



# Reports and Financial Statements for the year ended 31 July 2019

# Contents

List of Governors	3
Strategic Report	4
Statement of Corporate Governance and Internal Control	9
Independent Reasonable Assurance Report to the Board of Governors of the Guildhall School of Music & Drama	13
Statement of Comprehensive Income	15
Notes	16

## **MEMBERS OF THE BOARD OF GOVERNORS**

*who served during the year 1 August 2018 to 31 July 2019.*

### **Common Council Members**

Vivienne Littlechild (Chairman)  
Deputy John Bennett (until 18 April 2019, Deputy Chairman until that date)  
Graham Packham (Deputy Chairman from 13 May 2019)  
George Christopher Abrahams (from 18 April 2019)  
Randall Anderson  
Deputy David John Bradshaw (from 23 May 2019)  
Deputy Michael Cassidy  
John Chapman  
Stuart John Fraser, CBE (until 18 April 2019)  
Marianne Fredericks  
Ann Holmes  
Jeremy Mayhew  
Alderman William Russell

### **Principal of the Institution**

Lynne Williams, as Principal of the Guildhall School of Music & Drama

### **Institution's Staff Members**

Gareth Higgins, elected by the Administrative Staff (until February 2019)  
Steven Gietzen, elected by the Administrative Staff (from May 2019)  
Jo Hensel, elected by the Academic Staff (until February 2019)  
Andy Taylor, elected by the Academic Staff (from May 2018)

### **Institution's Student Representative**

Felicity Chilton as President of the Students' Union (until 31 July 2019)  
Dave Muncey (from 1 August 2019)

### **Co-opted Governors**

Sir Andrew Burns, KCMG (until April 2019)  
Christina Coker, OBE (until November 2018)  
Professor Geoffrey Crossick  
Professor Maria Delgado  
Shreela Ghosh  
Michael Hoffman

### **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 2018/19

### Overview

The 2018/19 academic year saw the Guildhall School named as the top conservatoire in the UK (Complete University Guide Music League Table 2020) and one of the top ten performing arts institutions in the world (QS World University Rankings 2019).

During the year we implemented many of the key initiatives of the strategic plan including the development of strategies for our three cross cutting objectives: international engagement; new technology/digital learning; widening participation.

A new organisational structure has emerged with a fully operational Advancement Department, a standalone Production Arts Department with its own business unit, Guildhall Live Events, and new leadership of the Drama Department with a new Director of Drama and new Head of Acting. We continued to develop ideas for a number of new distinctive degree programmes and focussed on the cross disciplinary nature of future programmes. Both the current MMus Leadership programme and the BA in Performance and Creative Enterprise have been moved from Creative Learning, a joint division of the Barbican/Guildhall School into the School's Drama department to facilitate cross discipline collaborative work across the whole School. Our shared BA Acting Studies programme with Central Academy of Drama in Beijing was reviewed to help further the discussions for an enhanced partnership as we prepare to admit our second cohort of Chinese students. Our Production Arts Skills Exchange (PASE) programme continued successfully in Shanghai this year and there is a growing interest in this course from other regions within China.

The School's offer for under 18s was also reviewed, including the work of the four regional centres, London CYM, Junior Guildhall, Creative Learning and our Open Programmes. Plans are being developed for a closer working relationship with all partners incorporating fundraising, marketing and digital learning. We also entered into a partnership with Islington Council to deliver their new music education hub, Music Education Islington. This includes the delivery of a new after-school initiative called Guildhall Young Artists Islington. The model for GYA Islington has been a success with plans to roll out further delivery centres in the future.

The Creative Alliance with the Barbican has delivered a number of high profile events including a successful shared 'Big Pitch' Event for Creative Entrepreneurs, and the newly created joint IT department has been at the heart of the delivery of a new digital strategy for the School.

The School continues to be a major player within Culture Mile. Together with the Barbican Centre, the London Symphony Orchestra, the Museum of London and the City of London Corporation, the Guildhall School is working towards developing a major destination for culture, creativity and learning in the Square Mile. Students have been involved in a number of large scale Culture Mile events such as Play the Mile, with the composition of ten site specific pieces in association with Musicity, and in delivering major projects with Culture Mile partners including the Beasts of London exhibition in association with the Museum of London, which saw the involvement of students from across video design, scenic art, lighting, stage management, sound, electronic music and acting. The Illuminated River project, in association with the Illuminated River Foundation (IRF) and part of the Totally Thames Festival, has delivered commissioned compositions for four of the Thames bridges.

The School is also playing a major role in association with Barbican Centre, London Symphony Orchestra and the City Corporation in the preparation of a business case for a proposed new Centre for Music within Culture Mile. The Centre would be a dynamic forward-looking facility connecting performance, discovery and learning, offering greater visibility for students, staff and graduates who are making new kinds of live and digital work and contributing to research to inform new models of audience and participant engagement. During the year we further developed ideas for an Institute for Social Impact as the School's contribution to the education and engagement programme of the proposed Centre for Music. Work has continued to create an initial infrastructure and research projects to progress the initiative in the intervening years.

Mentoring and Coaching is developing as an important Continuing Professional Development opportunity for staff, with a high proportion of staff engaging in a range of programmes. The success of this unit of the Innovation Department has seen Mentoring and Coaching offered to external clients including the British Council and the City of London Corporation. There are plans to develop this obvious strength of the School as an emerging business unit.

During the year, the School investigated a number of new spaces and buildings to rent or to buy. It will be crucial to future-proof the School as it seeks to diversify its courses and cohorts in line with the Office for Students national requirement and our new access and participation plan which will in turn require different approaches to teaching and learning and different kinds of facilities.



In addition, the School is exploring new international audition centres in USA, Asia and Australia to counteract a possible decrease in recruitment from Europe post-Brexit. We continue to play to our strengths as a cross-discipline institution with a focus on artistic citizenship and with opportunities for a broad cross-section of performing arts practitioners to take advantage of the School's world-leading industry and community-focussed programmes.

### **The Guildhall School**

Founded in 1880 by the City of London Corporation, 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 HEFCE, and the Office for Students (OfS) with effect from 1 April 2018, 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 four million pound per annum of additional funding from the academic year 2016/17. This valuable funding stream was originally provided for a period of four years and the OfS has indicated that it will be launching a review into the future of the funding in October or November 2019. 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 2008/09 the three organisations formed a strategic partnership and applied successfully for support from the HEFCE strategic development fund (SDF).

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).**

**Student Population, all full-time equivalent (fte):**

	2018/19	2017/18	2016/17	2015/16	2014/15
TOTAL	999.75 (fte)	1008.25 (fte)	963.75 (fte)	910.5 (fte)	893.96 (fte)

**By division:**

	2018/19	2017/18	2016/17	2015/16	2014/15
Music Undergraduate	429	429	412	399	405
Music Postgraduate	342.75	359.25	334.75	310.5	308.62
Acting and Technical Theatre	228	220	217	201	180.34

**The total also included:**

	2018/19	2017/18	2016/17	2015/16	2014/15
Non-HEFCE/OfS-funded programmes	6.5	17.5	24.5	24	15
Joint Doctorate of Musical Arts research programme with City University	0	0	0	0	7

**The total does not include**

Junior Fellows	47	39	33	38	33
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A total of 55 (64: 2017/18 - 65: 2016/17 - 63: 2015/16 - 60: 2014/15) countries were represented in the student body:

Domicile (Headcount of whole nominal roll population inc. Fellows)	2018/19	2017/18	2016/17	2015/16	2014/15
Outside UK	363 (33.5 %)	394 (36.0 %)	340 (32.1 %)	312 (28.9 %)	300 (27.2 %)
Outside of EU	155 (14.3%)	172 (15.7%)	143 (13.7%)	129 (11.9%)	156 (14.2%)
	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>	<b>2015/16</b>	<b>2014/15</b>
First Class Honours	34%	31%	37%	31%	29%
Second Class Honours	54%	60%	57%	60%	65%

**Performance Highlights**

During the 2018/19 season the School mounted an exciting array of drama productions including *Mercury Fur*; *The Last Days of Judas Iscariot*; *Saturday, Sunday, Monday*; *Fury*; *Detroit*; *Orestes*, *Towers* and the musical *Merrily We Roll Along*. Opera audiences enjoyed productions of *Così fan tutte*; *A Midsummer Night's Dream* and a double bill of *Aminta e Fillide* and *Venus and Adonis*.

The Alumni Recital Series continued in 2018/19 and welcomed an ensemble of alumni guitarists to perform a *Guitar Spectacular*, as well as pianist Sa Chen. Faculty Recital Series audiences enjoyed a new play from Lucy Stevens and Elizabeth Marcus marking the life of suffragette Ethel Smyth.

The 2019 Music Gold Medal was won by Australian/British Soprano Samantha Clarke and awarded at the end of an exciting concert at the Barbican Hall. Later in the year, Mirren Mack and Tom Mackey were awarded the Acting and Technical Theatre Gold Medals respectively. The Guildhall Wigmore Recital Prize, a competition run jointly by the School and the Wigmore Hall, with a Wigmore recital as the prize, was won by mezzo soprano Ema Nikolovska and the Junior Guildhall Lutine Prize was won by cellist Alex Ciulin.



The annual Jazz Showcase featured three days of student and visiting artist performances including the Jason Rebello Trio and Molecatcher featuring Iain Ballamy. The Guildhall Summer Jazz Festival included performances from Cleveland Watkiss, Nikki Iles & The Print Makers, and Mercury-nominated band Dinosaur. The Jazz Orchestra also presented programmes of the great Duke Ellington, John Coltrane, and the work of New York bassist Rufus Reid and international trombonist Elliot Mason.

The Guildhall Studio Orchestra continued into 18/19 and featured music of Mark Lockheart and Jeremy Lubbock. The three-day Chamber Music Festival, launched last year, showcased performances from some of the School's most accomplished chamber groups and collaborations with renowned performers/teachers from the chamber music faculty.

Our Opera Makers partnership with the Royal Opera saw performances of three new opera works written by librettists and composers on Guildhall's MA in Opera Making & Writing course.

This year's Production Arts Graduate Exhibition showcased the work of final year production arts students and attracted a great deal of interest from theatre industry professionals and cultural and visitor experience organisations. Video design students delivered large-scale installations at Waddesdon Christmas Carnival and the Museum of London (see above) as part of Guildhall Live Events commissions.

Students were also involved in many performances with partner organisations: Guildhall musicians took part in the BBC Symphony Orchestra's Total Immersion celebrations for in Remembrance World War 1; Ligeti; and Lili and Nadia Boulanger. Students joined with the LSO and Simon Rattle including a programme of Bruckner and Vaughan Williams and students also performed in eleven pre-LSO concerts. Music students also worked with the Australian Chamber Orchestra under the direction of Barbican/Guildhall Associate Artist, Richard Tognetti.

Visiting conductors for the Guildhall Symphony Orchestra and other orchestral ensembles included James Blair, Richard Tognetti, Takuo Yuasa, Vassily Sinaisky and Richard Farnes. Masterclasses provided a further opportunity for students to work with distinguished musicians including Tobias Truniger, Finghin Collins, the Emerson Quartet, Ann Murray, Peter Frankl, Judith Weir and Francesca di Rosa.

## **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, and OfS 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 2015) 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 £851k for the year ended 31 July 2019 (2018: surplus of £1.33 million). The 2018/19 academic year outturn was always anticipated to be challenging as staff costs were planned to increase, not only as a result of vacancies held in 2017/18, but as part of a planned investment in both teaching and support staff due to succession planning and delivery of GSMD's new 5-year Strategic Plan as agreed in 2018. That is, to enable delivery of the plan, which aims to support the arts sector community and cultivate the impact of artists in society, with an ambition for the School to be more entrepreneurial, engaged and impactful in the world and self-sustaining as an institution. As such, this was a deliberate use of the School's reserves in order to enable future growth and expansion plans.

The plan for the next academic year is to continue to invest in staffing and infrastructure that will allow the School to reach out to new audiences and broaden the scope of its academic offer. This will inevitably see a further call on the School's reserves in 2019/20 and 2020/21 before the School moves back into a surplus position in 2021/22.

## **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 21<sup>st</sup> 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 PGCert 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 a step-change in ambition for Widening Participation, Diversity and Inclusion. We are confident that the new five-year business plan has begun to address these challenges but delays in national decision-making are making planning for the School's future difficult.

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.

**Lynne Williams**  
**Principal**

## 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 co-opted governors who are not members of the Court of Common Council, and who bring expertise to the Board from the arts and education sectors. The Board consists of:

- 11 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 year 1 August 2018 to 31 July 2019 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, economy, efficiency and effectiveness (value for money), and the management and quality assurance of data.

The 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. It meets as required when vacancies occur.

The Remuneration Committee meets as required 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.

The Governance and Effectiveness Committee 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 at least once a year to consider progress of implementation of the Committee's recommendations.

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 December 2014.

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 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 are prepared for each academic year ending 31 July. This is in addition to the accounts required for the City's financial year end of 31 March.

## **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 Academic Affairs) 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 the terms and conditions of funding 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 2018-19, the School's systems of risk management, control, data management, 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.

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.

In reviewing the register, consideration is given at all times to the School's *Strategic and Operational Plan* 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.



**Vivienne Littlechild**  
Chairman

Date: 25-11-19



**Lynne Williams**  
Principal

Date: 25.11.19



## **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 and Expenditure comprising the Statement of Comprehensive Income and Expenditure and related notes in the form of an independent reasonable assurance conclusion about whether:

- 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 2018 to 31 March 2019 (8 months) and from its unaudited accounts for the period 1 April 2019 to 31 July 2019 (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.

### **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 and Expenditure 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 and Expenditure. 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 2018 to 31 March 2019 (8 months) and from its unaudited accounts for the period 1 April 2019 to 31 July 2019 (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 and Expenditure 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 (ISAE) 3000 Revised, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information 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 2018 to 31 March 2019 (8 months) and from its unaudited accounts for the period 1 April 2019 to 31 July 2019 (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.

### **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 and Expenditure 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 and Expenditure, 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.

- 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 2018 to 31 March 2019 (8 months) and from its unaudited accounts for the period 1 April 2019 to 31 July 2019 (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.

### 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*

BDO LLP  
Chartered Accountants  
London  
United Kingdom  
Date *28 November 2019*

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

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 JULY 2019**

	Notes	Year Ended 31 July 2019 £000	Year Ended 31 July 2018 £000
<b>Income</b>			
Funding Council Grants	2	5,880	5,967
Academic fees and education contracts	3	15,025	14,975
Research grants and contracts	4	409	410
Other Operating Income	5	11,930	11,635
<b>Total Income</b>		<b>33,244</b>	<b>32,987</b>
<b>Expenditure</b>			
Staff Costs	7	21,424	18,384
Other operating expenses	10	12,671	13,273
<b>Total Expenditure</b>		<b>34,095</b>	<b>31,657</b>
<b>(Deficit)/Surplus before the contribution from the City of London</b>		<b>(851)</b>	<b>1,330</b>
Transfer from / (to) reserves held within the City of London Corporation's City Cash Fund		<b>851</b>	<b>(1,330)</b>
<b>Surplus for the year</b>		<b>-</b>	<b>-</b>

*Vivienne Littlechild*  
**Vivienne Littlechild**  
 Chairman

*L. Williams*  
**Lynne Williams**

Principal

Date: *25.11.19*

## 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 (OfS) the following statements exclude a balance sheet, cash flow statement and other disclosures usually contained in the financial statements of OfS funded organisations.

The Income and Expenditure statement has been prepared from the audited accounts of City's Cash for the period 1 August 2018 to 31 March 2019 (8 months) and from its unaudited general ledger for the period 1 April 2019 to 31 July 2019 (4 months).

The School's Income and Expenditure account has been prepared following the general format of the Statement of Recommended Practice: Accounting for Further and Higher Education 2015. The statement has been prepared under the historic cost convention in accordance with generally accepted United Kingdom accounting policies.

#### 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 received for specific purposes are released to income as the related expenditure is incurred. Unspent grants are treated as deferred income.

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

Income receivable from the OfS is recognised in line with the latest estimates of grant receivable for an academic year.

#### 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 13.

#### 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.

#### 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 11 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.

**j) Provisions**

Provisions are recognised when the School has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation as at the balance sheet date.

2. **Funding Council Grants**

	Year Ended 31 July 2019	Year Ended 31 July 2018
	£000	£000
Basic Teaching Grant	4,822	4,883
Higher Education Innovation Fund – Round 4	535	534
Teaching Capital Investment Fund	117	214
Strategic Priorities Fund	4	-
Quality Research Grant	402	336
<b>Total</b>	<b>5,880</b>	<b>5,967</b>

3. **Academic fees and education contracts**

	Year Ended 31 July 2019	Year Ended 31 July 2018
	£000	£000
UK Students – Tuition fees	6,356	6,481
EU Students – Tuition fees	1,569	1,495
Overseas Students – Tuition fees	3,095	3,342
Summer Schools – Tuition fees	266	269
Part-time non award bearing courses – Tuition fees	456	238
Junior School – Tuition fees	1,689	1,597
Centre for Young Musicians – Tuition fees	1233	1,205
Examination fees	1	-
Audition fees	360	348
<b>Total</b>	<b>15,025</b>	<b>14,975</b>

4. **Research grants and contracts**

	Year Ended 31 July 2019	Year Ended 31 July 2018
	£000	£000
UK based charities	69	68
Other grants and contracts	340	342
<b>Total</b>	<b>409</b>	<b>410</b>



5. **Other Operating Income**

	Year Ended 31 July 2019	Year Ended 31 July 2018
	£000	£000
Residencies, catering and conferences	1,491	1,596
Other income generating activities	446	483
Other income	1,335	1,356
City of London Corporation support:		
An annual cash limited contribution towards net operating costs	7,557	7,033
Reimbursement of administrative and central service costs attributed to the School as shown in note 10	1,094	1,023
Funding of major repairs and maintenance projects	7	144
<b>Total</b>	<b>11,930</b>	<b>11,635</b>

6. **Staff Numbers**

The average number of persons (including senior post holders employed by the Guildhall School of Music & Drama) during the year expressed as full-time equivalents was:

	Year Ended 31 July 2019	Year Ended 31 July 2018
	FTE	FTE
Teaching departments	203	179
Teaching support services	2	5
Administration and central services	110	102
<b>Total</b>	<b>315</b>	<b>286</b>

7. **Employee Benefits**

	Year Ended 31 July 2019	Year Ended 31 July 2018
	£000	£000
Wages and salaries	16,987	14,569
Employer's N.I	1,459	1,280
Pension contributions	2,978	2,530
<b>Sub total – Staff costs</b>	<b>21,424</b>	<b>18,379</b>
Benefits in kind	-	5
<b>Total</b>	<b>21,424</b>	<b>18,384</b>

8. **Senior Employee Benefits**

The Principal's emoluments included in note 7 are made up as follows:

	Year Ended 31 July 2019 £000	Year Ended 31 July 2018 £000
Salaries	174	167
Employer's N.I	23	22
Benefits in kind	-	5
Pension contributions	36	35
<b>Total</b>	<b>233</b>	<b>229</b>

- i) The head of the provider's basic salary is 6.3 times the median pay of staff (2017/18: 6.2 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 5.3 times the median total remuneration of staff (2017/18: 5.3 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.
- iii) The benefit in kind in 2018 related residual payments made in respect of accommodation provided to the previous Principal

9. **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:

	Year Ended 31 July 19	Year Ended 31 July 18
No. of staff paid between £140,000 and £144,999	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	-	2
No. of staff paid between £110,000 and £114,999	1	-
<b>Total</b>	<b>3</b>	<b>3</b>



10. Other Operating Expenses	Year Ended 31	Year Ended 31
	July 2019	July 2018
	£000	£000
Administration & Central Services	1,244	1,508
Administration & Central Services met by the City of London Corporation <sup>1</sup>	1,094	1,023
Bank charges & Legal Fees	57	120
Catering	156	164
Contracted-out Lecturing Services	1,034	789
Equipment	1,354	962
Information Technology	231	484
Non teaching – fees	1,297	1,323
Premises	3,658	4,783
Publicity	271	232
Scholarships, Bursaries & Prizes	1,824	1,386
Student support (Library, Student Placement expenses and Student Union subsidy)	285	382
Subscriptions	130	93
Training & development	36	24
<b>Total</b>	<b>12,671</b>	<b>13,273</b>

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

<sup>1</sup> 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.

## 11. Pensions continued

This is calculated at the triennial valuation and updated by any subsequent interim valuations. The most recent triennial valuation was as at 31 March 2016 and informed consideration of the level of employer's pension contribution to be charged from 1 April 2017 to 31 March 2020.

The full actuarial valuation of the defined benefit scheme was updated to 31 March 2017 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 at 31 March 2019 is £608.6 million (31 March 2018: £592.6m)

## 12. 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 at 31 July 2019 were £62,178 (31 July 2018: £126,200).

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

	Awarded/Received for disbursement £000	Disbursed £000	No. of students awarded funds
Erasmus	4	4	3
<b>Total</b>	<b>4</b>	<b>4</b>	<b>3</b>

## 14. Capital Expenditure

Capital expenditure totalling £130,138 (2017/18: £288,592) was incurred during the period. This mainly related to the purchase of a new Steinway Piano (2017/18: this mainly related to the electrical & dimmer installation at the Silk Street Theatre).

## 15. 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 year 1 August 2018 to 31 July 2019 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.



15. **Related Party Transactions continued**

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 2018/19 the School received £1,848,875 (2017/18: £1,743,517) from the Trust for scholarships for tuition fees and bursaries for maintenance.

