall School of Music and Drama

Carbon Management Plan 2021 to 2027

Introduction and Background

Guildhall School is a vibrant, international community of [musicians](#), [actors](#) and [production artists](#) in the heart of the City of London. Ranked as the top UK conservatoire in the Guardian [music](#) and [drama](#) league tables and second in the Complete University Guide [arts, drama and music](#) league table, the School delivers world-class professional training in partnership with distinguished artists, companies and ensembles. A global leader in creative and professional practice, the School promotes innovation, experiment and research, and is also one of the UK's leading providers of lifelong learning in the performing arts, offering inspiring training for children, young people, adult learners, and creative and business professionals.

The School first opened its doors on 27 September 1880 to 62 part-time students in a disused warehouse in the City of London. Today, it is situated in the heart of London's Barbican Estate, also home to the Barbican Centre with whom it shares a strategic creative alliance.

The School currently numbers circa 1,000 FTE students (taken from 2019/20 EMR report to the Higher Education Statistics Agency) on its roll call. In any given year, 35% of the students are from outside the UK typically representing over 40 nationalities.

The Guildhall School's Estate

The Guildhall School of Music & Drama currently comprises approximately 33,400 m² gross internal area over four neighbouring buildings which are continually updated and enhanced.

The main building is in Silk Street and attached to the Barbican Centre. It was purpose-built by the City of London and was officially opened by the Lord Mayor of London on 25 October 1977.

Sundial Court, the School's hall of residence, is located in Chiswell Street, just around the corner from the main Silk Street building. Sundial Court has 177 bedrooms in thirty-nine flats, each with either three, four, five or six bedrooms.

John Hosier Annexe, named after the Principal of the School from 1978 to 1988, has 46 teaching/practice rooms and is located at the west end of the Barbican Estate.

Following a major building project Milton Court, based across the road from the current Silk Street building, opened in September 2013, providing the School with state-of-the-art performance and teaching spaces in approximately 11,385 m², including:

- a 608-seat Concert Hall
- a 227-seat Theatre
- a Studio Theatre
- a gymnasium
- three major rehearsal rooms
- TV studio suite

As well as teaching, meeting and administrative spaces, complementing and extending those currently in use in the Silk Street building. Designed to top quality professional standards, the new building will mean that the School's facilities will at long last match the outstanding quality of its training and the success of its graduates.

The School's buildings are very intensively used. Each term is 12 weeks in duration, but in practice there is considerable academic activity in the week before and the week after each term, meaning that the buildings are being used for teaching purposes for 42 weeks per year.

In order to provide sufficient space for individual student practice, the main Silk Street building is open during term time from 7am – 10pm Monday to Friday, 8am – 9pm on Saturday and 9am – 8pm on Sunday.

During the summer vacation the Silk Street building and Sundial Court are used extensively for summer schools, some of which are organised by the School and some by external companies that hire the facilities.

With the exception of the new Milton Court building all of the School's existing estate is grade 2 listed.

The Guildhall School is owned and governed by the City of London Corporation as part of its contribution towards the cultural life of London and the nation. The City is one of the most significant sponsors of the arts in the UK. It provides the Barbican Centre, Europe's largest multi arts and conference venue, and directly funds the London Symphony Orchestra's residency. It is also a major funder of the enormously popular Museum of London and supports a year-round programme of major arts festivals and events in the City and neighbouring areas.

The City is also the port health authority for the whole of the Thames estuary, owns and runs four famous markets: Smithfield, Billingsgate, Spitalfields and Leadenhall, manages a portfolio of property throughout London and maintains and safeguards over 10,000 acres of open space in and around it, including Hampstead Heath, Epping Forest, Burnham Beeches and a string of parks and commons in Kent and Surrey. It also runs the five bridges that cross the Thames into the City, including Tower Bridge, a major tourist attraction and an international symbol for London as a whole.

As part of the City of London Corporation, the Guildhall School is not a legal entity in its own right. As such, the School is subject to all the policies and rules of the City

and in many cases has helped to develop them. This includes policies relating to sustainability and carbon reduction, an area in which the City has been active since 1975.

This document sets out the Guildhall School of Music and Drama's Carbon Management Plan in line with the City of London's newly published [Climate Action Strategy](#) and extends the School's previous [Carbon Reduction Strategy](#) which came to an end in 2020/21.

Classification of Emissions Sources

The Greenhouse Gas (GHG) Protocol defines direct and indirect emissions as follows:

Direct GHG emissions are emissions from sources that are owned or controlled by the reporting entity Indirect GHG emissions are emissions that are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity.

The GHG Protocol further categorizes these direct and indirect emissions into three broad scopes:

- Scope 1: All direct GHG emissions. such as those emitted by fleet or boilers/furnaces.
- Scope 2: Indirect GHG emissions from consumption of purchased electricity, heat or steam.
- Scope 3: Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, outsourced activities and waste disposal, etc.

Our Baseline and Targets

Scope 1 & 2

The School's previous Carbon Reduction Strategy set the baseline year as 2005/06 to initially reach a 43% reduction by 2020/21 against the baseline of 2005/06, this for the existing estate excluding Milton Court, we reached this target early in 2017/18 so reset the target to 55% reduction for the existing estate. This was exceeded in 2019/20 with a 70% reduction, some of which can be attributed to reduced energy consumption due to closures related to COVID therefore the more sensible figure for our new baseline as described below is 2018/19.

The Milton Court building became operational in September 2013 adding 11,385m² to the School's estate. Inevitably, the addition of a building of this size to the estate had led to an overall increase in the School's energy consumption and therefore carbon emissions. The original targets for Milton Court were based on design estimates which would have made some assumptions regarding the use of the

building (including utilisation and type of event), however the use has evolved and the assumptions would not have taken into account the increase in diversity and activity.

The School continues to procure 100% renewable electricity. Heating and cooling is supplied through the Citigen district heating network with the exception of John Hosier Annexe which has a ground source heat pump and Sundial Court which has gas for cooking and supplementary gas heating. The School also runs a diesel-fuel transit van.

Electricity consumption data is supplied through half hourly data from STARK, our data collector, with carbon conversion factors supplied through the Department of Business, Energy and Industrial Strategy.

Gas consumption data is supplied through monthly meter readings with carbon conversion factors supplied through the Department of Business, Energy and Industrial Strategy.

District heating data is supplied through monthly meter and supplier readings. Conversion factors are now supplied through Citigen.

Over the years we have made great strides in reducing our Scope 1&2 emissions, having undertaken many successful initiatives from behaviour change interventions to engineering and technical solutions including:

- Installing “Power Perfector” voltage reduction units in Sundial Court and the Silk St building
- Installation of new Building Energy Management System (BEMS) that manages the building heating, cooling and ventilation systems. In 2009 new systems were installed in both the Silk St buildings and in Sundial Court enabling us to monitor/manage all of the systems and optimise them for best energy use
- Review of run hours on heating and ventilation systems in consultation with student union representatives, facilities and other relevant staff, enabling the School to operate systems more precisely at times that suit operational requirements
- Introduction of low energy and LED lamps.
- Installation of Chlorine Dioxide unit to control legionella bacteria. This enables the temperature of the hot water systems to be safely reduced thus saving energy.
- Installation of variable speed drive pumps. This reduces pressure on the pumps and valves as water flows around the systems, by using the BEMS to control them the electricity used to drive the pumps is reduced.
- Introduction of Computer Aided Facilities Management System to ensure planned and preventative maintenance schedules are in place.
- Continued Planned Preventative Maintenance to ensure our equipment has been serviced/repaired and is therefore working as efficiently as possible

In line with the City of London’s Climate Action Strategy we have now re-drawn the baseline to 2018/19 with total Scope 1 & 2 Carbon Emissions showing in the table below

Scope 1 & 2 Emissions		
	2018/19	
	Tonnes CO2e	%age of total
Non Residential Energy	1,317	83%
Residential Energy	225.00	14%
Van	0.5	0%
Refrigerants	48	3%
Total	1,590.50	

Our target, in line with City of London Corporation strategy, is to reach Net Zero on our Scope 1 & 2 emissions by 2027. We have many initiatives planned, as described in our action plan and to ensure we are on track we have set a milestone target of a reduction of our Scope 1 & 2 emissions of a 20% reduction against the 2018/19 baseline by July 2023.

Scope 3

We continue to measure our Scope 3 emissions from waste, water, waste water, commuter travel and business travel and for the first time have calculated our emissions from procurement along with construction and refurbishment.

In line with the City of London Corporation’s Climate Action Strategy our target is to reach net Zero on Scope 3 emissions by 2040.

Waste

We have recycling facilities throughout the School and send Zero to landfill with any waste previously destined for landfill being diverted to energy from waste plant. We also regularly undertake awareness campaigns aimed at staff and students to encourage them to consider the waste hierarchy when disposing of items.

Waste weights are supplied to us by our contractor and carbon conversion factors supplied through the Department of Business, Energy and Industrial Strategy.

We have set the following baseline and targets:

Baseline Year:	2018/19
Tonnes CO2e:	6
Milestone Target:	8% reduction by 2025/26
Target:	Net Zero by 2040

Water and Waste Water

Interventions over the years have been varied to reduce water consumption. Activity has included diverting grey water for use in the allotments, rolling out percussion taps which switch off automatically, thus saving water and the installation of water saving shower units in Sundial Court.

Water use is measured through monthly meter readings and carbon conversion factors through the Department of Business, Energy and Industrial Strategy.

We have set the following baseline and targets:

Baseline Year:	2018/09
Tonnes CO2e:	22.05
Milestone Target:	5% reduction by 2025/26
Target:	Net Zero by 2040

Commuter Travel

We have facilities for cyclists including covered cycle racks, showers, changing facilities plus have recently installed a toolkit in order that staff and students can carry out basic maintenance. We also carry out awareness activity which promotes wellbeing as well as environmental sustainability to encourage more to walk and cycle.

Travel surveys are used to measure mileage by different modes and carbon conversion factors are supplied through the Department of Energy and Industrial Strategy.

The figure for commuter travel includes staff and student daily travel plus emissions associated with travel between student's homes and the university at the start and end of term, including international students travel to and from their home country.

We have set the following baseline and targets:

Baseline Year:	22018/19
Tonnes CO2e:	919
Milestone Target:	8% reduction by 2025/26
Target:	Net Zero by 2040

Business Travel

Business travel is measured through information received from our finance teams on expenses claims and category spend with carbon conversion factors supplied through the Department of Business Energy and Industrial Strategy.

It should be noted that the data shown for staff and student business travel include the emissions associated with a limited number of staff flying overseas in order to

conduct auditions for students applying for places at the Guildhall School. If these trips did not take place, a considerably larger number of students would need to fly in the opposite direction to be auditioned in London.

We will continue to work with colleagues from the City of London Corporation to streamline our emissions data and put in place effective reduction plans.

We have set the following baseline and targets:

Baseline Year:	2018/19
Tonnes CO2e:	292
Milestone Target:	5% reduction by 2025/26
Target:	Net Zero by 2040

Procurement

This is the first year that we have measured carbon emissions from procurement. We calculated the baseline using the same tools as those utilised by the City of London Corporation. We are currently working with the City's teams to establish ongoing reporting frameworks and an ongoing reduction trajectory.

We have undertaken many small initiatives such as encouraging paper free working or installing hand dryers to cut down on use of hand towels. However, it is evident that more work needs to be done in this area and we are currently looking at how we can work with our suppliers to enable them to reduce these impacts as well as developing awareness campaigns to equip people with the tools they need to buy better in the first place and share what they have.

We have set the following reduction targets:

Baseline Year:	2018/19
Tonnes CO2e:	2,312
Milestone Target:	10% reduction by 2025/26
Target:	Net Zero by 2040

Construction and Refurbishment

This is the first year that we have measured carbon emissions from construction and refurbishment. We calculated the emissions using methodology used by the City of London Corporation. As we have a very small amount of emissions in the baseline year due to minimal works, it is difficult to set a reduction target. We will carefully monitor emissions from construction and refurbishment over the next period and set targets as appropriate.

Baseline Year:	2018/19
Tonnes CO2e:	5
Target:	Net Zero by 2040

Student and Staff Engagement

Sustainability issues are communicated to staff and students through clear notices and guidance with developments highlighted in articles in the staff and students monthly e-zines. Links to relevant policies will be published on the Guildhall School's website in order that prospective students have access to them before they apply.

We will continue to communicate our green successes with our staff, students, audiences and alumni and other interested parties. Sustainability will feature on our website which will include highlighting awards and other recognition for work achieved.

The Sustainability Steering Group (SSG) comprises of members from the Guildhall School of Music and Drama and the Barbican Centre. Being neighbours within the same iconic listed Grade 2 Barbican estate and sharing a number of integrated services and management responsibilities, the two organisations have developed a joint approach to managing sustainability, this being part of our alliance approach.

The SSG's mission is to ensure that both organisations make ethical and environmentally sound decisions in all facets of the business and encourage others to do the same. The group exists to co-ordinate and communicate various initiatives including this plan and associated action plan.

The group meets six times per year and is made up of members of staff from both organisations and includes representation from the student body and senior management.

From 2019, to supplement the work of the SSG and respond to the growing appetite for students and staff to become more involved in sustainability, we introduced a new informal sustainability group so all staff and students have the opportunity to realise and shape our strategy.

Governance and progress monitoring

Governors

The Committee of University Chairs' 'Guide for Members of Higher Education Governing Bodies in the UK' states that: 'The governing body is responsible for oversight of the strategic management of the institution's land and buildings with the aim of providing an environment that will facilitate high-quality teaching and learning and research.' Carbon management is a key strategic issue, so it is a crucial area for governors who should be informed and involved in decision-making on the institution's approach to reducing its emissions.

Officers

At officer level, the School's Senior Management Team has ultimate responsibility for taking ownership and for communication of this strategy, and for ensuring that its

action plan is implemented and progress monitored accordingly. The Senior Management Team will ensure that a monitoring report is submitted to the Board of Governors annually. Jonathon Poyner (The Director of Operations and Buildings) is the Senior Team member responsible for ensuring review and ongoing implementation of this plan.

At an operational level, the Buildings Operations Board will have a role as the committee into which the SSG reports, particularly in respect of monitoring. It will receive progress reports on monitoring by receipt of the minutes of SSG meetings.

Detailed monitoring of this strategy will be carried out by the SSG at each of its meetings, which are twice termly. It will also be responsible for revising the strategy in the light of progress. or any significant changes.

Implementation Plan

Scopes 1 & 2

In order to achieve the 2027 carbon reduction target for scope 1 & 2 emissions the School, working with our colleagues in the Energy team at the City of London Corporation, have identified a number of initiatives and interventions that will reduce energy consumption. Many of these are behavioural adjustments that attract little, or no, cost to expand on our current engagement work. Others are engineering or technical interventions that reduce the amount of energy needed to operate the School's buildings. Whilst these initiatives have a capital cost attached to them, they will of course generate future savings in energy costs and will provide a good return on investment particularly as energy costs inevitably rise.

The following tables list the initiatives and projects that will be or are already being implemented, or are the subject of detailed evaluation to establish their viability.

Behaviour Change & Staff / Student Engagement

Initiative	Detail	Action by	Timescale/ progress
Switch off electrical equipment	Staff and students are encouraged to turn off all electrical equipment, monitors, lights, printers, copier machines when at meetings, lunch and at the end of the day.	SSG and Facilities department	Ongoing
Energy audit	Out of hours energy audit to ascertain what equipment is being left on overnight. To be used as part of awareness campaign	Facilities	Spring 2022
Screen saver and/or desktop message to turn off monitors	This is a simple and effective reminder that switching off an unattended monitor saves more energy than leaving it on stand-by.	IT department	Ongoing

Initiative	Detail	Action by	Timescale/ progress
Encourage staff and students to turn the heating down or off if not needed, rather than opening windows	This is a particular problem in Sundial Court bedrooms, where windows are often used as the temperature control mechanism, rather than the thermostatically-controlled radiator valves. Awareness raising comprises notices in the Sundial Court handbook, as well as reminders at residential meetings.	Student Affairs and Facilities departments	Ongoing
Investigate Departmental environmental accreditation	This initiative involves the creation of a simple internal accreditation scheme, whereby the School's departments work towards a set of environmental and sustainability standards, thus creating a competitive approach to achieving a more sustainable institution.	SSG	Spring term 2023
Sundial residents' meetings	These regular meetings are used to promote sustainability and environmental awareness and to encourage students to engage with the issues and contribute ideas.	Student Affairs and Facilities departments	Ongoing
Use of foyer screens to show sustainability messages	The School has a number of large display screens in its main foyer, showing a variety of information such as forthcoming events and room bookings and usage for the day. The screens are programmed to show sustainability messages, either at times when their primary use is not necessary or interspersed with their primary use.	SSG and IT department	Ongoing
Environmental Awareness Days	The School organises regular events in the main foyer, usually on a termly basis, at which environmental films are shown, and energy-saving ideas and statistics are promoted, often in conjunction with external initiatives.	SSG	Ongoing
Investigate Incorporating sustainability issues into the recruitment and appraisal process	A commitment to working towards a more sustainable and environmentally friendly institution should be part of the job description of every staff member. Awareness of the initiatives in which the School is engaged should form part of the induction process. For certain management roles, particularly in	HR department	Spring Term 2023

Initiative	Detail	Action by	Timescale/ progress
	Engineering and in Technical Theatre, specific environmental objectives are already being included in the appraisal process.		
Incorporate Sustainability into all student and staff inductions	This will ensure staff and students are aware of our policies, strategies and how they can start reduce their and the School's environmental impact at the earliest opportunity	SSG	Spring Term 2023
News items	Develop framework to ensure regular items feature in staff newsletter and student e-zines	SSG	Spring Term 2022

Engineering and Technical Interventions

Initiative	Detail	Est. Cost £	Timescale/ progress
Insulation Upgrades	Insulation to heating pipework to ameliorate losses.	26,000	Spring Term 2022
Upgrade AHUs	Upgrade works to dampers and valves plus Upgrade Milton Court AHUs to ensure systems are working efficiently plus modifications to Milton Court cooling infrastructure	400,000	Spring Term 2022
Recommission / Upgrade BMS	Recommission and upgrade BEMS to ensure systems are working efficiently.	380,000	Spring Term 2022
LED lighting upgrades to Milton Court, Sundial Court and Silk St	Large scale replacement to build on earlier work in trials and replacing old style lamps with LED equivalent where possible.	1,445,000	Spring Term 2022
Controls Strategy for BEMS	Develop controls strategy for BEMS to ensure consistent service delivery and maximise efficiency following works		Spring Term 2023
Review Management Strategies	Including monitoring and targeting to ensure areas of waste are identified at an early stage.		Spring Term 2022
Improvements to Compartmentation	Part of fire safety project to improve compartmentation will have added insulation benefit	Funded under fire safety projects	Spring Term 2023
Refurbishment of heat exchangers	Investigate refurbishment of heat exchangers, some now 20 years old		Spring Term 2022

Initiative	Detail	Est. Cost £	Timescale/ progress
School Booking System	Investigate alignment of BEMS with School room booking system to ensure better scheduling of heating and ventilation systems		Spring Term 2022
Diesel Van	Investigate replacement of diesel van with fully electric or hybrid		Spring Term 2022
Review of STARK meter overnight loads to reduce energy usage	STARK is the electricity monitoring system used by the distribution company, which produces half-hourly data. A review of these data enables the School to identify what is being left on overnight, and to reduce the static load units that are permanently switched on and make them switchable so they can be turned off when not required.		Ongoing
Removal of constant load transformers in engineering areas	A review of these units in the plant rooms and service risers revealed that they are not all required. Some units have been removed and the others have been put on isolation switches to allow them to be turned off.	1,000	Summer term 2023
Decarbonisation of District Heating and Cooling	CoL are working with Citigen to explore ways to decarbonise the district heating and cooling network.		Summer Term 2027
Review HVAC system for use of “free cooling” to reduce chiller run times	The BEMS allows the School to review inside and outside temperatures, to enable the run times of the chiller and CHP cooling systems to be balanced by using cool air from outside.		Ongoing
Auto-shut down of IT equipment	Ensuring that staff and students switch off IT and other appliances that are their sole responsibility is a behavioural challenge, but equipment that is monitored centrally from the IT network can be automatically shut down when the School closes each night. This ensures that no energy is wasted by appliances being left on unnecessarily.		Ongoing
Investigate increased use of secondary glazing	This is problematic due to the estate’s grade 2 listing, but may be possible in some areas. Project	800,000	Being evaluated

Initiative	Detail	Est. Cost £	Timescale/ progress
	requires detailed evaluation.		
Space planning	Examine utilisation of School buildings to ensure effective space management and ensure energy efficiency		In Progress

Implementation Plan Scope 3

The target for Net-Zero for Scope 3 emissions is 2040. For a number of areas this is the first year that we have measured these emissions particularly in the areas of procurement and construction and Maintenance. We are currently planning our reduction trajectory in consultation with our colleagues at the City of London Corporation and have set milestones to ensure progress.

Initiative	Detail	Action by	Timescale/ progress
Water Benchmarks	Develop benchmarks for water use	Sustainability Manager	Spring Term 2022
Water Metering	Investigate ½ hourly meters for main water incomers	Sustainability Manager	Spring Term 2023
Water Survey	Evaluate possibility of undertaking water efficiency survey	Sustainability Manager	Spring Term 2023
Procurement Analysis	Undertake analysis to measure highest impacts from procurement and implement reduction programmes	Sustainability Manager	Spring Term 2023
Waste Audit	To check the right waste stream is going into the correct bin and that information on recycling is at point of use. Results to be used for awareness raising	Facilities Manager	Spring Term 2022
Waste Campaign	Develop awareness campaign reduce / reuse / recycle	Facilities Manager	Spring Term 2022
Waste Analysis	Undertake analysis to measure highest impact waste materials. Implement reduction programmes and set targets	Facilities Manager	Spring Term 2022
Give and Take Day	End of year give and take day	SU President	Spring Term 2022
Travel Survey	Staff and Students	Sustainability Manager	December 2021
Cycling Facilities	Investigate opportunities for funding for sustainable travel	Sustainability Manager	July 2022

Initiative	Detail	Action by	Timescale/ progress
	projects e.g. changing facilities, additional bike racks/ training		
Procurement	Work With CoL teams to evaluate top emissions sources and develop plans for reduction and ongoing measurement	Sustainability Manager	July 2023
Encourage paper-free working	Work towards greater use of electronic communication	SSG	Ongoing
Reduce paper usage	Print double-sided (all printers default to double-sided), reduce margin sizes, reuse scrap for notepaper, recycle envelopes	SSG	Ongoing
Increase recycling	Increase number of recycling points and consider other materials that can be recycled	SSG and Facilities department	Ongoing
Reduce waste going to skips	Review ways of reducing the amount from theatre sets that are thrown away after each production	Technical Theatre	Ongoing
Encourage cycling	Promote cycle safety and training schemes and increase cycle bays to support staff and students who wish to cycle to the School. Promote the cycle loan scheme	SSG	Ongoing

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Agenda Item 13

Committee: Board of Governors of the Guildhall School of Music & Drama	Date(s): 20 September 2021
Subject: Annual Safeguarding Policy Review	Public
Report of: Director of Guildhall Young Artists and Safeguarding	For Decision
Report author: Director of Guildhall Young Artists and Safeguarding Head of Safeguarding	

Summary

The Safeguarding Policy has been updated to incorporate the latest statutory guidance and make the document more user friendly.

- **Front page:** changes to the top (red) square to reflect the relevant national emergency number, as the others were confusing and do not appear currently on City Police websites as emergency numbers.
- **Page 3:** Added new Prevent contact details and deleted the National Prevent Adviceline, as we should be using ACT Early for this. Added the new NSPCC Helpline for sexual abuse victims in education.
- **Page 4:** Report chart reflects staff changes.
- **Page 5-6:** -Structural changes to the Purpose and Scope section of the policy (added bullet points).
 - Section 2 has updated guidance such as Keeping Children Safe in Education 2021
 - Section 3: Heading has changed and new policies added such as: Sexual Harassment & Sexual Misconduct / Tackling Violence against Women and Girls / Equality, Diversity and Inclusion / Social Media Guidelines and Online Bullying.
- **Page 7:** New heading for Point 4 and repetitive information was deleted. Section 5: this section was removed and added as an Appendix. Point 5.1 and 5.2 have different headings to reflect Prevent and online matters.
- **Page 8:** Point 6 - this section on Prevent and our duty has been changed to reflect the information as it appears on the Office for Students website.
- **Page 9:** Point 9 was removed here but added as an Appendix.
- **Page 13:** Removed MEI details from the policy.

Recommendation(s)

Members are asked to:

- Approve the revised Safeguarding Policy

Alison Mears

Director of Guildhall Young Artists and Safeguarding

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Safeguarding Policy

What to do if you are concerned about a child/adult at risk or colleague

**Is the person in immediate danger?
For all emergencies dial: 999**

If you are approached by a child/adult, with a disclosure that s/he is being or had been harmed or abused

If you suspect or are concerned that a child/adult is, or may be subject to risk / neglect / abuse or harm

If you are concerned that a student, colleague / visitor is in danger of being radicalised

If you have a safeguarding concern about a member of staff

Stay Calm

Don't promise to keep the information a secret

Don't question the individual except to clarify what they are saying

Report immediately & Record the information as per the procedure on page 2.

Include as much information as you can (date, time, persons present etc)

Immediately inform the Designated Safeguarding Lead in your area following the procedure on page 2.

If you have concerns that someone may be vulnerable to radicalisation and/or recruitment to a terrorist ideology / immediately contact the Head of Safeguarding who will advise on next actions.

If the behaviour / comments of a member of staff / volunteer is inappropriate / threatening or potentially putting a child or adult at risk, you must report your concerns immediately to the Director of Guildhall Young Artists or in her absence the Head of Safeguarding.

Any safeguarding allegations concerning a member of staff will be referred to the LADO who will decide on further action.

Please report concerns even if you are unsure whether it is a safeguarding issue.

If you have a concern and are unable to reach the Designated Safeguarding Leads or the Head of Safeguarding, do not hesitate to contact Children's Services, Adult Services or the police and inform the Head of Safeguarding of any such referrals.

HOW TO REPORT A CONCERN ABOUT A CHILD / ADULT AT RISK

- You receive a direct report of **current** or **historical** abuse / harm / potential risk / concerns of radicalisation etc:
- You observe / hear something, but you are not sure it is a safeguarding issue;
- You receive third party information indicating potential safeguarding risk / harm

Report **immediately** to a DSL or HoS on the **same day** the concern was received.

You can also ask advice or report concerns to the HoS at **Guildhall School Safeguarding Helpline: 074739 612 79**

Immediate danger or emergencies: Ring Police / Emergency Services

Designated Safeguarding Lead (DSL) to alert the Head of Safeguarding (HoS) **on the same day** of receiving information of a safeguarding nature. **Please do not delay reporting, as this may increase risk.**

Safeguarding Incident Form (Appendix 2) to be completed by DSL or staff member and emailed to the HoS **within 24 hours** of the date the concern was identified. HoS to alert Director of GYA & Safeguarding and/or Senior School where applicable.

Feedback & support from the HoS to DSL and staff member to agree next actions / potential referrals to other partner agencies / support to the student or staff member or closure of the notification (if safeguarding remit was not met). HoS to keep a robust record of all notifications received (regardless of remit).

EMERGENCY NUMBERS

City Children's Social Care Team	020 7332 3621
City Social Care Adult Services	0207 332 1224
Out of hours Adult Social Care	020 8356 2579
Out of hours Children's Social Care: Hackney Emergency Duty Team	020 8356 2710
City Police Prevent Team	prevent@cityoflondon.police.uk 0207 601 2442
National Prevent Advice Line	0800 011 3764

Guildhall School Head of Safeguarding:

Hetsie van Rooyen

Safeguarding Helpline: 074 739 612 79

Email: hetsie.vanrooyen@gsmd.ac.uk

Phone: 0207 628 2571 ext 3088

City of London Local Authority Designated Officer:

Name: Pat Dixon

Email: pat.dixon@cityoflondon.gov.uk

Phone: 020 7332 1215

**NSPCC HELPLINE:
0808 800 5000**

**NSPCC Sexual Harassment & Abuse in
Education Helpline: 0800 136 663**

Female Genital Mutilation Helpline

Email: fgmhelp@nspcc.org.uk.

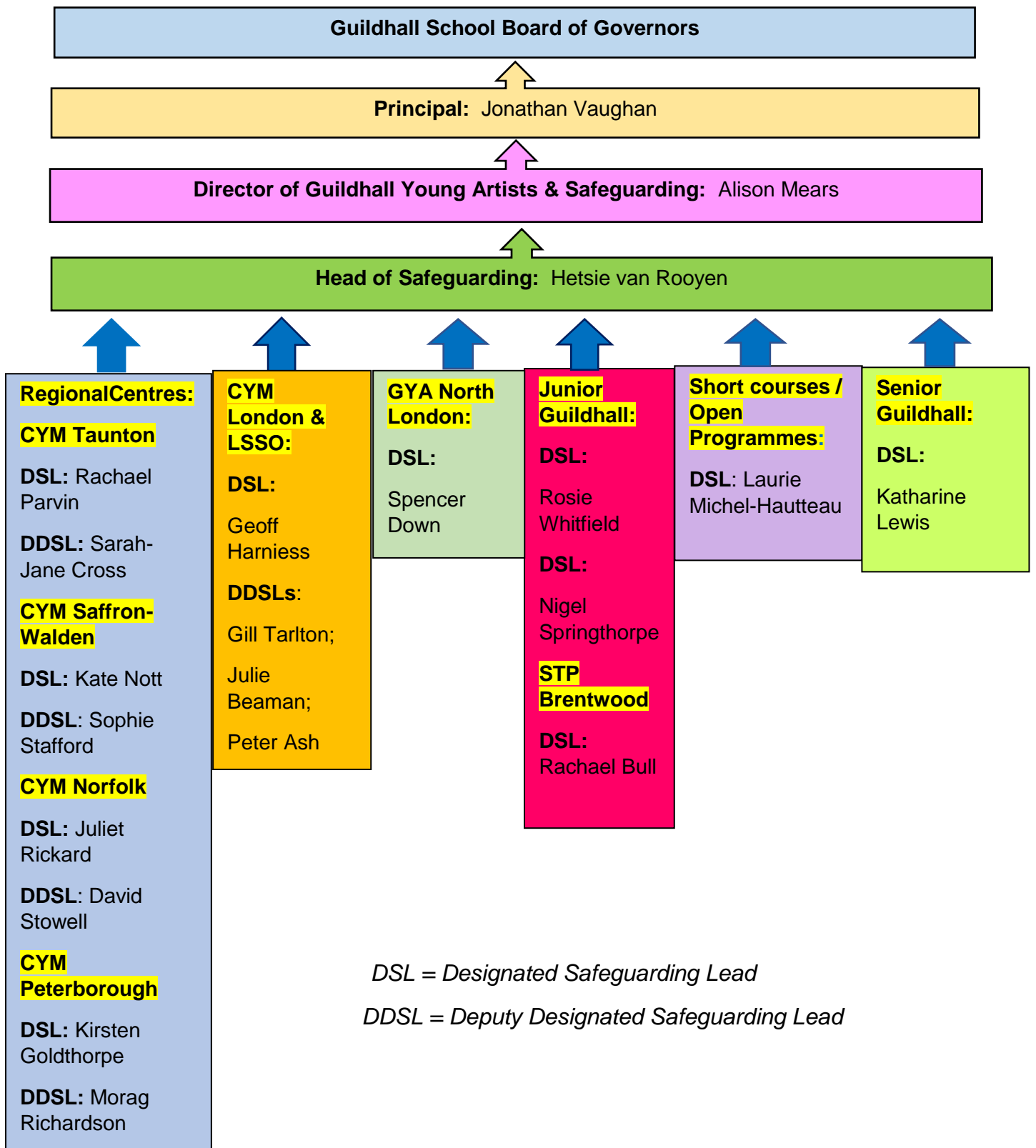
Phone: 0800 028 3550

Forced Marriage Unit

Email: fmufco.gov.uk

Phone: 020 7008 0151

GUILDHALL SCHOOL SAFEGUARDING & PREVENT REPORTING CHART



Guildhall School of Music & Drama

Safeguarding Policy, September 2021

1. The purpose and scope of this policy

This policy details Guildhall School's safeguarding ethos and actions to promote the protection of children and adults. It applies to anyone working on behalf of Guildhall School of Music & Drama including:

- Guildhall School Board of Governors
- Senior Managers
- Board of Trustees
- Paid staff
- Volunteers
- Sessional workers
- Freelance staff
- Agency staff
- All students (under 18 and adults)
- Contractors
- Support staff (such as cleaners / caterers / builders)
- Visitors to the school
- Workshop leaders
- Freelance artists and
- Senior School students on work placements

Guildhall School works with children (under 18 years old) and adults as part of its activities.

2. Legal Framework underpinning the Guildhall School Safeguarding Policy

This policy has been developed based on legislation, policy and guidance that seeks to protect children and adults in England. A summary of the key legislation and guidance:

- Keeping Children Safe in Education (Statutory guidance for schools and colleges) September 2021;
- Revised Prevent duty guidance: for England and Wales, April 2021
- Children Act 1989 and 2004,
- London Child Protection Procedures, 6th Edition 2020
- Safeguarding Vulnerable Groups Act 2006;
- Working Together to Safeguard Children, December 2020;
- The Care Act, 2014 (Adult Safeguarding)
- Data Protection Act 2018 & the General Data Protection Regulation (May 2018).

3. Other relevant policies and procedures:

This policy should be read alongside Guildhall School and the City of London's organisational policies and procedures, including:

- **Safer Recruitment policy:**
<https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/Employee-Handbook.aspx>.

- **Whistleblowing policy:**

[Whistleblowing Policy 2021 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

- **Code of Conduct:**

[Document Preview - Code of Professionalism and Conduct \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Bullying and Harassment Policy:**

[Document Preview - Bullying and Harassment Policy Infographic \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Staff / Student Relationship policy:**

[Staff Student Relationship Policy - final version Feb 2019.pdf \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Sexual Harassment and Sexual Misconduct:**

[Sexual violence and sexual harassment between children in schools and colleges \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk)

[Student Policy on Harassment, Bullying and Sexual Misconduct \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

[Sexual Harassment - Report & Support - Sexual Harassment - Report & Support \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **External hire of school premises:**

[Hire of Outside Venues Policy \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Online Teaching Safeguarding Protocol for adults and under 18's**

[Covid-19 online teaching delivery policy and practice UPDATE3 Sept 2020 PUBLISH.pdf \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

[Document Preview - GYA - Safeguarding Protocol for Remote Teaching \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Tackling Violence against Women and Girls, July 2021:**

[Tackling violence against women and girls strategy \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk)

- **Care Leavers and Looked After Children Policy:**

[Care Leavers Policy \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Equality, Diversity and Inclusion:**

[Equality and inclusion - City of London](https://www.cityoflondon.gov.uk)

[Micro-aggression Portal - Micro-aggression Portal \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Social Media guidelines & Best Practice (online abuse included):**

[Document Preview - Guildhall School - Social Media Guidelines & Best Practice \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Policy for the admission of students under 18 years of age to the Senior School**

[Under 18 Admissions Policy June 2020 \(gsmd.ac.uk\)](https://www.gsmd.ac.uk)

- **Online Harassment, Bullying and Abuse Guidance (Including Prevent related concerns of radicalisation and extremist views):**

4. Our commitment to safeguarding

Guildhall School strives to ensure the safeguarding of **all** students through robust safeguarding policies, training to staff, compliance with statutory guidance and stringent quality assurance processes. We recruit staff and volunteers safely, ensuring all necessary pre-appointment checks are made.

Guildhall School is also committed to diversity, equality and creating a safe space for students and staff. We have a zero-tolerance policy for bullying, sexual harmful behaviour, racism and/or discriminating behaviour. We review processes regularly to ensure that we have effective complaints and whistleblowing measures in place. Recording and storage of information is in line with Data Protection requirements.

5. How to report a concern about a child / young person / adult at risk

Please see Appendix 3 for Safeguarding Adult definitions and abuse categories and more details for all Under 18 safeguarding topics.

5.1 Guildhall School Safeguarding Leads

The Director of Guildhall Young Artists and Safeguarding has overall strategic responsibility for Safeguarding and Prevent for the School.

The Director of Guildhall Young Artists and Safeguarding will attend Board of Governors meetings, provide the Annual Safeguarding Report to the Board of Governors, attend the Senior Management Team meetings and be responsible for all Safeguarding Risks in the Institutional Risk Register.

The operational lead for safeguarding at Guildhall School is the Head of Safeguarding (HoS).

This role covers reporting of all safeguarding matters to the Director of Guildhall Young Artists and Safeguarding, developing and ensuring quality assurance processes for safeguarding across the school's programmes, monitoring of safeguarding training to staff and offering direct support. The Head of Safeguarding oversees all Designated Safeguarding Leads and direct interface with students, parents, staff and external agencies. This role is line managed by the Director of Guildhall Young Artists and Safeguarding.

Each department has an identified Designated Safeguarding Lead (DSL) who will be responsible for safeguarding in their area. Each DSL will brief their departments on relevant safeguarding matters including training requirements. The DSL reports any safeguarding concerns directly to the HoS.

In the absence of the HoS the Director of Guildhall Young Artists and Safeguarding will be the main safeguarding contact. Should both the HoS and Director of GYA and Safeguarding be absent the Head of Junior Music Courses will act as the main safeguarding contact.

5.2 Process for reporting a Safeguarding or Prevent related concern (relevant for online & offline concerns):

Any incidents / disclosures / suspicions of safeguarding concerns should **immediately** be referred to the DSL who will alert the Head of Safeguarding **on the day the incident occurs, or the disclosure is made**. Should the concern arise outside of office hours the matter should be reported the next working day or within 24 hours of the receiving the original concern / report. If the matter occurs outside of office hours and it is an emergency, there should never be a delay to contact Emergency services such as the police or social services.

The **Guildhall School Safeguarding Helpline** can be used to access safeguarding advice or to make a report.

The **Safeguarding Incident Form** (please see Appendix 2) needs to be completed by the DSL and sent to the Head of Safeguarding within **24 hours** of the safeguarding information being received. If there was a direct disclosure to a staff member / professional / volunteer the professional would need to complete the Safeguarding Incident Form instead of the DSL, as they received the information first-hand.

Once notified of safeguarding information the Head of Safeguarding will assess risk and ascertain next actions (for instance whether to refer to the relevant Local Authority or other support agencies). The Head of Safeguarding will inform the Director of Guildhall Young Artists and Safeguarding of all safeguarding incidents.

In all cases of safeguarding allegations against staff and volunteers the Head of Safeguarding will immediately notify the Director for Guildhall Young Artists & Safeguarding, Guildhall School Principal and the Local Authority Designated Officer (LADO) for the City of London (and/or the Local Authority in which the incident took place).

All safeguarding referrals / incident forms to the Head of Safeguarding will be recorded and confidentially stored in accordance with the Data Protection Act 2018.

6. Guildhall School's Prevent Duty:

The Prevent duty aims to safeguard people from becoming terrorists or supporting terrorism.

To comply with the Prevent duty, Guildhall School must:

- assess the risks associated with Prevent and draw up a plan to mitigate these
- have effective welfare support systems, linking to DfE Prevent coordinators, local authorities or the police if necessary
- have systems for assessing and mitigating risks around external speakers and events on campus, while maintaining the existing duty to promote freedom of speech
- arrange ongoing Prevent training for relevant staff
- have an IT usage policy, and where appropriate a research policy, which cover the Prevent duty
- engage with students and ensure that students' unions and societies are aware of policies concerning activities on campus.

Concerns about a student, member of staff or visitor possibly being radicalised should immediately be referred to the Head of Safeguarding or in the HoS absence to the Director of Guildhall Young Artists and Safeguarding as per the reporting process in Point 5.2.

The Head of Safeguarding will seek consultation on a case by case basis with the City of London Prevent Team, the FE/HE Regional Prevent coordinators for London, the Director of Guildhall Young Artists and Safeguarding and where appropriate Children Services / Adult Safeguarding prior to any referrals. The Director of Guildhall Young Artists and Safeguarding will also alert the Principal; Head of Human Resources (where appropriate) and Safeguarding Lead Governors about any potential referrals to the Channel Programme (the Channel process is a key part of the Government's Prevent Strategy).

7. Safer Recruitment

Safer recruitment is a set of safe practices which Guildhall School uses to recruit staff and volunteers who are suitable to work with children and adults.

Part of Guildhall School's safeguarding culture is to adopt recruitment procedures that help deter, reject or identify people who might abuse children or adults at risk. Governing bodies and proprietors must act reasonably in making decisions about the suitability of the prospective employee based on checks and evidence, including criminal record checks (Disclosure and Barring Service checks), Barred List checks and Prohibition checks, together with references and interview information.

8. Managing Allegations against professionals and volunteers

Guildhall School will ensure that current or historical safeguarding concerns or complaints regarding Guildhall School staff / volunteers reported by students, staff or the public are taken seriously. Procedures for managing such safeguarding allegations should be followed as per national statutory guidance (see Keeping Children Safe in Education, 2021 and Working Together to Safeguard Children, 2020).

If you have a safeguarding concern regarding a staff member (full time / part-time / deputy / freelance staff) or a volunteer, please report this *immediately* to the Director of GYA & Safeguarding and/or to the Head of Safeguarding. All safeguarding reports regarding staff / volunteers need to be collated by the Head of Safeguarding – therefore it is imperative that staff who have received such a concern will alert the Head of Safeguarding on the same day of receiving the concern. Historical abuse concerns will be reported in the same way.

We are committed to reviewing our safeguarding policy and good practice annually.

This Safeguarding Policy was submitted to the Board of Governors of the Guildhall School of Music & Drama for approval on 20 September 2021.

Date of next revision: September 2022

HVR/AM September 2021

Appendices

Appendix 1

Key staff contact details

Director of Guildhall Young Artists and Safeguarding

Name: Alison Mears

Phone: 0207 382 7160

Email: alison.mears@gsmd.ac.uk

Head of Safeguarding

Name: Hetsie van Rooyen

SAFEGUARDING HELPLINE: 074 739 612 79

Phone - Office: 0207 628 2571 ext 3088

Email: hetsie.vanrooyen@gsmd.ac.uk

Designated leads for safeguarding (DSLs)

i) Junior Guildhall

DSL: Head of Junior Guildhall

Rosie Whitfield

Phone: 020 7628 2571 ext 5183

Email: rosie.whitfield@gsmd.ac.uk

DSL: Head of Junior Music Courses

Name: Nigel Springthorpe

Phone: 0207 382 7160

Email: nigel.springthorpe@gsmd.ac.uk

DSL: STP Brentwood

Name: Rachael Bull

Phone: 020 7382 7160

Email: Rachael.Bull@gsmd.ac.uk

LADO SERVICES ESSEX: 03330 139 797.

ii) CYM London

London CYM DSL:

Name: Geoff Harniess

Phone: 0207 928 3844

Email: gharniess@cym.org.uk

Deputy DSLs

Name: Gill Tarlton

Phone: 0207 928 3844

Email: gtarlton@cym.org.uk

Name: Julie Beaman

Phone: 0207 928 3844

Email: jbeaman@cym.org.uk

Name: Peter Ash (For LSSO)

Phone: 0207 928 3844

Email: pash@cym.org.uk

LADO SERVICES LAMBETH: 020 7926 4679 or email LADO@lambeth.gov.uk

iii) CYM Regional Centres

Head of Regional Centres (Not a DSL)

Name: Nikki Shepperd

Phone: 0208 819 9040

Email: nikki.shepperd@gsmd.ac.uk

Taunton CYM DSL:

Name: Rachael Parvin

Phone: 07754217993

Email: RParvin@cym.org.uk

Deputy DSL

Name: Sarah-Jane Cross

Phone: 07754217993

Email: sjcross@cym.org.uk

LADO SERVICES TAUNTON: Phone Somerset Direct on 0300 123 2224 for a referral

Saffron Walden CYM DSL:

Name: Kate Llewellyn

Phone: 07527754671

Email: klewellyn@cym.org.uk

Deputy DSL:

Name: **Sophie Stafford**

Email: sstafford@cym.org.uk

LADO SERVICES SAFFRON WALDEN: Essex duty LADO on 03330 139 797

Norfolk CYM DSL:

Name: **Juliet Rickard**

Phone: 07786 122374.

Email: jrickard@cym.org.uk

Deputy DSL:

Name: **David Stowell**

Phone: 07766 163576

Email: dstowell@cym.org.uk

LADO SERVICES NORFOLK: 01603 223473 or email query to LADO@norfolk.gov.uk

Peterborough CYM DSL:

Name: **Kirsten Goldthorp**

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Email: Kirsten.Goldthorp@peterborough.gov.uk

Deputy DSL:

Name: **Morag Richardson**

Phone: 07908 223670

Email: morag.richardson@peterborough.gov.uk

LADO SERVICES PETERBOROUGH: 01733 864038

iv) **Creative Learning and Enterprise**

DSL: Director of Learning and Engagement

Name: Sean Gregory

Phone: 0207 628 7381

Email: sean.gregory@barbican.org.uk

DSL: Open Programmes Manager:

Name: Laurie Michel-Hutteau

Phone: 0207 382 7191

Email: laurie.michel-hutteau@gsmd.ac.uk

v) **[GYA North London](#)**

Name: Spencer Down

Email: spencer.down@gsmd.ac.uk

vi) **[Senior Guildhall School DSL \(for Senior School student concerns\):](#)**

Secretary & Dean of Students (DSL)

Name: Katharine Lewis

Phone: 020 7382 7143

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[Appendix 2](#)

Guildhall School Safeguarding Incident & Disclosure Form

Date concern is reported or disclosed:

Child /Young Person / Adult at risk's Full Name:

Date of birth:

Address of child/adult at risk:

Parent/carer contact details (where relevant):

1. RECORD THE FOLLOWING IN THE CHILD / ADULT'S OWN WORDS:

DATE OF THE ALLEGED INCIDENT:

WHO WAS INVOLVED?

WHERE DID IT HAPPEN?

ANY VISIBLE INJURIES OBSERVED? **YES / NO**

IF YES, WHERE ARE THE INJURIES LOCATED AND WHAT DOES IT LOOK LIKE?

ANY OTHER OBSERVATIONS WHICH WILL ASSIST RISK ASSESSMENTS?

2. ACTIONS TAKEN

WHO DID YOU REPORT THIS CONCERN TO?

DATE YOU REPORTED THE CONCERN:

ARE THE PARENTS OF THE CHILD / YOUNG PERSON AWARE OF THE DISCLOSURE OR CONCERN? **YES / NO**

IS THE CHILD AT IMMEDIATE RISK OF HARM? **YES / NO** (PLEASE PROVIDE REASONS FOR THIS)

3. DATE FORM SENT TO THE HEAD OF SAFEGUARDING:

Check to make sure your report is clear now – and will be clear to a new reader in the future.

PLEASE PASS THIS FORM ON THE SAME DAY TO THE DESIGNATED LEAD FOR SAFEGUARDING WITH A COPY TO THE HEAD OF SAFEGUARDING WITHIN 24 HOURS OF THE DATE THE CONCERN WAS REPORTED.

IN THE ABSENCE OF THE HEAD OF SAFEGUARDING PLEASE COPY TO THE DIRECTOR OF GUILDHALL YOUNG ARTISTS AND SAFEGUARDING.

Signature of Staff Member:

Name of staff member¹ (printed):

Position:

Date:

Time:

Appendix 3

DEFINITIONS OF ABUSE & SAFEGUARDING TOPICS

Adult Student Safeguarding:

¹ Includes temporary, support staff contractors, volunteers, students on work placements

Who is an Adult at Risk?

- A student / person aged 18 years or over;
- Who may be in need of community care services by reason of :
 - mental or other disability,
 - age or illness; and
 - who is or may be unable to take care of him or herself, or
 - unable to protect him or herself against significant harm or exploitation.

Guildhall Staff must act when they have “reasonable cause to suspect” that an adult:

- has needs for care and support,
- is experiencing, or is at risk of, abuse or neglect, and
- as a result of those needs is unable to protect himself / herself against the abuse or neglect or the risk of it.’ (Care Act 2014, section 42)

Forms of Adult Abuse:

- **Physical abuse** – including hitting, slapping, pushing, unnecessary restraint or misusing medications.
- **Domestic violence** – including all types of abuse between family members or partners; so called ‘honour’ based violence.
- **Sexual abuse** – including inappropriate touching, indecent exposure, rape, harassment or any sexual acts the adult has not consented to.
- **Psychological abuse** – including emotional abuse, threats of harm, attempts to control, coercion, verbal abuse and bullying.
- **'Cuckooing'** is a term used where criminals exploit vulnerable people by taking over their homes to deal drugs and commit other crimes
- **Financial or material abuse** – including theft, fraud, coercion with regard to financial affairs
- **Modern slavery** – including forced labour and human trafficking. (*Modern Slavery is a serious and brutal crime in which people are treated as commodities and exploited for criminal gain. The true extent of modern slavery in the UK, and indeed globally, is unknown - Home Office*)
- **Discriminatory abuse** – harassment or slurs due to someone's race, gender, age, disability, sexual orientation, religion or gender identity.
- **Organisational abuse** – including neglect and poor care practice within a care setting or in relation to care provided in one's own home.
- **Neglect and Acts of Omission** – failure to act or ignoring medical, emotional or physical care needs.
- **Self-neglect** – neglecting to care for your own health, hygiene or surroundings. This can include hoarding.

Safeguarding for under 18's:

What all staff need to look out for when working with under 18's:

Guildhall School staff should be particularly alert to the potential need for early help for a child who:

- is disabled and has specific additional needs;
- has special educational needs (whether or not they have a statutory Education, Health and Care Plan);
- has a mental health need;
- has been a victim of discrimination / racism / harassment;
- is a young carer;
- is showing signs of being drawn in to anti-social or criminal behaviour, including gang involvement and association with organised crime groups or county lines;
- is frequently missing/goes missing from care or from home;

- is at risk of modern slavery, trafficking, sexual or criminal exploitation;
- is at risk of being radicalised or exploited;
- has a family member in prison, or is affected by parental offending;
- is in a family circumstance presenting challenges for the child, such as drug and alcohol misuse, adult mental health issues and domestic abuse;
- is misusing drugs or alcohol themselves;
- has returned home to their family from care;
- is at risk of honour based abuse such as Female Genital Mutilation or forced marriage;
- is a privately fostered child; and
- is persistently absent from education.

Areas of concern:

Abuse

A form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the internet). They may be abused by an adult or adults or another child or children.

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child.

Physical harm may also be caused when a parent fabricates the symptoms of, or deliberately induces illness in a child.

Emotional abuse

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent effects on the child's emotional development, and may involve:

- Conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person;
- Imposing age or developmentally inappropriate expectations on children. These may include interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction;
- Seeing or hearing the ill-treatment of another e.g. where there is domestic abuse;
- Serious bullying, causing children frequently to feel frightened or in danger;
- Exploiting and corrupting children.

Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (e.g.

rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing.

Sexual abuse also includes non-contact activities, such as involving children in looking at sexual images, including online or on mobile phones, or involving them in the production of pornographic materials, watching sexual activities or encouraging children to behave in sexually inappropriate ways or grooming a child in preparation for abuse (including via the internet). Please note that perpetrators of sexual abuse could be peer on peer or adults regardless of gender.

Penetrative sex where one of the partners is under the age of 16 is illegal, although prosecution for young people of similar age (as consenting partners) is not usual. However, where a child is under the age of 13 it is classified as rape under s5 of the **Sexual Offences Act 2003**.

Neglect

Neglect is the persistent failure to meet a child's basic mental health, physical and / or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance misuse, maternal mental ill health or learning difficulties or a cluster of such issues. Where there is domestic abuse and violence towards a carer, the needs of the child may be neglected.

Neglect may involve a parent failing to:

- Provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- Protect a child from physical and emotional harm or danger;
- Ensure adequate supervision (including the use of inadequate care-givers);
- Ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional, social and educational needs.

Domestic Abuse / Violence:

Included in the four categories of child abuse and neglect above, are a number of factors relating to the behaviour of the parents and carers which have significant impact on children such as **domestic abuse**. Children can be affected by seeing, hearing and living with domestic abuse as well as being caught up in any incidents directly, whether to protect someone or as a target. It should also be noted that the age group of 16 and 17 year olds have been found in recent studies to be increasingly affected by domestic abuse in their peer relationships.

Definition of Domestic Violence and Abuse:

"Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

- Psychological;
- Physical;
- Sexual;
- Financial;
- Emotional."

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim."

Contextual Safeguarding recognises that as well as threats to the welfare of children from within their families, children may be vulnerable to abuse or exploitation from outside their families. These extra-familial threats might arise at school and other educational establishments, from within peer groups, or more widely from within the wider community and/or online.

These threats can take a variety of different forms and children can be vulnerable to multiple threats, including: exploitation by criminal gangs and organised crime groups such as county lines; trafficking, online abuse; sexual exploitation and the influences of extremism leading to radicalisation.

Female Genital Mutilation: The term FGM covers all harmful procedures to the female genitalia for non-medical purposes. There are 4 types - **all are illegal** and have serious health and safeguarding risks. Regulated health and social care professionals, teachers and staff in England and Wales **must** report 'known' cases of FGM in under 18's to the police (Home Office, 2016). Statutory guidance on the responsibility to report FGM can be found in "*Mandatory reporting of female genital mutilation: procedural information, 2015*" and also in: "*Multi-agency statutory guidance on female genital mutilation, April 2016*".

Forced Marriage: A forced marriage is where one or both people do not (or in cases of people with learning disabilities or reduced capacity, cannot) consent to the marriage as they are pressurised, or abuse is used, to force them to do so. It is recognised in the UK as a form of domestic or child abuse and a serious abuse of human rights.

The pressure put on people to marry against their will may be:

-physical – for example, threats, physical violence or sexual violence

-emotional and psychological – for example, making someone feel like they are bringing 'shame' on their family

-financial abuse, for example taking someone's wages, may also be a factor.

Child sexual exploitation (CSE) is a type of sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Child criminal exploitation is common in county lines and occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur through the use of technology.

Criminal exploitation of children is broader than just county lines and includes for instance children forced to work on cannabis farms or to commit theft.

Sexual violence and sexual harassment between children / peer on peer abuse:

Sexual violence and sexual harassment can occur between two children of any age and sex. It can also occur through a group of children sexually assaulting or sexually harassing a single child or

group of children. Reports of sexual violence and sexual harassment are extremely complex to manage. It is essential that victims are protected, offered appropriate support and every effort is made to ensure their education is not disrupted. It is also important that other children, adult students and school staff are supported and protected as appropriate.

Examples of peer on peer abuse:

- abuse in intimate personal relationships between peers;
- bullying (including cyberbullying);
- physical abuse such as hitting, kicking, shaking, biting, hair pulling, or otherwise causing physical harm (this may include an online element which facilitates, threatens and/or encourages physical abuse);
- sexual violence, such as rape, assault by penetration and sexual assault; (this may include an online element which facilitates, threatens and/or encourages sexual violence); sexual harassment, such as sexual comments, remarks, jokes and online sexual harassment, which may be stand-alone or part of a broader pattern of abuse;
- sharing self-generated indecent images (also known as sexting);
- initiation/hazing type violence and rituals (this could include activities involving harassment, abuse or humiliation used as a way of initiating a person into a group and may also include an online element); and
- “upskirting”, which typically involves taking a picture under a person’s clothing without them knowing, with the intention of viewing their genitals or buttocks to obtain sexual gratification, or cause the victim humiliation, distress or alarm.
- Racial and/or gender identity abuse / discrimination (this can be direct or indirect).
- Guildhall staff should also be alert to the fact that technology is a significant component in many safeguarding and wellbeing issues. Children are at risk of abuse online as well as in day to day life. In many cases abuse will take place concurrently via online channels and in daily life.

Appendix 4

Creating a Safeguarding Culture at Guildhall School

Safeguarding Inductions for new staff and mandatory safeguarding training for all staff:

It is essential that all staff who have access to children and adults at risk understand their safeguarding responsibilities and what to do in the event a disclosure is made to them or they have reason to suspect that abuse is taking place.

All staff will receive training in safeguarding and Prevent as part of their induction. Staff will subsequently receive training and updates on safeguarding at least every three years. Designated Safeguarding Leads (DSLs) require the following training every **two** years: DSL Training, Safer Recruitment Training, Safeguarding Training and Prevent Training.

Risk assessments of School activities not on School premises (under 18)

Please also see additional Junior Guildhall Guidance which provides more detail regarding protocol for arranging off-site lessons.

If a missed lesson is to be made up it should ideally take place on School premises. If the lesson has to take place in a teacher’s or student’s house **the parent/carer must sit in**. Parents will be asked to sign a document acknowledging this. Staff must furthermore follow the guidance contained within the Code of Conduct policy and this Safeguarding Policy.

Risk assessments must be carried out in advance of utilising non-Guildhall School premises for lessons or activities in line with the Hire of Outside premises policy and risk assessment process.

All travel within the UK and overseas will be organised in accordance with the relevant travel policy and guidance document and the risk assessment pro forma completed. Travel authorisation must be sought in advance from the Head of Department.

Mental Health for Students and Staff

All staff should be aware that mental health problems can, in some cases, be an indicator that a student has suffered or is at risk of suffering abuse, neglect or exploitation. Only appropriately trained professionals should attempt to make a diagnosis of a mental health problem. Staff however, are well placed to observe students day-to-day and identify those whose behaviour suggests that they may be experiencing a mental health problem or be at risk of developing one. Where children have suffered abuse and neglect, or other potentially traumatic adverse childhood experiences, this can have a lasting impact throughout childhood, adolescence and into adulthood. It is important that staff are aware of how these children's experiences, and their high prevalence of special educational needs and mental health needs, can impact on their behaviour and education.

If staff have a mental health concern about a student that is also a safeguarding concern, immediate action should be taken by talking to the Designated Safeguarding Lead and/or the Head of Safeguarding.

All staff have to report disclosures or observations of self-harm and/or suicide ideation immediately to the DSL / HoS. This includes the student expressing risk of harm to others.

Appendix 5

Managing Allegations against professionals and volunteers

This process should be used in respect of all cases in which it is alleged that a teacher or member of staff (including volunteers) in a school or college that provides education for children under 18 years of age has:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child; or
- behaved towards a child or children in a way that indicates he or she may pose a risk of harm to children.

Please note that though the above definition is as per statutory guidance for children (Keeping Children Safe in Education, 2021) Guildhall school includes adults at risk in identifying allegations against staff.

In the first instance, the Director of GYA & Safeguarding and/or Head of Safeguarding should immediately be contacted with reports of inappropriate behaviour or abuse (whether physical, sexual, emotional abuse and neglect). These include concerns relating to inappropriate relationships between members of staff and children for example:

- Having a sexual relationship with a child under 18 if in a position of trust in respect of that child, even if the child is 16 years or older and the relationship is otherwise consensual;
- Initiating a sexual relationship with a student who is vulnerable (e.g. through disability) even if the relationship is otherwise consensual;
- 'Grooming' i.e. meeting a child under the age of 16 with intent to commit a relevant offence;
- Other 'grooming' behaviour giving rise to concerns of a broader child protection nature (e.g. inappropriate text-e-mail messages or images, gifts, socialising etc....);
- Possession of indecent photographs / pseudo-photographs of children.

The Head of Safeguarding will alert the Director of Guildhall Young Artists & Safeguarding of all allegations and a decision will be made to contact the LADO immediately on the day that an allegation is made. The Director of Guildhall Young Artists & Safeguarding will also inform the Principal and Chair of Governors. If an allegation is made against the Principal, then the Chair of Governors is to be informed immediately.

It is important that appropriate support is offered to staff against whom an allegation is made. The staff member concerned will be advised to consult their union or professional body to ensure they are offered support.

The person to whom an allegation or concern is first reported should treat the matter seriously and keep an open mind. They should not:

- Investigate or ask leading questions, but only seek clarification of the allegation/concern;
- Make assumptions or offer alternative explanations;
- Promise confidentiality but give assurance that the information will only be shared on a 'need to know' basis.

Advice will be sought from the LADO within **one working day** and additional advice if needed from the police and/or LA children's social care about how much information should be disclosed to the accused person. **A LADO referral should not be delayed in order to gather information.**

Failure to report an allegation or concern in accordance with procedures is serious and a potential disciplinary matter.

The LADO will advise on whether or not informing the parents of the child/ren involved will impede the disciplinary or investigative processes. Acting on this advice, if it is agreed that the information can be fully or partially shared, parent/s /carer/s will be contacted. In some cases, however, the parent/s/carer/s may need to be told straight away (e.g. if a child is injured and requires medical treatment).

Subject to restrictions on the information that can be shared, the accused person will be informed as soon as possible about the nature of the allegation, how enquiries will be conducted and the possible outcomes (e.g. disciplinary action, dismissal or referral to a barring list or regulatory body). The accused member of staff should:

- Be treated fairly and honestly and helped to understand the concerns expressed and processes involved;
- Be kept informed of the progress and outcome of any investigation and the implications for them;
- Be informed about any disciplinary or related process;
- Given the opportunity to be accompanied at meetings by a work place colleague or a recognised trade union representative
- If suspended, be kept up to date about events in the workplace.

Every effort should be made to maintain confidentiality and guard against publicity while an allegation is being investigated and considered. Apart from keeping the child, parents/carers and accused person (where this would not place the child at further risk) up to date with progress of the case, information should be restricted to those who 'need to know' in order to protect children, facilitate enquiries, manage related disciplinary or suitability processes.

As soon as possible after an allegation has been received, the accused member of staff should be advised to contact their union or professional association. Human resources should be consulted at the earliest opportunity in order that appropriate support can be provided via the organisation's occupational health or employee welfare arrangements.

Suspension will be considered in any case where:

- There is cause to suspect a child or vulnerable adult is at risk of significant harm; or
- The allegation warrants investigation by police; or
- The allegation is so serious that it might be grounds for dismissal.
- Where there is a possibility that the employee may interfere or attempt to influence the outcome of the investigation

The HoS will liaise closely with the LADO and other agencies during the investigation process and should keep the Director of Guildhall Young Artists, the Principal and Chair of Governors informed of the progress and LADO outcomes.

Only Guildhall School has the power to suspend an accused employee and it cannot be required to do so by Local Authority professionals or police.

If a member of staff believes that a reported allegation or concern is not being dealt with appropriately by the School, they should report the matter to the LADO.

It is in everyone's interest for cases to be dealt with expeditiously, fairly and thoroughly and for unnecessary delays to be avoided.

Appendix 6

Leadership and governance information

The Board of Governors of Guildhall School has overall responsibility for ensuring that there are sufficient measures in place to safeguard all students at risk. Governors will receive a copy of this policy and training in safeguarding.

Guildhall School adheres to the principles of all relevant legislation and works in partnership with various agencies involved with child protection. Two suitably qualified Lead Safeguarding Governors have been nominated with overall oversight responsibility for students at risk and other safeguarding matters.

The Director of Guildhall Young Artists and Safeguarding will submit an annual report to the Board of Governors on safeguarding. This report will provide the Board with monitoring information to enable the Board to consider whether the School's safeguarding duties are effectively discharged. This report will include information in respect of staff training; anonymous case details and safeguarding quality assurance processes.

The Head of Safeguarding provides a bi-weekly Safeguarding Report to the Director of Guildhall Young Artists which is then presented to the Senior Management Team. This ensures transparency through case updates and risk assessments. The Head of Safeguarding is furthermore responsible for liaising with the other safeguarding contacts within Guildhall School, the relevant Local Authority Designated Officers and welfare agencies as appropriate in relation to: policy and practice, ongoing training, record keeping and providing this data to inform the Director of Guildhall Young Artists and Safeguarding's annual reporting to the Board.

All members of the Guildhall School Board of Governors will undergo suitable DBS checks.

Appendix 7

Contractors and additional student information

All staff or contractors who regularly come into contact with children and/or adults at risk, including contracted support staff such as cleaners and caterers will be required to have an appropriate DBS check.

Contractors must be appropriately supervised while on site. The supervision of contractors is the responsibility of the department employing them.

It is recognised that it is not possible to subject visitors to Disclosure and Barring Service checks, and therefore all visitors must be appropriately supervised by Guildhall School staff at all times. Visitors must never be left alone with under 18 year old students.

Students working in professional contexts

The Guildhall School will ensure that all senior School students who will work unsupervised with children or adults at risk as part of their programme of studies will complete a disclosure application form and undergo a Disclosure and Barring Service Disclosure (see also the School's "Admission of Students and Criminal Conviction Policy"). The cost of the DBS disclosure for students will be paid for by the School, through the Registry Department.

The School will ensure that all students have the opportunity to achieve the award for which they have registered, regardless of the outcome of the DBS disclosure, by making alternative study pathways available.

Before a student is sent to a work placement where there are children or adults at risk, they will be provided with a briefing by their course tutor(s) and a copy of this policy.

One-to-one / Individual Teaching off campus

It is recognised that, occasionally, Music Professors contracted by the Senior School of the Guildhall School of Music & Drama, and where permitted by their department* will teach 1-1 lessons off campus in their own home/studio.

It is noted that this is a limited and occasional practice.

Students should be made aware – in advance and preferably at the consultation lesson stage – if the professor may fall into the above category.

As no reimbursement is given to students for travel to professors' homes for 1-1 lessons, students should take this into consideration if they wish to study with a professor who may – at times – teach at home or when accepting or arranging lessons which will take place off campus. Under no circumstances would students be expected to change teacher, should their teacher conduct some classes off site.

All Professors, whether occasionally teaching at home or not, will have completed the online Safeguarding Young People (or other relevant safeguarding) training

It is noted that any student attending a 1-1 lesson in premises off the School campus will be over the age of 18 and that no student who has gained non-standard entry to the School via the "Under 18 Admissions Policy" will receive 1-1 lessons off campus unless special arrangements are put in place.

The Chamberlain's Department has confirmed that any professor carrying out School contracted work off Campus is covered by the School's Public and Employers Liability Insurance: "If the tutors are CoL/GSMD/Barbican employees rather than contractors, then our Public and Employers Liability policy covers lessons taking place at the tutors home, if the lessons are given during the course of the tutors employment, not if they are private lessons for which the tutor charges a separate fee"

A generic Risk assessment will be in place on the City Risk Assessment Register

*please note that some department do not permit teaching off Campus. Departments, where occasional teaching from home is permitted, will take issues of practicability (e.g distance of travel) into account when approving this practice.

Appendix 8

Recommendations to staff / volunteers working with Guildhall School students

Staff (and students) shall:

- Act in a professional manner at all times.
- Dress appropriately at all times, showing respect for pupils and members of the community;
- Be vigilant - Maintain an attitude of “it could happen here”.
- Ensure they have read and understand the current Guildhall School Safeguarding Policy.

General Safe conduct:

- Never share confidential or sensitive information about a child or their family unless within a safeguarding context to the designated safeguarding leads.
- Do not take photos / videos of children: This can't be done without the expressed consent from parents as per the Photo Permission Forms Guildhall School uses. Sharing photos and videos of students on your personal phone and/or online social media platforms is not allowed.
- Do not make suggestive or inappropriate remarks to or about a student, even in fun, as this could be misinterpreted. Inappropriate remarks include innuendo, swearing, and discussing their or your own intimate relationships.
- Communication with students: If you email under 18 year old students make sure to always copy their parent into ALL emails. You are only permitted to send emails to students via your professional, staff email address – never use your private, personal email address.
- Communication with students via text messages / personal phone or video calls or any social media platform (Whatsapp / Snapchat / Twitter, Facebook etc) is not permitted. Video calls are only allowed via the approved apps used by Guildhall School and for the purposes of Guildhall School teaching.
- Do not engage in behaviour which could be construed as ‘grooming’ a student (for example giving a student money, presents, favours)
- It is not unusual for pupils or, sometimes, their parents to develop infatuations or “crushes” on staff. Staff must not keep this a secret. All such situations must be responded to sensitively to maintain the dignity of those concerned and any indications that this might be happening has to be reported to the Head of Safeguarding immediately.
- It is not permissible to take children alone in a car on journeys, however short.

Safeguarding recommendations for managing Student Disclosures:

- Always have a vigilant attitude of ‘it could happen here’ where safeguarding is concerned.
- When a disclosure is made to you stay calm, listen carefully and take the information provided by a student seriously. It is important not to deter students from making a disclosure of abuse through fear of not being believed.
- Never promise to keep a disclosure of abuse a secret but explain why and to whom you would need to share the information with.
- Ask open questions only (Who? When? Where? How? What happened?) avoiding questions that can only suggest a particular answer.
- Please always reassure any student that they have done the right thing to disclose a concern. Explain what you will do next and how you will keep them informed of the progress of actions.

- Always remember that those who abuse children can be of any age (even other children), gender, ethnic background or class, and it is important not to allow personal preconceptions about people to prevent appropriate action taking place.

Safeguarding recommendations to reduce the risk of allegations against staff

- All adults who work with children are potentially at risk from accusations of abuse or inappropriate behaviour. Therefore, all staff are advised to exercise common-sense and caution to ensure as far as possible that their behaviour is never open to misinterpretation.
- Guildhall School does not wish for general positive aspects of student life to be replaced by excessive formality, or for there to be a climate of suspicion and distrust, but it is essential that a proper professional distance is maintained between staff and students.
- **Some top tips to staff:** If you are alone with a student in a room, ensure there is no obstruction of view into the room. Most rooms at Guildhall and other sites have glass panels in the door or screens outside the room – please ensure these windows remain unobstructed and that the screen outside the door is fully functioning. If not, please report any faults immediately to Facilities.
- If you do need to touch a student as part of the lesson, explain in advance that you are going to do so, why you need to do this and make sure you have the student’s permission to proceed.
- Take care when commenting on a student’s appearance. A casual remark can also be misinterpreted or misrepresented.
- If you are asked to give a student under 18 extra tuition or a private lesson in their own home, you should consult your Head of Department before agreeing to this.
- Staff should never give alcoholic drinks to under 18 students and should avoid situations in which their presence could be interpreted as permitting or encouraging students to drink.
- Declare any gifts / presents given to you to your Head of Department.
- Please do not be afraid to ask for advice from the Head of Safeguarding or your department’s DSL if you are unsure if a situation is safe.
- All Staff must follow the Staff Code of Conduct & City of London Corporation’s Social Media policy.
- For staff who has a school email address: please only use your school email address and students’ school email addresses when communicating with students by email.

Appendix 9

External Events and Speakers procedure and approval process

The Guildhall School of Music and Drama does not generally host “external speaker” type events. Therefore, rather than a separate External Speaker Policy, the Maintaining good campus relations in higher education policy exists in order to protect the rights and freedoms of our students, staff and visitors, and to ensure that the institution balances this with its legal requirement to secure freedom of speech. The policy covers all events hosted by the School, the Students’ Union and events hosted by third party organisations that take place on our premises. It also highlights Prevent related issues.

Most events present a low level of risk and the majority of external speaker requests will be straightforward and can be handled entirely at a departmental level. However, some may be complex and may require referral for further consideration. The referral process below will only apply in exceptional circumstances where events or speakers are deemed to be higher-risk. In order to ensure the effective implementation of the policy across the institution, all events will be overseen by the events committee.

The person organising the event must undertake a first assessment of the proposed external speaker or event and if there are any concerns, escalate the decision about whether to invite that speaker as

set out in the process below. Local assessment of proposed external speakers or events will consider the following questions:

- Has the speaker previously been prevented from speaking at Guildhall or another similar establishment or previously been known to express views that may be in breach of the Maintaining good campus relations in higher education policy?
- Does the proposed title or theme of the event present a potential risk that views or opinions expressed by speakers may be in breach of the Maintaining good campus relations in higher education policy?
- Is the proposed speaker or theme likely to attract attendance from individuals or groups that have previously been known to express views that may be in breach of the Maintaining good campus relations in higher education policy?

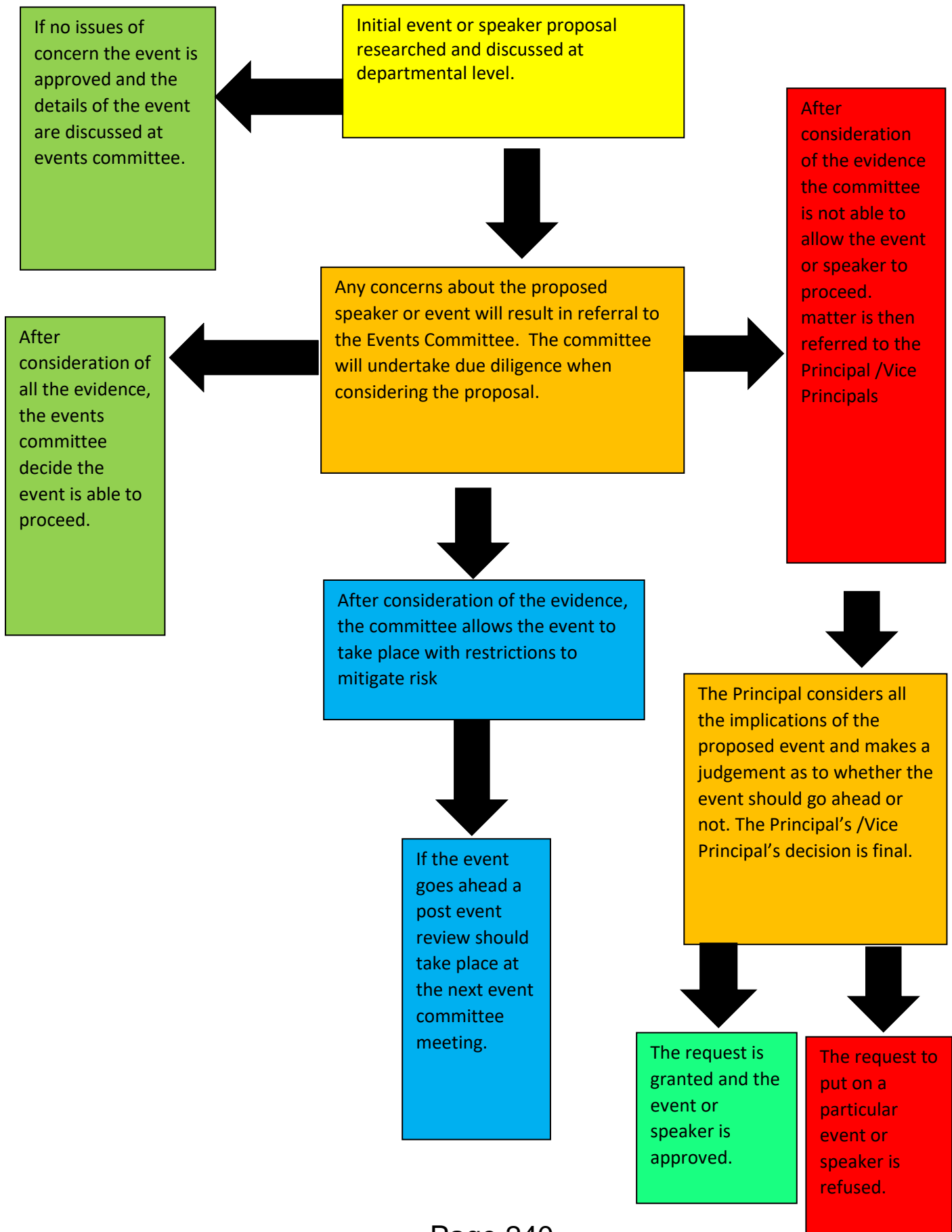
If the answer to any of the questions is yes or unclear, the event organiser must refer the request to the Events committee

Due diligence might include an internet search, review of social media, discussions with institutions who have hosted similar events to see if there were any issues of concern or liaison with local police. Mitigating action could include allowing the event to go ahead with restrictions to reduce risk including observation of the event, restrictions the materials to be distributed at the event, the inclusion of opportunities to debate the opposing view or additional security.

Ideally an event or speaker proposal would be submitted in good time to allow further discussion by the committees. In an emergency a referral can be made directly to the Principal.

Failure by a member of staff or student to comply with this policy will be treated very seriously and may be subject to formal action under the normal disciplinary processes for staff and students.

Event Approval Procedure



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