

<b>Committee(s):</b>	<b>Date(s):</b>
Board of Governors of the Guildhall School of Music & Drama	18 <sup>th</sup> November 2013
<b>Subject: Principal's General Report</b>	
<b>Report of: Principal</b>	<b>Public</b>
	<b>For Information</b>
<b><u>Summary</u></b>	
<p>This report updates the Board on a number of general issues, including:</p> <ul style="list-style-type: none"> <li>• Awards and Prizes</li> <li>• 2013/14 recruitment</li> <li>• Applications for 2014</li> <li>• Opening of Milton Court</li> <li>• Operational priorities for 2013/14 session</li> </ul> <p>Recommendation:</p> <ul style="list-style-type: none"> <li>➤ that the Board receives the report and notes its contents</li> </ul>	

## **Main report**

### **1 Awards and Prizes**

Daniel Harding Israelsen (Alumnus)

- Winner of the Jazz Prize presented by the Anjool Malde Trust

Ben Gernon (Alumnus)

- Dudamel Fellow with the LA Phil for 13/14

Charlotte Skidmore (BMus 4, Student of Kate Paterson)

- Winner of the Geraint Morris Music Award

Bryony Keyse (BMus 4, Classical Piano, student of Philip Jenkins)

- Winner of the National eisteddfod solo piano competition

Saxophone quartet 'Kaleidoscope Quartet' (MMus students: Guy Passey, John Moore and alumni Ian Dingle and Sally MacTaggart)

- Selected as Tunnell Trust Artists for 2014-15

Sophia Dee (BMus 3 Piano, student of Joan Havill)

- 1<sup>st</sup> Prize in the 2013 Manchester International Piano Concerto Competition

Idomeneo Quartet (Mark Derudder, Viktor Stenhjem, Miguel Rogriguez, Pau Codina)

- 2<sup>nd</sup> Prize in the Trondheim International Chamber Music Competition

Joshua Owen Mills (2<sup>nd</sup> year Opera Course, student of Adrian Thompson and Yvonne Kenny)

- 1<sup>st</sup> Prize in the MOCSA Young Welsh Singer of the Year
- Winner of the Guildhall School Wigmore Recital Prize

Ashley Fripp (Artist Diploma, student of Ronan O’Hora)

- 3<sup>rd</sup> Prize in the 2012 European Piano Competition in Normandy

Rodrigo de Vera (Fellow, student of Theresa Goble and Dominic Wheeler)

- Selected as the next Trainee Repetiteur at ENO starting January 2014 (third consecutive Guildhall School student to have been selected for this position)

## 2 2013/14 recruitment

Recruitment for 2013/14 has gone reasonably well. There are 856 fte expected to be enrolled on programmes of study by 1 December 2013 compared with 804.5 in 2012, a 6.4% increase in the student body (see table below).

	Enrolled*		Expected to enrol		Total Headcount	Total FTE count	2012 PLAN AMENDED (fte)
	Headcount	FTE count	Headcount	FTE count			
UG Music	392	392			392	392	397
UG Acting	46	46			46	46	49
BA Tech Theatre	99	99			99	99	103
PG Acting	34	32			34	32	29
PGT Music	303	271	1	1	304	272	275
Research	17	14	1	1	18	15	22
<b>Grand Total</b>	<b>891</b>	<b>854</b>	<b>2</b>	<b>2</b>	<b>893</b>	<b>856</b>	<b>875</b>

*\*Enrolled includes fully enrolled and temporarily enrolled. A ‘temporarily enrolled’ student will have some element of their enrolment outstanding (the presentation of a certificate, or the payment of an instalment for instance).*

However, the School is 19 fte below the 2013/14 target for new and continuing enrolments. The principal reasons for this shortfall are:

- Under-recruitment in the Guildhall Artist Masters Performance pathway, which includes Orchestral Artistry (25 fte down against intake target), but some of the effects have been mitigated by a higher than expected continuation rate onto Part 2 of the programme
- a small under-recruitment in undergraduate music (3fte down against intake target)
- An unusually high drop out of six students from the first year of the undergraduate technical theatre programme, all for different reasons
- the vagaries of rounding up ftes over 600 different cells in the student number plan, which will be addressed in the next revision of the student number plan by only rounding up to 0.5.

In addition to those students enrolled on validated programmes of study, there will be 50 other students in the School during the year, excluding extra mural students:

Erasmus/Visiting	19
Fellows	27
Visiting: Tokyo College	4
<b>Total</b>	<b>50</b>

### **3 Applications for 2014**

2014 applications are encouraging, after a downward trend following changes in the funding of student support in the Browne Review. As at 18 October, 879 applications for undergraduate programmes had been received (up 19%) and 725 for postgraduate (up 28%). Applications in Music were up 5% at undergraduate level and 26% postgraduate.

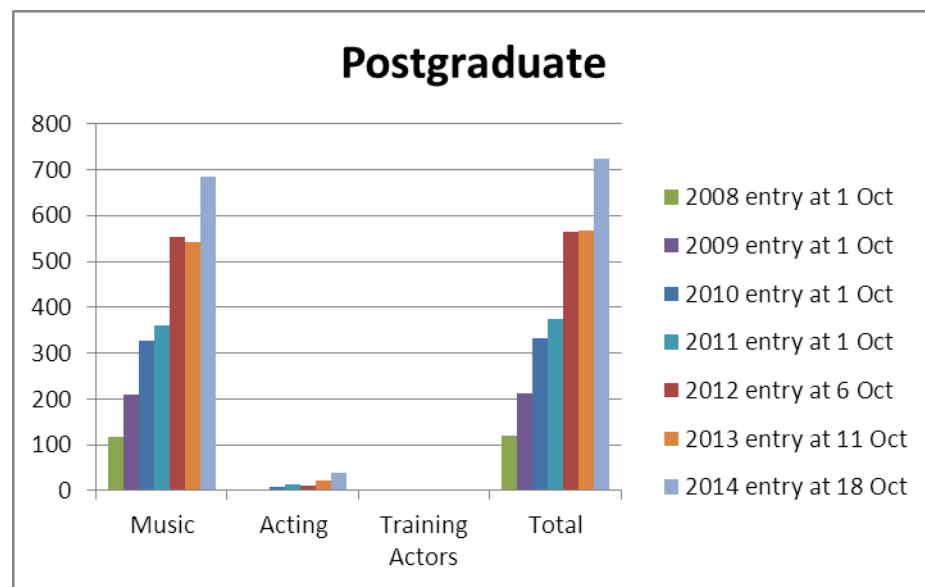
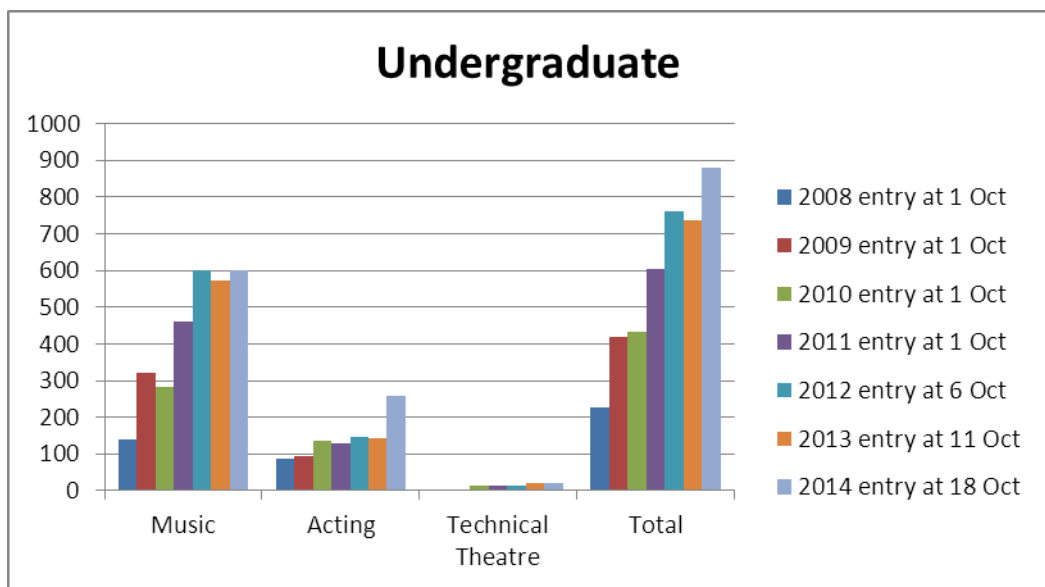
Applications (excluding erasmus)	2008 entry at 1 Oct	2009 entry at 1 Oct	2010 entry at 1 Oct	2011 entry at 1 Oct	2012 entry at 6 Oct	2013 entry at 11 Oct	2014 entry at 18 Oct	
UG	Applications	Applications	Applications	Applications	Applications	Applications	Applications	% increase from previous year
Music	140	321	283	460	600	572	601	5%
Acting	87	93	136	130	146	144	257	78%
Technical Theatre	0	4	14	13	14	20	21	5%
<b>Total</b>	<b>227</b>	<b>418</b>	<b>433</b>	<b>603</b>	<b>760</b>	<b>736</b>	<b>879</b>	<b>19%</b>

	2008 entry at 1 Oct	2009 entry at 1 Oct	2010 entry at 1 Oct	2011 entry at 1 Oct	2012 entry at 6 Oct	2013 entry at 11 Oct	2014 entry at 18 Oct	
PG	Applications	Applications	Applications	Applications	Applications	Applications	Applications	% increase from previous year
Music	117	209	326	360	554	543	685	26%
Acting	N/A	N/A	7	15	10	23	39	70%
Training Actors	3	4	0	0	0	1	1	0%
<b>Total</b>	<b>120</b>	<b>213</b>	<b>333</b>	<b>375</b>	<b>564</b>	<b>567</b>	<b>725</b>	<b>28%</b>

<b>Total UG+PG</b>	<b>347</b>	<b>631</b>	<b>766</b>	<b>978</b>	<b>1324</b>	<b>1303</b>	<b>1604</b>	<b>23%</b>
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2013 entry application deadline is 10 October (10 days later than 2012 entry deadline) so figures are compared to 6 Oct 2012, 3 working days after 1 Oct 2012 deadline.

2014 entry application deadline is extended to 18 October (8 days later than the 2013 entry deadline)



#### **4 Milton Court**

Following Practical Completion (PC) of Milton Court on 5 July 2013, 6,098 snags and defects were formally identified and 66 recommendations were made by the District Surveyor (DS). In addition, issues have arisen as the building has started to be used by the School, and these are brought to the attention of Sir Robert McAlpine (SRM) and the design team as appropriate. SRM and a significant number of sub-contractors have remained in the building throughout the summer vacation in order to deal with all the above matters, and they continue to do so. From the beginning of September, almost all snagging rectification is taking place out of hours, so that the School has uninterrupted and unimpeded access during the day.

As at 30 October 2013, there were 512 snags outstanding of the original 6,098, together with three recommendations made by the District Surveyor.

Informal monitoring and discussion of progress and priorities happens on a day-to-day basis by means of direct dialogue with SRM managers who are in the building most of the time. Formal monitoring takes place on a weekly basis at a meeting attended by the School, Heron, SRM, relevant sub-contractors, the quantity surveyor and contract administrator, the architects and other relevant members of the design team as appropriate. In this way, progress is monitored and priorities for the School identified. Any timing clashes are also discussed and solutions agreed.

It is fair to say that none of the attendees of the weekly meeting expected still to be as actively involved in the building some 3½ months after PC, and all parties would wish that this stage of the project could be brought to a close. However it is a very complex building, and the design team's and the School's expectations and standards are high. It is anticipated by the School that a conclusion is still some weeks away.

Notwithstanding the resultant frustration, Heron and the construction and design teams continue to engage positively with the project. All parties remain committed to a successful conclusion of all outstanding issues, achieved with minimal disruption caused to the School.

Contractually, SRM are of course obliged to deal with all formally recorded snags and DS recommendations to the satisfaction of Heron and the School, as this was a condition of the PC Certificate being issued. The City also has the means to maintain pressure on Heron, as the 2007 Development Agreement provides that the residential tower cannot be occupied before the School is complete. Heron must therefore obtain the City's permission for each batch of apartments to be occupied, and the Chamberlain, as lead officer for this project, is perfectly entitled to withhold permission if it is felt necessary.

The building was formally opened on 26<sup>th</sup> September with a gala concert conducted by Edward Gardner, conferment of honorary fellowships and a reception and open house. The first public performance took place on 4 October with a performance of

Beethoven's 9<sup>th</sup> Symphony conducted by James Gaffigan. Subsequent public performances in the concert hall have included Barbican associate ensembles the Britten Sinfonia\* and the Academy of Ancient Music, the BBC Singers\* and the Gewandhaus quartet (\*live broadcasts on BBC Radio 3); and in the theatres performances of Chekhov's *The Seagull* and *The Three Sisters*). Reactions to the quality of all three venues have been almost uniformly positive, including a five-star review of the opening concert by Richard Morrison in *The Times*. A digest of media coverage will be available at the meeting.

## **5 Operational priorities for 2013/14 session**

Following the euphoria of Milton Court, the senior management team has agreed a schedule of tasks to be taken forward to ensure that the School's management systems and processes are as good as its academic and artistic standards. The following areas have been identified as priorities, and an outline workplan has been agreed to resolve a number of problems that have arisen over the past months and years:

- Greater clarity and consistency over student number planning, monitoring, budgeting and management accounting, including the consistent reporting of management data
- A review of space allocation across the School's estate, the management and prioritisation of allocations for new and existing activities, co-locations and adjacencies, and articulation with third-party users including the Barbican Centre and other partners
- Improvements in the interface with central corporate systems including the operation of CLPS and its impact on the School's day-to-day procurement of goods and services
- Improvement in the interface with corporate HR, including job evaluation, grading of posts, recruitment and management of communications with staff
- Development of an international strategy within which to manage relationships with peer institutions abroad, artistic and educational partnerships and exchanges, and international recruitment

The senior management team has agreed to treat these operational issues as strategic priorities for the 2013/14 session.

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