



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 13 MAY 2013

Time: 1.45 pm

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

Members:

Deputy John Barker	Paul Hughes
Deputy John Bennett	Professor Barry Ife
Sir Andrew Burns	Pamela Lidiard
Deputy John Chapman	Kathryn McDowell
Christina Coker	Deputy Wendy Mead
Neil Constable	Ann Pembroke
Daisy Evans	John Scott
Daniel Evans	Jeremy Simons
Marianne Fredericks	Angela Starling
Alderman David Graves	Alderman Fiona Woolf
Gareth Higgins	

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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Principal's Introduction to the Agenda

Following the recent Court elections, there are a number of important items of business relating to the Board's constitution (items 3-7). The main items of School business follow from the Board's approval of the revised strategic plan in 2012, and the agreement of the Resource Allocation Sub-Committee in March to fund the delivery of the plan. The heart of the agenda is therefore in items 21-26, which provide updates of the strategic plan in the light of the RA Sub decision (21), headline fees for 2014/15 (22), the long-term financial plan itself as submitted to RA Sub (23), the 2013/14 budget (24) and draft five-year forecasts for HEFCE (25). Finally, the 2012/13 outturn report is provided for information (26). These important finance items show that, in general, the School is in a balanced position, will be able to manage the transitional running costs of Milton Court and will be able to invest in its academic infrastructure over the coming years to enable it to meet its growth targets in the strategic plan.

Now that Milton Court is close to completion, the Board is asked to note progress on fundraising and agree proposals for the recognition of principal donors (item 27). The Board is also provided with an update on practical completion and a preview of the arrangements for the formal opening of the building and the highlights of the opening season.

The Board will also receive a presentation from the Creative Learning division (item 12) and be asked to approve arrangements for two CYM satellite centres in Norfolk and Somerset. These are important planks in the School's strategy to strengthen its position as the UK's largest supplier of specialist music education to students under 18, and to maintain and develop its commitment to widening participation in the performing arts by young people in London and beyond. Finally, the Board will be asked to approve the recommendations of the nominations committee for fellowships and honorary fellowships. This year's list recognises the important contributions of a number of people to the delivery of Milton Court.

Those items which it is proposed can be approved or noted without discussion are marked with a star (*). It is open to any Governor to request that an item be unstarred and subject to discussion. Governors may inform the Town Clerk of this request prior to the meeting, or the Chairman at the start of the meeting.

Part 1 - Public Agenda

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council, 25 April 2013, appointing the Board and approving its Terms of Reference (copy attached).

For decision
(Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No. 29.

For decision

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No. 30.

For decision

6. **BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA AND NEW COURT APPOINTMENTS**

To note that the Guildhall School Governors are as follows: -

- (i) Principal of the Guildhall School for the time being
Professor Barry Ife CBE FKC Hon FRAM BA (Hons) PhD ALCM
- (ii) Academic Member of the School Staff elected by the School's Academic Staff –
Pamela Lidiard
- (iii) Non-Academic Member of School Staff Elected by School Administrative Staff –
Gareth Higgins
- (iv) Guildhall School Student Representative for the time being - Daisy Evans,
President of the Students' Union
- (v) 6 Co-opted Governors
- (vi) 11 Common Council Members; Marianne Fredericks, John Scott and Angela
Starling were recently elected by the Court of Common Council and Deputy John
Bennett was re-elected.

7. **APPOINTMENT OF SUB COMMITTEES FOR 2013/2014**

Report of the Town Clerk (copy attached).

For decision
(Pages 3 - 20)

8. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 4 February 2013
(copy attached).

For decision
(Pages 21 - 26)

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

To receive the public minutes of the Finance & Resources Committee held on 30 April
2013 (To Follow).

For decision
(Pages 27 - 28)

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

To receive the public minutes of the Nominations Committee held on 2 May 2013 (To Follow).

For decision
(Pages 29 - 30)

11. **PRINCIPAL'S GENERAL REPORT**

Report of the Principal (copy attached).

For decision
(Pages 31 - 38)

12. **CREATIVE LEARNING - PRESENTATION**

Presentation by the Director of Creative Learning.

For decision
(Pages 39 - 68)

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

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

15. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Part 2 - Non Public Agenda

16. **NON PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 4 February 2013 (copy attached).

For decision
(Pages 69 - 72)

17. **LONDON LIVING WAGE - STUDENT AND STAFF CATERING CONTRACT**

Report of the Chamberlain (copy attached).

For decision
(Pages 73 - 80)

18. ***NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
To receive the non-public minutes of the Finance & Resources Committee held on 30 April 2013 (To Follow).
For decision
(Pages 81 - 84)
19. ***NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**
To receive the non-public minutes of the Nominations Committee held on 2 May 2013 (To Follow).
For decision
(Pages 85 - 86)
20. **RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS - 2013**
Report of the Principal (copy attached).
For decision
(Pages 87 - 98)
21. **STRATEGIC PLAN REVISION**
Report of the Principal (copy attached).
For decision
(Pages 99 - 104)

FINANCE

22. **SENIOR SCHOOL HEADLINE TUITION FEES FOR 2014/15**
Report of the Principal (copy attached).
For decision
(Pages 105 - 110)
23. **GUILDHALL SCHOOL LONG TERM FINANCIAL PLAN**
Joint report of the Chamberlain and Principal (copy attached).
For decision
(Pages 111 - 146)
24. **BUDGET MANUAL - FINANCIAL YEAR 2013/14**
Report of the Chief Operating & Financial Officer (copy attached).
For decision
(Pages 147 - 174)

25. **ACADEMIC YEAR FINANCIAL FORECASTS (DRAFT)**

Report of the Chief Operating & Financial Officer (copy attached).

For decision
(Pages 175 - 178)

26. **FINANCE REVIEW**

Report of the Chief Operating & Financial Officer (copy attached).

For decision
(Pages 179 - 184)

MILTON COURT

27. **MILTON COURT FUNDRAISING AND RECOGNITION**

Report of the Principal (copy attached).

For decision
(Pages 185 - 194)

28. **MILTON COURT PRACTICAL COMPLETION AND OPENING SEASON**

Report of the Principal (copy attached).

For decision
(Pages 195 - 200)

29. **CYM SATELLITES**

Report of the Principal (copy attached).

For decision
(Pages 201 - 224)

30. **PROGRESS REPORT CAPITAL/SUPPLEMENTARY REVIEW PROGRAMME
2009/10 - 2013/14 AND PROPOSALS FOR CAPITAL/SUPPLEMENTARY REVIEW
PROGRAMME 2014/15 - 2016/17**

Report of the Principal (copy attached).

For decision
(Pages 225 - 248)

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

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

Agenda Item 3

GIFFORD, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2013, doth hereby appoint the following Committee until the first meeting of the Court in April, 2014.

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

1. Constitution

A Non-Ward Committee consisting of,

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

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

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

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

2. Quorum

The quorum consists of any seven Common Council Governors.

3. Membership 2013/14

- 3 (3) John Douglas Chapman, Deputy
- 3 (3) Fiona Woolf, C.B.E., Alderman
- 6 (2) John Alfred Barker, O.B.E., Deputy
- 5 (2) David Andrew Graves, Alderman
- 5 (2) Wendy Mead, Deputy
- 7 (2) Ann Marjorie Francesca Pembroke
- 4 (2) Jeremy Lewis Simons MSc
- 4 (1) John Alfred Bennett, Deputy
- 1 (1) Marianne Bernadette Fredericks
- 7 (1) John George Stewart Scott, J.P., B.A.(Hons)
- 1 (1) Angela Starling

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

- the Principal of the Guildhall School for the time being - Prof Barry Ife, C.B.E., F.K.C., Hon. FRAM., B.A.(Hons.), Ph.D., A.L.C.M.
- one Academic Member of the Guildhall School Staff, elected by the Academic Staff - Pamela Lidiard
- one Non-Academic Member of the Guildhall School Staff, elected by the administrative staff - Gareth Higgins
- one Guildhall School Student representative (President of the Student Union for the time being) - Daisy Evans
- up to 6 Non-City of London Corporation Members with appropriate expertise - Sir Andrew Burns
Christina Coker O.B.E.
Neil Constable
Daniel Evans
Paul Hughes
Kathryn McDowell, C.B.E., D.L.

4. Terms of Reference

To be responsible for:-

- (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School of Music & Drama and oversight of its activities;
- (b) the approval of an annual Business Plan;

- (c) the approval of annual estimates of income and expenditure;
- (d) the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
- (e) the appointment of the Principal of the Guildhall School of Music & Drama

Barradell

Committee: Board of Governors of the Guildhall School of Music & Drama	Date: 13 May 2013
Subject: Appointment of Sub Committees for 2013/2014	
Report of: Town Clerk	Public
For Decision	
<p style="text-align: center;"><u>Summary</u></p> <p>The purpose of this report is to consider the appointment of your Audit & Risk Management, Remuneration, Nominations, Reference Sub, Finance & Resources and Governance & Effectiveness Committees for 2013/2014. (The Town Clerk having sought expressions of interest from Governors).</p> <p><u>Recommendations:</u></p> <ul style="list-style-type: none"> (a) That you note the Membership of the Board including the different categories of membership and the Terms of Reference of the Sub Committees (set out in Appendix A); (b) That you consider the membership of the Audit & Risk Management Committee for 2013/14 and appoint its Chairman; (c) That you consider the membership of the Remuneration Committee for 2013/14; (d) That you consider the membership of the Nominations Committee for 2013/14. (e) That you consider the membership of the Reference Sub Committee for 2013/14; (f) That you consider the membership of the Finance & Resources Committee for 2013/14 and; (g) That the membership of the Governance & Effectiveness Committee remains unchanged for 2013/14. 	

Membership of the Board of Governors

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

Common Council Members (11)

John Barker, Deputy
John Bennett, Deputy
John Chapman, Deputy
Marianne Fredericks
David Graves, Alderman
Wendy Mead, Deputy
Ann Pembroke
John Scott
Jeremy Simons
Angela Starling
Fiona Woolf, Alderman

Principal of the Institution

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

Institution's Academic Staff

Pamela Lidiard elected by the Academic Staff
Gareth Higgins elected by the Administrative Staff

Institution's Student Representative

Daisy Evans as President of the Students' Union (to July 2013)

Co-opted Governors (6)

Sir Andrew Burns
Christina Coker
Neil Constable
Daniel Evans
Paul Hughes
Kathryn McDowell

2. The Chairman of the Barbican Centre Board, Chairman of the Culture, Heritage & Libraries Committee (if not elected as a full Governor) and one representative of the Centre for Young

Musicians shall be permitted to attend the Board/Sub Committee meetings in a non-voting advisory capacity.

3. It should be noted that only **full** Governors may serve on the Audit & Risk Management, Remuneration, Nominations, Finance & Resources and Governance & Effectiveness Committees although others may be invited to attend.

Audit & Risk Management Committee

4. The membership of the Audit & Risk Management Committee in 2012/13 was:

Jeremy Simons
Wendy Mead
Neil Constable
Alderman Fiona Woolf
Vacancy

5. There are five vacancies on the Audit & Risk Management Committee for 2013/14. Neither the Chairman of the Board of Governors nor members of the Finance & Resources Committee may serve on this Committee. The Board must elect the Chairman of the Audit & Risk Management Committee.
6. The Audit & Risk Management Committee should be a small authoritative body which has the necessary financial expertise and the time to examine the institution's risk management control and governance under delegation from the governing body. It should not confine itself to financial systems but should examine risk management, control and governance independently and report areas of concern to the governing body. The Audit & Risk Management committee **must** produce an annual report for the governing body including its opinion on the adequacy and effectiveness of the School's risk management, control and governance arrangements, and arrangements for promoting economy, efficiency and effectiveness (value for money).
7. The specific responsibilities of the Board in respect of audit are:-
 - to appoint the Audit & Risk Management committee and its Chairman

- to consider, and where necessary, act on an annual report from the Audit & Risk Management committee
- to consider the annual report
- to appoint the external auditors
- to receive and approve the audited annual financial statements

(This is usually reserved to the governing body for its collective decision without delegation).

8. **Recommendations: That you consider the membership and elect a Chairman of the Audit & Risk Management Committee for 2013/14.**

Remuneration Committee

9. The membership of the Remuneration Committee in 2012/13 was:
- Chairman of the Board - Alderman David Graves
 Deputy Chairman of the Board - Deputy John Bennett
 The Principal of the Guildhall School
 Sir Andrew Burns
 Neil Constable
 Paul Hughes
 Pamela Lidiard
 Jeremy Simons
10. This Committee is yet to have its first meeting and will meet as and when required. The Terms of Reference of this Committee state that the membership should include at least three Members.
11. The Remuneration Committee will review and advise the Establishment Committee, as necessary, on the salaries, terms and conditions (and, where appropriate, severance payments) of the head of the institution and such other members of staff as the Board deems appropriate.
12. Membership of this Committee should include the Chairman of the Board, at least three other lay/independent members (not

necessarily members of the governing body) and the lay treasurer if such an office exists, from among whom a Committee Chairman should be appointed. The Principal may be a member of the Committee.

13. It should be noted that the School will remain **subject** to the Corporation's priorities, budgetary and other policies, financial regulations and standing orders. Furthermore, the City of London Corporation's Establishment Committee has overriding responsibility for human resources and employment within the City of London Corporation (including the Guildhall School).
14. The Remuneration Committee can, however, play a most helpful **advisory** role regarding the salaries of senior staff at the School and a mapping of the remuneration/skills etc required against other parts of the Higher Education Sector. Accordingly following the submission of its considered views to this Board, advice could then be fed into the establishment process within the City of London Corporation.
15. The 15 May 2006 meeting of the Board agreed "that a Remuneration Committee be established to act in an advisory capacity to this Board".
16. **Recommendations: That you consider the membership of the Remuneration Committee for 2013/14.**

Nominations Committee

17. The membership of the Nominations Committee for 2012/13 was:

Chairman of the Board – Alderman David Graves
Deputy Chairman of the Board – Deputy John Bennett
The Principal of the Guildhall School
Christina Coker – *Co-opted Governor*
Paul Hughes – *Co-opted Governor*
Deputy Wendy Mead – *Court of Common Council Governor*
Jeremy Simons – *Court of Common Council Governor*
Alderman Fiona Woolf – *Court of Common Council Governor*
Pamela Lidiard – *As senior Member of the Academic Staff
Vacancy (Co-opted Governor)*

18. This Committee should include 3 Co-opted Governors and 3 Common Council Members together with one senior Member of the Academic Staff.
19. Governing bodies should establish a Nominations Committee to seek out and recommend the appointment of new lay/independent/co-opted members to the Governing Body. Membership of the Nominations Committee should include the Chairman of the Board (who should normally chair it), at least three other lay/independent/co-opted members, the Principal and at least one senior member of the academic staff.
20. The Comptroller and City Solicitor has confirmed that independent Members in terms of the Nominations Committee should encompass Court of Common Council Governors and the Co-opted Governors. Independent members are external and independent of the School.
21. Vacancies for lay/independent members and co-opted members should be publicised (including a job specification and a clear indication of the skills, knowledge and experience required) within and outside the institution. Staff and students, as well as members of the Board, should be invited to submit names to the Clerk of the Board in due course.
22. In making its recommendations to the Board, the Nominations Committee must pay regard to the balance of membership and the needs of the Guildhall School, and may keep a 'skills register' against which to consider the field of candidates. The question of inclusion of appropriate members of the local community should also be addressed.
23. The Nomination Committee meets as and when required.
24. The 15 May 2006 meeting of the Board agreed that a Nominations Committee should be established to make recommendations to the Board regarding the appointment of Non-City Governors.
25. **Recommendations: That you consider the membership of the Nominations Committee for 2013/14.**

Reference Sub Committee

26. The Reference Sub Committee meets as and when required to consider any issues that arise outside of the normal cycle of the Board and which are not suitable to be advanced through the City's urgency procedures.
27. The membership of the Reference Sub Committee for 2012/13 was:

Chairman of the Board – Alderman David Graves
Deputy Chairman of the Board – Deputy John Bennett
Sir Andrew Burns
Deputy Stella Currie
Vacancies x2
28. There are four vacancies and Governors are invited to express their interest in serving on the Reference Sub Committee.
29. **Recommendations: That you consider the membership of the Reference Sub Committee for 2013/14.**

Finance & Resources Committee

30. The membership of the Finance & Resources Committee for 2012/13 was:

Chairman of the Board – Alderman David Graves
Deputy Chairman of the Board – Deputy John Bennett
Sir Andrew Burns
Deputy John Chapman
Katharine Lewis (resigned December 2012)
Vacancies x2
31. Members of the Audit & Risk Management Committee are **not** eligible to serve as Members of the Finance and Resources Committee and vice versa.
32. There are five vacancies and Governors are invited to express their interest in serving on the Finance & Resources Committee.
33. **Recommendations: That you consider the membership of the Finance and Resources Committee for 2013/14.**

Governance & Effectiveness Committee

34. The Governance and Effectiveness Committee was originally set up at the 18 February 2008 Board meeting. The Committee has conducted the Governance & Effectiveness Review, which takes place every three years, with the recommendations being endorsed by the Board. It is proposed that the membership of the Committee remain the same, in principle, however there is one vacancy:

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

35. **Recommendations: That you consider the membership of the Governance & Effectiveness Committee for 2013/14.**

Dates of Board meetings in 2013 and 2014

36. The Board will meet on the following dates/times for the remainder of 2013 and in 2014.

Wednesday 18 September 2013 at 1:45pm
Monday 18 November 2013 at 1:45pm
Monday 24 February 2014 at 1:45pm
Monday 12 May 2014 at 1:45pm
Monday 22 September 2014 at 1:45pm
Monday 17 November 2014 at 1:45pm

Appendix A: Terms of Reference of Sub Committees

Contact:
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020 7332 1408

Audit & Risk Management Committee – Terms of Reference

The Audit and Risk Management Committee must:

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

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

Constitution

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

Membership

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

Attendance at meetings

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

the external and/or internal auditors without any other officers present (save for the clerk, as previously noted).

Frequency of meetings

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

Authority

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

Duties

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

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

Reporting procedures

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

- economy, efficiency and effectiveness (value for money).

This opinion should be based on the information presented to the Committee. The Audit and Risk Management Committee's annual report should normally be submitted to the Board of Governors before the Governors' responsibility statement accompanying the Income & Expenditure account for the year ending 31 July is signed.

Clerking arrangements

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

Remuneration Committee – Terms of Reference

1. The Committee of University Chairmen (CUC) Guide for Members of Higher Education Governing Bodies in the UK (HEFCE 2004/40) – “Governance Code of Practice and General Principles” (the Code) provides that Governing bodies should establish a Remuneration Committee to determine and review the salaries, terms and conditions (and, where appropriate, severance payments) of the head of institution and such other members of staff as the Governing Body deems appropriate.
2. Membership of such a Committee should include the Chairman of this Board, at least three other lay/independent members (not necessarily members of the governing body) and the lay treasurer if such an office exists, from among whom a committee chair should be appointed. The Principal may be a member of the Committee, but in any case should be consulted on remuneration relating to other senior post holders and should attend meetings of the committee, **except** when the Committee discusses matters relating to his/her own remuneration.
3. The Remuneration Committee must seek comparative information on salaries and other benefits and conditions of service in the higher education sector. Two sources of information are available: the CUC has a database of salaries, benefits and conditions of service for heads of institution (currently available only to chairs of governing bodies); and the Universities and Colleges Employers’ Association (UCEA) collects data on the salaries of other senior staff.
4. The Remuneration Committee’s reports to the Governing Body should provide sufficient detail of the broad criteria and policies against which decisions have been made.
5. In considering the above advice it is the view of your officers that taking into account the principle endorsed by the Court of Common Council in December 2006, viz “that the School will remain **subject** to the Corporation’s priorities, budgetary and other policies, financial regulations and standing orders”, the City of London Corporation’s Establishment Committee has overriding responsibility for human resources and employment within the City of London Corporation (including the Guildhall School).
6. Notwithstanding the above, the Principal has intimated that a Remuneration Committee could play a most helpful **advisory** role regarding the salaries of senior staff at the School and a mapping of the remuneration/skills etc required against other parts of the Higher Education Sector. Accordingly following the submission of its considered views to this Board, advice could then be fed into the establishment process within the City of London Corporation.
7. The 15 May 2006 meeting of the Board agreed “that a Remuneration Committee be established to act in an advisory capacity to this Board.
8. The Effectiveness Committee concurred with this advice and felt that the Remuneration Committee could consider equal opportunities matters, and the totality of the staffing pay structure.

9. It was noted that the Principal's remuneration was not in the remit of this Committee.
10. It is proposed that the Remuneration Committee should meet once a year with further meetings as required during the year.

Nominations Committee – Terms of Reference

Membership

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

Remit

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

Reference Sub Committee – Terms of Reference

Membership

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

Remit

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

Authority

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

Finance & Resources Committee – Terms of Reference

Membership

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

Remit

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

Note:-

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

Governance and Effectiveness Committee - Terms of Reference

Introduction

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

Membership

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

Attendance at meetings

7. A representative of the Town Clerk shall attend meetings

Frequency of meetings

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

Authority

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

Duties

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

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

Monday, 4 February 2013

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Guildhall on Monday, 4 February 2013 at 11.30am

Present

Members:

Alderman David Graves (Chairman)	Professor Barry Ife
Deputy John Bennett (Deputy Chairman)	Kathryn McDowell
Deputy John Barker	Deputy Wendy Mead
Sir Andrew Burns	Ann Pembroke
John Chapman	Deputy Richard Regan
Christina Coker	Jeremy Simons
Neil Constable	Alderman Fiona Woolf
Deputy Stella Currie	

In Attendance

Tom Hoffman
Deputy Catherine McGuinness
Nicy Roberts
Peter Young

Officers:

Rakesh Hira	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Niki Cornwell	- Chamberlain's Department
Sandeep Dwesar	- Guildhall School of Music & Drama
Clive Russell	- Guildhall School of Music & Drama
Jonathan Vaughan	- Guildhall School of Music & Drama
Michael Dick	- Guildhall School of Music & Drama
Gareth Higgins	- Guildhall School of Music & Drama

The Chairman welcomed Gareth Higgins, elected Non-Teaching Governor, to the meeting who would start his term from April 2013.

1. APOLOGIES

Apologies were received from Pamela Lidiard.

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

Alderman David Graves declared his personal interest as his daughter is at the Junior Guildhall (this was a standing declaration).

Deputy Catherine McGuinness declared her personal interest as a Trustee of the Guildhall School Development Fund, Vice Chair of Governors of the City Academy - Hackney, and a parent of a current student of the Guildhall School (this was a standing declaration).

Nicy Roberts declared her personal interest as a member of the CYM Monitoring Group, editor of the CYM newsletter UPBEAT, and organiser of the LSSO Alumni database (this was a standing declaration).

Sir Andrew Burns declared that he was Chairman of the Hestercombe Gardens Trust (this was a standing declaration).

3. **PUBLIC MINUTES**

The public minutes of the meeting held on 19 November 2012 were approved as a correct record.

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

4.1 ***12 November 2012**

The public minutes of the Finance & Resources Committee held on 12 November 2012 were received.

4.2 ***16 January 2013**

The public minutes of the Finance & Resources Committee held on 16 January 2013 were received.

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

The public minutes of the Audit & Risk Management Committee held on 18 January 2013 were received.

6. **TERMS OF REFERENCE**

In accordance with the Order of the Court of Common Council, of 6 December 2012, the Board reviewed and approved their Terms of Reference prior to its submission to the Court at its meeting in April 2013.

It was agreed that the Terms of Reference of the Sub Committees be submitted to the May Board meeting.

It was also noted that the expansion, if any, of the Terms of Reference of the Board would be considered by the Governance & Effectiveness Sub Committee in due course.

RESOLVED – That the Terms of Reference be submitted to the Court of Common Council in April 2013 for approval and the Terms of Reference of the Sub Committees be submitted to the May Board meeting.

7. **PRINCIPAL'S GENERAL REPORT**

A report of the Principal updated Governors on the following general issues:

- Awards and Prizes
- Student profiles 2012/13 and 2013 admissions
- Funding and the strategic plan
- Milton Court
- Partnerships
- CYM regional centres
- Enterprise summary
- Recent Alumni Successes

The Principal reported that there had been a 6% increase in undergraduate applications and a 2% increase in postgraduate applications and that overseas recruitment was progressing well. The Director of Music highlighted that auditions in both music and acting were held in New York and from the 44 applicants 22/24 received offers. In Hong Kong, where auditions were held for the first time, of the 17 applicants 8 candidates received offers.

A discussion took place and reference was made to the list of alumni showing recent graduates who were now successful in the fields of acting, technical theatre, music and film/TV composers.

In response to a question by a Governor, the Principal explained that scholarships/bursaries had increased year on year with currently 40% of students being in receipt of a scholarship and that the focus remained on attracting applicants. It was noted that where applicants had declined an offer, the School was very concerned to identify where the applicant had ultimately gone.

A fuller report on how the fundraising system worked would be submitted to the May Board meeting.

RECEIVED

8. **STUDENTS' UNION CONSTITUTION**

A report of the Students' Union President concerning the Students' Union (SU) constitution was considered. The SU constitution was last reviewed by the Board in November 2011 and since then discussions had taken place within the Students' Union over the appropriate Cabinet Executive Committee positions within the Union.

The proposed changes had the support of the SU Parliament and the Senior Management Team.

Governors discussed whether membership of the SU should be on the basis of "opt in" or "opt out" and it was noted that the current "opt out" arrangements were consistent with other similar institutions.

RESOLVED – That the Board approves the amendments of the report for implementation for the forthcoming round of elections in May/June.

9. **GUILDHALL SCHOOL CARBON REDUCTION STRATEGY**

A report of the Director of Strategic Projects setting out the second revision of the Guildhall School Carbon Reduction Strategy was considered. The report included:

- an update on progress achieved so far, showing that scope 1 and 2 direct greenhouse gas emissions had reduced by a further 3.95%, to 31.56% below the 2005 baseline, thus achieving the first interim milestone of a 31% reduction by 2011/12;
- the results of the second student travel survey, incorporating a revision to the methodology of calculating air transport emissions and;
- a continuation of the reduction target of 8% by 2020 for indirect greenhouse gas emissions arising from transport, and of 30% for those arising from water and waste.

The Director of Strategic Projects reported that the Higher Education Funding Council for England (HEFCE) required Carbon Reduction Strategies and their revisions to be approved by the HE institution's governing body. He pointed out that in 2010/11 the School achieved a further reduction of 3.95% to 1,401.352 tonnes and had therefore reached the first milestone.

RESOLVED – That the revised Carbon Reduction Strategy be approved.

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

Milton Court

In response to a question it was noted that the official opening of Milton Court would take place on 26 September 2013 with the concert starting at 7:00pm.

Key Performance Indicators (KPI's)

In response to a question it was noted that work would take place to look at Key Performance Indicators and how the School compared with other conservatoires.

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

There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**
MOTION: That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

13. **NON PUBLIC MINUTES**
The non-public minutes of the meeting held on 19 November 2012 were approved as a correct record.

14. **NON PUBLIC MINUTES OF THE FINANCE & RESOURCES COMMITTEE**
 - 14.1 **12 November 2012**
The non-public minutes of the Finance & Resources Committee held on 12 November 2012 were received.

 - 14.2 **16 January 2013**
The non-public minutes of the Finance & Resources Committee held on 16 January 2013 were received.

15. **RESOLUTION OF THE RESOURCE ALLOCATION SUB COMMITTEE**
A resolution from the Resource Allocation Sub Committee, held on 13 December 2012, in relation to the Guildhall School Strategic Plan 2010-2015 was received.

16. **NON PUBLIC MINUTES OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
The non-public minutes of the Audit & Risk Management Committee held on 18 January 2013 were received.

17. **FUNDRAISING STRATEGY FOR MILTON COURT: NAMING RIGHTS**
A joint report of the Principal and Town Clerk was considered and agreed.

18. **ANNUAL TRANSPARENT APPROACH TO COSTING (TRAC) RETURN REPORTING FOR ACADEMIC YEAR 2011/12**
A report of the Principal was considered and agreed.

19. **MONITORING RETURNS: ACCESS AGREEMENT 2011, WIDENING PARTICIPATION STRATEGIC ASSESSMENT 2009-2012 & NATIONAL SCHOLARSHIP PROGRAMME 2012/13**
A report of the Principal was received.

20. **GUILDHALL SCHOOL OF MUSIC & DRAMA RISK REGISTER**
A report of the Head of Estates & Facilities Management was received.

21. **FINANCE REVIEW**
A report of the Chief Operating & Financial Officer was received.

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

There were no questions.

23. 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.

24. GOVERNOR'S ONLY MINUTES

The confidential Governors Only minutes of the meeting held on 19 November 2012 were agreed.

The meeting ended at 1.14pm

Chairman

**Contact Officer: Rakesh Hira
tel. no.: 020 7332 1408
rakesh.hira@cityoflondon.gov.uk**

Agenda Item 9

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

Tuesday, 30 April 2013

Minutes of the meeting of the Finance and Resources Committee of the Board of Governors of the Guildhall School of Music & Drama held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 30 April 2013 at 1.45pm

Present

Members:

Alderman David Graves (Chairman)
Deputy John Bennett (Deputy Chairman)
Sir Andrew Burns
Deputy John Chapman

In attendance:

Jeremy Simons

Officers:

Rakesh Hira	- Town Clerk's Department
Professor Barry Ife	- Principal, Guildhall School of Music and Drama
Sandeep Dwesar	- Guildhall School of Music & Drama
Niki Cornwell	- Chamberlain's Department

1. APOLOGIES

There were no apologies.

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

Alderman David Graves declared that his daughter has a place at the Junior Guildhall (this was a standing declaration).

3. PUBLIC MINUTES

The public minutes of the meeting held on 16 January 2013 were approved as a correct record.

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

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

6. **EXCLUSION OF THE PUBLIC**
RESOLVED - That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.
7. **NON PUBLIC MINUTES**
The non-public minutes of the meeting held on 16 January 2013 were approved as a correct record.
8. **GUILDHALL SCHOOL LONG TERM FINANCIAL PLAN**
A joint report of the Principal and the Chamberlain was received.
9. **BAD DEBT**
A report of the Chief Operating and Financial Officer was considered and agreed.
10. **BUDGET MANUAL 13/14**
A report of the Chief Operating and Financial Officer was considered and agreed.
11. **HEFCE FIVE YEAR FINANCIAL FORECASTS (DRAFT)**
A report of the Chief Operating and Financial Officer was considered and agreed.
12. **FINANCE REVIEW**
A report of the Chief Operating and Financial Officer was received.
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE FINANCE & RESOURCES COMMITTEE**
There were no questions.
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting ended at 3.30pm

Chairman

Contact Officer: Rakesh Hira
tel. no.: 020 7332 1408
rakesh.hira@cityoflondon.gov.uk

**NOMINATIONS COMMITTEE OF THE BOARD OF GOVERNORS OF THE
GUILDHALL SCHOOL OF MUSIC & DRAMA
Thursday, 2 May 2013**

Minutes of the meeting of the Nominations Committee of the Board of Governors of the Guildhall School of Music & Drama held at Guildhall on Thursday, 2 May 2013 at 3.00 pm

Present

Members:

Alderman David Graves (Chairman)
Deputy John Bennett (Deputy Chairman)
Christina Coker
Paul Hughes
Professor Barry Ife
Pamela Lidiard
Deputy Wendy Mead
Jeremy Simons

Officers:

Rakesh Hira - Committee & Member Services Officer,
Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman Fiona Woolf.

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

Alderman David Graves declared that his daughter has a place at Junior Guildhall (this was a standing declaration).

3. PUBLIC MINUTES

The public minutes of the meeting held on 23 April 2012 were approved as a correct record.

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 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

7. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 23 April 2012 were approved subject to minor amendments.

8. **RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS - 2013**

A report of the Principal was considered and agreed.

9. **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 ended at 3.55 pm

Chairman

**Contact Officer: Rakesh Hira
tel. no.: 020 7332 1408
rakesh.hira@cityoflondon.gov.uk**

Committee(s):	Date(s):
Board of Governors of the Guildhall School of Music & Drama	13 th May 2013
Subject: Principal's General Report	
Report of: Principal	Public
	For Information
<u>Summary</u>	
<p>This report updates the Board on a number of general issues, including:</p> <ul style="list-style-type: none"> • Awards and Prizes • Recent Alumni Successes • Staff Successes • Safeguarding • Funding of the Strategic Plan • Provisional HEFCE grant for 2013/14 • Milton Court • Funding • Queen's Anniversary Prizes 2013-14 • Production Review • Partnerships <p>Recommendation:</p> <ul style="list-style-type: none"> • that the Board receives the report and notes its contents 	

Main report

1 Awards and Prizes

Francesco Scelzo (classical guitar)

- Winner of the Maisie Lewis Young Artists Award
- Winner of the Prince's audience prize of the Worshipful Company of Musicians

Alexandra Stenson (voice, Year 3 BMus, student of John Evans)

- 3rd Prize in the Courtney Kenny Award

Sophie Dee (piano, BMus Year 2, student of Joan Havill)

- Winner of the Piano Section of the 2013 Royal Overseas League Music Competition



Joshua Owen Mills (1st Year Opera Course, student of Adrian Thompson and Yvonne Kenny)

- 2nd Prize in National Mozart Singing Competition

Alessandro Fisher (vocal, PVT, student of Susan Waters) and Ricardo Gosalbo (piano, Guildhall Artist Part 2, student of Eugene Asti and Pamela Lidiard)

- Winners of the Oxford Lieder Young Artists Platform Competition

The Busch Ensemble

- 2nd Prize at Schumann International Chamber Music Competition
- 3rd Prize at Pinerolo Chamber Music Competition

James Garner (composition, student of Paul Whitmarsh)

- Recipient of the 2013 Mary Ryan Richmond Concert Society Award for Composition

Oscar Alabau (cello, Artist Diploma Programme, student of Louise Hopkins)

- Awarded the Young Artist Platform at Wigmore Hall from the Tillet Trust

Johann Chubb (piano, Junior Guildhall, student of Lucy Parham)

- Winner of the Kingston Young Musician of the Year 2013 Competition

Misako Osada (piano, BMus year 4, student of Joan Havill)

- 1st Prize at Oxford Music Festival

Kristiina Rokashevich (BMus year 4, student of Joan Havill)

- 2nd Prize at Oxford Music Festival

Drew Steanson (BMus year 2, student of Philip Jenkins)

- 3rd Prize at Oxford Music Festival

Raphaella Papadakis (Opera Course year 2, student of Janice Chapman)

- Winner of Clonter Opera Prize and the audience Prize

Lucy Hall (Opera Course year 2, student of Yvonne Kenny)

- Nominated for the Harriet Cohen Memorial Award 2012 (£750)

Jonathan Morris (piano, BMus year 3 student of Ronan O’Hora)

- Winner of The Hamilton Harty Cup
- Winner of The Anthony Glavin Trophy & Award

Jazz Group 'VIVE' (Jazz Students Year 2)

- Winners of the UK a capella Voice Competition

Ashley Fripp (Piano, AIS, Student of Ronan O'Hora)

- Winner of the Prince's Prize of the Worshipful Company of Musicians

2 Recent Alumni Successes

Music

Ben Gernon (Tuba BMus and Conducting Fellow, student of Sian Edwards and Patrick Harrild)

- Shortlisted for the final three in the Nestle and Salzburg Young Conductors Award 2013

Zhiying Wei (MMus trombone 2011, student of Eric Crees, Simon Wills, Chris Houlding and John Kenny)

- Appointed 2nd trombone in the Beijing National Centre for the Performing Arts Symphony Orchestra

Sarah Bennington (BMus 2009, student of Philippa Davis, Ian Clarke and Sharon Williams)

- Appointed 2nd flute and piccolo in Scottish Opera

International Opera Awards Nominations

Bryn Terfel (Opera 1989), Best Male Singer

Ryan Wigglesworth (Repetiteur 2002), Newcomer (conductor of director)

Cape Town Opera Chorus – Chorus Master Albert Horne (Repetiteur 2007)

Richard Farnes (Conducting/Piano 2007) Conductor

Julia Lezhneva (MMus 2011) Young Singer

Duncan Rock (Opera 2010) Young Singer

BBC Cardiff Singer of the World Competition

Finalists include three alumni:

Katharine Broderick (graduated 2007)

Susana Gaspar (graduated 2009)

Gary Griffiths (graduated 2011)

Drama

Paapa Essiedu, CoArtistic Director of Invertigo Theatre (Acting 2012)

Invertigo Theatre awarded a commendation for *Outside on the Street* at the Scottish Daily Mail Edinburgh Festival Fringe Drama Award

BAFTA Nominations

Simon Russell Beale (Supporting Actor) for *Henry IV Part 2 (The Hollow Crown)*
Sarah Lancashire (Supporting Actress) for *Last Tango in Halifax*

Whatsonstage Awards

Danielle Tarento's (Acting 1994) production of *Taboo* at Brixton Club House won the award for Best Off-West End Production

Off West End Awards 2013

Richard Howell (SMTT 2006) won the Best Lighting award for *The Hairy Ape* at Southwark Playhouse

Eileen Atkins (Speech & Drama 1953) won the Best Female Performance award in *All That Fall* at Jermyn Street Theatre

3 Staff Successes

Steven Hudson (Oboe Professor)
Appointed Principal Oboe with Northern Sinfonia

Julian Anderson (Professor of Composition)
Nominated for South Bank Sky Arts Awards

Nell Catchpole (PCS 1996 and Creative Learning programme leader)
Winner of Best TBC Production for Brand New Ancients (scored by Nell) at Off West End Awards 2013

Under the provisions of the Scheme for the Conferment of Title to Professor, the School has made the following conferments with effect from 1 September 2013: Dr Helena Gaunt, Patsy Rodenburg, Sue McCulloch and Ronan O'Hora. This is the first time that the School has conferred university titles and extends its congratulations to those who have been successful in this inaugural round.

22 members of staff have submitted applications for fellowships of the Higher Education Academy since 27 March. At the time of writing the first awards had been made by the HEA Recognition Panel and congratulations are also extended to Matthew Kaner (Academic Studies) and Ian Wilson (Wind, Brass and Percussion).

4 Safeguarding

The external consultant engaged by the City to review safeguarding arrangements has presented his reports on Junior Guildhall, CYM and Creative Learning. They are generally supportive but contain recommendations for strengthening in some areas,

together with an overall recommendation that policies and procedures should be harmonised and reviewed regularly by the Board. The Principal has written to the Town Clerk concerning the main recommendation, which is that the City Corporation should have an overarching Child Protection policy and that the School's policies and procedures should be harmonised within that policy. As soon as the Town Clerk has determined a course of action the School will move quickly to implement the recommendations of the report.

5 Funding of the Strategic Plan

At the meeting of the City's Resource Allocation Sub Committee on 22 March, it agreed to fully fund the £3m investment required by the School's strategic plan and approved the investment priorities. The senior management team has refined the investment programme for 2013/14 and the outcome has been incorporated into a further revision of the final section of the strategic plan, which is a separate item on this agenda. The investment fund is being held in a separate cost centre and will be managed by the Principal and the Chief Operating Officer. The School can now plan ahead with confidence for the next few years, so long as the student number forecasts upon which the plan is based are realised. Admissions in 2012 were 17.5 fte ahead of the plan. At the time of writing, undergraduate acceptances in Music are 6 fte better than plan while postgraduate acceptances are 22 fte below. At present we are expecting September 2013 enrolments overall to be equal to or better than the plan.

6 Provisional HEFCE grant for 2013/14

The School has received notification of its provisional teaching and research grant for the academic year 2013/14. This represented an 8% reduction on the previous year, but was not a surprise, due to the implementation of the new funding regime by which over time teaching grant for old regime students is replaced by higher fees from new regime students. The research grant improved slightly, reflecting the higher number of doctoral students registered in the School.

In a separate exercise, HEFCE have agreed to fund the additional student numbers forecast in the strategic plan, but have so far declined to make any further capital grants to the School. Revised financial forecasts will be presented to the May Board for information.

HEFCE have also notified the School of its risk assessment which is 'not at higher risk'.

7 Milton Court

Work continues on the new building. Roof works to the concert hall were completed on schedule before Easter and the crane has been removed. Many of the internal spaces have been completed and locked, leaving the majority of work to be done in the main venues and the access areas, including the front of house foyers and bars. As scaffolding is removed, some of the architectural lighting and other features can now be appreciated and it is clear that the building will be very handsome indeed, when it is finished. A considerable amount of commissioning remains to be done and this will determine when the building can be handed over. A full range of contingency plans have been put in place and we await further information from the developer and the contractor concerning a firm date for practical completion (currently end May). A separate agenda item refers. A tour of the new building will be arranged for Governors in advance of the gala opening on the evening of 26 September.

8 Fundraising

The fundraising target for Milton Court is now down to £3.8m and the seat-naming appeal is progressing well. Seat-naming was featured at the Gold Medal final on 2 May. Last term's 'Take to the Stage' gala dinner on the set of *The Marriage of Figaro* raised a net sum of £14,000 for the scholarships fund and was a most enjoyable occasion.

9 Queen's Anniversary Prizes 2013-14

As proposed in the Principal's general report to the February Board, a submission has been made in respect of Total Immersion, the School's 17-year partnership with the BBC Symphony Orchestra in celebration of contemporary composers and their music. The outcome will be known in the autumn. The School has won two previous Queen's Anniversary prizes, in 2005 for Guildhall Connect and in 2007 for the Opera Programme.

10 Production Review

At the end of every term we review all of the performances and productions that have taken place during that term, with the aim of identifying and addressing any areas for improvement in future. It is a 'no holds barred' discussion at which no prisoners are taken. At our most recent Production Review we noted some outstanding successes last term, including a fine production of Mozart's *The Marriage of Figaro*, a wonderful set of opera scenes (at the School and at Gray's Inn), an outstanding performance by the symphony orchestra with Michael Petrov as soloist and Gianandrea Noseda conducting, and a most moving production of *The Laramie*

Project, directed by Wyn Jones – a production that showed the strength of our acting and technical theatre ensembles to maximum effect.

11 Partnerships

Subject to decisions to be made elsewhere on this agenda, the School is proposing to document its collaborative arrangements with major partners including the LSO, the Royal Opera House, Norwich and Somerset Music Hubs and Beit Al Musica. Other partnerships will be formalised in due course. The agreements will take the form of standard memoranda that set out the responsibilities and expectations of both partners, together with any consequential financial considerations.

Contact:
Professor Barry Ife CBE
Principal
Guildhall School of Music & Drama

Email: barry.ife@gsmd.ac.uk
Tel: 020 7382 714

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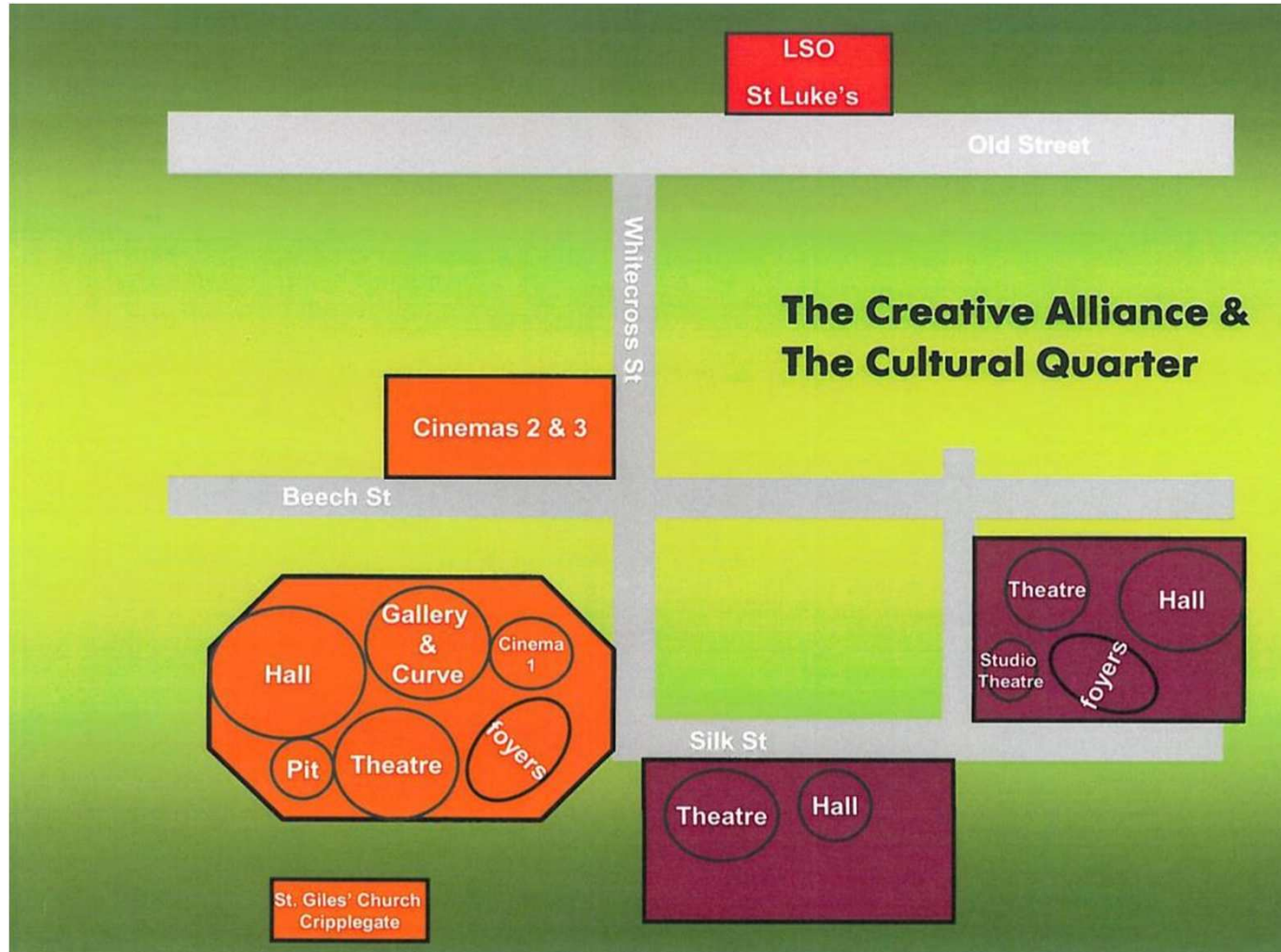
Guildhall School Creative Learning Board Presentation

Sean Gregory

Director of Creative Learning

May 2013







World Class Arts and Learning
Arts Without Boundaries



**An international centre
of excellence and global
leader of creative and
professional practice in
the performing arts**

Place creative learning at the heart of our work

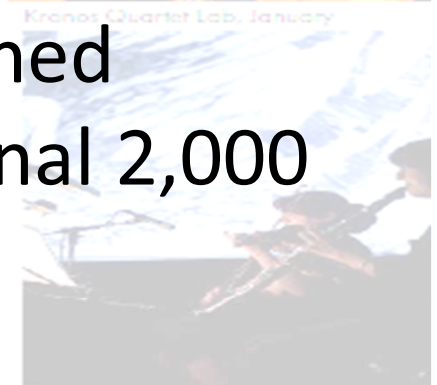
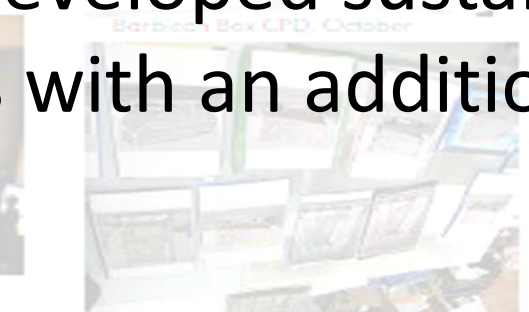
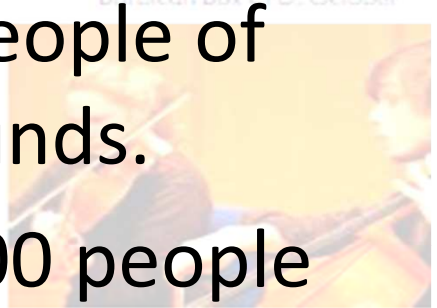
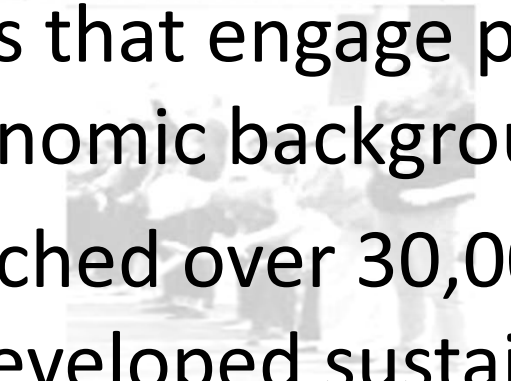
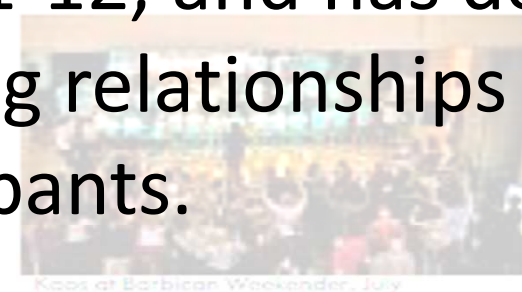
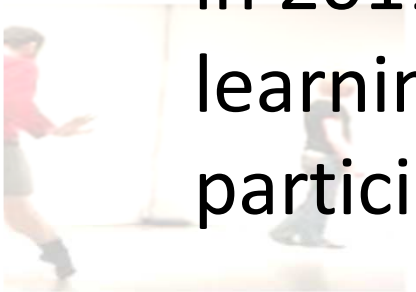
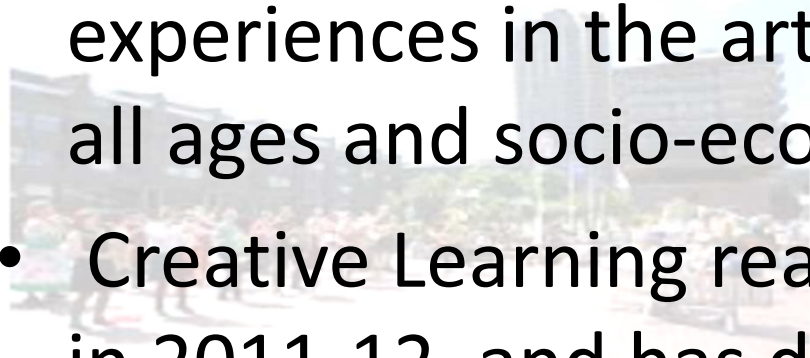
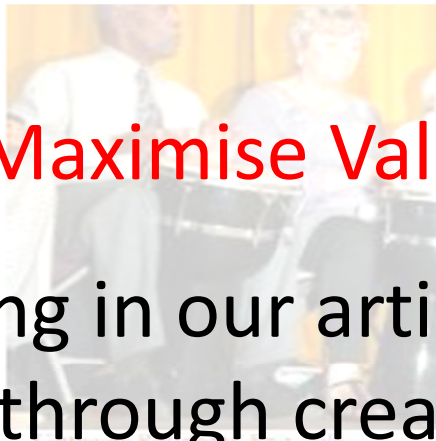
- 1. Produce an outstanding programme**
- 2. Maximise value and impact**
- 3. Strengthen B/G artistic links**
- 4. Build internal and external visibility**
- 5. Pioneer future learning models**

**Developing a sense of BELONGING to the Barbican, Guildhall School
and wider cultural quarter**



Maximise Value and Impact

- Investing in our artists and audiences of the future through creative, participatory experiences in the arts that engage people of all ages and socio-economic backgrounds.
- Creative Learning reached over 30,000 people in 2011-12, and has developed sustained learning relationships with an additional 2,000 participants.





Access Agreement 2012

Reporting year: **1 August 2012 to 31 July 2013**

General reach – 6,000 participants of all ages from target boroughs

Specific reach - 750 participants in the 8 to 18 age range from the target boroughs

Target boroughs

- The City of London
- Barking & Dagenham
- Camden
- Hackney
- Lewisham
- Tower Hamlets
- Islington
- Bexley
- Greenwich
- Havering
- Newham
- Waltham Forest





Evaluation

**Learning, Excellence, Reach, Partnership,
Dissemination**

OUTCOMES

What are the benefits brought about by this work?
What changes as a result of our work.

OUTPUTS

The measurable results of the outcomes that
are created through the work,





Creative Learning is....

- Learning that promotes and is characterised by creativity
- Learning that commits to personal and cultural development, as well as sustainable economic growth
- Learning that puts imagination into practice
- Learning that advocates excellence, both within and beyond the realms of traditional accomplishments
- Learning that excites the potential of the human spirit
- Learning that engages people creatively with the arts enabling them to develop, grow and thrive



The 21st Century cultural landscape

- An evolutionary era of artistic, cultural and social 'non-definability', connected to increasing local-global uncertainty
- New hybrids of creativity, leadership, performance and communication
- Emerging generation of arts practitioners from a wide range of backgrounds and experiences, collaborating without fixed ideas
- Contemporary audiences who are more eclectic in their taste, as consumers *and* participants
- Artists now need to be more curious, focused, imaginative, self-aware and entrepreneurial than ever



The Arts Council of England

Priorities for National Portfolio Organisations

Talent and artistic excellence are thriving and celebrated

More people experience and are inspired by the arts

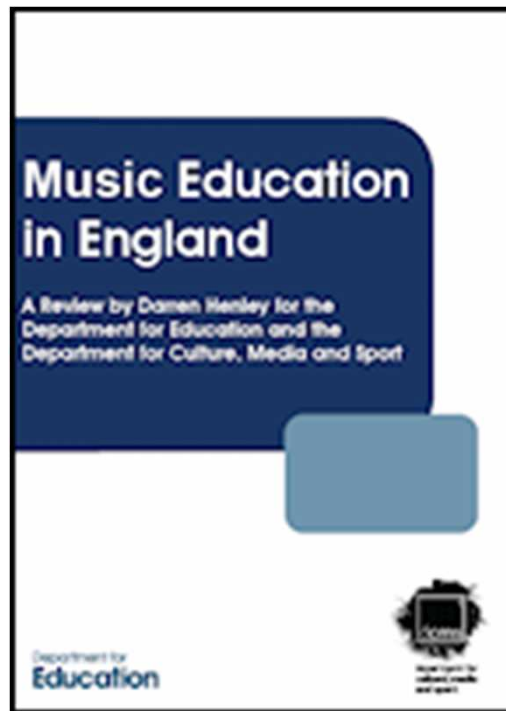
The arts are sustainable, resilient and innovative

The arts leadership and workforce are diverse and highly skilled

Every child and young person has the opportunity to experience the richness of the arts



The Cultural Education Landscape



Following the publication of the National Music Plan, Schools, Local Authorities, Arts Council England client organisations and other recognised delivery organisations are now working together in partnership as Music Hubs. The Henley Cultural Education Review has now been released and is also being considered by the government, ACE and Bridging Organisations.



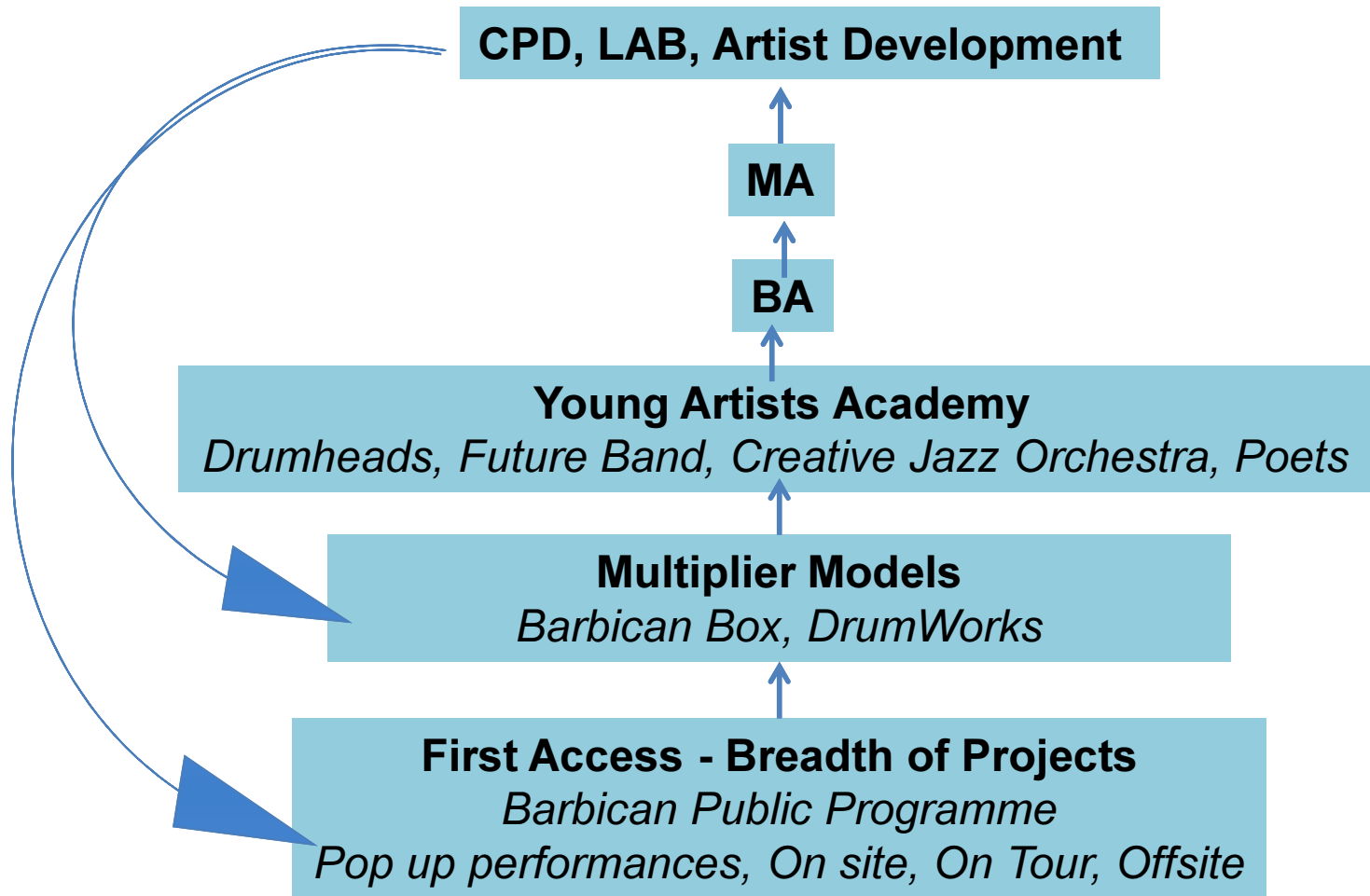
The 21st Century Artist

Artists as **ambassadors**, promoting the role and contribution of the arts to its function in society with integrity and attention to its ethical values

The artist who can have the artistic and reflective skills to thrive as a **portfolio practitioner** – performing and communicating, creating and collaborating, leading and teaching



Creative Learning creates the conditions and environment in which people can be Creative, Collaborative, and can grow and thrive





Creative Learning

SCHOOLS, YOUNG PEOPLE, FAMILIES, ADULTS

Open Public Events

Formal Education

Local Communities

Community of Young Artists

Partnerships

UNDERGRADUATE

Performance Matters

Professional Studies (Years 3 & 4)

Electives/ Cross Arts Activity

LEADERSHIP MASTERS

A Masters

Programme for musicians to develop and extend their creative

collaborative and leadership practice across disciplines in a range of cultural and social contexts.

PROFESSIONAL DEVELOPMENT AND LABS FOR ARTISTS & TEACHERS

Weekend Labs, Masterclasses, Talks

Lab Weeks

Arts School Lab

Open School East

CPD

Connecting Conversations

The Collective

ArtWorks London



Creative Learning Principles

- a focus on artistic, personal and professional development;
- an emphasis on programming, creating and performing music in different educational and community contexts;
- a belief in self-assessment, critical reflection and informed dialogue (mentoring) as tools for raising the quality of artistic and educational practice;
- an understanding of the centrality of collaborative practice – e.g., cross-arts, cross-cultural, cross-sector, formal and non-formal contexts – a laboratory approach;
- A commitment to enterprise – performing and communicating effectively in every context.

Performance Matters

Cross School Project 2013

All Year One Students

Common Starting Point – Five minute Group Performances

Final Sharing in Music Hall



“This is very important, we study in the same building so we should work together. As a musician, there is much I have to learn from actors about expression..very useful for later careers/collaborations.”

“I think it was exciting to discover a common language - for us all to peel away what we're good at and to commit to telling a story.”

Collaborative Skills / Workshop Skills

An elective undertaken by students who are interested in cross arts collaboration and working in participatory settings.

“Words cannot express the amount of precious information and experience I gained during the collaboration with RETZ”



“I feel this course should be made compulsory on some level to all students as music and performance after all is all about working with other people.”



“My final project for the year was working in the Evelina Childrens hospital. This was by far the most enjoyable part of the year“

Professional Studies

Preparing students for the World of Work as the 'Portfolio Practitioner'

Seminar Series that includes guest speakers from the Barbican, Musician's Union and local Music Services

Independent Performance Project

Instrumental Teaching Skills classes and placements through Principal Study departments

Networking events with graduating visual artists, choreographers, actors/directors and theatre technicians





Training and developing:

- **Artists as entrepreneurs**
- **Artists who raise expectations**
- **Artists who have critical capacity**
- **Artists as part of a community of practitioners**
- **Artists who are curious**
- **Artists who are focused**
- **Artists who are self aware**
- **Artists as ambassadors**



Masters in Leadership

Extending the boundaries of performance practice

Exploring different creative processes and ways of learning in a practical research environment

Identifying a personal pathway of professional development in artistic leadership, composition, performance and/or as a practising artist in a variety of artistic, cultural, community and educational settings

Work on improvisation, voice, body and percussion skills; exploration of non-European and folk-based approaches to cross-arts collaboration, group composition, creative and repertoire linked projects, performance and workshop-leading for different contexts

Masters in Leadership

Course Activities:

- Projects
- National and international residencies
- Lectures, Talks and seminars
- Instrumental Lessons
- Laboratories
- Electives



Underpinned with:

- Mentoring
- Critical Reflection



Masters in Leadership

CURIOUS

Students' cross artform, collaborative work

Public platform.

Emphasis on experimentation and risk-taking.



DIALOGUE

A celebration of work across East London.

Students work across a range of participatory projects as creative leaders, facilitators, and supporting musicians.

Schools, young people, community centres, hospitals, and elderly and homeless charities.



LAB



MadLab

for current guildhall UG and PG musicians as an elective and open to guildhall actors and professional theatre makers.

CoLABorate

Student led cross arts performances for the next generation of artists.

“Intense week collaborating with actors directors and musicians, truly enjoyable with many laughs, journeys and challenges.”





Artist Case Study - Olivia Bradbury

2004-2008: BMus(Hons) specialising in Jazz, principal study- voice, at The Guildhall School

2009-2011: MMus in Leadership completed with Merit

March 2011: first short film 'Duet for Two Bicycles' screened at the Barbican Art Gallery as part of the exhibition: Pioneers of the 1970s down town New York Scene.'

September 2011/February 2012: Creative Residency in the Barbican Pit Theatre devising and directing the multi media theatrical piece 'The Fish Tales of Alaska.'

November 2011: Become vocal tutor for charity- 'Squeaky Gate'- working with adults with mental health issues and the homeless

October/ November 2012 'The Fish Tales of Alaska' ran at The Yard Theatre, London

April 2013: Leading the vocal work for the young voices of the 'At Sixes and Sevens' Project – Derry/ London

May 2013 – Wrote, Devised and performed in "Finding Frank" - inspired by Olivia's work with people with mental Health issues. Piece awarded ACE grant and programmed as part of Yard Theatre's Generation Game





Barbican/ Guildhall Common Platform International Associates

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Jazz at Lincoln Center
New York Philharmonic
LA Philharmonic
Royal Concertgebouw
Leipzig Gewandhaus





Barbican/ Guildhall Common Platform Projects

Page 64



Weekenders



Barbican Box



Framed





Barbican/ Guildhall Common Platform Arts Programme

Page 65



Silent Film and Live Music



Artist
Masterclasses

Student performances:

Steve Reich
Philip Glass
Nico Muhly



Young Artist
performances





Barbican/ Guildhall Common Platform The 'Unleashed' Community

Drumworks



Poets



Creative Ensembles





2012 – 2015 Strategic headlines

- East London & City Cultural Partnership
Tower Hamlets, Hackney, Barking and Dagenham, Newham and Islington
- Young Academy – Under 18s Pathways
- ArtWorks London
U18/UG/PG/CPD – a ‘golden thread’ of lifelong learning, training and professional development. A New Cross Arts BA/MA programme
- Family, Schools and Community Programme
performances, workshops and classes - Onsite/ Offsite/ Touring
- Developing ‘multiplier’ project models across East London that deliver breadth & depth of reach
Pop up performances, cross arts workshops, ensembles and groups





Monthly e-newsletter

Dear Creative Learning,
Find out what the Creative Learning team is up to this month...



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Unable to view this message?
[View in a new browser window](#)



Welcome to the new newsletter from the Barbican/Guildhall Creative Learning team.

We work with people of all ages, backgrounds and abilities, offering experiences ranging from first encounters with the arts, to sustained skills development and support from emerging and established artists.

[→ Find out more](#)



Barbican Young Poets

At Sixes and Sevens

After a busy month, which saw them perform at the Barbican and launch a new [anthology](#), the Young Poets are now working on an exciting new project in Derry, Northern Ireland.

[→ Find out more](#)



Anna Wilson's Pick of the Month

A Scream and an Outrage

Our Music and Cross Arts Producer recommends this programme of concerts curated by Nico Muhly, including sound installations and free performances from



Creating With Your Own Ability

Until 22 May

Pete Edwards leads six sessions of drama-based workshops exploring and devising creative communication for professional artists with physical disabilities.

[→ Find out more](#)



Barbican Ambassadors

Applications now open

Love east London? Love the arts? Love the Barbican? Apply to be a Barbican Ambassador and help us spread the word about Barbican events in the local community.

[→ Find out more](#)

[Share on Facebook](#) [Tweet](#)

Arts School Lab

17–28 Jun

Applications open until 6 May for our two-week summer school for the curious, creative and courageous, where we'll focus on experience as education.

[→ Find out more](#)

Dada Puppet Workshop

Sat 27 Apr, Fountain Room

Create and film your own photomontage hand puppets in this free family workshop, inspired by the 300 puppet-like figures in Geoffrey Farmer's Curve exhibition.

[→ Find out more](#)

Framed Focus: Moonrise Kingdom

Sat 27 Apr, Cinema 3

Don't miss Wes Anderson's quirky and whimsical tale of two kids who escape from their town on a romantic adventure.

[→ Find out more](#)

The Stamp Collective gig

Wed 8 May, Old Queen's Head

With a core love for folk music, the fifteen strong band come together to blend original and [traditional tunes with](#) [able blues](#),

Artworks Platform Event

Wed 22 May, The Pit

Do participatory artists benefit from accreditation? Join us for a free platform event exploring the optimum learning pathway for artists working in participatory practice.

A Scream and an Outrage

Special £5 Offer

Attend Session One of the weekend, featuring the BBC Symphony Orchestra, for just £5. Simply use the promo code 21005 online, or quote [Community Offer](#) over the



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