



Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 23 SEPTEMBER 2019

Time: 1.45 pm

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

Members:	Vivienne Littlechild (Chairman)	Shreela Ghosh
	Graham Packham (Deputy Chairman)	Steven Gietzen
	George Abrahams	GSMD Student Representative
	Randall Anderson	Michael Hoffman
	Deputy David Bradshaw	Ann Holmes
	Deputy Michael Cassidy	Jeremy Mayhew
	John Chapman	Alderman William Russell
	Professor Geoffrey Crossick	Andy Taylor
	Professor Maria Delgado	Lynne Williams
	Marianne Fredericks	

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Lunch will be served in the Guildhall Club at 1pm

N.B. Part of this agenda could be the subject of audio or visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

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

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 13 May 2019.

For Decision
(Pages 1 - 8)

4. *** PUBLIC MINUTES OF COMMITTEE MEETINGS**

To receive the public minutes of recent meetings, as follows: -

- Governance and Effectiveness Committee – 3 July 2019
- Audit and Risk Management Committee – 11 September 2019 (TO FOLLOW)

For Information
(Pages 9 - 14)

5. **+ MEETINGS OF THE BOARD OF GOVERNORS AND COMMITTEES IN 2019 AND TERMS OF REFERENCE OF COMMITTEES**

Report of the Town Clerk.

For Decision
(Pages 15 - 22)

6. **+ ELECTION OF ADMINISTRATIVE (NON-TEACHING) MEMBER OF STAFF AND REAPPOINTMENT OF CO-OPTED NON-CITY OF LONDON CORPORATION GOVERNOR TO THE BOARD**

Report of the Town Clerk.

For Decision
(Pages 23 - 26)

7. **PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 27 - 28)

8. **PRINCIPAL'S PUBLIC REPORT**

Report of the Principal.

For Information
(Pages 29 - 40)

9. **SAFEGUARDING POLICY**

Report of the Director of Guildhall Young Artists and Safeguarding.

For Decision
(Pages 41 - 72)

10. **CARBON REDUCTION**

a) **Guildhall School Carbon Reduction KPI** (Pages 73 - 76)
Report of the Director of Operations and Buildings.

b) **Guildhall School Carbon Reduction Strategy** (Pages 77 - 126)
Report of the Director of Operations and Buildings.

11. **UPDATE ON BARBICAN GUILDHALL CREATIVE ALLIANCE**

Report of the Director of Learning & Engagement.

For Information
(Pages 127 - 138)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 13 May 2019.

For Decision
(Pages 139 - 142)

16. *** NON-PUBLIC MINUTES OF COMMITTEE MEETINGS**
To receive the non-public minutes of recent meetings, as follows: -
- Governance and Effectiveness Committee – 3 July 2019
 - Audit and Risk Management Committee – 11 September 2019 (TO FOLLOW)
- For Information**
(Pages 143 - 146)
17. **CHAIRMANSHIP OF AUDIT & RISK MANAGEMENT COMMITTEE**
Report of the Principal.
- For Decision**
(Pages 147 - 156)
18. **PRINCIPAL'S NON-PUBLIC REPORT AND BREXIT UPDATE**
Report of the Principal.
- For Information**
(Pages 157 - 170)
19. **ANNUAL SAFEGUARDING REPORT**
Report of the Director of Guildhall Young Artists and Safeguarding.
- For Information**
(Pages 171 - 182)
20. **NOMINATION FOR CO-OPTED BOARD MEMBER**
Report of the Principal.
- For Decision**
(Pages 183 - 188)
21. *** SCHOOL'S RISK REGISTER**
Report of the Principal.
- For Information**
(Pages 189 - 218)
22. *** PERIOD 4 FINANCIAL YEAR DASHBOARD**
Report of the Principal.
- For Information**
(Pages 219 - 236)
23. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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

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BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Monday, 13 May 2019

Minutes of the meeting of the Board of Governors of the Guildhall School of Music and Drama held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 13 May 2019 at 1.45 pm

Present

Members:

George Abrahams
Randall Anderson
Deputy Michael Cassidy
Felicity Chilton
Professor Geoffrey Crossick
Professor Maria Delgado
Marianne Fredericks

Shreela Ghosh
Ann Holmes
Vivienne Littlechild MBE
Graham Packham
Alderman William Russell
Andy Taylor
Lynne Williams

In Attendance

Nicy Roberts

Officers:

Niki Cornwell	- Chamberlain's Department
Philip Gregory	- Chamberlain's Department
Jo Hutchinson	- Guildhall School of Music and Drama
Sean Gregory	- GSMD / Barbican Centre
Katharine Lewis	- Guildhall School of Music and Drama
Graeme Hood	- Guildhall School of Music and Drama
Alison Mears	- Guildhall School of Music and Drama
Martin Newton	- Town Clerk's Department
Jonathon Poyner	- GSMD / Barbican Centre
Sarah Wall	- Chamberlain's Department

1. THE CHAIR

It was moved by Deputy Michael Cassidy, duly seconded and

RESOLVED – That Alderman William Russell takes the Chair prior to the election of a Chairman.

2. APOLOGIES

Apologies for absence were received from John Chapman, Michael Hoffman and Jeremy Mayhew.

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

There were no declarations of interest.

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

The Board noted the Order of the Court of Common Council appointing the Board and approving its terms of reference.

RECEIVED.

5. **ELECTION OF THE CHAIRMAN**

The Town Clerk read the names of those Members eligible to stand as Chairman for the ensuing year. Vivienne Littlechild being the only Member putting themselves forward for the office, it was

RESOLVED – That Vivienne Littlechild be elected as Chairman of the Board of Governors for the ensuing year.

Upon taking her seat, the Chairman thanked Governors for her election, also welcoming George Abrahams to his first meeting.

6. **ELECTION OF THE DEPUTY CHAIRMAN**

The Town Clerk read the names of those Members eligible to stand as Deputy Chairman for the ensuing year. Graham Packham being the only Member putting themselves forward for the office, it was

RESOLVED – That Graham Packham be elected as Deputy Chairman of the Board of Governors for the ensuing year.

Upon taking his seat, the Deputy Chairman thanked Governors for his election.

7. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meetings held on 19 November 2018 and 18 February 2019 be approved as a correct record.

8. *** PUBLIC MINUTES OF COMMITTEE MEETINGS**

The public minutes of the Governance and Effectiveness Committee (1 April 2019), Audit and Risk Management Committee (16 April 2019), Finance and Resources Committee (29 April 2019) and Remunerations and Nominations Committee (29 April 2019) were received.

The minutes of the Finance and Resources Committee and Remunerations and Nominations Committee were considered as late items with the agreement of the Chairman.

RECEIVED.

9. **APPOINTMENT OF COMMITTEES, ETC FOR 2019/20**

The Board had before them the Town Clerk's report on the appointment of committees, working groups for 2019/20. After discussion it was

RESOLVED – That

- (a) the terms of reference of the Capital Projects Strategic Working Group be amended, to provide for that Working Group to co-opt appropriate persons, and that the chairmanship may also be taken by such a person without residential or electoral interest in the Barbican Estate;
- (b) the quorum for each of the Board's committees be set at three persons;
- (c) an additional meeting of the Governance and Effectiveness Committee be convened by the Town Clerk, before the next meeting of the Board, to consider a report of the Principal on higher education governance matters and the chairmanship of the Board's Audit and Risk Management Committee;
- (d) proposed minor revisions to the terms of reference of the Remuneration and Nominations Committee, as agreed by that Committee at its 29 April 2019 meeting, be considered by the Board at its next meeting; and
- (e) the following appointments be made to the Board's committees and working groups for 2019/20:-

Audit and Risk Management Committee

Marianne Fredericks (Chairman)
Randall Anderson
John Chapman
Ann Holmes (until further appointment of co-opted member(s))

Finance and Resources Committee

Vivienne Littlechild (Chairman)
Graham Packham (Deputy Chairman)
George Abrahams
Professor Geoffrey Crossick
Lew Hodges (co-opted)
Michael Hoffman

Governance & Effectiveness Committee

Professor Geoffrey Crossick
Professor Maria Delgado
Marianne Fredericks
Michael Hoffman
Ann Holmes
Vivienne Littlechild
Graham Packham
Lynne Williams

Reference Sub

Vivienne Littlechild (Chairman)
Graham Packham (Deputy Chairman)
Randall Anderson
Michael Hoffman

Remuneration and Nominations Committee

Randall Anderson
John Chapman
Marianne Fredericks
Shreela Ghosh
Michael Hoffman
Vivienne Littlechild
Graham Packham
Andy Taylor

Academic Assurances Working Group

Professor Geoff Crossick
Professor Maria Delgado
Anne Holmes
Katharine Lewis
Vivienne Littlechild
Graham Packham
Lynne Williams
SU President

Capital Projects Strategic Working Group

Andrew Burns (Co-opted) (Chairman)
Randall Anderson
John Chapman
Ann Holmes
Vivienne Littlechild
Graham Packham
Lynne Williams

10. ORDER OF BUSINESS

The Board agreed to vary the order of business to first consider items for decision 10 (public), 17, 21, 22, 25 (non public) and 28 (confidential) before returning to consider the remainder of public and non public business for information.

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the non public and confidential items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part I of Schedule 12A of the Local Government Act.

11. **+ INSTRUMENT AND ARTICLES OF GOVERNANCE**

With the agreement of the Chairman, the Board considered the Principal's late report on amendments to the Instrument and Articles of Government.

RESOLVED – That the Board recommends the Court of Common Council to approve the amendments to the Instrument and Articles of Government to remove references to the Privy Council and HEFCE and to maximise the opportunity for the student interest to be represented at every Board meeting.

The Board then went into non public session.

12. **NON PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meetings held on 19 November 2018 and 18 February 2019 be approved as a correct record.

13. **+ LATEST GUILDHALL SCHOOL BUDGET REPORT - 2019/20**

With the agreement of the Chairman, Governors considered the late revised report of the Principal on the latest School budget 2019/20.

14. **+ TUITION FEES**

With the agreement of the Chairman, the Board considered the late report of the Principal on the higher education tuition fee schedule for 2020.

15. **+ RECOMMENDATIONS FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS**

The Principal reported to the Board on recommendations for Fellowships and Honorary Fellowships 2018/19.

16. **+ CONFIDENTIAL MINUTES**

RESOLVED - That the confidential minutes of the meeting held on 19 November 2018 be approved as a correct record.

The meeting then returned to public session.

17. *** DATES OF MEETINGS**

The Board noted the Town Clerk's report on dates of Board and committee meetings in 2019.

RECEIVED.

18. **OUTSTANDING ACTIONS**

The Town Clerk updated the Board on outstanding actions.

RECEIVED.

19. **PRINCIPAL'S PUBLIC REPORT**

With the Chairman's agreement, the Board considered the Principal's late public report.

A Governor raised the issue of the outcome of the School's space usage survey and made the point that the 65% figure would be considered appropriate in many organisations. Other members asked the Principal to let Governors know if they could be of assistance in helping to resolve the accommodation matter.

During further discussion, a Governor raised the issue of delay to the appointment of a Quality Assurance Officer (Programme Development). It was noted that this appointment had been delayed for a number of reasons. In response to a question asked, the Principal also undertook to confirm whether the School had responded to the consultation on the knowledge exchange concordat.

RECEIVED – with the Board confirming that the interim report on academic assurances annexed to the report provided assurance that academic governance continued to be effective.

20. *** URGENT ACTION TAKEN BETWEEN MEETINGS**

The Board noted the Town Clerk's report on urgent action taken between meetings.

RECEIVED.

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

There were no questions.

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

There was no other urgent public business.

23. **EXCLUSION OF THE PUBLIC**

The Board again moved into non public session for the remainder of the meeting.

24. *** NON PUBLIC MINUTES OF COMMITTEE MEETINGS**

The non-public minutes of the Audit and Risk Management Committee (16 April 2019), Finance and Resources Committee (29 April 2019) and Remuneration and Nominations Committee (29 April 2019) were received.

The minutes of the Finance and Resources Committee and Remunerations and Nominations Committee were considered as late items with the agreement of the Chairman.

25. **PRINCIPAL'S NON PUBLIC REPORT AND BREXIT UPDATE**

With the agreement of the Chairman, the Board considered the Principal's late non public report.

26. **BUSINESS CASE FOR A NEW BUILDING**

The Board considered the Principal's revised business case for acquisition of a new building as part of discussions on the previous item.

27. **+ FINANCE REVIEW**

With the agreement of the Chairman, the Board considered the late report of the Principal on the School Management Information 'Dashboard' 2018/19 – March 2019 (period 12).

28. **COL FUNDAMENTAL REVIEW**

The Board considered an oral report of the Principal and the Chamberlain on the CoL fundamental review.

29. **STANDING ORDER NO. 40**

The Board agreed to consider the remaining items of business after the usual 2 hour duration for meetings.

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

There were two non public matters raised.

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

There were no further urgent non public matters.

The meeting ended at 3.55 pm

Chairman

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

Wednesday, 3 July 2019

Minutes of the meeting of the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama held at the Guildhall EC2 at 11.00 am

Present

Members:

Professor Geoffrey Crossick
Marianne Fredericks
Ann Holmes

Vivienne Littlechild
Graham Packham
Lynne Williams

Officers:

Katharine Lewis
Martin Newton

- Guildhall School of Music and Drama
- Town Clerk's Department

1. APOLOGIES

Apologies were received from Professor Maria Delgado and Michael Hoffman.

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

Ann Holmes, Marianne Fredericks, Vivienne Littlechild and Graham Packham declared interests insofar as they were elected common councilmen.

3. ELECTION OF CHAIRMAN

The Town Clerk read the names of members. Professor Maria Delgado having previously expressed a willingness to serve and being the only member to do so, it was

RESOLVED – That Professor Maria Delgado be duly elected as Chairman of the Committee for the ensuing year.

4. ELECTION OF DEPUTY CHAIRMAN

The Town Clerk read the names of members. Vivienne Littlechild being the only member expressing a willingness to serve, it was

RESOLVED – That Vivienne Littlechild be duly elected as Deputy Chairman of the Committee for the ensuing year.

5. PUBLIC MINUTES

RESOLVED – That the public minutes of the meeting held on 1 April 2019 be approved as a correct record.

6. TERMS OF REFERENCE OF COMMITTEE

The Committee considered the Town Clerk's report on proposed amendments to the terms of reference.

Discussion ensued and a Member raised the question of whether the proposal to limit the chairmanship of the Governance and Effectiveness Committee to co-optees would be appropriate in view of the possible future availability of an elected member with a better skill set to undertake the role. The Committee proceeded to fully debate the relevant issues, including definitions of governor independence, following which a Member suggested the following additions to the report's proposed amendments as set out below (deletions ~~crossed through~~ and additions in ***bold and italics***):-

Membership

- 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~~ ***other*** Members of the Board of Governors.
- ~~A Chairman shall be appointed from amongst the membership~~ ***The Chair of the Committee shall normally be a co-opted governor who is not the Chair of the Board.***

Frequency of meetings

- Full reviews shall be held every three years.
- ~~When a full review is being undertaken,~~ ***The*** Committee shall determine the frequency of its meetings.
- ~~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.~~

Duties

- ***f. To consider other matters referred to it by the Board.***

After additional discussion, the Committee agreed that the proposed alterations to the Committee's terms of reference set out in the Town Clerk's report, as amended above, should be approved for recommendation to the Board.

RESOLVED – That the Board of Governors be recommended to approve the following amendments to the Committee's terms of reference, with deletions ~~crossed through~~ and additions in ***bold and italics***

Governance and Effectiveness Committee - Terms of Reference

Introduction

- The role of the Governance and Effectiveness Committee is to consider improvements to the effectiveness of the Board of Governors of the Guildhall School.
- The Committee shall utilise guidance from appropriate sources, including ***Office for Students and Advance HE*** ~~HEFCE and the Leadership Foundation~~ in undertaking its work, ***and the CUC Higher Education Code of Governance.***
- The Committee shall report its findings and recommendations to the Board of Governors.

Membership

- 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~~ ***other*** Members of the Board of Governors.
- ~~A Chairman shall be appointed from amongst the membership~~ ***The Chair of the Committee shall normally be a co-opted governor who is not the Chair of the Board.***
- The quorum consists of three Members.

Attendance at meetings

- A representative of the Town Clerk shall attend meetings.

Frequency of meetings

- Full reviews shall be held every three years.
- ~~When a full review is being undertaken, the~~ ***the committee shall determine the frequency of its meetings.***
- ~~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

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

Duties

- 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 ***Office for Students and Advance HE***.
 - 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.
 - f To consider other matters referred to it by the Board.***

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

A Member raised the question of advertising for co-opted member positions to comply with the School's Instrument and Articles of Governance. A Member commented that advertising vacancies would be regarded as best practice, although in his experience a personal approach by an institution to an appropriate individual was the more likely route used. The Committee went on to discuss the Board's current composition and diversity and it was noted that there would be difficulties in attempting to address any identified deficiencies through specific advertising. It was agreed that this matter be referred to the Remuneration and Nominations Committee for further debate and consideration.

RESOLVED – That the Committee recommend that the Remuneration and Nominations Committee consider a report on options to refresh and bring further diversity to the composition of the Board.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

9. EXCLUSION OF THE PUBLIC

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

10. **CHAIRMANSHIP OF AUDIT & RISK MANAGEMENT COMMITTEE**
The Committee considered the report of the Principal on the chairmanship of the Audit and Risk Management Committee.
11. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting closed at 12.53 pm

Chairman

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Committee: Board of Governors of the Guildhall School of Music and Drama	Date: 23 September 2019
Subject: Meetings of the Board of Governors and Committees in 2019 and Terms of Reference of Committees	Public
Report of: Town Clerk	For Decision

Summary

Some minor amendments to the terms of reference of the Governance and Effectiveness Committee and Remuneration and Nominations Committees are now proposed by those committees following consideration of the terms at their recent meetings. A list of the dates of remaining Board and Committee meetings in 2019 is also set out in this paper.

Recommendations

The Board is recommended to:-

- a) approve the proposed amendments to the terms of reference of the Governance and Effectiveness Committee and the Remuneration and Nominations Committee set out in the appendix to this report; and
- b) note the dates of Board and committee meetings in the remainder of 2019.

Main Report

1. At meetings in April and July respectively, the Remuneration and Nominations Committee and the Governance and Effectiveness Committee put forward some proposed amendments to previous terms of reference. These amendments, with previous text deleted and new text shown in ***black and italics***, are set out in the appendix to this report.
2. The dates of remaining Board and Committee meetings in 2019 are set out below, with all meetings **1.45** except where individually indicated:-

Governance and Effectiveness Committee - Monday 28 October (11.00)
Finance and Resources Committee - Monday 4 November
Audit and Risk Management Committee – Wednesday 13 November (11.00)
Remuneration and Nominations Committee - Monday 18 November (11.00)
Board – Monday 25 November

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Governance and Effectiveness Committee - Terms of Reference

Introduction

- The role of the Governance and Effectiveness Committee is to consider improvements to the effectiveness of the Board of Governors of the Guildhall School.
- The Committee shall utilise guidance from appropriate sources, including ***Office for Students and Advance HE*** ~~HEFCE and the Leadership Foundation~~ in undertaking its work, ***and the CUC Higher Education Code of Governance.***
- The Committee shall report its findings and recommendations to the Board of Governors.

Membership

- 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~~ ***other*** Members of the Board of Governors.
- ~~A Chairman shall be appointed from amongst the membership~~ ***The Chair of the Committee shall normally be a co-opted governor who is not the Chair of the Board.***
- The quorum consists of three Members.

Attendance at meetings

- A representative of the Town Clerk shall attend meetings.

Frequency of meetings

- Full reviews shall be held every three years.
- ~~When a full review is being undertaken, the~~ ***The*** committee shall determine the frequency of its meetings.
- ~~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

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

Duties

- 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 ***Office for Students and Advance HE***.
 - 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.
 - f. To consider other matters referred to it by the Board.***

Remunerations and Nominations Committee - Terms of Reference

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

Constitution

Chair of the Committee: a ~~senior~~ co-opted governor who is not the Chair of the Board

(CUC HE Code of Governance refers)

Other members:

- The Chairman of the Board of Governors of the Guildhall School of Music & Drama *(a requirement of the CUC HE Code)*
- The Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama
- At least two non-Common Council Governors
- At least one other Common Council Governor
- An elected staff member of the Board
- ~~One senior member of the Academic Staff (not a Vice-Principal)~~
- May include up to two other co-opted members (who are not necessarily members of the governing body)

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

In attendance:

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

- ***One senior member of the Academic Staff (not a Vice-Principal) (on nominations matters)***
- Head of HR
- Secretary & Dean of Students

Quorum: of any three Committee Members (***including one co-opted member***).

All Members are entitled to vote.

Nominations:

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

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

Remuneration:

- To take note of staff remuneration, the pay structure and benchmark the School against the rest of the higher education sector generally and the UK Conservatoire sector specifically
- To consider all characteristics protected under the Equality Act 2010 and to flag any significant discrepancies within the School's staffing composition

- To satisfy itself with the procedures in place at the School to allow staff to make representations about their pay
- To satisfy itself that any ad hoc or personalised payments, including severance payments, that might distort the basic remuneration structure are made according to transparent and justifiable rules **and adhere to best practice**
- To benchmark the salary of the Principal and Vice-Principals (the senior post holders) against a defined list of sector comparators and offer comment to the City of London on the outcome of the benchmarking
- To make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities
- To produce an annual report to the Board of Governors that provides assurance that the committee has collectively discharged its responsibilities and produce a public annual statement (see note).

Note on annual report:

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

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

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Committee: Board of Governors of the Guildhall School of Music and Drama	Date: 23 September 2019
Subject: Election of administrative (non-teaching) member of staff and reappointment of co-opted non-City of London Corporation Governor to the Board	Public
Report of: Town Clerk	For Decision

Summary

Gareth Higgins stood down as the administrative (non-teaching) member of the School's staff on the Board of Governors after the February 2019 meeting. An election process has subsequently been undertaken to fill this vacancy and in June 2019 Steven Gietzen was declared elected to this role for a term of three years (renewable twice).

Professor Geoff Crossick was appointed to the Board of Governors in July 2016 under the urgency provisions of Standing Order No. 41 for a term of three years (renewable twice). It is now proposed that his term of office be renewed until July 2022.

Recommendations

The Board is recommended to

- a) note the outcome of the election process undertaken to fill the vacant position of administrative (non-teaching) member of staff and that Steven Gietzen was declared duly elected to the Board of Governors in June 2019 for a term of three years (renewable twice); and
- b) approve the reappointment of Professor Geoff Crossick to the Board of Governors for a second term of three years.

Contact:

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The Guildhall School of Music & Drama Staff Elections

Election of Administrative (Non-Teaching) Staff Representative

Date of Notice of Election: 10 May 2019

Declaration of Result – Uncontested election

I declare **Steven Gietzen** duly elected as Administrative/Non-Teaching Staff Representative on the Board of Governors of the Guildhall School of Music and Drama.

John Barradell
Returning Officer

10 June 2019

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Board of Governors of the Guildhall School of Music and Drama – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1	May 2019	<u>Revised Skills Survey.</u>	Town Clerk	Autumn 2019	A revised skills survey document with the updated categories, with descriptors for each category and revisions to the personal 1 to 5 ranking system to ensure that Board members provide an assessment of experience rather than competency, will be recirculated to Board members in due course for completion and return.
2	February 2019	<u>Accommodation Issues</u>	Principal		Further update to Board in September 2019

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Agenda Item 8

Committee: Board of Governors of the Guildhall School of Music & Drama	Date: 23/09/2019
Subject: Principal's Public Report September 2019	Public
Report of: Lynne Williams, Principal, Guildhall School	For Information
Report author: Lynne Williams, Principal, Guildhall School	

Summary

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

- Quality of learning and teaching environment by department (including Music, Drama, Production Arts, Advancement and Under 18s)
- New Students' Union Executive Committee
- Awards and Prizes

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

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Principal's Public Report

Introduction

The recent Board Away Day provided a welcome opportunity for staff and board members to address some of the challenges facing the School in more detail than normally allowed at formal board meetings and as a follow on from our Senior Management Team Away Day. Since those discussions, the City's Fundamental Review has moved into a second phase and no action has been taken thus far on the recommendations of the Augur Review (especially in the light of the resignation of the University Minister, Jo Johnson). The School has been revisiting its Brexit mitigation plan as part of an overall City-wide plan now that a No Deal departure from the EU is looking more likely. It will be important to be a part of discussions regarding policies to grow international education opportunities and the opportunities for education and research in future trade deals.

The Chancellor of the Exchequer has announced a fast tracked one year spending round that will set departmental budgets for 20/21 and be completed in September 2019. UUK has been consulting with the Department of Education and the Department for Business, Energy and Industrial Strategy on how the sector can strengthen the case for higher education, research and innovation. A full spending review will be held in 2020 where recommendations of the Augur review will be addressed.

We have made considerable progress on the three cross cutting themes of the strategic plan and we are continuing to develop strategies for each following the presentation of drafts at the Away Day and the compilation of board members' contributions. Final strategies will be presented at the November Board meeting.

The Widening Participation strategy represents an overarching direction for Widening Participation (WP) at the School, bringing together Access & Participation and Equality & Inclusion plans which will be delivered through a variety of initiatives including those in partnership with Creative Learning. The new Guildhall Young Artists division will be a major delivery mechanism as will the School's specific education and recruitment partners in and outside of London. A WP steering group comprising key internal staff, and external advisors, will support the delivery of the strategy – ensuring it delivers against its multiple aims and to its range of stakeholders.

The International strategy is continuing to develop against a backdrop of uncertainty around Brexit and Immigration regulations. UUK has continued to

lobby for a new kind of student visa and a more attractive proposal for international students and the Principal has been updating the City Remembrancer on the School's position.

The Digital Steering Group has benefited from the appointment of a new Business Systems Manager and the synergies with the Barbican are helping to develop relationships with major partners. The Digital Strategy, when finalised, will encourage greater collaboration across all departments of the School.

Some important events for the Autumn include Culture Mile's Fusion Prize Symposium on September 17, and the visit of Barbican/ Guildhall Associate Richard Tognetti and the Australian Chamber Orchestra. Please contact Amy Grimes for tickets to events.

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

Quality of Learning and Teaching Highlights since May 2019

Academic Assurances: student experience & employability
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Music

Strings Highlights

- Bass alumnus Jose Moreira has been selected to join the Bass section of the London Symphony Orchestra, and will also be joining the Guildhall Strings faculty.
- Masterclasses with member of the National Arts Centre of Canada Orchestra Principal bass Joel Quarrington (orchestral excerpts) and Concertmaster Yosuke Kawasaki (concertmaster solos). Six bass students and four violin students participated.
- Cellist Pedro Silva's (MPerf) Artium Piano Trio released their debut album on the KNS Classical label. The CD is available on iTunes, Spotify, Amazon and Google Play.
- Violist Agnieszka Zyniewicz (MPerf) and cellist Ben Tarlton (MMus) performed in projects with the London Symphony Orchestra as part of the LSO String Experience Scheme.
- Violist Luca Casciato (MMus) is currently on trial with the LSO.
- Bassist Miguel Pliego (BMus 4) has been selected to join the Bass section of the Netherlands Chamber Orchestra
- Violinist Ruth Heney (MPerf) is on trial after successful auditions with Royal Liverpool Philharmonic and the Hallé.

- Violist Agnieszka Zyniewicz (MPerf) was also selected to tour with the Gustav Mahler Jugendorchestre and to perform at the Gustav Mahler Academy in Bolzano. Bassists Piotr Hetman (MPerf) and Miguel Pliego (BMus 4) were also invited to perform at the Gustav Mahler Academy.
- Bassist Piotr Hetman is currently on trial with Philharmonia Orchestra.
- Harpist Bianca Watts (MMus) led a team of 6 musicians and actors of the acclaimed Wind-Up Penguin group for a residency in Mexico, organising two shows a day in orphanages, migrant centres, a women's prison, hospitals, street children's centres, markets, libraries and palliative care centres.

Vocal Studies Highlights

Young Artist Programme & Opera Company highlights for 2019-20:

- Valencia Opera Studio Centre Placido Domingo - Aida Gimeno Garcia (MMus)
- English National Opera Harewood Artists – Claire Barnett-Jones (Art Dip) & alumni John Findon, David Ireland & Elgan Llŷr-Thomas
- Estonian Opera Young Artist Studio – Heldur Põlda (BMus 4)
- Royal Opera House Jette Parker Young Artists – Andrés Presno (Grad Cert)
- Glyndebourne Touring Opera – Gethin Lewis (MMus)
- British Youth Opera – many Guildhall participants, incl. Liam Bonthrone (MMus) as Ramiro in *La Cenerentola*
- Opera Studio Tenerife – Jacobo Ochoa Piedrahita (BMus 3) role of Belcore in *L'elisir d'amore*
- Opera Holland Park – incl. Thomas Mole (BMus 4) & Jack Holton (MPerf) as Count Horn & Anckarström in *Un ballo in maschera*
- Verbier Festival Academy – Olivia Boen (MMus) & Ema Nikolovska (Vocal Studies alumna, now Opera Course)
- Merry Opera – Florian Panzieri (MMus), Jack Holton (MPerf) & Shakira Tsindos (MMus) cast in *Don Giovanni* as Don Ottavio, & Zerlina on tour
- Richard Alston Dance Company – Katherine McIndoe (MPerf) solo soprano in *Shine On* tour

Opera Highlights

- Highlights: very successful summer opera double bill and Opera Makers productions. Graduating second years our most successful year group ever, making debuts straight out of school at ROH, ENO, Garsington, Glyndebourne and Salzburg Festivals.
- Gold Medal winner Samantha Clarke making debuts in lead roles at the Buxton Festival and Opera North.
- A higher number than ever before (at least 6 on current count) have also been taken on by highest-end agents.

Electronic Music Highlights

Illuminated River recording

Illuminated River launch

Illuminated River Documentary

‘Musicity’ Commission – Barbican/Culture Mile

Collaboration with Vocal Department for Sound Unbound

Launch Event for Guildhall Session Orchestra

Launch of masters pathway within Guildhall Artist Masters programme – with coverage in national press and radio

Wind Brass Percussion Highlights

New professors:

Rachel Gledhill (Royal Opera House) – percussion

Paul Stevens – saxophone

Mirjam-Luise Munzel – recorder

Continuing development of Widening Participation outreach work at The Sage, Gateshead

Peter Moore (principal trombone, LSO) begins teaching at Guildhall in Autumn 2019.

Academic Studies Highlights

- Completion of the first academic cycle with the important BMus revalidation changes.
- Good feedback from BMus external examiners.
- All BMus1 students met as part of a new feedback mechanism on overall results of Integrated Studies in Music 1 module.
- Awaiting Whole School Survey on impact of changes.
- Guildhall Artist Masters cycle with revalidation changes to be completed in a few weeks.
- Great development in VLA and partial implementation of on-line submissions and marking.

Chamber Music Highlights

Highly successful second instalment of the Guildhall Chamber Music Festival with acclaimed performances from professors and students alike, and overwhelmingly positive feedback from all involved in the collaborative process of the faculty/student mixed concerts in Milton Court Concert Hall.

Drama: Highlights

1. A Guildhall delegation will visit our partner organisation C.A.D in Beijing to revalidate the course this Autumn and to see the performance of the public production the students premiered here. As a result of the success of this programme, we are keen to pursue other partnerships in China.
2. Last term we enhanced our BA/MA Acting digital showcase offer, with 2nd year students recording professionally produced voicereels and self-taped showreels.
3. Our BA/ MA Acting Public Productions were announced as a year-long season and serve as a statement of intent for the direction of the programme. We have attracted a number of high calibre industry creatives and curated a vibrant season of representative, contemporary work. This has been warmly received by both students and industry.

Production Arts: Highlights

- The annual Production Arts Graduation Exhibition took place across the Studio Theatre, the Studio Bar and Rehearsal Room 2 and was the largest and most ambitious exhibition to date, including a large showing from the graduating students of the Video Design for Live Performance programme.
- Production Arts students and staff spent the first half of the summer term working on their season of special projects which included various Graduation Projects as well as collaborations on the Jazz Festival in the Studio Theatre.
- MA Collaborative Theatre PD students collaborated with Acting Studies students for their final production “A Journey” in the Milton Court Theatre.
- Production Arts staff and students collaborated to great effect on a double bill of operas: “Aminta e Fillide / Venus and Adonis”, Opera Makers and the end of year musical – “Merrily We Roll Along”.
- The Production Arts Skills Exchange (PASE) took place in Shanghai in early June – Gill Allen and Rhian Jones joined colleagues from the Royal Opera House and Anystage Productions to present a nine-day training programme to industry professionals. Discussions about continuing the model beyond current ACE funding are ongoing.
- Head of Performance Venues, Chris Wheal, is moving on to take up the role of Technical Director at the Saffron Hall. An excellent replacement has been recruited and will be starting work towards the end of October. In the meanwhile, the team is being led by Julian Hepple – Head of Audio Visual.
- The Performance Venues team have been hard at work over the summer:
 - maintaining our lighting and sound equipment and managing statutory inspections of our rigging and flying systems across all six performance venues.
 - Work on replacing the Silk Street stage floor has been completed.

- The full team (including our new administrator Rosie Carter) passed the ABTT Bronze Award for technical training in order to align methods and understanding.
- Our AV team has completed:
 - significant upgrades to the Jazz studios which now look extremely impressive with a full refurbishment and installation of state of the art equipment and acoustic treatment.
 - significant improvements to the infrastructure in the Silk Street Music Hall including new recording and presentation systems.
 - installation of 12 new display screens in teaching rooms across all four teaching buildings
- Our graduates are moving out into the world of work and a summary of their successes will be included in the next report.

Organisational Sustainability

Advancement: Highlights

- Marketing & Communications have been promoting recent successes for the School including:
 - Research Department awarded £984,000 grant from the AHRC for social impact research led by Professor John Sloboda.
 - Guildhall composers and electronic musicians were commissioned by the Illuminated River Foundation to provide new music for the Thames bridges, which received coverage as part of an ITV documentary
 - Guildhall's Acting and PACE departments gave a 100% overall satisfaction rate in the National Student Survey, and the School jumped 60 places in the People & Planet University League rankings for sustainability
- Over 500 guests joined us for the receptions at the Gold Medal 2019 and we were delighted to welcome two alumni onto the judging panel – conductor Richard Farnes and bass-baritone Sir Bryn Terfel. The Gold Medal was awarded to soprano Samantha Clarke, in her second year on the Guildhall Opera Course.
- We entertained 270 guests at our two annual Summer Gala evenings around this year's musical *Merrily We Roll Along* in July raising over £15,000 for the Student Scholarships Fund.
- Forthcoming opportunities for governors to join events at Guildhall School this autumn term include: *Guildhall Symphony Orchestra, Chorus & Jazz Orchestra* reception and performance on 27 September, *The Wheel* reception and performance on 22 October and *La Fedelta Premiata* reception and performance on 6 November.

Guildhall Innovation: Highlights since May 2019

- Coaching & Mentoring have received confirmation that we can accredit our participants at Practitioner Level from the European Mentoring & Coaching Council
- Summer Schools were delivered with a total of 27 classes offered to approximately 600 students including a pilot for 12-15 age group.
- Our Creative Entrepreneurs Incubator has doubled our accepted cohort size for 2019-2020
- Guildhall Live Events has launched its new micro-website at liveevents.gsmd.ac.uk

Guildhall Young Artists: Highlights since May 2019

- Junior Guildhall student Leia Zhu made history as at age 12 she was the youngest British soloist to perform with the Mariinsky Orchestra at the Mariinsky Concert Hall in St Petersburg
- Junior Guildhall 2019 Lutine Prize was won by Alex Cuilin.
- The Junior Guildhall Brass Band performed with students from Brass Academy Alicante as part of the 8th International Brass Festival in Alicante
- Junior Guildhall students, Will Everitt and Lilly Vadaneaux, have both been highly commended in this year's BBC Proms Inspire competition.
- LSSO completed a successful tour of the Czech Republic and Slovakia.
- CYM Taunton won the 2019 Creative Business award in the Taunton Dean Business Awards.
- First year of GYA Islington ended with a highly successful concert at Highbury Grove School, attended by parents, friends, funders and Council Members.
- A second GYA Islington Satellite centre will open at Arts and Media School Islington in September 2019.

Guildhall Research: Highlights

- Two new Barbican Guildhall research roles will start in autumn 2019 – a Joint Doctoral Studentship and a Post-doctoral Research Fellowship, linked to the Creative Learning Esmée Fairbairn regional cultural education partnerships.
- Arts and Humanities Research Council – £984,010 FEC over three years for 'Music for social impact: practitioners' contexts, work, and beliefs', an international collaborative research project to be led by Prof. John Sloboda. This is the largest single research grant the School has ever received.

- Leverhulme Trust – c. £150,000 over three years for two Early-Career Fellowships: ‘Transforming the operatic voice’ (Dr Toby Young) and ‘The flexible text: Reuniting oral and written traditions in 19th-century music’ (Dr Kate Wadsworth). These are the first such fellowships the School has received, and an important element in the latest phase of our strategic development of the research environment, the building up of a post-doc culture.

Widening Participation Strategy: Highlights

- Following a very useful roundtable discussion at the Guildhall School Board of Governors away-day, the Widening Participation Strategy will be further developed in Autumn 2019, led by the Director of Creative Learning.

Students’ Union

The Students’ Union has a new executive committee for 2019/20 as follows:

- SU President: Dave Muncey
Dave is a recent graduate of the School after studying classical trumpet for 4 years.
- Vice President of Academic Affairs: Thomas Plater.
Tom is a saxophonist on the postgraduate Artists Diploma programme
- Vice President of Events: Megan Landeg
Megan is a fourth year classical percussionist.
- Vice President of Finance: Elizabeth Baumberg
Lizzie is a French horn player in her third year of study.
- Vice President of Welfare (2nd year of office): Sophie Walker
Sophie is a fourth year classical bass student,

Prizes and Awards

External

Piotr Hetman (MA Orchestral Artistry)

- Invited to participate in the Gustav Mahler Academy masterclasses with members of the Mahler Chamber Orchestra. The masterclasses will be in second part of July in Bolzano (Italy)

Academic Assurance: employability
--

Pietari Willey (BMus Cello)

- Central Finnish Cultural Fund: 14 000 euros towards the purchase of an instrument
- Wolfson Foundation Music Awards: £5000 towards the purchase of an instrument.

Anna Garde & Penka Petkova

- Selected to play in a masterclass with Steven Isserlis at the Herdfordshire Festival of Music, 13th June 2019.

The Mithras Trio (Ionel Manciu (Artist Diploma, Violin), Leo Popplewell (Guildhall Artist Masters, Cello) and Dominic Degavino (Guildhall Artist Masters, Piano)

- Winners of the Cavatina Intercollegiate Chamber Music Competition
- The only British group chosen for the live rounds of the Trondheim International Chamber Music Competition

Joël Terrin & Matthew Gemmill (Advanced Certificate (baritone) & Artist Diploma (Piano Accompaniment))

- 2nd Prize in the Somerset Song Competition

Current chamber music fellows, Marmen Quartet

- Joint Winners of the Grand Prize in the Bordeaux Quartet Competition
(Prize: 20,000 euros, 3-year international tour and photo session)

Aida Gimeno Garcia (Guildhall Artists Masters (Vocal Studies - Soprano))

- Selected for further study at opera studio in Valencia, she was hand-picked by Placido Domingo

Jacobo Ochoa & Alexandra Lowe (BMus Baritone/Bass & Artist Diploma, Opera Studies (Soprano))

- Awarded Drake Calleja Trust scholarships

Mark Christian Bautista (Vocal Studies)

- 1st Prize at the Dean and Chadlington Summer Music Festival and Singing Competition 2019
(Prize: £2000)

Seán Boylan (Advanced Certificate - Opera Studies)

- Winner of the Helen Clarke Award at the Garsington Opera Awards 2019

Bianca Andrew (Guildhall Artist Masters, Opera Studies (mezzo-soprano))

- Winner of the Leonard Ingrams Award at the Garsington Opera Awards 2019

Karnsiri Prim Laothamatas (Artist Diploma (Piano), student of Ronan O'Hora and Martin Roscoe)

- 2nd Prize in the 2019 Birmingham International Piano Competition

Will Everitt and Lilly Vadaneaux (Junior Guildhall) have both been highly commended in this year's BBC Proms Inspire competition: Will for a piano piece called *The Olympians*; and Lilly for her setting of Yeat's *Cloths of Heaven*.

Every young artist repetiteur position in the UK is now occupied by a recent Guildhall repetiteur student.

- **Nathan Harris is the new Trainee Repetiteur at ENO.**
- **Mairi Grewar, has been the Young Artist Repetiteur at Opera Holland Park** this summer, and continues with their post-festival outreach work, while studying at the National Opera Studio.
- **Michael Papadopoulos is the new Young Artist Repetiteur at Scottish Opera.**
- **And Ed Whitehead and Patrick Milne continue as the Opera Conductors and Repetiteurs on the Jette Parker Programme.**

Lynne Williams, Principal, Guildhall School of Music & Drama
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Agenda Item 9

Committee: Board of Governors of the Guildhall School of Music & Drama	Date(s): 23 September 2019
Subject: Safeguarding Policy	Public
Report of: Director of Guildhall Young Artists and Safeguarding	For Decision
Report author: Director of Guildhall Young Artists and Safeguarding	

Summary

The Safeguarding Policy has been redesigned and updated to make the document more user friendly.

The main changes are:

- There are now 8 sections to the policy and 9 appendices
- Flow charts to clearly define reporting procedures
- The opening “What to do” chart and how to report pages have been updated and redesigned
- The Safeguarding and Prevent Organisational and Reporting Chart has been updated and contact details now include details of the local LADOs
- Section 2 has been updated to reflect the most recent guidance
- Section 5 has been updated reflecting the responsibilities for the Director of Guildhall Young Artists and Safeguarding and the Head of Safeguarding and detailed reporting information.
- Sections 6 and 7 outline safer recruitment procedures and managing allegations about staff and Section 8 details the measures being taken to create a safeguarding culture
- Key contact details have been updated in Appendix 1 and the reporting form has been updated in Appendix 2
- Definitions of abuse are included in Appendix 3 and detailed online links have been added in Appendix 4
- Appendix 5 has been updated to reference the most recent legislation
- Leadership and Governance responsibilities are outlined in Appendix 6
- Appendix 7 includes information for contractors and students
- The advice to staff section in Appendix 8 has been updated and Appendix 9 outlines the Events approval process as part of the Prevent duty

Recommendation(s)

Members are asked to:

- Approve the revised Safeguarding Policy

Alison Mears

Director of Guildhall Young Artists and Safeguarding

T: 020 7332 7160

E: Alison.Mears@gsmd.ac.uk

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Safeguarding Policy

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

**Is the person in immediate danger?
Contact Police Public Protection Unit 020 7601 2941 (or in an emergency 999)**

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

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

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

If you have a concern about the behaviour of a member of staff

Stay Calm

Don't promise to keep the information a secret

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

Record the information on the form and follow the procedure on page 2.

Include as much information as you can include date, time and persons present.

Make a written dated note of observations and inform the Designated Safeguarding Lead in your area following the procedure on page 2.

If you have concerns that people may be vulnerable to radicalisation and recruitment to a terrorist ideology or cause contact the Head of Safeguarding who will decide on the action to take.

If the behaviour of a member of staff or other person is threatening or potentially threatening the well-being of a child or vulnerable adult, you must report your concerns immediately to the Director of Guildhall Young Artists or in her absence the Head of Safeguarding.

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

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

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

Contact details can be found on page 3 Page 43

HOW TO REPORT A CONCERN ABOUT A CHILD / ADULT AT RISK

- You receive a direct disclosure of abuse / harm / potential risk / concerns of radicalisation etc:
- You observe / hear something, but you are not sure if it is safeguarding;
- You receive third party information indicating potential safeguarding risk / harm

Report on the same day of disclosure / observation / information received to the Designated Safeguarding Lead of your department / programme.

Immediate danger/ emergencies: Agree with the DSL to ring Police / Emergency Services (See next page)

Designated Safeguarding Lead (DSL) to alert the Head of Safeguarding (HoS) **on the same day** of receiving information of a safeguarding nature.

Designated Safeguarding Lead (DSL) to alert the Head of Safeguarding (HoS) **on the same day** of receiving information of a safeguarding nature.

Safeguarding Incident Form (Appendix 2) to be completed by the DSL or staff member and emailed to the HoS **within 24 hours** of the date the concern was identified.

Feedback & support from the HoS to the DSL and staff member to agree next actions or closure of the notification (if safeguarding remit was not met)

EMERGENCY NUMBERS

City Children's Social Care Team	020 7332 3621
City Social Care Adult Services	0207 332 1224
Out of hours Adult Social Care	020 8356 2579
Out of hours Children's Social Care: Hackney Emergency Duty Team	020 8356 2710
Police Public Protection Unit	0207 601 2941 (or in an emergency 999)
City Prevent Team	prevent@cityoflondon.gov.uk 0207 601 2420
Extremism email helpline	counter.extremism@education.gsi.gov.uk

Guildhall School Head of Safeguarding:

Hetsie van Rooyen

Email: hetsie.vanrooyen@gsmd.ac.uk

Phone: 0207 628 2571 ext 3088

City of London Local Authority Designated Officer:

Name: Pat Dixon

Email: pat.dixon@cityoflondon.gov.uk

Phone: 020 7332 1215

NSPCC HELPLINE: 0808 800 5000

Female Genital Mutilation Helpline

Email: fgmhelp@nspcc.org.uk.

Phone: 0800 028 3550

Forced Marriage Unit

Phone: 020 7008 0151

Email: fmu@fco.gov.uk

GUILDHALL SCHOOL SAFEGUARDING & PREVENT REPORTING CHART

Guildhall School Board of Governors

Principal: Lynne Williams

Director of Guildhall Young Artists & Safeguarding: Alison Mears

Head of Safeguarding: Hetsie van Rooyen

Regional Centres:

Nikki Shepperd

CYM Taunton

DSL: Rachael Parvin

DDSL: Sarah-Jane Cross

CYM Saffron-Walden

DSL: Kate Nott

DDSL: Sophie Stafford

CYM Norfolk

DSL: Juliet Rickard

DDSL: David Stowell

CYM Peterborough

DSL: Kirsten Goldthorpe

DDSL: Lisa Roberts

CYM London:

DSL:

Geoff Harniess

DDSL: Gill Tarlton

GYA Islington:

DSL:

Spencer Down

DDSL: Christie Haddard

Junior Guildhall:

DSL:

Nigel Springthorpe

DSL: William Bruce

STP Felsted

DSL: Rachael Bull

Creative Learning and Enterprise:

Sean Gregory

Creative Learning

DSL: Jenny Mollica

DSL: Lauren Monaghan-Pisano

Short courses:

DSL: Laurie Michel-Hauteau

DDSL: Tom Steer

Senior Guildhall:

DSL:

Katharine Lewis

DDSL:

Stacey Balsdon

DSL = Designated Safeguarding Lead

DDSL = Deputy Designated Safeguarding Lead

CONTENTS

Flowcharts:

- a) WHAT TO DO IF YOU HAVE A SAFEGUARDING CONCERN**
- b) HOW TO REPORT A CONCERN ABOUT A CHILD / ADULT AT RISK**
- c) EMERGENCY NUMBERS**
- d) GUILDHALL SCHOOL SAFEGUARDING & PREVENT REPORTING CHART**
- e) EVENTS APPROVAL PROCESS**

Guildhall Safeguarding Policy content:

- 1. The purpose and scope of this policy
- 2. Legal Framework underpinning the Guildhall School Safeguarding Policy
- 3. Related Policies and Procedures
- 4. Our commitment to safeguarding
- 5. How to report a concern about a child / young person / adult at risk
- 6. Safer Recruitment
- 7. Managing Allegations against professionals and volunteers
- 8. Creating a Safeguarding Culture

Appendices

- 1. Key contact details
- 2. Safeguarding Incident Form for Guildhall School
- 3. Definitions of Abuse & Safeguarding Topics
- 4. Online policy links: Safer Recruitment policy, Whistleblowing policy, Code of Conduct, Staff / Student relationship, External hire of school premises
- 5. Managing allegations against staff and volunteers
- 6. Leadership and Governance information
- 7. Contractors and additional student information
- 8. Recommendations to staff / volunteers working with Guildhall School students
- 9. Events Approval Procedure

Guildhall School Safeguarding Policy 2019

1. The purpose and scope of this policy

This policy applies to anyone working on behalf of Guildhall School of Music & Drama including Guildhall School Board of Governors, Senior Managers, the Board of Trustees, paid staff, volunteers, sessional workers, agency staff and students. It also includes contractors, support staff (such as cleaners / caterers / builders), visitors to the school, workshop leaders, freelance artists and Senior School students on work placements.

Guildhall School works with children and adults as part of its activities.

The purpose of this policy statement is:

- to protect children and adults at risk who take part in our various programmes;
- to provide parents, staff and volunteers with the overarching principles that guide our approach to safeguarding.

2. Legal Framework underpinning the Guildhall School Safeguarding Policy

This policy has been developed based on legislation, policy and guidance that seeks to protect children and adults in England. A summary of the key legislation and guidance:

- Keeping Children Safe in Education (Statutory guidance for schools and colleges) September 2019;
- The Prevent duty: Framework for monitoring in higher education in England 2018-19 onwards;
- Children Act 1989 and 2004,
- Safeguarding Vulnerable Groups Act 2006;
- Working Together to Safeguard Children, July 2018;
- The Care Act, 2014 (Adult Safeguarding)
- Data Protection Act 2018 & the General Data Protection Regulation (May 2018).

3. Related Policies and procedures

This policy should be read alongside Guildhall School and the City of London's organisational policies and procedures, including:

- Procedures for responding to concerns about a child or young person's wellbeing
- Dealing with allegations of abuse against a child or young person
- Role of the Designated Safeguarding Lead
- Managing allegations against staff and volunteers
- Safer recruitment policy and procedures
- Adult to child supervision ratios
- Code of conduct for staff and volunteers
- Online safety policy and procedures for responding to concerns about online abuse
- Photography and image sharing guidance
- Child protection records retention and storage policy

- Whistleblowing policy
- Relevant standards and guidance including: CITY OF LONDON CORPORATION Thresholds of Need, London Child Protection Procedures, 5th edition, 2017, City & Hackney Protecting Adults at risk: London multi-agency policy and procedures to safeguard adults from abuse.

4. Our commitment to safeguarding

Guildhall School strives to ensure the safeguarding of all students through robust safeguarding policies, training to staff, compliance with statutory guidance and stringent quality assurance processes.

4.1 Guildhall School recognises that:

- all children and adults, regardless of age, disability, gender, race, religion or belief, sex, or sexual orientation have a right to equal protection from all types of harm or abuse;
- some students are additionally vulnerable because of the impact of previous experiences, their level of dependency, communication needs or other issues;
- working in partnership with children, young people, their parents, carers and other agencies is essential in promoting young people's welfare.

4.2 Guildhall School will seek to keep children, young people and adults safe by:

- valuing, listening to and respecting them;
- appointing a Head of Safeguarding and various departmental Designated Safeguarding Leads and two Lead Board Members for Safeguarding;
- developing safeguarding policies and procedures which reflect best practice;
- using our safeguarding procedures to share concerns and relevant information with agencies who need to know, and involving children, young people, parents, families and carers appropriately;
- creating and maintaining an anti-bullying environment and ensuring we have a procedure to help us deal effectively with any bullying that does arise;
- recruiting staff and volunteers safely, ensuring all necessary pre-appointment checks are made;
- providing effective management for staff and volunteers through supervision, support, training and quality assurance measures;
- implementing a Code of Conduct for staff and volunteers;
- using our procedures to manage any allegations against staff and volunteers appropriately;
- ensuring that we have effective complaints and whistleblowing measures in place;
- ensuring that we provide a safe physical environment for our students, staff and volunteers, by applying health and safety measures in accordance with the law and regulatory guidance;
- recording and storing information professionally and securely.

4.3 The admission of students under 18 years of age to the Senior School

Guildhall Senior School is an adult environment and the School has a specific duty of care towards any student admitted to a degree programme who is under the age of 18 at the time of enrolment. Special arrangements will be put in place in line with the "Policy in relation to the admission and support for students entering the School under the age of 18".

5. How to report a concern about a child / young person / adult at risk

Please also refer to the process charts on pages 2-3 of this document and the definitions of abuse page.

5.1 Safeguarding Leads:

The Director of Guildhall Young Artists and Safeguarding has overall strategic responsibility for Safeguarding and Prevent for the School.

The Director of Guildhall Young Artists and Safeguarding will attend Board of Governors meetings, provide the Annual Safeguarding Report to the Board of Governors, attend the Senior Management Team meetings and be responsible for all Safeguarding Risks in the Institutional Risk Register.

The operational lead for safeguarding at Guildhall School is the Head of Safeguarding (HoS).

This role covers reporting of all safeguarding matters to the Director of Guildhall Young Artists and Safeguarding, developing and ensuring quality assurance processes for safeguarding across the school's programmes, monitoring of safeguarding training to staff, support to Designated Safeguarding Leads and direct interface with students, parents, staff and outside agencies. This role is line managed by the Director of Guildhall Young Artists and Safeguarding.

Each department has an identified Designated Safeguarding Lead (DSL) who will be responsible for safeguarding in their area. Each DSL will brief their departments on relevant safeguarding matters including training requirements. The DSL will report any safeguarding concerns directly to the HoS.

In the absence of the HoS the Director of Guildhall Young Artists and Safeguarding will be the main safeguarding contact. Should both the HoS and Director of GYA and Safeguarding be absent the Head of Junior Music Courses will act as the main safeguarding contact.

5.2 Process for reporting a concern:

Any incidents / disclosures / suspicions of safeguarding concerns should be referred to the DSL who then will alert the Head of Safeguarding **on the day the incident occurs, or the disclosure is made.**

The **Safeguarding Incident Form** (please see Appendix 2) needs to be completed by the DSL and sent to the Head of Safeguarding within **24 hours** of the safeguarding information being received. If there was a direct disclosure to a staff member / professional / volunteer the professional would need to complete the Safeguarding Incident Form instead of the DSL, as they received the information first hand.

Once notified of safeguarding information the Head of Safeguarding will assess risk and ascertain next actions (for instance whether to refer to the relevant Local Authority or other support agencies). The Head of Safeguarding will inform the Director of Guildhall Young Artists and Safeguarding of all safeguarding incidents.

In all cases of allegations against staff and volunteers the Head of Safeguarding will notify the Director for Guildhall Young Artists & Safeguarding, Guildhall School Principal and the Local Authority Designated Officer (LADO) for the City of London (and/or the Local Authority in which the incident took place).

All safeguarding referrals / incident forms to the Head of Safeguarding will be recorded and confidentially stored in accordance with the Data Protection Act 2018.

If, at any point, there is a concern of immediate and/or ongoing serious risk of harm to a child a referral should be made to Children's Services or the Police **immediately**. Anybody can make such a referral however an alert should then be made on the **same day** to the Head of Safeguarding and the relevant Designated Safeguarding Lead to make them aware of the concerns. This will ensure vital follow up work will be completed for further support and protection of the student.

5.3 Prevent referrals:

Concerns about a student, member of staff or visitor possibly being radicalised should be referred to the Head of Safeguarding or in the HoS absence to the Director of Guildhall Young Artists and Safeguarding immediately as per the above process. This will be dealt with in the same way as other safeguarding concerns referring to specialist agencies where appropriate. The Head of Safeguarding will seek consultation on a case by case basis with the City of London Prevent Team, the FE/HE Regional Prevent coordinators for London, the Director of Guildhall Young Artists and Safeguarding and where appropriate Children Services / Adult Safeguarding prior to any referrals. The Director of Guildhall Young Artists and Safeguarding will also alert the Principal; Head of Human Resources (where appropriate) and Safeguarding Lead Governors about any potential referrals to the Channel Programme (the Channel process is a key part of the Government's Prevent Strategy).

6. Safer Recruitment

Safer recruitment is a set of safe practices which Guildhall School uses to recruit staff and volunteers who are suitable to work with children and adults.

Part of Guildhall School's safeguarding culture is to adopt recruitment procedures that help deter, reject or identify people who might abuse children or adults at risk. Governing bodies and proprietors must act reasonably in making decisions about the suitability of the prospective employee based on checks and evidence, including criminal record checks (Disclosure and Barring Service checks), Barred List checks and Prohibition checks, together with references and interview information.

For more information on Guildhall School's approach to recruiting staff or volunteers safely, please see the **Safer Recruitment Policy** link (Appendix 4) and for details on contractors / students working in professional contexts see Appendix 7.

7. Managing Allegations against professionals and volunteers

Guildhall School will ensure that concerns or complaints from children, staff and volunteers are taken seriously and procedures for managing allegations are always followed as per national statutory guidance (see Keeping Children Safe in Education, 2019 and Working Together to Safeguard Children, 2018). For more information regarding the reporting process for an allegation against a professional or a volunteer, please see **Appendix 5**.

8. Creating a Safeguarding Culture

Please reference Appendix 3 for abuse definitions and other safeguarding topics such as Child Sexual Exploitation, Female Genital Mutilation, Prevent etc.

8.1 Safeguarding Inductions for new staff and mandatory safeguarding training for all staff:

It is essential that all staff who have access to children and adults at risk understand their safeguarding responsibilities and what to do in the event a disclosure is made to them or they have reason to suspect that abuse is taking place.

All staff will receive training in safeguarding and Prevent as part of their induction. Staff will subsequently receive training and updates on safeguarding at least every three years. Designated Safeguarding Leads (DSLs) require the following training every two years: DSL Training, Safer Recruitment Training, Safeguarding Training and Prevent.

Owing to the nature of the School's staffing body, e-learning has been identified as the best tool for ensuring that staff, (some of whom may only be onsite on Saturdays or during the holidays) have access to training. However, there are ongoing "face to face" safeguarding briefings provided to staff by the Head of Safeguarding throughout the year, as well as access to other training events as appropriate.

All members of staff will receive a copy of the Guildhall School Safeguarding Policy and will be required to sign a Safeguarding Declaration form to confirm they have read the policy, understand the processes for and expectations of safeguarding at Guildhall School and agree to adhere to these expectations.

New members of staff also receive a Safeguarding Induction package from the Head of Safeguarding with valuable information regarding safeguarding processes.

8.2 Risk assessments of School activities not on School premises (children)

If a missed lesson is to be made up it should ideally take place on School premises. If the lesson has to take place in a teacher's or student's house the parent/carer must sit in. Parents will be asked to sign a document acknowledging this. Staff must furthermore follow the guidance contained within the Code of Conduct policy.

Risk assessments must be carried out in advance of utilising non-Guildhall School premises for lessons or activities in line with the Hire of Outside premises policy and risk assessment process.

All travel within the UK and overseas will be organised in accordance with the relevant travel policy and guidance document and the risk assessment pro forma completed. Travel authorisation must be sought in advance from the Head of Department.

8.3 Guildhall School's Anti-Bullying and Anti-Discrimination statement:

Guildhall school respect difference and welcome diversity in our students and staff. We strive to ensure that our activities and programmes are inclusive.

Guildhall students have the right to feel safe, secure and valued when they attend our programmes and therefore, we will have zero tolerance for bullying or discriminating behaviour.

We will promote a range of positive and supportive strategies to deal with any reports regarding bullying or discriminating behaviour.

Any concerns or incidents involving bullying will need to be reported to the Designated Safeguarding Leads or directly to the Head of Safeguarding.

Appropriate and proportionate action will be taken and if necessary, other agencies may be consulted or involved, such as: the police (if a criminal offence has been committed) or other local services if a student is felt to be at risk of serious or significant harm.

8.4 Guildhall School's commitment to the Prevent Duty

From 18 September 2015 all schools and colleges have a duty under section 26 of the Counter – Terrorism and Security Act 2015 to have due regard to the need to prevent people from being drawn into terrorism. This duty is known as the Prevent Duty. Any concern should be reported to the Head of Safeguarding in the first instance. Guildhall School will consider the level of risk to identify the most appropriate referral, which could include the Channel Panel or Children's Social Care, for example. Guildhall school has policies which set out clear protocols for ensuring that any visiting speakers – whether invited by staff or by students themselves – are suitable and appropriately supervised. Please see the Prevent Reporting flow chart at the start of this policy and also Appendix 4.

We are committed to reviewing our safeguarding policy and good practice annually.

This Safeguarding Policy was submitted to the Board of Governors of the Guildhall School of Music & Drama for approval on 23 September 2019.

Date of next revision August 2020.

HVR/AM 02/09/2019

Appendices

Appendix 1

Key contact details

Director of Guildhall Young Artists and Safeguarding

Name: Alison Mears

Phone: 0207 382 7160

Email: alison.mears@gsmd.ac.uk

Head of Safeguarding

Name: Hetsie van Rooyen

Phone: 0207 628 2571 ext 3088

Email: hetsie.vanrooyen@gsmd.ac.uk

Designated leads for safeguarding (DSLs)

i) Junior Guildhall

DSL: Head of Junior Music Courses

Name: Nigel Springthorpe

Phone: 0207 382 7160

Email: nigel.springthorpe@gsmd.ac.uk

DSL: Head of Strings

Name: William Bruce

Phone: 07590 826518

Email: William.Bruce@gsmd.ac.uk

DSL: STP Felsted

Name: Rachael Bull

Phone: 020 7382 7160

Email: Rachael.Bull@gsmd.ac.uk

LADO SERVICES ESSEX: 03330 139 797.

ii) CYM London

London CYM DSL:

Name: Geoff Harniess

Phone: 0207 928 3844

Email: gharniess@cym.org.uk

Deputy DSL

Name: Gill Tarlton

Phone: 0207 928 3844

Email: gtarlton@cym.org.uk

LADO SERVICES LAMBETH: 020 7926 4679 or email LADO@lambeth.gov.uk

iii) CYM Regional Centres

Head of Regional Centres

Name: Nikki Shepperd

Phone: 0208 819 9040

Email: nikki.shepperd@gsmd.ac.uk

Taunton CYM DSL:

Name: Rachael Parvin

Phone: 07754217993

Email: RParvin@cym.org.uk

Deputy DSL

Name: Sarah-Jane Cross

Phone: 07754217993

Email: sjcross@cym.org.uk

LADO SERVICES TAUNTON: Phone Somerset Direct on 0300 123 2224 for a referral

Saffron Walden CYM DSL:

Name: Kate Nott

Phone: 07527754671

Email: knott@cym.org.uk

Deputy DSL:

Name: Sophie Stafford

Email: sstafford@cym.org.uk

LADO SERVICES SAFFRON WALDEN: Essex duty LADO on 03330 139 797

Norfolk CYM DSL:

Name: Juliet Rickard

Phone: 07786 122374.

Email: jrickard@cym.org.uk

Deputy DSL:

Name: David Stowell

Phone: 07766 163576

Email: dstowell@cym.org.uk

LADO SERVICES NORFOLK: 01603 223473 or email query to LADO@norfolk.gov.uk

Peterborough CYM DSL:

Name: Kirsten Goldthorp

Phone: 07920160035

Email: Kirsten.Goldthorp@peterborough.gov.uk

Deputy DSL:

Name: Morag Richardson

Phone: 07908 223670

Email: morag.richardson@peterborough.gov.uk

LADO SERVICES PETERBOROUGH: 01733 864038

iv) Creative Learning and Enterprise

Director of Learning and Engagement

Name: Sean Gregory

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Director of Creative Learning

Name: Jenny Mollica

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Senior Creative Learning Manager

Name: Lauren Monaghan-Pisano

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Short Courses DSL:

Name: Laurie Michel-Hutteau

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Deputy DSL:

Name: Tom Steer

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v) [GYA Islington](#)

Name: Spencer Down

Phone: 020 3771 7003

Email: spencer.down@gsmd.ac.uk

Deputy DSL:

Name: . Christie Haddard

Phone: 020 3771 7003

Email: christie.haddard@gsmd.ac.uk

vi) [Senior Guildhall School DSL \(for Senior School student concerns\):](#)

Secretary & Dean of Students

Name: Katharine Lewis

Phone: 020 7382 7143

Email: katharine.lewis@gsmd.ac.uk

Deputy DSL:

Name: Dr Stacey Balsdon

Phone: 0207 382 5272

Email: stacey.balsdon@gsmd.ac.uk

Appendix 2

GSMD Safeguarding Incident & Disclosure Form

Date concern is reported or disclosed:

Child /Young Person / Adult at risk's Full Name:

Date of birth:

Address of child/adult at risk:

Parent/carer contact details (where relevant):

1. RECORD THE FOLLOWING IN THE CHILD / ADULT'S OWN WORDS:

DATE OF THE ALLEGED INCIDENT:

WHO WAS INVOLVED?

WHERE DID IT HAPPEN?

ANY VISIBLE INJURIES OBSERVED? **YES / NO**

IF YES, WHERE ARE THE INJURIES LOCATED AND WHAT DOES IT LOOK LIKE?

ANY OTHER OBSERVATIONS WHICH WILL ASSIST RISK ASSESSMENTS?

2. ACTIONS TAKEN

WHO DID YOU REPORT THIS CONCERN TO?

DATE YOU REPORTED THE CONCERN:

ARE THE PARENTS OF THE CHILD / YOUNG PERSON AWARE OF THE DISCLOSURE OR CONCERN? **YES / NO**

IS THE CHILD AT IMMEDIATE RISK OF HARM? **YES / NO** (PLEASE PROVIDE REASONS FOR THIS)

3. DATE FORM SENT TO THE HEAD OF SAFEGUARDING:

Check to make sure your report is clear now – and will be clear to a new reader in the future.

PLEASE PASS THIS FORM ON THE SAME DAY TO THE DESIGNATED LEAD FOR SAFEGUARDING WITH A COPY TO THE HEAD OF SAFEGUARDING WITHIN 24 HOURS OF THE DATE THE CONCERN WAS REPORTED.

IN THE ABSENCE OF THE HEAD OF SAFEGUARDING PLEASE COPY TO THE DIRECTOR OF GUILDHALL YOUNG ARTISTS AND SAFEGUARDING.

Signature of Staff Member:

Name of staff member¹ (printed):

Position:

Date:

Time:

¹ Includes temporary, support staff contractors, volunteers, students on work placements

Appendix 3

DEFINITIONS OF ABUSE & SAFEGUARDING TOPICS

Adult Safeguarding:

The Care Act statutory guidance of 2014 defines adult safeguarding as:

'Protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.'

Staff must act when they have "reasonable cause to suspect" that an adult:

- has needs for care and support,
- is experiencing, or is at risk of, abuse or neglect, and
- as a result of those needs is unable to protect himself / herself against the abuse or neglect or the risk of it.' (Care Act 2014, section 42)

Adult safeguarding is for people who, because of issues such as dementia, learning disability, mental ill-health or substance abuse, have care and support needs that may make them more vulnerable to abuse or neglect.

For further Adult Safeguarding abuse definitions please access the following link:

<https://www.scie.org.uk/safeguarding/adults/introduction/types-and-indicators-of-abuse>

Safeguarding for under 18's:

'Working Together to Safeguard Children' 2018 and 'Keeping Children Safe in Education' September 2019 define under 18 abuse and safeguarding topics as:

Abuse

A form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the internet). They may be abused by an adult or adults or another child or children.

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child.

Physical harm may also be caused when a parent fabricates the symptoms of, or deliberately induces illness in a child.

Emotional abuse

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent effects on the child's emotional development, and may involve:

- Conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person;
- Imposing age or developmentally inappropriate expectations on children. These may include interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction;
- Seeing or hearing the ill-treatment of another e.g. where there is domestic abuse;
- Serious bullying, causing children frequently to feel frightened or in danger;
- Exploiting and corrupting children.

Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (e.g. rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing.

Sexual abuse also includes non-contact activities, such as involving children in looking at sexual images, including online or on mobile phones, or involving them in the production of pornographic materials, watching sexual activities or encouraging children to behave in sexually inappropriate ways or grooming a child in preparation for abuse (including via the internet). Please note that perpetrators of sexual abuse could be peer on peer or adults regardless of gender.

Penetrative sex where one of the partners is under the age of 16 is illegal, although prosecution for young people of similar age (as consenting partners) is not usual. However, where a child is under the age of 13 it is classified as rape under s5 of the **Sexual Offences Act 2003**.

Neglect

Neglect is the persistent failure to meet a child's basic physical and / or psychological needs, likely to result in the serious impairment of the child's health or development.

Neglect may occur during pregnancy as a result of maternal substance misuse, maternal mental ill health or learning difficulties or a cluster of such issues. Where there is domestic abuse and violence towards a carer, the needs of the child may be neglected.

Once a child is born, neglect may involve a parent failing to:

- Provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- Protect a child from physical and emotional harm or danger;
- Ensure adequate supervision (including the use of inadequate care-givers);

- Ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional, social and educational needs.

Domestic Abuse / Violence:

Included in the four categories of child abuse and neglect above, are a number of factors relating to the behaviour of the parents and carers which have significant impact on children such as **domestic abuse**. Research analysing Serious Case Reviews has demonstrated a significant prevalence of domestic abuse in the history of families with children who are subject of Child Protection Plans. Children can be affected by seeing, hearing and living with domestic abuse as well as being caught up in any incidents directly, whether to protect someone or as a target. It should also be noted that the age group of 16 and 17 year olds have been found in recent studies to be increasingly affected by domestic abuse in their peer relationships.

The Home Office definition of Domestic Violence and Abuse was updated in May 2018 as:

"Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

- Psychological;
- Physical;
- Sexual;
- Financial;
- Emotional."

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim."

In addition, Working Together to Safeguard Children 2018 has introduced the concept of **Contextual Safeguarding** which recognises that as well as threats to the welfare of children from within their families, children may be vulnerable to abuse or exploitation from outside their families. These extra-familial threats might arise at school and other educational establishments, from within peer groups, or more widely from within the wider community and/or online.

These threats can take a variety of different forms and children can be vulnerable to multiple threats, including: exploitation by criminal gangs and organised crime groups such as county lines; trafficking, online abuse; sexual exploitation and the influences of extremism leading to radicalisation.

Female Genital Mutilation: The term FGM covers all harmful procedures to the female genitalia for non-medical purposes. There are 4 types - **all are illegal** and have serious health and safeguarding risks. Regulated health and social care professionals, teachers and staff in England and Wales **must** report 'known' cases of FGM in under 18's to the police (Home Office, 2016). Statutory guidance on the responsibility to report FGM can be found in "*Mandatory reporting of female genital mutilation:*

procedural information, 2015” and also in: “Multi-agency statutory guidance on female genital mutilation, April 2016”.

Forced Marriage: A forced marriage is where one or both people do not (or in cases of people with learning disabilities or reduced capacity, cannot) consent to the marriage as they are pressurised, or abuse is used, to force them to do so. It is recognised in the UK as a form of domestic or child abuse and a serious abuse of human rights.

The pressure put on people to marry against their will may be:

- physical – for example, threats, physical violence or sexual violence
- emotional and psychological – for example, making someone feel like they are bringing ‘shame’ on their family
- financial abuse, for example taking someone’s wages, may also be a factor.

Child sexual exploitation (CSE) is a type of sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Child criminal exploitation is common in county lines and occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur through the use of technology.

Criminal exploitation of children is broader than just county lines and includes for instance children forced to work on cannabis farms or to commit theft.

Prevent Strategy: The aim of the Prevent strategy is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. In the **Counter-Terrorism and Security Act 2015** this has simply been expressed as the need to “prevent people from being drawn into terrorism”.

Sexual violence and sexual harassment between children in schools and colleges Guidance, 2018:

Sexual violence and sexual harassment can occur between two children of any age and sex. It can also occur through a group of children sexually assaulting or sexually harassing a single child or group of children. Reports of sexual violence and sexual harassment are extremely complex to manage. It is essential that victims are protected, offered appropriate support and every effort is made to ensure their education is not disrupted. It is also important that other children, adult students and school and college staff are supported and protected as appropriate.

Appendix 4

Online policy links

Please ensure you familiarise yourself with the contents of these policies. Copy and paste the link into your online search-bar.

Safer Recruitment policy:

<https://www.cityoflondon.gov.uk/services/Documents/safeguarding-policy-2017.pdf>

Whistleblowing policy:

<https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/whistleblowing-policy-2017.pdf>

Code of Conduct:

<http://democracy.cityoflondon.gov.uk/documents/s28606/Employee%20Code%20Of%20Conduct%20-%20revised.pdf>

Staff / Student Relationship policy:

https://www.gsmd.ac.uk/fileadmin/user_upload/files/Policies_and_Reports/Staff_Student_Relationship_Policy_-_final_version_Feb_2019.pdf

External hire of school premises:

https://www.gsmd.ac.uk/fileadmin/user_upload/files/Policies_and_Reports/Hire_of_Outside_Venues_Policy_Feb_2018.pdf

Adult Safeguarding guidance / The Care Act:

<https://www.scie.org.uk/care-act-2014/safeguarding-adults/>

Appendix 5

Managing Allegations against professionals and volunteers

This process should be used in respect of all cases in which it is alleged that a teacher or member of staff (including volunteers) in a school or college that provides education for children under 18 years of age has:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child; or
- behaved towards a child or children in a way that indicates he or she may pose a risk of harm to children.

Please note that though the above definition is as per statutory guidance for children ("Keeping Children Safe in Education, 2019) Guildhall school includes adults at risk in identifying allegations against staff.

In the first instance, the Head of Safeguarding should be contacted with reports of inappropriate behaviour or abuse (whether physical, sexual, emotional abuse and neglect). These include concerns relating to inappropriate relationships between members of staff and children for example:

- Having a sexual relationship with a child under 18 if in a position of trust in respect of that child, even if the child is 16 years or older and the relationship is otherwise consensual;
- Initiating a sexual relationship with a student who is vulnerable (e.g. through disability) even if the relationship is otherwise consensual;
- 'Grooming' i.e. meeting a child under the age of 16 with intent to commit a relevant offence;
- Other 'grooming' behaviour giving rise to concerns of a broader child protection nature (e.g. inappropriate text-e-mail messages or images, gifts, socialising etc....);
- Possession of indecent photographs / pseudo-photographs of children.

The Head of Safeguarding will alert the Director of Guildhall Young Artists & Safeguarding of all allegations and a decision will be made to contact the LADO immediately on the day that an allegation is made. The Director of Guildhall Young Artists & Safeguarding will also inform the Principal and Chair of Governors. If an allegation is made against the Principal, then the Chair of Governors is to be informed immediately.

It is important that appropriate support is offered to staff against whom an allegation is made. The staff member concerned will be advised to consult their union or professional body to ensure they are offered support.

The person to whom an allegation or concern is first reported should treat the matter seriously and keep an open mind. They should not:

- Investigate or ask leading questions, but only seek clarification of the allegation/concern;
- Make assumptions or offer alternative explanations;
- Promise confidentiality but give assurance that the information will only be shared on a 'need to know' basis.

Advice will be sought from the LADO within **one working day** and additional advice if needed from the police and/or LA children's social care about how much information should be disclosed to the accused person. **A LADO referral should not be delayed in order to gather information.**

Failure to report an allegation or concern in accordance with procedures is serious and a potential disciplinary matter.

The LADO will advise on whether or not informing the parents of the child/ren involved will impede the disciplinary or investigative processes. Acting on this advice, if it is agreed that the information can be fully or partially shared, parent/s /carer/s will be contacted. In some cases, however, the parent/s/carers may need to be told straight away (e.g. if a child is injured and requires medical treatment).

Subject to restrictions on the information that can be shared, the accused person will be informed as soon as possible about the nature of the allegation, how enquiries will be conducted and the possible outcomes (e.g. disciplinary action, dismissal or referral to a barring list or regulatory body). The accused member of staff should:

- Be treated fairly and honestly and helped to understand the concerns expressed and processes involved;
- Be kept informed of the progress and outcome of any investigation and the implications for them;
- Be informed about any disciplinary or related process;
- Given the opportunity to be accompanied at meetings by a work place colleague or a recognised trade union representative
- If suspended, be kept up to date about events in the workplace.

Every effort should be made to maintain confidentiality and guard against publicity while an allegation is being investigated and considered. Apart from keeping the child, parents/carers and accused person (where this would not place the child at further risk) up to date with progress of the case, information should be restricted to those who 'need to know' in order to protect children, facilitate enquiries, manage related disciplinary or suitability processes.

As soon as possible after an allegation has been received, the accused member of staff should be advised to contact their union or professional association. Human resources should be consulted at the earliest opportunity in order that appropriate support can be provided via the organisation's occupational health or employee welfare arrangements.

Suspension will be considered in any case where:

- There is cause to suspect a child or vulnerable adult is at risk of significant harm; or
- The allegation warrants investigation by police; or
- The allegation is so serious that it might be grounds for dismissal.
- Where there is a possibility that the employee may interfere or attempt to influence the outcome of the investigation

The HoS should liaise closely with the LADO and other agencies during the investigation process and should keep the Director of Guildhall Young Artists, the Principal and Chair of Governors informed of the progress and LADO outcomes.

Only Guildhall School has the power to suspend an accused employee and it cannot be required to do so by Local Authority professionals or police.

If a member of staff believes that a reported allegation or concern is not being dealt with appropriately by the School, they should report the matter to the LADO.

It is in everyone's interest for cases to be dealt with expeditiously, fairly and thoroughly and for unnecessary delays to be avoided.

Appendix 6

Leadership and governance information

The Board of Governors of Guildhall School has overall responsibility for ensuring that there are sufficient measures in place to safeguard all students at risk. Governors will receive a copy of this policy and training in safeguarding.

Guildhall School adheres to the principles of all relevant legislation and works in partnership with various agencies involved with child protection. Two suitably qualified Lead Safeguarding Governors have been nominated with overall oversight responsibility for students at risk and other safeguarding matters.

The Director of Guildhall Young Artists and Safeguarding will submit an annual report to the Board of Governors on safeguarding. This report will provide the Board with monitoring information to enable the Board to consider whether the School's safeguarding duties are effectively discharged. This report will include information in respect of staff training; anonymous case details and safeguarding quality assurance processes.

The Head of Safeguarding provides a bi-weekly Safeguarding Report to the Director of Guildhall Young Artists which is then presented to the Senior Management Team. This ensures transparency through case updates and risk assessments. The Head of Safeguarding is furthermore responsible for liaising with the other safeguarding contacts within Guildhall School, the relevant Local Authority Designated Officers and welfare agencies as appropriate in relation to: policy and practice, on-going

training, record keeping and providing this date to inform the Director of Guildhall Young Artists and Safeguarding's annual reporting to the Board.

All members of the Guildhall School Board of Governors will undergo suitable DBS checks.

Appendix 7

Contractors and additional student information

All staff or contractors who regularly come into contact with children and/or adults at risk, including contracted support staff such as cleaners and caterers will be required to have an appropriate DBS check.

Contractors must be appropriately supervised while on site. The supervision of contractors is the responsibility of the department employing them.

It is recognised that it is not possible to subject visitors to Disclosure and Barring Service checks, and therefore all visitors must be appropriately supervised by Guildhall School staff at all times. Visitors must not be left alone with children.

Students working in professional contexts

The Guildhall School will ensure that all senior School students who will work unsupervised with children or adults at risk as part of their programme of studies will complete a disclosure application form and undergo a Disclosure and Barring Service Disclosure (see also the School's "Admission of Students and Criminal Conviction Policy"). The cost of the DBS disclosure for students will be paid for by the School, through the Registry Department.

The School will ensure that all students have the opportunity to achieve the award for which they have registered, regardless of the outcome of the DBS disclosure, by making alternative study pathways available.

Before a student is sent to a work placement where there are children or adults at risk, they will be provided with a briefing by their course tutor(s) and a copy of this policy.

One-to-one / Individual Teaching off campus

It is recognised that, occasionally, Music Professors contracted by the Senior School of the Guildhall School of Music & Drama, and where permitted by their department* will teach 1-1 lessons off campus in their own home/studio.

It is noted that this is a limited and occasional practice.

Students should be made aware – in advance and preferably at the consultation lesson stage – if the professor may fall into the above category.

As no reimbursement is given to students for travel to professors' homes for 1-1 lessons, students should take this into consideration if they wish to study with a professor who may – at times – teach at home or when accepting or arranging lessons which will take place off campus. Under no circumstances would students be expected to change teacher, should their teacher conduct some classes off site.

All Professors, whether occasionally teaching at home or not, will have completed the online Child Protection in Education training

It is noted that any student attending a 1-1 lesson in premises off the School campus will be over the age of 18 and that no student who has gained non-standard entry to the School via the "Under 18 Admissions Policy" will receive 1-1 lessons off campus unless special arrangements are put in place.

The Chamberlain's Department has confirmed that any professor carrying out School contracted work off Campus is covered by the School's Public and Employers Liability Insurance: "If the tutors are CoL/GSMD/Barbican employees rather than contractors, then our Public and Employers Liability policy covers lessons taking place at the tutors home, if the lessons are given during the course of the tutors employment, not if they are private lessons for which the tutor charges a separate fee"

A generic Risk assessment will be in place on the City Risk Assessment Register

*please note that some department do not permit teaching off Campus. Departments, where occasional teaching from home is permitted, will take issues of practicability (e.g distance of travel) into account when approving this practice.

Appendix 8

Recommendations to staff / volunteers working with Guildhall School students

Please also see "*Staff Code of Conduct*" in Appendix 4 of this policy.

Staff (and students) shall:

- Act in a professional manner at all times.
- Dress appropriately at all times, showing respect for pupils and members of the community;
- Be vigilant - Maintain an attitude of "it could happen here".
- Ensure they have read and understand the Guildhall Safeguarding Policy 2019; Keeping Children Safe in Education, 2019; Working Together to Safeguard Children, 2018 and the Care Act 2014.

Advice to Staff

Please do not:

- Share confidential or sensitive information about a child or their family unless within a safeguarding context to the safeguarding leads.
- Take photos / videos of children: This can't be done without the expressed consent from parents as per the Photo Permission Forms Guildhall School uses. Sharing photos and videos of students on your personal online social media platforms is not allowed.
- Make suggestive or inappropriate remarks to or about a child, even in fun, as this could be misinterpreted. Inappropriate remarks include innuendo, swearing, and discussing their or your own intimate relationships.
- Communication with students: If electronic communication is necessary to communicate directly with parents or guardians and copy them into emails.
- Communicate with students via any social media platform (Twitter, Facebook or other social media applications) is not advised. Never accept a student as a "friend" or "follower" on any social media platform.
- Engage in behaviour which could be construed as 'grooming' a child (for example giving a child money, presents or favours or talking or behaving in an inappropriate or unprofessional manner towards children).
- It is not unusual for pupils or, sometimes, their parents to develop infatuations or "crushes" on staff. Staff must not keep this a secret. All such situations must be responded to sensitively to maintain the dignity of those concerned and any indications that this might be happening has to be reported to the Head of Safeguarding immediately.

- It is not permissible to take children alone in a car on journeys, however short.

Safeguarding recommendations for managing Student Disclosures:

- Always have a vigilant attitude of 'it could happen here' where safeguarding is concerned.
- When a disclosure is made to you stay calm, listen carefully and take the information provided by a student seriously. It is important not to deter students from making a disclosure of abuse through fear of not being believed.
- Never promise to keep a disclosure of abuse a secret but explain why and to whom you would need to share the information with.
- Ask open questions only (Who? When? Where? How? What happened?) avoiding questions that can only suggest a particular answer.
- Please always reassure any student that they have done the right thing to disclose a concern. Explain what you will do next and how you will keep them informed of the progress of actions.
- Always remember that those who abuse children can be of any age (even other children), gender, ethnic background or class, and it is important not to allow personal preconceptions about people to prevent appropriate action taking place.

Safeguarding recommendations to reduce the risk of allegations against staff

- All adults who work with children are potentially at risk from accusations of abuse or inappropriate behaviour. Therefore, all staff are advised to exercise common-sense and caution to ensure as far as possible that their behaviour is never open to misinterpretation.
- Guildhall school does not wish for general positive aspects of student life to be replaced by excessive formality, or for there to be a climate of suspicion and distrust, but it is essential that a proper professional distance is maintained between staff and students.
- **Some top tips to staff:** If you are alone with a student in a room, ensure there is no obstruction of view into the room. Most rooms at Guildhall and other sites have glass panels in the door or screens outside the room – please ensure these windows remain unobstructed and that the screen outside the door is fully functioning. If not, please report any faults immediately to Facilities.
- If you do need to touch a student as part of the lesson, explain in advance that you are going to do so, why you need to do this and make sure you have the student's permission to proceed.
- Take care when commenting on a student's appearance. A casual remark can also be misinterpreted or misrepresented.
- If you are asked to give a student under 18 extra tuition or a private lesson in their own home, you should consult your Head of Department before agreeing to this.
- Staff should never give alcoholic drinks to under 18 students and should avoid situations in which their presence could be interpreted as permitting or encouraging students to drink.
- Declare any gifts / presents given to you to your Head of Department.
- Please do not be afraid to ask for advice from the Head of Safeguarding or your department's DSL if you are unsure if a situation is safe.
- All Staff must follow the City of London Corporation's Social Media policy.
- For staff who has a school email address: please use your school email address and students' school email addresses when communicating with students by email.

Appendix 9

External Events and Speakers procedure and approval process

The Guildhall School of Music and Drama does not generally host “external speaker” type events. Therefore, rather than a separate External Speaker Policy, the Maintaining good campus relations in higher education policy exists in order to protect the rights and freedoms of our students, staff and visitors, and to ensure that the institution balances this with its legal requirement to secure freedom of speech. The policy covers all events hosted by the School, the Students’ Union and events hosted by third party organisations that take place on our premises.

Most events present a low level of risk and the majority of external speaker requests will be straightforward and can be handled entirely at a departmental level. However, some may be complex and may require referral for further consideration. The referral process below will only apply in exceptional circumstances where events or speakers are deemed to be higher-risk. In order to ensure the effective implementation of the policy across the institution, all events will be overseen by the events committee.

The person organising the event must undertake a first assessment of the proposed external speaker or event and if there are any concerns, escalate the decision about whether to invite that speaker as set out in the process below. Local assessment of proposed external speakers or events will consider the following questions:

- Has the speaker previously been prevented from speaking at Guildhall or another similar establishment or previously been known to express views that may be in breach of the Maintaining good campus relations in higher education policy?
- Does the proposed title or theme of the event present a potential risk that views or opinions expressed by speakers may be in breach of the Maintaining good campus relations in higher education policy?
- Is the proposed speaker or theme likely to attract attendance from individuals or groups that have previously been known to express views that may be in breach of the Maintaining good campus relations in higher education policy?

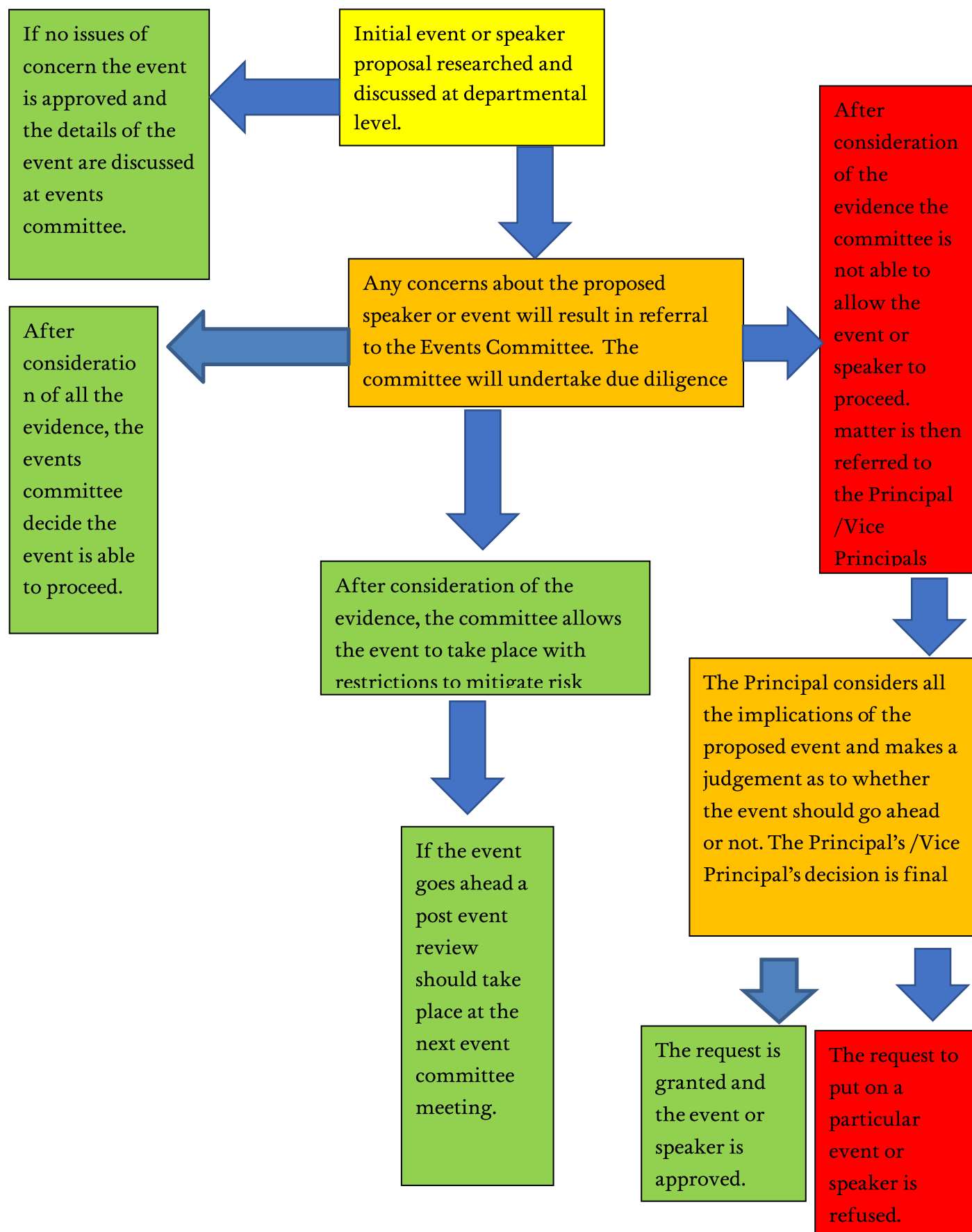
If the answer to any of the questions is yes or unclear, the event organiser must refer the request to the Events committee

Due diligence might include an internet search, review of social media, discussions with institutions who have hosted similar events to see if there were any issues of concern or liaison with local police. Mitigating action could include allowing the event to go ahead with restrictions to reduce risk including observation of the event, restrictions the materials to be distributed at the event, the inclusion of opportunities to debate the opposing view or additional security.

Ideally an event or speaker proposal would be submitted in good time to allow further discussion by the committees. In an emergency a referral can be made directly to the Principal.

Failure by a member of staff or student to comply with this policy will be treated very seriously and may be subject to formal action under the normal disciplinary processes for staff and students.

Event Approval Procedure



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Committee(s): Board of Governors of the Guildhall School of Music & Drama	Date(s): 23 September 2019	Item no.
Subject: Guildhall School Carbon Reduction KPI	Public	
Report of: Jonathon Poyner Director of Operations and Buildings	For Information	

Summary

Note: this report covers the period 2017/18 where Guildhall School was required to maintain a Carbon Reduction Strategy under Higher Education Funding Council England (HEFCE) requirements. From 2018/19 these requirements will fall under Office for Students (OfS) although as of yet it is not known what requirements for the institutions to have and maintain a carbon reduction strategy will be going forward.

The Guildhall School's original Carbon Reduction Strategy was first approved and published in February 2011, updated in 2014 to include new figures incorporating Milton Court. It was a requirement of HEFCE, now closed, that each Higher Education Institution commits "to monitor progress towards targets regularly and to report publicly annually". This latest update, see table, shows the School's progress against its carbon reduction targets in respect of scopes 1&2.

Scope 1 refers to direct emissions that occur from sources that are owned or controlled by the organisation, e.g. boilers, furnaces and vehicles

Scope 2 accounts for emissions from the generation of purchased electricity

Scope 3 emissions are indirect emissions that organisations produce through their activities but occur from sources not owned or controlled by the organisation e.g. travel, water, waste.

Recommendation

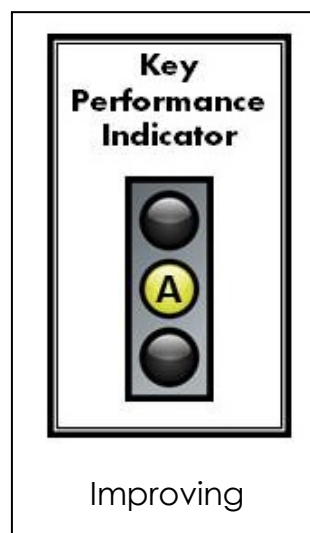
Members are asked to note the report.

Jonathan Poyner
Operations & Buildings Director
Barbican / Guildhall School of Music & Drama

Tel: 0207 382 7301

Main Report

1. We are pleased to report that activity undertaken in relation to the Carbon Reduction strategy has contributed to the School increasing its People and Planet University League rating by 60 places placing the School in the top half of the UK and first amongst specialist conservatoires and drama schools.
2. The School continues to work with colleagues from the City of London and has with their support undertaken a building energy management survey covering both Milton Court and Silk Street. We continue to review the recommendations and will action them accordingly.
3. We continue to work on our carbon and energy reduction plans, we now have better control and understanding of the systems and reporting data, our equipment has been serviced and repaired, addressing many historic issues. We continue to make improvements such as enhancing awareness activity, upgrading lighting in certain areas of Milton Court to LED and introduction of Computer Aided Facilities Management System (CAFM) to ensure Planned Preventative Maintenance (PPM) programmes.
4. We have reviewed and revised the carbon reduction strategy with many targets being revised, a summary of these changes is included in the main report.



Scope 1 & 2	2019/20 Target in 2014 strategy	Actual as at 2017/18	% Change against baseline	Baseline
Total tonnes CO ₂ e for estate (excl Milton Court)	1,167.101	1,002.530	-51%	2,047.545 (2005)
Total tonnes CO ₂ e for Milton Court	632.554	830.411	+31%	632.554 (2014)
Total tonnes CO₂e for enlarged estate	1,799.655	1832.941	- 4%	1,902.032 (2014)
Approx. total area of estate (m ²)	33,999	33,999		
Tonnes CO₂e per m² of estate	0.053	0.054		

Table Notes:

- Milton Court 2014 Baseline is design projections from 2014 Carbon Reduction Strategy
- Total Site 2014 Baseline is against projected total site reduction from 2014 Carbon Reduction strategy

Scope 1 & 2 Commentary

5. We are pleased to report that we have again delivered beyond our 2020 target of reducing scope 1 & 2 carbon emissions by 51% for the estate, excluding Milton Court. In light of this we have redrawn the 2019/20 target to be a 55% reduction against the baseline for the estate excluding Milton Court.
6. Milton Court is still to perform to target which was based on design estimates. These estimates would have made some assumptions regarding the use of the building. The use of the building (including utilisation and type of event) has evolved and the assumptions made would not have taken into account the increase and diversity of activity. We have therefore redrawn the target in line with known emissions, the new target being emissions not exceeding 761.909 Tonnes by 2019/20.
7. As a department of the City of London, the School is represented on the City's Energy Board. Our representatives, (who are working to our Common Platform/Operational Alliance), have been supporting the City in the recent City-wide energy procurement exercise. An important development in 2018 was the decision by the City of London to procure 100% renewable electricity from October 2018 onwards, this now being supplied to the Guildhall School. The Higher Education Statistics Agency (HESA) has advised that electricity supplied through "green tariffs" will not be considered zero carbon and the average grid electricity carbon factor will be applied. For the purposes of reporting and in the interests of consistency we will continue to use the average grid electricity carbon conversion factor.

Scope 3 emissions update

Waste & Water

8. Our previous targets for emissions from water, waste water and waste were a 30% reduction against 2010/11 levels. We have reviewed performance against these targets and in the latest revision of the Carbon Reduction Strategy have set new targets.
9. Prior to 2013 water use was mainly estimated against Barbican use, the Guildhall School Silk Street supply coming from the main Barbican supply. From 2013 we have metered data for Silk Street and from 2018 for Milton Court, where we have been estimating on a consumption per m2 basis against the Silk Street Supply. Due to the more accurate and increased data we have re-set the baseline year to be 2013/14 with a 15% reduction in emissions from water and waste water by 2019/20.
10. We have vastly exceeded the target for waste achieving a 93% reduction, this due to waste previously sent to landfill now going to energy recovery which entails a much lower carbon conversion factor. Waste weights up until recently were estimated by our contractor, we have now appointed a new contractor who has promised to provide us with actual weights, this may mean an increase in in the figures so we have set a conservative target of 90% reduction of emissions from waste by 2019/20 compared to the 2010/11 baseline.

11. As part of our ground-up review we are looking at source data which has identified inconsistencies in metering and readings for water. Waste weights are estimated by our contractor against the number of bins being taken off site. We are currently developing our monitoring and targeting systems to ensure consistency and accuracy. A review of baseline and targets currently 30% reduction against 2010 is planned to be carried out once accurate and verifiable data is available.

Travel

12. The last analysis of carbon emissions from travel was undertaken in 2014 with the staff travel survey in 2015. A student travel survey was undertaken again in 2018 however the response rate was disappointing, not giving us a large enough data set to calculate the emissions. We will undertake student and staff travel surveys in 2019 with a robust communications plan.

Conclusion

13. We continue to gain better control and understanding of the systems and reporting data. Results show the benefits of our change programme and alliance approach.

14. The School's current Carbon Reduction Strategy runs until 2020. Once any funding or other requirements are known a new long term strategy will be drawn up. We are currently working with our colleagues from the City of London to develop a consistent approach to measuring Scope 3 emissions which aren't included in the current strategy.

15. We are pleased also to report that activity undertaken in relation to the Carbon Reduction strategy has contributed to the School increasing its People and Planet University League rating by 60 places placing the School at 77th out of 154 institutions in the league table placing the School in the top half of the UK and first amongst specialist conservatoires and drama schools.

Contact:

Jonathon Poyner
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Committee(s): Board of Governors of the Guildhall School of Music & Drama	Date(s): 23 September 2019	Item no.
Subject: Guildhall School Carbon Reduction Strategy	Public	
Report of: The Director of Operations and Buildings, Barbican / Guildhall School of Music & Drama	For Decision	
<u>SUMMARY</u> The Guildhall School's original Carbon Reduction Strategy was first approved and published in February 2011. This latest update continues to show the progress achieved against the School's carbon reduction targets. This version of the strategy maintains the same format as in previous versions. One of the major drivers in first developing this strategy was the requirements from Higher Education Funding Council England (HEFCE) for all HE institutions to develop and maintain a carbon reduction strategy. In 2018 HEFCE closed and responsibility for funding the HE sector fell to the Office for Students (OfS). Although it has closed HEFCE continues to be referenced throughout the document as those were the requirements in place during the majority of the time that the strategy was in place. At this time it is unclear what requirements OfS will have in relation to institutions maintain a strategy and what the long term sector targets might be. This strategy runs until the end of the academic year 2019/20 and any new strategy from 2020 will be drawn up in line with the most recent funding body requirements when known, the current legislative framework and in consultation with our colleagues from the City of London. We are currently working with the City of London's teams to develop a consistent approach to carbon management including monitoring and measurement of current and previously unmeasured sources which include scope 3 from procurement. Any new version of the strategy will be streamlined. An important development in 2018 was the decision by the City of London to procure 100% renewable electricity from October 2018 onwards, this now being supplied to the Guildhall School. The Higher Education Statistics Agency (HESA) have advised that electricity supplied through "green tariffs" will not be considered zero carbon and the average grid electricity carbon factor will be applied. For the purposes of reporting and in the interests of consistency we will continue to use the average grid electricity carbon conversion factor.		

It should be noted that the original carbon reduction targets within the Strategy are predicated on the School Estate prior to the commissioning and operational use of the Milton Court Building in September 2013.

This report and associated update of the Carbon Reduction Strategy 2011-2020 (Annex A) is the fifth revision. It includes:

- An update on progress achieved so far, showing that against the 2005 baseline of 2047.545 Tonnes, the total scope 1 and 2 direct greenhouse gas emissions were reduced to 1,331.236 Tonnes in 2011/12 a 35% reduction against the baseline, this exceeding the first milestone of a 31% reduction.
- For the period 2015/16 the total scope 1 and 2 direct greenhouse gas emissions for the estate excluding Milton Court were further reduced to 1,166.477 Tonnes a 43% reduction against the baseline, again exceeding the second milestone of a 38% reduction.
- For the period 2017/18 the total scope 1 and 2 direct greenhouse gas emissions for the estate excluding Milton Court were further reduced to 1,002.530 Tonnes a 51% reduction against the baseline, which exceeds the final milestone and target of 43% by 2019/20.
- In light of these successes we have reviewed the target for the total scope 1&2 direct greenhouse gas emissions for the estate excluding Milton Court for 2019/20 to be a 55% reduction against the 2005/06 baseline.
- In addition the strategy has been updated to show that the Milton Court Building scope 1&2 carbon emissions. The building which became fully operational from September 2013. For the purpose of showing the total emissions for the enlarged estate the report shows the Milton Court emissions separately. With the addition of Milton Court a sharp increase in the total campus scope 1 & 2 emissions from all sources can be noted.
- Milton Court has yet to date to perform to the design estimates. This is attributed to commissioning difficulties and more intensive and extended use of the building when compared to the original model.
- For Milton court the data shows the actual emissions for 2013/14 was 998.851 Tonnes an increase of 366.297 Tonnes, 57% over the design estimate and in 2017/18 830.411 Tonnes which although still over the design estimates is a decrease in actual emissions of 16.86% compared with 2013/14. This represents an average annual decrease of 4.22%, if we continue with this trajectory we should see the annual emissions for Milton Court in 2019/20 being 761.909 we have therefore revised the 2019/20 target for Milton Court and the enlarged estate to this figure.
- The results of the November 2015 staff travel survey show an overall increase in carbon emission arising from staff travel when compared to

previous surveys. However when the increase in staff numbers is accounted for there is a decrease in the carbon impact.

- The total indirect greenhouse gas emissions (scope 3) in academic year 2014 arising from student transport activity amounted to 990.812 tonnes. When adding staff commuter travel and staff and student business travel from the 2014 survey a grand total of 1751.819 tonnes is reached for total emissions arising from all travel. This is an increase on previous years.
- A student travel survey was sent out in Autumn 2018, a disappointing response was received so we are unable to accurately calculate the emissions. Student and staff surveys are planned for Autumn 2019, a communications plan is being developed to ensure maximum participation. Once data from the planned surveys has been analysed targets will be redrawn as appropriate therefore the school continues to work towards the reduction target of 8% by 2020 for indirect greenhouse gas emissions arising from transport.
- The targets for waste, water and waste water were a reduction of 30% against a 2010/11 baseline.
- We have now better and increased water data, including estimates for Milton Court, with metered data being collected from September 2018. Due to the increased and more accurate data we see a major increase from the 2010/11 baseline. We have now redrawn the target to a more realistic 2013/14 baseline to include Milton Court with a target of 15% reduction against this baseline therefore by 2019/20 emissions relating to water and waste water should not exceed 28.844 tonnes.
- We have exceeded the 2019/20 target for waste achieving in 2017/18 a 93% reduction. This is mainly due to waste previously being sent to landfill now being sent energy recovery which has a much lower carbon factor than landfill. Waste tonnages were previously estimated by our contractor, however in 2018 a new contractor was appointed with the promise to provide actual weights.
- In light of the substantial decrease in emissions from waste and the promise of more accurate data, which may mean we see an increase in the amount of waste, we have set a conservative new target of 90% reduction by 2019/20 against the 2010/11 baseline meaning that emissions should not exceed 15.434 tonnes.
- These successes have contributed to the School increasing its People and Planet University League rating by 60 places placing the School at 77th out of 154 institutions in the league table which means the School is now top half of the UK and first amongst specialist conservatoires and drama schools.
- We have also updated the document to reference the following changes:

- Reference to HEFCE closing and being replaced by OfS.
- Updates to the Climate Change Act which resets the UK 2050 target from carbon reduction of 83% by that date to net zero carbon by 2050,.
- The Carbon Reduction Commitment to which the School is currently subject coming to an end following the 2018/19 compliance year, this will partially be offset by an increase in Climate Change Levy.
- Update to 2017/18 FTE student numbers as reported via EMR to HESA
- Update to the implementation plan to show project and initiatives current status.

As previously required by the Higher Education Funding Council for England and a key assessment criteria by People and Planet, Carbon Reduction Strategies and their revisions should be approved by the HE institution's governing body.

Recommendation

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

MAIN REPORT

1. This strategy was developed first in 2011. Key driving factors behind the strategy were: funding requirements from the main funding body, at the time HEFCE; the current legal framework including the UK Climate Change Act 2008; financial incentives relating to the reduction in cost from decreased use of resources and generation of waste plus the moral and reputational imperatives to act to reduce climate change.
2. The UK Climate Change Act of 2008 created legally binding targets to reduce carbon emissions by 34% by 2020 and by 80% by 2050 against a 1990 baseline. In 2019 the Climate Change Act was amended to set a new target of Net Zero Carbon by 2050.
3. The HE sector had resolved that it must be in the vanguard of efforts to achieve these targets and, after widespread consultation, HEFCE had facilitated the setting and adoption of sector-level carbon reduction targets for scope 1 and 2 emissions of 43% by 2020 and 83% by 2050, both against a 2005 baseline. It is likely that in light of the revision to the Climate Change Act that any new sector target between 2020 and 2050 will be at least to achieve Net Zero Carbon by 2050 and could even stretch that target to an earlier date. We are yet to be informed of the new HE sector targets from 2019/20.
4. Although it has now closed HEFCE continues to be referenced throughout the document as those were the requirements in place during the majority of the time that the strategy was in place. At this time it is unclear what

requirements OfS will have in relation to institutions maintain a carbon reduction strategy and what the long term targets might be.

5. HEFCE had required that each HE institution put in place a carbon reduction strategy, containing targets that are in the context of the overall sector targets but which are realistic for each institution. Institutions that did not have an approved Carbon Reduction Strategy in place by 31 March 2011 were at risk of 40% of their capital funding from HEFCE being withheld. HEFCE would also monitor on annual basis how well institutions were performing against their carbon reduction targets. Although HEFCE has now closed and we have yet to hear any requirements from OfS we continue to report our carbon emissions annually via HESA through the EMR.
6. The Guildhall School has analysed its historical data and, in the first version of this strategy published in February 2011, agreed to set a carbon reduction target for scope 1 and 2 emissions arising from its existing estate of 30% by 2020. Having already achieved extremely good reductions in these emissions by 2010/11, the second revision of the strategy increased the target for these emissions to 43% by 2020. This reduction to be measured against a 2005 baseline, i.e. the School's scope 1 and 2 emissions in 2020 must be 43% lower than the equivalent emissions were in 2005.
7. The School also set interim milestones towards achieving its 2020 target as follows:
 - 31% reduction by 2011/12, equating to a maximum of 1,412.806 tonnes
 - 38% reduction by 2015/16, equating to a maximum of 1,269.478 tonnes
 - 43% reduction by 2019/20, equating to a maximum of 1,167.101 tonnes
8. Following analysis of the data we can see that in 2015/16 the total scope 1 and 2 direct greenhouse gas emissions for the estate excluding Milton Court were further reduced to 1,166.478 Tonnes a 43% reduction against the baseline, again exceeding the second milestone of a 38% reduction and in 2017/18 the total scope 1 and 2 direct greenhouse gas emissions for the estate excluding Milton Court were further reduced to 1,002.53 Tonnes a 51% reduction against the baseline, which exceeds the final milestone and target of 43% by 2019/20.
 - In light of these successes we have reviewed the target for the total scope 1&2 direct greenhouse gas emissions for the estate excluding Milton Court for 2019/20 to be a 55% reduction against the 2005/06 baseline.
 - The last update of the Carbon reduction strategy made some estimates from the design engineers on the annual greenhouse gas emissions for the new Milton Court site at 632,554 Tonnes of CO₂.

- We have analysed the data for Milton Court from 2013 and results show a marked increase in the design estimates. This is mainly attributed to system commissioning difficulties and more intensive and extended use of the building space and facilities when compared to the original model.
 - The data related to Milton court shows the actual emissions for 2013/14 were 998.851 Tonnes an increase of 366.297 Tonnes, 57% over the design estimate and in 2017/18 830.411 Tonnes which is a decrease in actual usage of 16.86% compared with 2013/14. This represents an average annual decrease of 4.22%, if we continue with this trajectory we will see the annual emissions for Milton Court in 2019/20 being 761.909 Tonnes we have therefore revised the 2019/20 target for Milton Court and the enlarged estate to this figure.
9. The School's overall emissions increased with the addition of Milton Court. However, it can be noted that in 2017/18 the total emissions for the enlarged estate is still below the 2005 baseline. Once the increased size of the estate is taken into account, the carbon emissions per m2 of estate reduced from 0.091 tonnes to 0.054 tonnes, a reduction of 41%.
 10. The second revision of the strategy also included a carbon reduction target of 8% for scope 3 emissions arising from transport and of 30% arising from water and waste. These reductions were to be measured against a 2010 baseline.
 11. This update of the strategy reports that the Guildhall School's total indirect greenhouse gas emissions (scope 3) in academic year 2014 arising from student transport activity amounted to 990.812 tonnes. When adding staff commuter travel and staff and student business travel from the 2014 survey, a grand total of 1751.819 tonnes is reached for total emissions arising from travel.
 12. A student travel survey was sent out in the Autumn of 2018, a disappointing response level was received therefore we are unable to accurately calculate the emissions at that time. Student and staff surveys are planned for Autumn 2019, a communications plan is being developed to ensure maximum participation. Once the results from the new surveys have been analysed new targets will be drawn up therefore the school continues to work towards the reduction target of 8% by 2020 for indirect greenhouse gas emissions arising from transport
- This update of the strategy reports that from 2013 we now have better and increased water data, including metered data for Silk Street and estimates for Milton Court, with metered data for Milton Court being collected from September 2018. Due to the increased and more accurate data we see a major increase from the 2010/11 baseline. We have now redrawn the target to a more realistic 2013/14 baseline to include Milton Court with a target of 15% reduction against this baseline therefore by 2019/20

emissions relating to water and waste water should not exceed 28.844 Tonnes.

- We have exceeded the 2019/20 target for waste achieving in 2017/18 a 93% reduction. This is mainly due to waste previously being sent to landfill now being sent to energy recovery which entails a much lower carbon conversion factor than landfill. Waste tonnages were previously estimated by our contractor, however in 2018 a new contractor was appointed with the promise to provide actual weights.
 - In light of the substantial decrease in emissions from waste and the promise of more accurate data, which may mean we see an increase in the amount of waste, we have set a conservative new target of 90% reduction by 2019/20 against the 2010/11 baseline meaning that emissions should not exceed 15.434 tonnes.
13. This and/or any future strategy will be further revised in the future to include a target for emissions arising from procurement, once a sector-wide approach has been agreed.
14. Implementation plans have been created to achieve these targets, which include behavioural change as well as technical interventions.
15. Projects and activity since the last review include review include:
- Installation of variable speed drive pumps: reduces the pressure on the pumps and valves as the water flows around the systems. With the use of the Building Energy Management System (BEMS) to control them, the electricity used to drive the pumps is reduced.
 - Introduction of low energy and LED lamps
 - Review and testing of movement sensors on lighting and air-conditioning
 - Upgrading lighting in certain areas of Milton Court to LED
 - Undertaking a Building Energy Management System survey
 - Enhanced awareness activity
 - Servicing and replacement of all key equipment
 - Introduction of Computer Aided Facilities Management System (CAFM) to ensure planned preventative maintenance schedules are in place.

Consultees

16. The original strategy was created in close consultation with the City of London's Energy Management Team in the City Surveyor's department. We continue to work closely with the City's Energy Management Team and have representation on their Energy Board. Monitoring and review of this document is carried out by the School's Sustainability Steering Group.

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Carbon reduction strategy 2011 to 2020

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Executive summary

The Guildhall School of Music & Drama acknowledges that in the face of mounting global scientific consensus of man's part in global climate change, there is a moral responsibility to act to reduce carbon.

The first version of this strategy was written in 2011 a major driving force for this strategy was the requirement from the Higher Education Funding Council (HEFCE) that each HE institution puts in place a carbon reduction strategy. HEFCE closed in 2018 and responsibility for funding the Higher Education sector fell to the Office for Students (OfS). Although it has now closed HEFCE continues to be referenced throughout this revision as those were the requirements that were in force at the time of the first version and the majority of the time that this strategy relates to. At this time of this latest revision it is unclear what requirements OfS will have in relation to HE institutions having and maintaining a carbon reduction strategy. Once any new requirements from funding bodies, legislative framework or other sources are known this strategy will be revised in line with these.

The UK Climate Change Act of 2008 created legally binding targets to reduce carbon emissions by 34% by 2020 and by 80% by 2050 against a 1990 baseline. The HE sector resolved that it must be in the vanguard of efforts to achieve these targets and, after widespread consultation, HEFCE had facilitated the setting and adoption of sector-level carbon reduction targets for scope 1 and 2 emissions of 43% by 2020 and 83% by 2050, both against a 2005 baseline. In 2019 the Climate Change Act was amended in 2019 to set a new target of net Zero Carbon by 2050.

The Higher Education Funding Council for England had required that each HE institution puts in place a carbon reduction strategy, containing targets that are in the context of the overall sector targets but which are realistic for each institution. Institutions that did not have an approved Carbon Reduction Strategy in place by 31 March 2011 were at risk of 40% of their capital funding from HEFCE being withheld. HEFCE would also monitor on annual basis how well institutions are performing against their carbon reduction targets.

The financial incentives for the Guildhall School to reduce carbon emissions are immediate, since it is owned and governed by the City of London Corporation which falls into the scope of the Government's Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. This scheme requires organisations to buy allowances from Government each year to cover their carbon emissions in the previous year. With the addition of Milton Court to the estate in September 2013 the cost for the CRC was estimated to be in the region of £25,000 for the 12/13 year. The price of allowances was forecast to rise each year reinforcing the incentive to reduce consumption and hence the costs of both the allowances and the energy itself. Note: The CRC will come to an end following the 2018-19 compliance year, this will partially be offset by an increase in climate change levy.

The Guildhall School has analysed its historical data and, in the first version of this strategy published in February 2011, agreed to set a carbon reduction target for scope 1 and 2 emissions arising from its existing estate of 30% by 2020. Having already achieved extremely good reductions in these emissions by 2010/11, the second version published in February 2012 increased the target for these emissions to 43% by 2020. In 2016/17 we exceeded the target for the estate excluding Milton Court achieving a 47% reduction against the baseline and again in 2017/18 we increased this to a 51% reduction against the baseline, this review therefore has

increased the target for scope 1 and 2 emissions arising from the estate excluding Milton Court to 55% by 2020.

This latest version of the strategy includes for the first time the emissions data for Milton Court. The building became fully operational from September 2013. The previous update of this strategy estimated that when fully operational the Milton Court Building carbon emissions would be in the region of 632,554 Tonnes. However, it was also noted that there would be significant increases to this estimated figure. The cause has been attributed to system commissioning difficulties and more intensive and extended use of the Building space and facilities when compared to the original model. The data shows the actual emissions for 2013/14 was 998.851 Tonnes an increase of 366.297, 58% over the design estimate and in 2017/18 830.411 Tonnes which still represents an increase of 31% compared to the design estimate but demonstrates a decrease in actual emissions of 16.86% compared with 2013/14. This represents an average annual decrease of 4.22%, if we continue with this trajectory we should see the annual emissions for Milton Court in 2019/20 being 761.909 Tonnes we have therefore revised the 2019/20 target for Milton Court and the enlarged estate to this figure.

Following the collection and analysis of the necessary data, the third revision of the strategy also included a carbon reduction target of 8% for scope 3 emissions arising from transport and of 30% arising from water and waste.

In 2017/18 we achieved a reduction of 75% of emissions from water, waste water and waste combined. On analysis of this date the majority of the savings are attributable to waste with the water exceeding the baseline.

Data shows that compared to our baseline of 2010/11 we have a substantial increase in emissions from water and waste water. This is due to the increased size of the estate since the introduction of Milton Court and more accurate data being available since 2013/14. Prior to 2013/14 we had been using estimated water consumption for Silk Street and have since opening estimated water consumption for Milton Court based on use per/m² of Silk Street. From 2018 we have been collecting readings for Milton Court which will ensure accurate readings for the three main buildings going forward. Due to increased accuracy in data we have re-set the baseline for emissions arising from water use and waste water for the estate to 2013/14, the new baseline being 29.228 Tonnes. We saw a reduction in 2017/18 of 4% compared to the new baseline year. Early indications show that the more accurate readings currently being collected for Milton Court will be lower than those estimated so have redrawn the target for 2019/20 to be a reduction of 15% compared to the new baseline.

Significant reductions in emissions arising from waste have been achieved from 2012 where waste previously sent to landfill was diverted energy recovery which has a significantly lower carbon conversion factor than that of landfill. In addition waste tonnages were previously estimated by our contractor, this has recently changed and we should be receiving accurate weights in the future. In light of this we have redrawn the target to be 90% reduction in emissions associated with waste against 2010/11. Once the new data is received it will be carefully analysed and monitored and targets redrawn if required.

Implementation plans have been created to achieve these targets, which include behavioural change as well as technical interventions.

An important development in 2018 was the decision by the City of London to procure 100% renewable electricity from October 2018 onwards, this now being supplied to the Guildhall School. The Higher Education Statistics Agency (HESA) have advised that electricity supplied through “green tariffs” will not be considered zero carbon and the average grid electricity carbon factor will be applied. For the purposes of reporting and in the interests of consistency we will continue to use the average grid electricity carbon conversion factor.

Introduction and background

The Guildhall School

1. The Guildhall School of Music & Drama is one of Europe's leading conservatoires, offering musicians, actors, stage managers and theatre technicians an inspiring environment in which to develop as artists and professionals. The School first opened its doors on 27 September 1880 to 62 part-time students in a disused warehouse in the City of London. Today it is situated in the heart of one of Britain's most important arts venues at the Barbican, with a growing international reputation for its teaching and research.
2. The Guildhall School of Music and Drama is distinctive in being the only major European conservatoire which is both a music school and a drama school, and one which is pre-eminent in technical theatre, professional development and music therapy. A thriving Junior Guildhall, the recent addition of the Centre for Young Musicians and a range of annual summer schools further complement the outstanding opportunities available.
3. Situated in the heart of the City, the School moved to its present premises in the Barbican in 1977 solidifying a unique link with both Europe's largest arts and conference centre, including the Barbican Hall and the Pit Theatre, and the world-class London Symphony Orchestra. This connection is now formally recognised with the establishment of a partnership between the School, the Barbican Centre and the LSO to create the world's leading centre for performance, training and education in the performing and visual arts.
4. The School currently numbers approximately 1,002 FTE students (taken from 2017/18 EMR report to the Higher Education Statistics Agency) on its roll call. In any given year, more than a third of the students are from outside the UK typically representing over 40 nationalities.

The Guildhall School's Estate

5. The Guildhall School of Music & Drama currently comprises approximately 33,400 m² gross internal area over four neighbouring buildings which are continually updated and enhanced.
 - i) The main building is in Silk Street and attached to the Barbican Centre. It was purpose-built by the City of London and was officially opened by the Lord Mayor of London on 25 October 1977.
 - ii) Sundial Court, the School's hall of residence, is located in Chiswell Street, just around the corner from the main Silk Street building. Sundial Court has 177 bedrooms in thirty-nine flats, each with either three, four, five or six bedrooms.

- iii) John Hosier Annexe, named after the Principal of the School from 1978 to 1988, has 46 teaching/practice rooms and is located at the west end of the Barbican Estate.
6. Following a major building project Milton Court, based across the road from the current Silk Street building, opened in September 2013, providing the School with state-of-the-art performance and teaching spaces in approximately 11,385 m², including:
- a 608-seat Concert Hall
 - a 227-seat Theatre
 - a Studio Theatre
 - a gymnasium
 - three major rehearsal rooms
 - TV studio suite
- As well as teaching, meeting and administrative spaces, complementing and extending those currently in use in the Silk Street building. Designed to top quality professional standards, the new building will mean that the School's facilities will at long last match the outstanding quality of its training and the success of its graduates.
7. The School's buildings are very intensively used. Each term is 12 weeks in duration, but in practice there is considerable academic activity in the week before and the week after each term, meaning that the buildings are being used for teaching purposes for 42 weeks per year.
8. In order to provide sufficient space for individual student practice, the main Silk Street building is open during term time from 7am – 10pm Monday to Friday, 8am – 9pm on Saturday and 9am – 8pm on Sunday.
9. During the summer vacation the Silk Street building and Sundial Court are used extensively for summer schools, some of which are organised by the School and some by external companies that hire the facilities.
10. With the exception of the new Milton Court building all of the School's existing estate is grade 2 listed.

The City of London Corporation

11. The Guildhall School is owned and governed by the City of London Corporation as part of its contribution towards the cultural life of London and the nation. The City is one of the most significant sponsors of the arts in the UK. It provides the Barbican Centre, Europe's largest multi arts and conference venue, and directly funds the London Symphony Orchestra's residency. It is also a major funder of the enormously popular Museum of London and supports a year-round programme of major arts festivals and events in the City and neighbouring areas.
12. The City is also the port health authority for the whole of the Thames estuary, owns and runs four famous markets: Smithfield, Billingsgate, Spitalfields and Leadenhall, manages a portfolio of property throughout London and maintains and safeguards over 10,000 acres of open space in and around it, including

Hampstead Heath, Epping Forest, Burnham Beeches and a string of parks and commons in Kent and Surrey. It also runs the five bridges that cross the Thames into the City, including Tower Bridge, a major tourist attraction and an international symbol for London as a whole.

13. As part of the City of London Corporation, the Guildhall School is not a legal entity in its own right. As such, the School is subject to all the policies and rules of the City and in many cases has helped to develop them. This includes policies relating to sustainability and carbon reduction, an area in which the City has been active since 1975.

HE sector context

14. In addition to the funding that the Guildhall School receives from the City, it receives funding as part of the HE sector from the Office for Students (OfS), formerly through the Higher Education Funding Council for England (HEFCE). Previous Feedback to HEFCE showed that there was widespread agreement in the sector that sustainable development is important. The sector has agreed that tackling climate change is a challenging agenda and we need to move quickly to do it.
15. It is also a growing political priority both nationally and internationally. The United Nations' Intergovernmental Panel on Climate Change has concluded that warming of the climate system is unequivocal and that human activities make a substantial contribution¹. Lord Stern's review of climate change² in 2006 concluded that the benefits of strong and early action will far outweigh the economic costs of not acting. In June 2008 Lord Stern said that the costs of stopping greenhouse gases rising to dangerous levels had already doubled since 2006 to 2 per cent of GDP. HE makes an important contribution to the UK's sustainable development strategy, updated in 2005, not least because of the sheer size of the estates that it controls.

Context and drivers

Climate Change Act 2008

16. The Climate Change Act 2008³ aims to improve carbon management and help the transition towards a low-carbon economy in the UK. It sets the world's first legally binding targets for greenhouse gas emissions of at least 80 per cent by 2050 and at least 34 per cent by 2020⁴, against a 1990 baseline. Major parts of

¹ 'Climate change 2007: the physical science basis', available at www.ipcc.ch under Publications and Data/Reports.

² 'Stern Review on the Economics of Climate Change', available at www.hm-treasury.gov.uk under Independent reviews.

³ Further information is available at www.decc.gov.uk under Legislation/Climate Change Act 2008.

⁴ The 2009 Budget set the first carbon budgets, as required by the Climate Change Act. This increased the level of the 2020 target from 26 per cent to 34 per cent. A further increase to 42% has been recommended by the Committee on Climate Change.

the public sector such as the NHS⁵ and schools⁶ have developed carbon reduction strategies. In summer 2009 the Government published the UK Low Carbon Transition Plan⁷, which sets out how the UK will meet the 34 percent cut in emissions on 1990 levels by 2020. . In 2019 the Climate Change Act was amended in 2019 to set a new target of net Zero Carbon by 2050.

Carbon Reduction Commitment

17. The Carbon Reduction Commitment Energy Efficiency Scheme (CRC) is a mandatory carbon emissions reporting and pricing scheme to cover all organisations using more than 6,000 MWh per year of electricity (equivalent to an annual electricity bill of about £500,000). The CRC came into force in April 2010 and aims to significantly reduce UK carbon emissions not covered by other pieces of legislation. The primary focus is to reduce emissions in non-energy intensive sectors in the UK. This complements the role of Climate Change Agreements and the EU Emissions Trading Scheme, which are directed primarily at energy-intensive organisations. It is UK-wide, covering large businesses and public sector organisations, and around 80 universities and colleges are likely to be within its scope. The City of London Corporation is within its scope and the Guildhall School's carbon emissions will therefore be taken into account as part of the City's reporting.
 18. Participants in the CRC need to measure and report their carbon emissions annually, following a specific set of measurement rules. The first annual report of emissions was in July 2011. Starting in 2012, participants purchase allowances from Government each year to cover their emissions in the previous year. This means that organisations that decrease their emissions and lower their costs under the CRC.
 19. In October 2010, the Government announced two significant changes to the CRC as a part of the Comprehensive Spending Review:
 - The money raised from the sale of allowances will be retained by the Government rather than recycled back to CRC participants.
 - The first sale of allowances to cover emissions in fiscal year 2011/12 will be in 2012 rather than 2011.
- The price of allowances had been set at a fixed price of £12 per tonne CO₂ through fiscal year 2012/13, with a floating market price after that. The per tonne cost of the CRC 2015/16 including Milton Court was £12,62.
20. A publicly available CRC performance league table shows how each participant is performing compared to others in the scheme.
 21. The CRC will come to an end following the 2018-19 compliance year, this will partially be offset by an increase in Climate Change Levy.

⁵ 'Saving Carbon, Improving Health: NHS Carbon Reduction Strategy for England' may be read at www.sdu.nhs.uk under Carbon reduction strategy.

⁶ 'Carbon Emissions from Schools: Where they arise and how to reduce them' may be read at www.sd-commission.org.uk under Our work/Education, Young People and skills/Schools.

⁷ The plan is available at www.decc.gov.uk under Publications.

Display Energy Certificates

22. Universities and colleges need to comply with increasingly stringent Building Regulations, which are now requiring energy efficiency improvements to buildings that are being extended or having changes made to building services. Since 1 October 2008, all public buildings have also been required to have Display Energy Certificates showing their actual energy usage, as recorded by gas, electricity and other meters, so that the public can see the building's energy efficiency in use.

Cost savings

23. Potential cost savings are an important driver behind efficiency improvements, both directly from reduced resource usage and indirectly from reduced maintenance. However, ambiance and comfort is also a driving force: over or under heated rooms create discontent and inefficient working practices.

Moral responsibilities and reputation

24. In the face of mounting global scientific consensus of man's part in global climate change, there is a moral responsibility to act to reduce carbon. As a sector, the HE community has committed to being at the vanguard of initiatives to act in a more sustainable way, and increasingly HE institutions are being judged on how well they are performing. Since 2007 a Green League Survey has been published in the national media, which ranks HE institutions across a range of sustainability and environmental measures. Consistently low performance in this league table could ultimately affect an institution's reputation.

Classification of emissions sources

25. The World Resources Institute (WRI) has developed a classification of emission sources around three 'scopes':
- **scope 1** refers to direct emissions that occur from sources that are owned or controlled by the organisation, for example emissions from combustion in owned or controlled boilers, furnaces, vehicles
 - **scope 2** accounts for emissions from the generation of purchased electricity consumed by the organisation
 - **scope 3** is all other indirect emissions that are a consequence of the activities of the company, but occur from sources not owned or controlled by the organisation – for example, commuting and procurement.

Scope	Description	Examples
Scope 1: Direct emissions	Direct emissions occur from sources that are owned or controlled by the HEI	Direct fuel and energy use Transport fuel used in institutions' own vehicle fleets
Scope 2: Electricity indirect emissions	Emissions from the generation of purchased electricity consumed by the HEI	Purchased electricity
Scope 3: Other indirect emissions	Scope 3 emissions are a consequence of the activities of the HEI, but occur from sources not owned or controlled by the HEI	Water Waste Land-based business travel Commuting (both staff and students) Air travel (international students; international student exchange; business)
		Procurement

HEFCE requirements – Historic Driver

Note: HEFCE closed at the end of March 2018, some of the former provisions are now implemented through Office for Students as of yet we have received no notification of requirements to maintain a carbon reduction strategy. HEFCE requirements however remain an important historic driver for this strategy and were in place at the time of the first version and the majority of the time to which this strategy relates.

26. HEFCE's Carbon Reduction Strategy for the HE sector comprised:

- A sector-level target for carbon reductions that is in line with UK targets. After widespread consultation, HEFCE had facilitated the setting and adoption of sector-level carbon reduction targets for scope 1 and 2 emissions of 43% by 2020 and 83% by 2050, both against a 2005 baseline.
- A requirement for institutions to set their own targets for 2020 for scope 1 and 2 emissions against a 2005 baseline. This year is being used as a baseline because it is used for reporting against UK targets, and research done for HEFCE demonstrated that robust data for scope 1 and 2 is available for that year at institutional level. This provided consistency across the sector against which progress can be monitored and reported.
- A commitment from institutions to achieve actual improvements through actions that are appropriate for their institution, recognising the diversity of the sector.
- Support from HEFCE, UUK and GuildHE for institutions to achieve carbon reductions.
- Funding incentives – in particular HEFCE linking capital funding to performance against carbon management plans.
- Plans for annual monitoring and reporting on progress against the sector-level target.
- A method of regularly evaluating the approach and taking action to learn from progress to date.

27. The HE sector targets are absolute targets, which mean actual carbon emission reductions against the levels in a fixed past year. The UK national targets under different policies and legislation are absolute and set against a 1990 baseline year. The rationale for this approach is based on the fact that the capacity of the Earth to manage carbon emissions is itself finite. Targets have so far been set for scope 1 and 2 emissions only, because this baseline has been calculated with a reasonable degree of confidence. There is a degree of uncertainty for scope 3 emissions for 1990. HEFCE was working with the sector to improve measurement of scope 3 emissions, including procurement, with the intention of setting sector-level targets for these emissions by December 2013. In order to achieve this, HEFCE had commissioned research on measuring scope 3 emissions in the HE sector in the areas of transport, water and waste and procurement. All three reports have been published and in January 2012 HEFCE released Guides to Good Practice in the areas of transport⁸ and water and waste⁹.

⁸ http://www.hefce.ac.uk/pubs/hefce/2012/12_02/

⁹ http://www.hefce.ac.uk/pubs/hefce/2012/12_01/

28. Recognising the significant diversity of the sector with its range of missions, priorities, histories, subject mix, infrastructure and research, institutions were asked to set targets and develop plans that are appropriate to their individual circumstances but within the national target framework. HEFCE was collating these targets through the second phase of the Capital Investment Framework - CIF2 - to determine whether collectively they are sufficient to meet the sector target.
29. HEFCE's distribution of capital funding was based on the Capital Investment Framework, which relied on a mix of metrics, information submitted by institutions and HEFCE's knowledge of institutions in order to make a holistic and balanced assessment. The 84 institutions (including the Guildhall School) that satisfied the requirements of CIF1 are benefited from a streamlined process for capital funding. HEFCE remodelled the process for CIF2 as follows:
- metrics expanded to include carbon emissions
 - strategic questions include a more specific and demanding requirement in relation to carbon
 - institutions required to report on progress in implementing their carbon plans, and on the results achieved.
30. Institutions that did not meet the requirements of CIF2 are at risk of 40% of their capital funding from HEFCE being withheld. This meant that an approved Carbon Reduction Strategy needed to be in place by 31 March 2011.
31. HEFCE did not specify how carbon plans should be developed or what they should contain. However, there are a number of key elements that HEFCE required to be present in an institution's carbon management plan, which are needed to satisfy the requirements of CIF2. These were:
- A carbon management policy or strategy – this could be part of a wider environmental/sustainability policy.
 - A carbon baseline for 2005 that covers all scope 1 and 2 emissions. This year is being used as a baseline because it is used for reporting against UK targets, and research has demonstrated that robust data for scope 1 and 2 is available for that year at institutional level. This will provide consistency across the sector against which progress can be monitored and reported. Institutions are encouraged to measure a baseline for scope 3 emissions and in the longer term HEFCE expects these to be included.
 - Carbon reduction targets. These must:
 - cover scope 1 and 2 emissions, although institutions may choose to set additional targets for wider aspects
 - be set against a 2005 baseline. Institutions may choose to set their reductions in context by setting additional targets against an alternative baseline year
 - be set to 2020, because this is the timescale for interim government targets. This will provide consistency across the sector against which progress can be monitored and reported. Institutions may also set interim milestones
 - be publicly available.
 - An implementation plan to achieve absolute carbon emission reductions across scopes 1, 2 and 3 including timescales and resources. These may cover capital projects and actions to embed carbon management within the

institution, for example, through corporate strategy, communication and training.

- Clear responsibilities for carbon management.
- A commitment to monitor progress towards targets regularly and to report publicly annually.
- The carbon management plan and targets must be signed off by the governing body.

Approach to carbon reduction

32. The first version of this document, published in February 2011, created a plan for reducing the School's carbon emissions and set a target for scope 1 and 2 emissions by 2020. The plan is a working document and will be updated on a regular basis in the light of the School's progress towards achieving its target. Having achieved extremely good reductions in scope 1 and 2 emissions in 2010/11, the second version considerably increased the target for these emissions. It also included targets for scope 3 emissions in the areas of transport and water and waste, following the collection and analysis of the necessary data. We have been carefully monitoring sources of emissions and, in this revision have redrawn the targets for Scope 1&2 for the estate excluding Milton Court, and Milton Court itself. For Scope 3 we have redrawn the targets for Water and Waste and maintained the target for transport.
33. The strategy has been developed by members of the School's Sustainability Steering Group (SSG), in particular by staff in the engineering department, and in close consultation with colleagues in the Energy Management Team of the City of London Corporation. The SSG includes staff members representing a wide cross section of the School's activities, both academic and non-academic. It includes the President of the Student Union and other student representatives. Students were also consulted directly when a workshop was held, facilitated by a member of the City's sustainability team, which asked students to consider what a more carbon-free world might look like in 2050 and what measures needed to be put in place to get there.
34. The City has been engaged with carbon reduction since 1975, and has developed a range of sustainability policies including a Carbon Descent Plan. The School's own Carbon Reduction Strategy mirrors those of the City and is complementary to them, whilst setting a target that is realistic for the Guildhall School.
35. The City's approach to carbon reduction is summarised by the 'Three 'E's':
- Energy procurement – buy energy as cheaply and efficiently as possible
 - Energy efficiency – use energy as efficiently and wisely as possible
 - Energy design – use technology to reduce the amount of energy required in the first place

Carbon accountability and hierarchy

36. The carbon hierarchy in the table below provides a systematic and structured approach to managing and reducing emissions in a socially responsible and cost-effective way. Actions at the top of the hierarchy are more transformative and

lasting in terms of reducing emissions. A carbon hierarchy is being used by the Department for Children, Schools and Families' Zero Carbon Task Force to help move towards the Government's ambition of delivering zero-carbon school buildings from 2016.

The carbon hierarchy

REDUCE energy/fuel demand	<i>Avoid unnecessary use</i>	MONITOR <ul style="list-style-type: none"> • Learn from existing projects and practice • Apply control measures • Evaluate impacts
	<i>Passive features (for example insulation, daylight, solar gain/shading, thermal mass)</i>	
	<i>Encourage energy-conscious behaviours</i>	
EFFICIENCY of equipment and energy/fuel sources	<i>Use energy-efficient equipment</i>	
	<i>Provide simple and effective controls</i>	
	<i>Recover useful heat</i>	
	<i>Use clean fossil fuel technology</i>	
DECARBONISE energy/fuel supplies	<i>On-site or near-site renewable energy sources, including community schemes</i>	
BEFRIEND	<i>Seek partnerships to increase capacity to do the above</i>	
NEUTRALISE energy/fuel supplies	<i>Consider responsible carbon offsetting schemes</i>	
	<i>Procure green electricity supplies</i>	

Source: Adapted from the DCSF Zero Carbon Task Force and Parkin 'The Positive Deviant: sustainability leadership in a perverse world', Earthscan, London.

Key areas where carbon reductions can occur

37. Carbon reductions can be achieved by actions in any or all of the following areas:

- Behavioural change and awareness raising - 'softer' methods can play a significant role in highlighting changing institutional priorities and in encouraging behavioural and cultural change. Studies suggest that as much as 30% carbon reduction could be achieved by behavioural change. Actions can include the insertion of environmental objectives into staff appraisals, job descriptions and the induction process, as well as educational initiatives such as workshops.
- Lights, computers and electrical appliances – ensuring that all equipment is switched off when not in use and not just left in standby mode.
- Building energy and space management - good space management not only reduces carbon emissions, it also frees up resources that can be used for teaching and research.
- Building fabric upgrade.
- Efficient energy supply (e.g. CHP).
- Renewable energy sources.

Waste

38. Management of waste reduces the environmental impacts associated with disposal, including the production of the greenhouse gas methane, and helps conserve finite resources.

Travel, including cycling

39. In 2006 emissions from transport (business travel, and staff and student commuting) accounted for 35 per cent of the HE sector's carbon baseline. Sustainable travel is about encouraging people to make informed choices about the way they travel and being aware of the consequences of these choices – on their health, their environment and their local community.
40. At the Guildhall School, the emissions data for daily commuting are significantly less than the sector average, as most staff and students already commute by public transport or bicycle. However, the high percentage of overseas students means that significant carbon emissions are generated by travel between the School and home at the beginning and end of term.

Procurement

41. Procurement decisions have a large effect on the rate of consumption and productivity of resources, and institutions are able to influence the social and environmental impact of companies in the supply chain.

Carbon offsetting

42. When done correctly, carbon offsetting compensates for unavoidable emissions by paying someone to make an equivalent CO₂ saving elsewhere in the world. More and more individuals and businesses are volunteering to offset their emissions. Offsetting is not a 'cure' for climate change; the most effective way to combat climate change is to reduce emissions. However, good-quality offsetting can balance the impact of our actions and help raise awareness of climate change issues. The cost of offsetting can also provide an incentive to make further emission reductions at home.
43. Carbon offsetting was not accepted by HEFCE as a means of meeting an institution's carbon reduction target for scopes 1 and 2. However, carbon offsetting may form part of an institution's carbon management plan for mitigating the effects of essential activities that create emissions under scope 3. Before choosing to offset, it is important that steps are taken to measure and, where possible, avoid and reduce emissions. To be able to offset, HEIs can then calculate their unavoidable emissions to know how many tonnes of CO₂ they wish to offset. Once the number of tonnes to be offset is known, credits can be bought from emissions reduction projects for the equivalent amount.
44. The carbon market is complex and there are numerous types of credits available for offsetting. To help consumers identify which credits are good-quality credits, the UK Government has established a voluntary quality assurance scheme for carbon offsetting.
45. The Guildhall School has analysed the benefits of carbon offsetting together with the financial cost of doing so, and has concluded that there is still much to be

achieved by investment in technical interventions that actually reduce emissions in the first place. The conclusion is that the School's financial resources are better spent, at least for the time being, on carbon reducing initiatives rather than on carbon offsetting, as carbon reducing initiatives will have a far greater effect. The situation will be further reviewed in future years.

Carbon emissions data – scopes 1 and 2

46. The data on the next page shows how the Guildhall School's total direct greenhouse gas emissions (scopes 1 and 2) have been calculated for academic years 2005/06 to 2015/16. The first year establishes the 2005 baseline, as required by HEFCE, against which the School's future greenhouse gas reduction targets will be based.
47. All buildings have data for the consumption of purchased electricity, measured in kWhs per month. In addition, the School's main building in Silk Street has data for the consumption of hot and chilled water from the Citigen CHP plant, and the residential accommodation at Sundial Court has data for the consumption of hot water from Citigen. We have since 2016/17 included metered gas consumption for Sundial Court for cooking and heating. Again, these data are shown in kWhs per month. The School also runs one diesel-fuel Transit van, which it uses largely for local and inter-site deliveries. Data for this vehicle has been included shown in miles travelled per month.
48. The Department of the Environment, Food and Rural Affairs (DEFRA) has developed conversion factors that can be used to calculate carbon emissions for a given fuel. All the above data have been converted into Tonnes CO₂e using the Guidelines to DEFRA / DECC's GHG conversion factors for company reporting¹⁰. The exact conversion factors used for each fuel in each year are shown in the data tables, and are updated each year as necessary.
49. In the case of hot and chilled water from Citigen's CHP plant, the School has been consistent with City of London Corporation policy and used the relevant conversion factors for natural gas. Whilst at first glance this appears to be an anomaly, it is because Citigen does not generate electricity for the national grid for 100% of the time. When it is not generating electricity, it satisfies the heating and chilling requirements of its customers by using stand-alone gas boilers and electric chillers.
50. Although the above methodology is an over-estimate of the City Corporation's and the School's carbon emissions, there is a compensating factor because it is the kWhs of metered hot (and chilled) water that is being measured as opposed to the more correct kWhs of natural gas used to generate it. Rather than attempt to calculate the equivalent kWhs of natural gas used, which would require complicated assessments of the efficiency of Citigen's gas boilers, the City Corporation prefers to calculate its carbon emissions based on the lower kWhs of hot (and chilled) water supplied, because this is more than compensated by the fact that gas conversion factors are being applied to all of the metered hot (and chilled) water, when in fact at least some of it is carbon free (being the by-product of electricity generation). As Citigen builds up its customer base, with longer

¹⁰ <http://www.defra.gov.uk/publications/files/pb13773-ghg-conversion-factors-2012.pdf>

CHP running justified, the carbon factor for heat and chilled water supplied will gradually improve.

TOTAL GREENHOUSE GAS EMISSIONS – SCOPES 1 AND 2

Scope 1 & 2 Emmisions					
NON-RESIDENTIAL					
	ELECTRICITY (kWh)				
	Month/Year	2005-06	2015/16	2016/17	2017/18
SILK STREET	Aug	105,136	101,110	97,855	100,285
	Sep	126,128	112,229	101,247	104,987
	Oct	139,845	122,568	120,249	129,319
	Nov	165,191	125,900	134,062	142,709
	Dec	169,401	105,580	106,410	126,571
	Jan	212,463	135,113	135,695	138,259
	Feb	181,345	133,268	124,762	139,560
	Mar	188,735	137,130	125,615	148,220
	Apr	125,043	124,754	101,085	107,794
	May	136,543	127,289	123,415	119,207
	Jun	135,015	114,027	118,409	117,014
	Jul	118,836	104,261	118,294	131,735
	Total	1,803,681	1,443,227	1,413,099	1,505,660
JOHN HOSIER ANNEX	Aug		8,822	12,664	2,289
	Sep		9,348	13,117	7,678
	Oct	44,280	12,178	15,723	10,162
	Nov		12,572	16,740	10,365
	Dec		11,700	9,920	5,351
	Jan	37,720	15,411	13,320	157
	Feb		14,863	12,724	9,959
	Mar	24,190	16,646	12,632	27,481
	Apr		15,506	9,859	18,107
	May	56,430	15,613	13,552	11,118
	Jun		13,645	11,923	9,505
	Jul		12,182	6,961	8,301
	Total	162,620	158,486	149,135	120,473
MILTON COURT	Aug		124,148	127,249	133,622
	Sep		131,181	125,480	138,165
	Oct		140,290	145,491	150,452
	Nov		131,179	142,583	146,193
	Dec		118,376	138,866	128,994
	Jan		128,700	135,104	148,492
	Feb		131,338	130,914	135,712
	Mar		138,912	149,396	144,212
	Apr		128,980	133,193	132,704
	May		133,734	149,503	151,359
	Jun		131,772	148,955	160,508
	Jul		120,716	146,641	150,510
	Total		1,569,326	1,673,375	1,720,923
MILTON COURT OFFICES & REH SPACES	Aug	349,262			
	Sep	6,544			
	Oct	5,730			
	Nov				
	Dec	19,554			
	Jan				
	Feb	28,259			
	Mar	12,899			
	Apr				
	May	15,221			
	Jun				
	Jul	8,186			
	Total	445,655			
PROPS STORE	Aug			521	1,158
	Sep			510	1,013
	Oct			405	1,042
	Nov			537	929
	Dec			516	1,046
	Jan			612	956
	Feb			887	885
	Mar			1,001	962
	Apr			960	909
	May			973	966
	Jun			939	940
	Jul			1,090	931
	Total			8,971	11,737
TOTAL ELECTRICITY NON-RESIDENTIAL	Aug	454,398	234,080	238,290	237,354
	Sep	132,672	252,758	246,354	251,843
	Oct	189,855	275,034	281,868	290,975
	Nov	165,191	269,651	293,922	300,196
	Dec	188,955	235,656	255,712	261,962
	Jan	250,183	279,224	284,731	287,864
	Feb	209,604	279,469	269,287	286,116
	Mar	225,824	292,688	288,644	320,875
	Apr	125,043	269,240	245,117	259,514
	May	208,194	276,636	287,443	282,650
	Jun	135,015	259,444	280,226	287,967
	Jul	127,022	237,159	272,986	291,477
	Total	2,411,956	3,161,039	3,244,580	3,358,793
Conversion Factor		0.53023	0.41205	0.35156	0.28307
TONNES CO ₂ e		1,278,891	1,302,506	1,140,665	950,774
TOTAL NON-RESIDENTIAL KWH					
		2005-06	2015/16	2016/17	2017/18
		3,316,176,000	5,745,819,000	6,104,920,000	6,168,910,000
		100%	173%	184%	186%
TOTAL TONNES CO ₂ e NON-RESIDENTIAL					
		1,446.172	1,778.358	1,667.872	1,468.288
		100%	123%	115%	102%
TOTAL TONNES CO ₂ e per SQM NON-RESIDENTIAL					
		2005-06	2015/16	2016/17	2017/18
SQM		13,914	25,299	25,299	25,299
Tonnes CO ₂ e/SQM		0.104	0.070	0.066	0.058
% of 2005		100%	68%	63%	56%

	CHP Heating (Citigen) (kWh)				
	Month/Year	2005-06	2015/16	2016/17	2017/18
SILK STREET	Aug	45,160	52,660	52,660	29,230
	Sep	32,370	51,740	24,040	34,180
	Oct	50,120	58,500	29,880	32,270
	Nov	101,660	61,590	39,940	33,370
	Dec	118,570	65,134	40,440	70,980
	Jan	108,330	160,560	42,960	66,630
	Feb	121,760	70,180	66,750	79,970
	Mar	121,600	77,970	49,150	79,660
	Apr	71,020	71,250	47,720	50,890
	May	60,840	52,991	43,410	43,490
	Jun	39,400	36,694	31,010	36,770
	Jul	33,370	29,883	26,800	31,030
	Total	904,220	789,132	469,660	588,450

MILTON COURT	Aug		79,258	41,600	2,700
	Sep		97,742	37,600	3,000
	Oct		77,813	99,500	17,000
	Nov		87,188	171,200	96,000
	Dec		84,000	165,500	145,100
	Jan		137,211	44,100	164,000
	Feb		156,698	249,800	166,000
	Mar		171,909	124,100	166,500
	Apr		138,750	106,500	109,400
	May		88,250	73,900	62,200
	Jun		34,825	35,200	45,200
	Jul		17,634	17,500	15,000
	Total		1,171,278	1,166,500	992,100

TOTAL CHP HEATING NON-RESIDENTIAL	Aug	45,180	131,938	69,160	31,930
	Sep	32,370	149,482	61,640	37,180
	Oct	50,120	136,313	129,380	49,270
	Nov	101,660	148,738	211,140	129,370
	Dec	118,570	149,134	205,940	216,060
	Jan	108,330	297,771	87,060	230,630
	Feb	121,760	226,878	316,550	245,970
	Mar	121,600	249,879	173,250	246,160
	Apr	71,020	210,000	154,220	160,290
	May	60,840	141,241	117,310	105,690
	Jun	39,400	71,519	66,210	81,970
	Jul	33,370	47,517	44,300	46,030
	Total	904,220	1,960,410	1,636,160	1,580,550

Conversion Factor		0.185	0.18400	0.18416	0.18396
TONNES CO ₂ e		167,281	360,715	301,315	290,758

SILK STREET	CHILLED CHP (Citigen) (kWh)			
	Annual Total			
			317,980	355,667

MILTON COURT	Aug		83,000	121,900	82,200
	Sep		43,000	93,400	55,700
	Oct		40,000	64,400	60,400
	Nov		40,000	64,900	59,200
	Dec		29,364	71,500	44,900
	Jan		35,065	22,800	45,200
	Feb		41,723	84,100	50,000
	Mar		48,848	61,500	54,700
	Apr		48,750	51,700	71,500
	May		56,250	75,500	102,200
	Jun		73,842	96,100	117,900
	Jul		84,528	98,400	130,000
	Total		624,370	906,200	873,900

TOTAL CHP COOLING NON-RESIDENTIAL	Aug		83,000	148,398	111,839
	Sep		43,000	119,898	85,339
	Oct		40,000	90,898	90,039
	Nov		40,000	91,398	88,839
	Dec		29,364	97,998	74,539
	Jan		35,065	49,298	74,839
	Feb		41,723	110,598	79,639
	Mar		48,848	87,998	84,339
	Apr		48,750	78,198	101,139
	May		56,250	101,998	131,839
	Jun		73,842	122,598	147,539
	Jul		84,528	124,898	159,639
	Total		624,370	1,224,180	1,229,567

Conversion Factor		0.185	0.18400	0.18416	0.18396
TONNES CO ₂ e		0.000	114.884	225.445	226.191

Combined CHP Total		167,281	475,600	526,760	516,949
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FLEET VEHICLE	Miles Travelled		Litres Purchased	
	Annual Total			
		966.00	172	215
Conversion Factor		0	0.26116	2.60016
TONNES CO ₂ e		0.000	0.252	0.447

RESIDENTIAL

SUNDIAL COURT RESIDENTIAL	CHP HEATING (Citigen) (kWh)				
	Month/Year	2005-06	2015/16	2016/17	2017/18
	Aug	45,550	36,290	27,320	23,190
	Sep	51,050	29,100	21,690	22,370
	Oct	82,920	67,420	68,630	43,470
	Nov	125,200	74,250	110,530	118,500
	Dec	133,800	45,500	105,500	125,410
	Jan	164,910	168,230	155,460	124,490
	Feb	149,810	118,640	125,130	152,730
	Mar	206,000	23,770	112,010	135,630
SUNDIAL COURT RESIDENTIAL	Apr	138,630	90,938	79,740	76,280
	May	99,390	60,511	66,240	54,750
	Jun	53,800	42,681	36,540	38,600
	Jul	43,250	32,568	26,070	26,040
	Total	1,294,310	789,898	934,860	941,460
	Conversion Factor	0.185	0.18400	0.18416	0.18396
	TONNES CO _{2e}	239,447	145,341	172,164	173,191

SUNDIAL COURT RESIDENTIAL	ELECTRICITY (kWh)				
	Month/Year	2005-06	2015/16	2016/17	2017/18
	Aug	39,232	48,672	48,538	49,271
	Sep	52,873	43,993	47,912	50,216
	Oct	61,068	46,607	49,517	54,596
	Nov	61,509	46,366	45,267	51,964
	Dec	48,504	38,840	37,599	39,445
	Jan	61,105	45,537	47,675	49,411
	Feb	60,289	42,127	44,647	48,295
	Mar	64,508	42,273	51,665	48,703
SUNDIAL COURT RESIDENTIAL	Apr	53,745	38,035	44,330	76,270
	May	62,251	43,901	48,404	54,710
	Jun	59,889	42,833	46,382	38,580
	Jul	57,611	44,292	48,589	26,070
	Total	682,584	523,476	560,525	587,531
	Conversion Factor	0.53023	0.41205	0.35156	0.28307
	TONNES CO _{2e}	361,927	215,698	197,058	166,312

SUNDIAL COURT RESIDENTIAL	GAS (kWh)				
	Month/Year	2005-06	2015/16	2016/17	2017/18
	Aug			10,535	13,087
	Sep			1,969	12,666
	Oct			3,244	34,985
	Nov			3,714	7,823
	Dec			2,510	8,011
	Jan			2,571	8,346
	Feb			1,332	7,763
	Mar			3,006	8,832
SUNDIAL COURT RESIDENTIAL	Apr			2,695	9,483
	May			4,169	8,002
	Jun			1,865	7,397
	Jul			4,015	10,318
	Total	0	0	41,625	136,713
	Conversion Factor	0.18500	0.18400	0.18416	0.18396
	TONNES CO _{2e}			7,666	25,150

TOTAL RESIDENTIAL KWH			
1,976,894.000	1,313,374.000	1,537,010.000	1,665,704.000
100%	66%	78%	84%

TOTAL TONNES CO _{2e} RESIDENTIAL			
601.374	361.040	376.888	364.653
100%	60%	63%	61%

TOTAL TONNES CO _{2e} per SQM RESIDENTIAL			
SQM	8700	8700	8700
Tonnes CO _{2e} /SQM	0.069	0.041	0.043
% of 2005	100%	60%	63%

TOTAL KWH ALL SOURCES			
Total KWH	5,293,070.000	7,059,193.000	7,641,930.000
% used of 2005	100%	133%	144%
% Saved		-33%	-44%

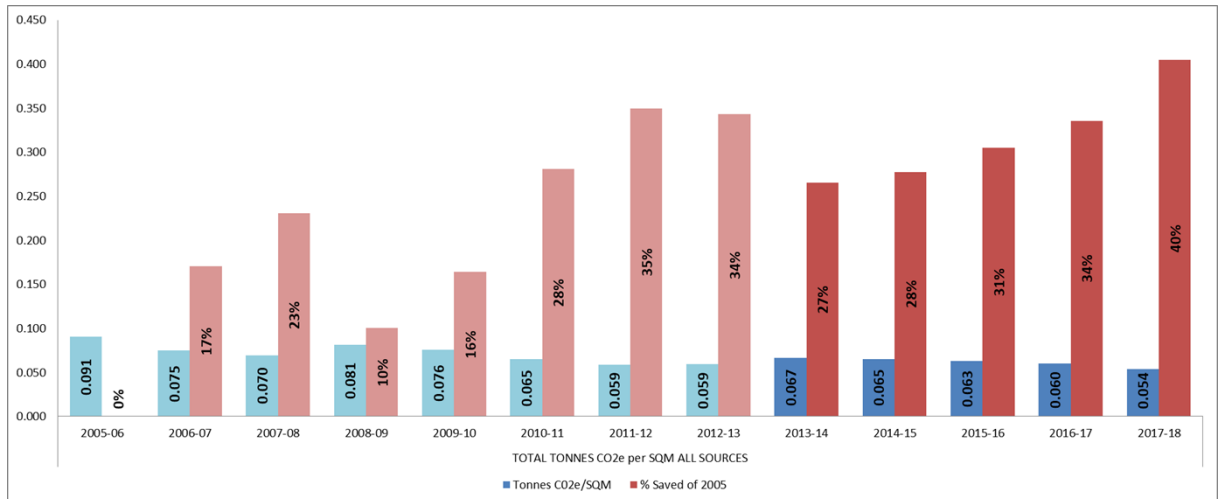
TOTAL TONNES SCOPE 1 & 2 CO _{2e} ALL SOURCES			
Tonnes of CO _{2e}	2,047.546	2,139.397	2,044.760
% used of 2005	100%	104%	90%
% Saved		-4%	10%

TOTAL TONNES CO _{2e} per SQM ALL SOURCES			
SQM	22,614	33,999	33,999
Tonnes CO _{2e} /SQM	0.091	0.063	0.060
% used of 2005	100%	69%	66%
% Saved		31%	34%

TOTAL TONNES CO _{2e} per STUDENT ALL SOURCES			
No. of Students	755	876	953
Tonnes CO _{2e} /Stu	2.712	2.442	2.146
% used of 2005	100%	90%	79%
% Saved		10%	21%

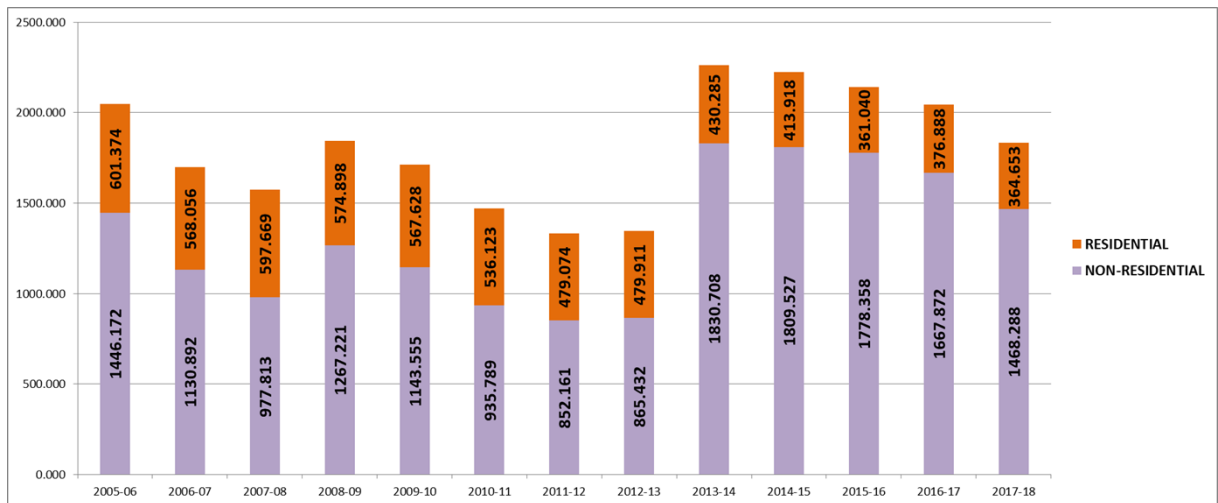
COMPARISON KWH NON-RESIDENTIAL / RESIDENTIAL			
Non-residential kWh	3,316,176.000	5,745,819.000	6,104,920.000
Residential kWh	1,976,894.000	1,313,374.000	1,537,010.000
Total kWh	5,293,070.000	7,059,193.000	7,641,930.000
%age kWh non - residential	62.65%	81.39%	79.89%
%age kWh residential	37.35%	18.61%	20.11%

COMPARISON TONNES CO _{2e} NON-RESIDENTIAL / RESIDENTIAL			
Non-residential Tonnes CO _{2e}	1,446.172	1,778.358	1,667.872
Residential Tonnes CO _{2e}	601.374	361.040	376.888
Total tonnes CO _{2e}	2,047.546	2,139.397	2,044.760
%age Tonnes CO _{2e} Non-residential	70.63%	83.12%	81.57%
%age Tonnes CO _{2e} Residential	29.37%	16.88%	18.43%

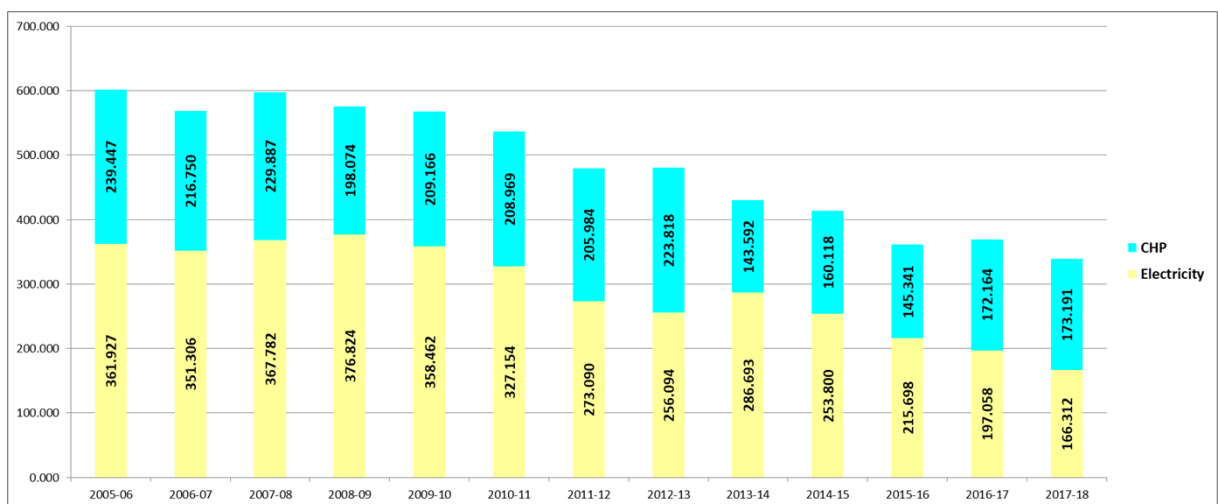


Total Tonnes CO₂e per Square Meter (all sources)

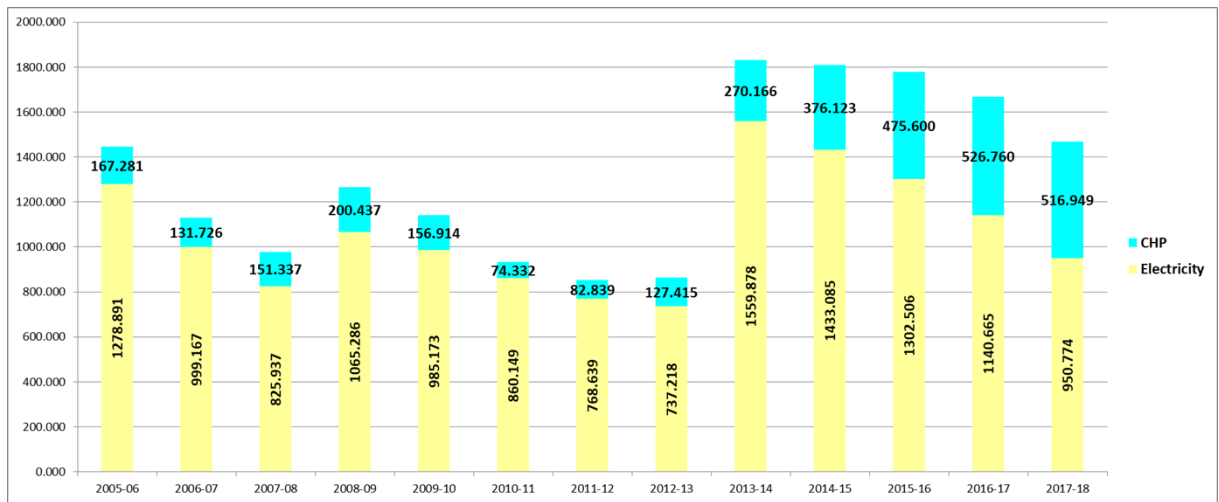
Total Sqm 2005 – 2013 = 22,614 / Total Sqm 2013 – present = 33,999



Total Tonnes CO₂e (all sources)



Residential CO₂e: CHP/Electricity split



Non-Residential CO₂e: CHP/Electricity split

Assessment against baseline and target – scopes 1 and 2

51. The data in the previous section show that the Guildhall School's total direct greenhouse gas emissions (scopes 1&2) in academic year 2005/06 amounted to **2,047.545 tonnes**. This establishes the 2005 baseline against which the School's future greenhouse gas reduction targets will be based, in line with the rest of the HE sector.
52. After significant reductions in the following two years, there was a substantial increase in 2008/09, largely due to the failure of the Building Energy Management System in the main Silk Street building. After this problem was solved, energy consumption immediately started to fall, leading to a reduction of carbon emissions in 2009/10 to 1,730.256 tonnes. This represents a reduction of 15.5% against the 2005 baseline.
53. In 2010/11, a further very considerable reduction was achieved of 15.67% to 1,459.042 tonnes, which represents a reduction of 28.74% against the 2005 baseline. This achievement is attributable in the most to further refinements to the settings of the BEMS in the Silk Street building as engineering staff become ever more experienced in using it, but also in part to the effects of behavioural change by staff and by students, which is beginning to make a noticeable difference to energy consumption.
54. As a consequence of the above results, the Guildhall School committed itself to increasing its target for the reduction of total scope 1 and 2 direct greenhouse gas emissions arising from its existing estate from 30% to **43%** by the academic year 2019/20 against its 2005 baseline. This is an absolute target, meaning that total direct greenhouse gas emissions arising from its existing estate (i.e. not including Milton Court) must not exceed **1,167.101 tonnes** in 2019/20.
55. The School also set interim milestones towards achieving its 2020 target as follows:
- 31% reduction by 2011/12, equating to a maximum of 1,412.806 tonnes
 - 38% reduction by 2015/16, equating to a maximum of 1,269.478 tonnes
 - 43% reduction by 2019/20, equating to a maximum of 1,167.101 tonnes
- Note the 2019/20 target has now been revised as below.
56. The School achieved its first milestone target in the 2011/12 period with a reduction to 1,331.236 tonnes, which represents a reduction of 35% against the 2005 baseline. It can be noted that in 2015/16 there was a further reduction to 1,066.478 Tonnes, which represents a reduction of 48% Tonnes again exceeding the second interim milestone target of 38%. In 2017/18 the School achieved a further reduction to 1,002.530 Tonnes exceeding the third interim milestone target of 43% having achieved a reduction of 52%.
57. With further carbon reduction measures planned for the next reporting period we have increased our 2019/20 target to a 55% reduction equating to a maximum of 921,395 for the estate excluding Milton Court
58. The School believes its new 2020 reduction target to be appropriate and achievable but realistic, and takes into account the following factors:

- The initiatives and controls already in place as a result of the School being part of the City of London Corporation
- The reductions already achieved as a result of the new BEMS being operational
- The constraints arising from the School's buildings being grade 2 listed, and the specialist uses to which large parts of the School's estate are put as an international performing arts institution

Milton Court

59. The Milton Court building became operational in September 2013, adding 11,385m² to the School's estate. The building has been designed to the highest possible environmental standards for its type, including the use of the Citigen CHP plant for all its heating and most of its cooling requirements. . Inevitably, the addition of a building of this size to the estate has lead to an overall increase in the School's energy consumption and therefore its carbon emissions.
60. The School's 2020 carbon reduction target of 43% therefore relates to the estate as it exists in 2013 and does not include Milton Court.
61. The designers of Milton Court provisionally estimated that its annual energy consumption is likely to be in the region of 1,660,000 kWhs, which equates to total scope 1 and 2 direct greenhouse gas emissions of 632.554 tonnes. This is calculated as follows:

Milton Court	Electricity	CHP (Citigen)	Total
kWhs	970,000	690,000	1,660,000
Conversion factor	0.52037	0.18521	
Tonnes CO ₂ e	504.759	127.795	632.554

62. Since the commissioning of the building, its energy consumption has been monitored separately from the rest of the estate. Consumption has consistently been above the estimates, this being accounted for by commissioning difficulties with the M&E plant alongside a greater utilisation than originally predicted.
63. As in the previous report the table below estimated the carbon emissions for Milton Court. Taking account of the above carbon reduction targets and milestones for its existing estate the table shows that the School's overall emissions increased with the addition of Milton Court. However, it can be noted that in 2015/16 the total emissions for the enlarged estate were still below the 2005 baseline.
64. Once the increased size of the estate is taken into account, the carbon emissions per m² of estate reduced from 0.091 tonnes to 0.054 tonnes, a reduction of 40%.
65. The data shows the actual emissions for Milton Court in 2013/14 were 998.851 Tonnes an increase of 366.297, 57% over the design estimate and in 2017/18 830.411 Tonnes, 31% over the design estimate. There is an actual decrease in 2017/18 compared to 2013/14 of 16.86% representing an annual decrease of 4.22%. If we continue with this trajectory we will see the annual emissions for Milton Court in 2019/20 being 761.909 we have therefore revised the 2019/20 target for Milton Court and the enlarged estate to this figure.

Targets in previous version of carbon reduction strategy					
	2005 - 06	2010 - 11	2011 - 12	2015 - 16	2019 - 20
Total tonnes CO ₂ e for estate (excl Milton Court)	2,047.545	1,459.042	1,401.352	1,269.478	1,167.101
Total tonnes CO ₂ e for Milton Court				632.554	632.554
Total tonnes CO₂e for enlarged estate	2,047.545	1,459.042	1,401.352	1,902.032	1,799.655
Approx. total area of estate (m ²)	22,614	22,614	22,614	33,999	33,999
Tonnes CO₂e per m² of estate	0.091	0.065	0.062	0.056	0.053

Revised targets this review					
	2005 - 06	2010 - 11	2011 - 12	2015 - 16	2019 - 20
Total tonnes CO ₂ e for estate (excl Milton Court)	2,047.545	1,459.042	1,401.352	1,269.478	921,395
Total tonnes CO ₂ e for Milton Court				632.554	761.909
Total tonnes CO₂e for enlarged estate	2,047.545	1,459.042	1,401.352	1,902.032	1,683,304
Approx. total area of estate (m ²)	22,614	22,614	22,614	33,999	33,999
Tonnes CO₂e per m² of estate	0.091	0.065	0.062	0.056	0.050

Carbon emissions data – scope 3

66. Scope 3 indirect carbon emissions arise principally from transport, water, waste and from procurement. These carbon emissions are indirect, i.e. they are a consequence of the organisation's activities but the source of the emissions is not under the organisation's direct control. As a result, scope 3 emissions are much harder to calculate and the institution can only affect them by behavioural change
67. Student travel surveys have been carried out in 2010, 2012 and 2014 which gathered data on the modes of transport used by students when commuting to and from the School on a daily basis, and when travelling to and from their home address at the beginning and end of each term.
68. A staff travel survey was first carried out in 2011, which gathered data on the modes of transport used by staff when commuting to and from the School on a daily basis. Relevant multiplication factors were then applied to calculate an estimated total for that year. Staff and student business travel for 2010/11, e.g. to conferences, courses, concerts etc., was calculated by examining the travel expense claims made through the School's finance system. A follow up survey was carried out in 2013 and 2015.
69. The Guildhall School's water supply to the main Silk Street building is shared with the adjacent Barbican Centre. Water consumption for this building had been calculated at 40% of the total combined consumption, which is metered. Water consumption for Sundial Court for 2010/11 onwards had been taken directly from meter readings. Water consumption for 2010/11 onwards for John Hosier Annex has been estimated from the utility bills. Waste water volumes in all buildings had been previously calculated at 49% of the water supply volumes, this being the fraction previously applied by the utility company to the School's bills, from examination of recent billing the %age applied to calculate waste water is now 83% of water consumption.

70. From 2013/14 now have metered consumption data for Silk Street and have since estimated water consumption for Milton Court based on consumption per/m2 of Silk Street. From 2018 we have been collecting readings for Milton Court which will ensure accurate readings for the three main buildings going forward. Due to increased accuracy in data we have re-set the baseline for emissions arising from water use and waste water for the estate to 2013/14, the new baseline being 29.228 Tonnes CO₂e, we have seen a reduction in 2017/18 of 4.44% compared to the baseline year. Early indications show that the more accurate readings currently being collected for Milton Court will be lower than those estimated so have redrawn the target for 2019/20 to be a reduction of 15% compared to the new baseline for the whole estate.
71. Waste volumes for 2010/11 onwards have been calculated in tonnes recycled and tonnes not recycled for mixed municipal waste. Until 2010/11, the City of London sent its non-recyclable waste to landfill. From 2011/12 onwards, this waste is sent to an energy recovery plant in South East London.
72. The Department of the Environment, Food and Rural Affairs (DEFRA) has developed conversion factors that can be used to calculate scope 3 carbon emissions for various modes of transport and for water and waste. All the data have been converted into Tonnes CO₂e using the Guidelines to DEFRA / DECC's GHG conversion factors for company reporting¹¹. The exact conversion factors used are shown in the data tables.
73. Significant reductions in emissions arising from waste have been achieved from 2012 in 2017/18 these were 93% below the 2010/11 baseline. This is mainly due to waste previously sent to landfill was diverted to energy recovery which has a significantly lower carbon conversion factor than that of landfill. In addition Waste tonnages were previously estimated by our contractor, we have recently appointed a new waste contractor and we should be receiving more accurate data in the future. In light of this we have redrawn the target to be 90% reduction in emissions from waste against 2010/11. Once the new data is received it will be carefully analysed and monitored and targets redrawn if this is necessary.
74. We are working with our colleagues at the City of London to develop measurement and monitoring of emissions arising from procurement, this will be included in a further revision to this and/or any future strategy once a sector-wide approach be agreed.

¹¹ <http://www.defra.gov.uk/publications/files/pb13773-ghg-conversion-factors-2012.pdf>

STUDENT TRAVEL SURVEY OCTOBER 2014

TOTAL DISTANCES TRAVELLED (KILOMETRES)										
		Bicycle	London Bus	Car	Motorbike	Train (u/ground)	Train (DLR)	Train (o/ground)	Walk	Total
Term-time commuting	2010	304,699	190,548	0	0	831,341	0	834,138	171,302	2,332,027
	2012	166,968	165,836	111,458	0	529,036	86,733	1,011,169	156,893	2,228,093
	2014	247,644	137,258	0	143,059	741,312	63,766	1,174,476	181,361	2,688,877

Conversion factor ^{a)}		0.00000	0.08142	0.18943	0.11955	0.06312	0.06168	0.04738	0.00000	
TONNES CO ₂ e	2010	0.000	15.514	0.000	0.000	52.474	0.000	39.521	0.000	
	2012	0.000	13.502	21.113	0.000	33.393	5.350	47.909	0.000	
	2014	0.000	11.176	0.000	17.103	46.792	3.933	55.647	0.000	

TOTAL TONNES CO ₂ e ALL MODES OF TRANSPORT (TERM-TIME COMMUTING)										Students	per student
2010										912	0.12
2012										853	0.14
2014										936	0.14

		TOTAL DISTANCES TRAVELLED (KILOMETRES)										
		Bicycle	National Coach	London Bus	Car	Train (u/ground)	Train (o/ground)	Train (internat'l)	Plane (domestic)	Plane (shorthaul)	Plane (longhaul)	Total
Vacation travel	2010	6,352	344,738	0	49,450	43,115	458,622	338,511	29,552	1,228,022	3,424,962	5,923,323
	2012	275	9,030	0	32,571	8,198	473,810	106,048	34,813	1,284,041	1,607,205	3,555,992
	2014	188	55,878	410	78,249	7,875	568,285	119,936	107,342	1,424,323	3,678,640	6,041,126

Conversion factor ^{a)}		0.00000	0.02932	0.08142	0.18943	0.06312	0.04738	0.01212	0.29316	0.15835	0.15054
TONNES CO ₂ e	2010	0.000	10.106	0.000	9.367	2.721	21.730	4.103	8.663	194.457	515.594
	2012	0.000	0.265	0.000	6.170	0.517	22.449	1.285	10.206	203.328	241.949
	2014	0.000	1.638	0.033	14.823	0.497	26.925	1.454	31.468	225.542	553.783

TOTAL TONNES CO ₂ e ALL MODES OF TRANSPORT (VACATION TRAVEL)										Students	per student	% domiciled		
2010 (i)										912	0.84	UK	EU	OS
2012										853	0.57	66	22	12
2014										936	0.91	67	22	11
												66	20	14

TOTAL TONNES CO ₂ e ALL MODES OF TRANSPORT (ALL STUDENT TRAVEL)										Students	per student
2010										912	0.96
2012										853	0.71
2014										936	1.06

SOURCES:

a) <http://www.ukconversionfactorscarbonsmart.co.uk/> Carbon factors full spreadsheet 2014 v 1.2

NOTES:

i) 2010 and 2012 data has been recalculated using the latest conversion factors

ii) Methodology for calculating data changed for 2012 since sufficient responses were received

STAFF COMMUTER TRAVEL SURVEY NOVEMBER 2015

		TOTAL DISTANCES TRAVELLED (KILOMETRES)										
		Bicycle	London Bus	National Coach	Car	Motorbike	Train (u/ground)	Train (DLR)	Train (o/ground)	Walk	Plane	Total
Full time staff	2011	14,529	37,256	0	35,124	28,908	182,329	20,675	1,399,384	5,123	0	1,723,328
	2013	47,150	46,103	0	32,195	17,929	185,726	0	1,402,503	2,258	0	1,733,864
	2015	57,880	138,703	0	181,524	128,199	331,267	27,922	3,593,550	26,146	0	4,485,191
Part-time/fractional staff	2011	6,815	5,096	0	22,248	1,875	26,792	1,341	426,597	1,164	0	491,928
	2013	2,809	3,144	0	1,676	991	16,740	0	244,036	136	0	269,532
	2015	4,233	3,799	0	0	0	16,695	0	263,417	655	0	288,799
Hourly- paid staff	2011	12,439	1,043	0	0	0	20,730	4,167	261,030	615	0	300,024
	2013	58,453	3,268	52,140	44,527	2,996	120,446	0	576,245	154	3,258	861,487
	2015	48,541	8,794	0	195,267	8,058	356,947	0	8,184,179	735	2,380	8,804,901
Total	2011	33,783	43,395	0	57,372	30,783	229,850	26,183	2,087,011	6,902	0	2,515,279
	2013	108,412	52,515	52,140	78,398	21,916	322,912	0	2,222,784	2,548	3,258	2,864,883
	2015	110,654	151,296	0	376,791	136,257	704,909	27,922	12,041,146	27,536	2,380	13,578,891

Conversion factor ^{a)}		0.00000	0.07917	0.02930	0.18635	0.11966	0.05631	0.05461	0.04506	0.00000	0.297950
TONNES CO ₂ e	2011	0.000	3.436	0.000	10.691	3.683	12.943	1.430	94.034	0.000	0.000
	2013	0.000	4.158	1.528	14.609	2.622	18.183	0.000	100.152	0.000	0.971
	2015	0.000	11.978	0.000	70.215	16.305	39.693	1.525	542.538	0.000	0.709

TOTAL TONNES CO ₂ e ALL MODES OF TRANSPORT (STAFF COMMUTER TRAVEL)	
2010-11	126.218
2012-13	142.223
2014-15	682.963

STAFF AND STUDENT BUSINESS TRAVEL 2014 - 15											
TOTAL DISTANCES TRAVELLED (KILOMETRES)											
	Ferry	National Coach	Car	Taxi	Train (u/ground)	Train (o/ground)	Train (internat'l)	Plane (domestic)	Plane (shorthaul)	Plane (longhaul)	Total
2011	519	157	3,900	654	104	34,960	7,113	1,835	62,090	563,878	675,210
2013	0	1,653	0	2,832	4,476	49,300	13,818	0	643,079	313,854	1,029,013
2015	0	1,826	0	3,811	693	27,670	16,503	7,353	167,199	302,051	527,106
Conversion factor ^{a)}	0.11608	0.0293	0.18635	0.174807	0.05631	0.045057	0.01205	0.29795	0.16634	0.15175	
TONNES CO ₂ e	2011	0.060246	0.004603	0.726765	0.11432378	0.00585624	1.57519272	0.08571165	0.5467383	10.328051	85.568487
	2013	0	0.048466	0	0.49513467	0.25205648	2.2213101	0.1665069	0	106.96982	47.627345
	2015	0	0.053538	0	0.66618948	0.03902283	1.24672719	0.19886115	2.1908264	27.811882	45.836239
TOTAL TONNES CO ₂ e ALL MODES OF TRANSPORT (STAFF AND STUDENT BUSINESS TRAVEL)											
2010-11											99.016
2012-13											157.781
2014-15											78.043
TOTAL TONNES CO ₂ e FROM ALL FORMS OF TRANSPORT											
2010-11											1099.487
2012-13											907.440
2014-15											1751.819
SOURCES:											
a) http://www.ukconversionfactorscarbonsmart.co.uk											
NOTES:											
i) 2011 and 2013 data has been recalculated using the latest conversion factors											
ii) Methodology for calculating data for part-time/fractional staff changed for 2015 since sufficient responses were received											
iii) These figures have not been adjusted for the whole hourly-paid staff community to avoid distortion of figures											

Water & Waste Water

	Water in cubic meters													
	Month	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
SILK STREET	Aug						192	182	167	362	556	423	566	739
	Sep						186	176	162	597	631	648	634	724
	Oct						192	182	167	642	526	635	707	907
	Nov						186	176	162	712	513	753	696	839
	Dec						192	182	167	815	560	554	700	682
	Jan						192	182	167	1089	640	775	630	910
	Feb						176	167	153	1091	546	798	647	1161
	Mar						192	182	167	1,175	688	828	736	767
	Apr						186	176	162	1,314	590	793	646	808
	May						192	182	167	973	590	637	886	725
	Jun						186	176	162	631	572	648	905	689
	Jul						192	182	167	657	522	764	791	753
Total	0	0	0	0	0	2,264	2,145	1,970	8,969	6,934	8,256	8,544	9,704	
JOHN HOSIER ANNEXE	Aug						22	21	19	21	21	21	21	21
	Sep						21	20	18	20	20	20	20	20
	Oct						22	21	19	21	21	21	21	21
	Nov						21	20	18	20	20	20	20	20
	Dec						22	21	19	21	21	21	21	21
	Jan						22	21	19	21	21	21	21	21
	Feb						20	19	18	19	19	19	19	19
	Mar						22	21	19	21	21	21	21	21
	Apr						21	20	18	20	20	20	20	20
	May						22	21	19	21	21	21	21	21
	Jun						21	20	18	20	20	20	20	20
	Jul						22	21	19	21	21	21	21	21
Total	242	242	242	242	242	258	246	223	242	242	242	242	242	
JOHN TRUNDLE COURT	Aug						4	4	3		3			
	Sep						4	3	3		3			
	Oct						4	4	3		4			
	Nov						4	3	3					
	Dec						4	4	3					
	Jan						4	4	3					
	Feb						3	3	3					
	Mar						4	4	3					
	Apr						4	3	3					
	May						4	4	3					
	Jun						4	3	3					
	Jul	42	42	42	42	42	4	4	3	42				
Total	42	42	42	42	42	47	43	36	42	10	0	0	0	
MILTON COURT	Aug									456	701	533	713	800
	Sep									752	795	816	799	912
	Oct									809	663	800	891	1,143
	Nov									897	646	949	877	1,057
	Dec									1,027	706	698	882	859
	Jan									1,372	806	977	794	1,147
	Feb									1,375	688	1,005	815	1,463
	Mar									1,481	867	1,043	927	966
	Apr									1,656	743	999	814	1,018
	May									1,226	743	803	1,116	914
	Jun									795	721	816	1,140	868
	Jul									828	658	963	997	949
Total	0	0	0	0	0	0	0	0	12673	8737	10403	10765	12096	
TOTAL WATER NON-RESIDENTIAL	Aug	0	0	0	0	0	218	207	189	839	1280	977	1300	1560
	Sep	0	0	0	0	0	211	199	183	1369	1449	1484	1453	1656
	Oct	0	0	0	0	0	218	207	189	1472	1213	1456	1618	2070
	Nov	0	0	0	0	0	211	199	183	1629	1179	1721	1593	1916
	Dec	0	0	0	0	0	218	207	189	1863	1286	1273	1603	1562
	Jan	0	0	0	0	0	218	207	189	2482	1467	1772	1444	2077
	Feb	0	0	0	0	0	199	189	174	2485	1253	1822	1481	2643
	Mar	0	0	0	0	0	218	207	189	2676	1576	1892	1684	1754
	Apr	0	0	0	0	0	211	199	183	2989	1353	1812	1480	1846
	May	0	0	0	0	0	218	207	189	2220	1354	1460	2023	1659
	Jun	0	0	0	0	0	211	199	183	1446	1312	1484	2065	1577
	Jul	284	284	284	284	284	218	207	189	1547	1200	1747	1808	1722
Total	284	284	284	284	284	2569	2434	2229	23015	15923	18901	19552	22042	
Conversion Factor		0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.344	0.344	0.344	
TONNES CO ₂ e		0.098	0.098	0.098	0.098	0.098	0.884	0.838	0.767	7.920	5.479	6.502	6.72581	7.5825283
Water in cubic meters														
RESIDENTIAL: SUNDIAL COURT	Aug					0	868	733	754	764	780	780	661	614
	Sep					578	840	675	561	486	641	641	706	673
	Oct					900	868	905	968	835	894	894	839	776
	Nov					784	660	859	1271	1025	954	954	851	798
	Dec					592	682	607	377	463	532	532	434	276
	Jan					230	682	633	590	482	597	597	775	782
	Feb					1218	784	787	980	1149	925	925	831	931
	Mar					645	984	1022	836	818	915	915	719	761
	Apr					914	651	632	567	471	580	580	719	619
	May						904	748	789	935	844	844	920	750
	Jun					1542	1084	970	757	633	861	861	745	750
	Jul						890	801	651	781	781	781	604	725
Total	0	0	0	0	7,403	9,897	9,372	9,101	8,842	9,303	9,303	8,803	8,454	
Conversion Factor		0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.3441	0.344	0.344	0.344	
TONNES CO ₂ e		0.000	0.000	0.000	0.000	2.547	3.406	3.225	3.132	3.042	3.201	3.200	3.028	2.908
TOTAL WATER ALL SOURCES														
M3		0	284	284	284	7687	12466	11806	11330	31857.08	25226.09	28203.81	28354.773	30496.233
TONNES CO ₂ e		0.0977	0.0977	0.0977	0.0977	2.6451	4.2896	4.0624	3.8987	10.9620	8.6803	9.7021	9.7540	10.4907

Waste Water in cubic meters														
	Month	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
SILK STREET	Aug						94	89	82	300	461	351	470	613
	Sep						91	86	79	496	524	538	526	601
	Oct						94	89	82	533	437	527	587	753
	Nov						91	86	79	591	426	625	578	696
	Dec						94	89	82	676	465	460	581	566
	Jan						94	89	82	904	531	643	523	755
	Feb						86	82	57	906	453	662	537	964
	Mar						94	89	82	975	571	687	611	637
	Apr						91	86	79	1,091	490	658	536	671
	May						94	89	82	808	490	529	735	602
	Jun						91	86	79	524	475	538	751	572
	Jul						94	89	82	545	433	634	657	625
	Total	0	0	0	0	0	1,108	1,049	947	8,348	5,755	6,852	7,092	8,054
JOHN HOSIER ANNEXE	Aug						11	10	9	17	17	17	17	17
	Sep						10	10	9	16	16	16	16	16
	Oct						11	10	9	17	17	17	17	17
	Nov						10	10	9	16	16	16	16	16
	Dec						11	10	9	17	17	17	17	17
	Jan						11	10	9	17	17	17	17	17
	Feb						10	9	9	16	16	16	16	16
	Mar						11	10	9	17	17	17	17	17
	Apr						10	10	9	16	16	16	16	16
	May						11	10	9	17	17	17	17	17
	Jun						10	10	9	16	16	16	16	16
	Jul	118	118	118	118	118	11	10	9	17	17	17	17	17
	Total	118	118	118	118	118	127	119	108	201	201	201	201	201
JOHN TRUNDLE COURT	Aug						2	2	2		2			
	Sep						2	2	2		2			
	Oct						2	2	2		2			
	Nov						2	2	2					
	Dec						2	2	2					
	Jan						2	2	2					
	Feb						2	2	1					
	Mar						2	2	2					
	Apr						2	2	2					
	May						2	2	2					
	Jun						2	2	2					
	Jul	23	23	23	23	23	2	2	2	23				
	Total	23	23	23	23	23	24	24	23	23	6	0	0	0
MILTON COURT	Aug									379	581	442	592	664
	Sep									624	660	678	663	757
	Oct									671	550	664	739	949
	Nov									745	536	787	728	877
	Dec									852	586	579	732	713
	Jan									1,139	669	810	659	952
	Feb									1,141	571	835	677	1,214
	Mar									1,229	720	866	770	802
	Apr									1,374	617	829	676	845
	May									1,018	617	666	927	758
	Jun									660	598	678	946	721
	Jul									687	546	799	827	787
	Total	0	0	0	0	0	0	0	0	10518.656	7251.5772	8634.125	8935.3152	10039.6
TOTAL WATER NON-RESIDENTIAL	Aug	0	0	0	0	0	107	101	93	696	1,062	811	1,079	1,295
	Sep	0	0	0	0	0	103	98	90	1,136	1,202	1,232	1,206	1,374
	Oct	0	0	0	0	0	107	101	93	1,221	1,006	1,208	1,343	1,719
	Nov	0	0	0	0	0	103	98	90	1,352	979	1,429	1,322	1,590
	Dec	0	0	0	0	0	107	101	93	1,546	1,068	1,056	1,330	1,296
	Jan	0	0	0	0	0	107	101	93	2,060	1,218	1,471	1,199	1,724
	Feb	0	0	0	0	0	98	93	67	2,062	1,040	1,513	1,229	2,194
	Mar	0	0	0	0	0	107	101	93	2,221	1,308	1,570	1,398	1,456
	Apr	0	0	0	0	0	103	98	90	2,481	1,123	1,504	1,228	1,532
	May	0	0	0	0	0	107	101	93	1,842	1,124	1,212	1,679	1,377
	Jun	0	0	0	0	0	103	98	90	1,200	1,089	1,232	1,714	1,309
	Jul	141	141	141	141	141	107	101	93	1,273	996	1,450	1,501	1,430
	Total	141	141	141	141	141	1259	1192	1078	19090.933	13213.934	15687.74	16227.972	18295.05
Conversion Factor		0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.708	0.708	0.708	0.708
TONNES CO ₂ e		0.100	0.100	0.100	0.100	0.100	0.892	0.845	0.764	13.526	9.362	11.107	11.489404	12.9529
RESIDENTIAL: SUNDIAL COURT	Waste Water in cubic meters													
	Aug						0	425	1,210	754	634	647	549	510
	Sep						578	412	675	561	403	532	586	559
	Oct						900	425	905	968	693	742	696	644
	Nov						784	323	859	1271	851	792	706	662
	Dec						592	334	607	377	384	442	360	229
	Jan						230	334	574	590	400	495	643	649
	Feb						1,218	384	787	980	954	768	690	773
	Mar						645	482	1,022	836	679	759	596	632
	Apr						914	319	632	567	391	482	596	514
	May							443	748	789	776	701	764	622
	Jun						1,542	531	800	757	525	715	618	622
	Jul							436	801	651	648	648	501	602
	Total	0	0	0	0	7,403	4,412	8,819	8,450	6,691	7,073	7,073	6,805	6,415
Conversion Factor		0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.70850	0.708	0.708	0.708	0.708
TONNES CO ₂ e		0.000	0.000	0.000	0.000	5.245	3.126	6.248	5.987	4.740	5.012	5.008	4.818	4.542
TOTAL WASTE WATER ALL SOURCES														
M3		141	141	141	141	7544	5671	10011	9528	25781.563	20287.401	22761.21	23033.142	24710.12
TONNES CO ₂ e		0.0999	0.0999	0.0999	0.0999	5.3449	4.0179	7.0928	6.7506	18.2662	14.3736	16.1149	16.3075	17.4948
TOTAL TONNES CO ₂ e WATER & WASTE WATER BY ACADEMIC YEAR														
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Water	0.0977	0.0977	0.0977	0.0977	2.6451	4.2896	4.0624	3.8987	10.9620	8.6803	9.7021	9.7540	10.4907	
Waste Water	0.0999	0.0999	0.0999	0.0999	5.3449	4.0179	7.0928	6.7506	18.2662	14.3736	16.1149	16.3075	17.4948	
GRAND TOTAL	0.1976	0.1976	0.1976	0.1976	7.9900	8.3075	11.1552	10.6492	29.2283	23.0539	25.8170	26.0615	27.9855	

Waste and Recycling

		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
NON-RESIDENTIAL	WASTE RECYCLED (Tonnes)	135.20	140.40	120.24	110.49	134.88	229.07	203.18	203.18	203.18	203.18
	Conversion Factor	257	257	21	21	21	21	21	21	21.3842	21.354
	Tonnes C02e	34.746	36.083	2.525	2.320	2.832	4.811	4.267	4.267	4.345	4.339
		Landfill			Energy Recovery						
	WASTE SENT TO: (Tonnes)	175.76	228.56	146.41	127.23	133.20	269.41	173.57	173.57	208.07	208.07
	Conversion Factor	290	290	290	21	21	21	21	21	21.3842	21.354
	Tonnes C02e	50.970	66.282	42.459	2.672	2.797	5.658	3.645	3.645	4.449	4.443
	Total Tonnes	310.96	368.96	266.65	237.720	268.080	498.484	376.754	376.754	411.250	411.250
	Total Tonnes C02e	85.717	102.365	44.984	4.992	5.630	10.468	7.912	7.912	8.794	8.782
RESIDENTIAL	WASTE RECYCLED (Tonnes)	202.80	70.20	106.92	135.84	68.62	29.60	45.96	39.23	47.65	47.80
	Conversion Factor	257	257	21	21	21	21	21	21	21.3842	21.354
	Tonnes C02e	52.120	18.041	2.245	2.853	1.441	0.622	0.965	0.824	1.019	1.021
		Landfill			Energy Recovery						
	WASTE COMPOSTED (Tonnes)							2.177	2.177	2.177	2.177
	Conversion Factor							6.000	6.000	10.256	10.204
	Tonnes C02e							0.013	0.013	0.022	0.022
		Landfill			Energy Recovery						
	WASTE SENT TO: (Tonnes)	175.76	228.56	231.66	141.07	116.55	127.78	108.89	104.63	40.24	43.00
	Conversion Factor	290	290	290	21	21	21	21	21	21.3842	21.354
	Tonnes C02e	50.970	66.282	67.181	2.962	2.448	2.683	2.287	2.197	0.861	0.918
	Total Tonnes	378.56	298.76	338.58	276.910	185.170	157.376	157.024	146.033	90.067	92.977
	Total Tonnes C02e	103.090	84.324	69.427	5.815	3.889	3.305	3.265	3.034	1.902	1.961
Total Tonnes Waste All Sources											
Recycled / Composting		338.00	210.60	227.16	246.33	203.50	258.67	251.32	244.59	253.01	253.16
Landfill/Energy Recovery		351.52	457.12	378.07	268.30	249.75	397.19	282.46	278.20	248.31	251.07
GRAND TOTAL TONNES		689.52	667.72	605.23	514.63	453.25	655.86	533.78	522.79	501.32	504.23
Tonnes recycled as % of total Waste		49.02%	31.54%	37.53%	47.87%	44.90%	39.44%	47.08%	46.78%	50.47%	50.21%
TOTAL TONNES C02e ALL WASTE											
RECYCLED / Composting		103.090	84.324	44.704	5.524	4.238	6.279	4.623	4.482	5.491	5.486
LANDFILL/ENERGY RECOVERY		101.941	132.565	109.640	5.634	5.245	8.341	5.932	5.842	5.310	5.361
GRAND TOTAL C02e		205.031	216.889	154.345	11.159	9.483	14.620	10.555	10.324	10.800	10.847
Tonnes recycled as % of total C02e		50.28%	38.88%	28.96%	49.51%	44.69%	42.95%	43.80%	43.41%	50.84%	50.57%

Assessment against baseline and targets – scope 3

Transport

75. The data in the previous section show that the Guildhall School's total indirect greenhouse gas emissions (scope 3) in academic year 2014 arising from student transport activity amounted to 990.812 tonnes. When adding staff commuter travel and staff and student business travel from the 2014 survey, a grand total of **1751.819 tonnes** is reached for total emissions arising from travel. This is an increase on previous years.
76. Due to the School's location at the heart of the City of London, the data show that the vast majority of travel to and from the School, both by staff and students, is by public transport, cycling or walking. Less than 1% of travel is by car or taxi, and the School has no car-parking facilities of its own.
77. The data also show that 57% of the above greenhouse gas emissions are generated as a result of students travelling to and from their home addresses at the beginning and end of term. Given that more than a third of the School's students are currently from outside the UK, representing over 40 nationalities, this is not a surprising statistic.
78. Consequently it is not considered feasible to expect a large reduction in greenhouse gas emissions from travel to be achievable.
79. The School nonetheless set a modest target for the reduction of total scope 3 indirect greenhouse gas emissions arising from transport of 8% by the academic year 2019/20 against the 2010 baseline.
80. The School will seek to achieve this reduction by continuing to expand the availability of cycle bays to encourage staff and students to cycle to the School. It will also continue to ensure that the School's facilities are available for use by students throughout the year, for the benefit of students wishing to remain in London during the vacations. Currently the School is closed only on Christmas Day, Boxing Day and during the Easter weekend.
81. It should be noted that the data shown above for staff and student business travel include the emissions associated with a limited number of staff flying to New York and elsewhere in order to conduct auditions for students applying for places at the Guildhall School. If these trips did not take place, a considerably larger number of students would need to fly in the opposite direction to be auditioned in London.

Water and waste

82. The data in the previous section show that the Guildhall School's total indirect greenhouse gas emissions (scope 3) in academic year 2017/18 arising from water, waste water and waste amounted to 38.833 Tonnes. With 10.847 tonnes from waste and 27.986 from water and waste water. This reduction is a direct result of the City of London now sending its non-recyclable waste for incineration at an energy recovery plant in South-East London.
83. The Guildhall School has taken significant steps to reduce its water consumption by installing percussion taps in the majority of its estate and water saving shower

devices in student accommodation. The School has just one hall of residence providing accommodation for 177 students.

84. Consequently it is not considered feasible to expect a large reduction in greenhouse gas emissions from water consumption to be achievable. The School has invested in water meters for the Guildhall School and from 2013 is collating water consumption data for Milton Court which has to date been estimated although we are now collecting meter readings from 2008.
85. In 2010/11 the School set a target for the reduction of total scope 3 indirect greenhouse gas emissions arising from water, waste water and waste of **30%** by the academic year 2019/20 against the above 2010 baseline. This was an absolute target, meaning that total indirect greenhouse gas emissions arising from water, waste water and waste must not exceed 97.697 tonnes in 2019/20. Given that this target has been exceeded and in light of more and increasingly accurate data that is currently being collected we have revised the targets to:
- Water 15% reduction by 2019/20 against a 2013/14 baseline with emissions not exceeding 24.843 Tonnes
 - Waste 90% reduction by 2019/20 against a 2010/11 baseline meaning emissions should not exceed 15.434 Tonnes

Implementation plan – scopes 1 and 2

86. In order to achieve its 2020 carbon reduction target for scope 1 and 2 emissions, the School has identified a number of initiatives and interventions that will reduce its energy consumption. Many of these are behavioural adjustments that attract little or no cost, a lot of which are already being implemented. Others are engineering or technical interventions that reduce the amount of energy needed to operate the School's buildings. Whilst these initiatives have a capital cost attached to them, they will of course generate future savings in energy costs and will provide a good return on investment particularly as energy costs inevitably rise. Apart from the possibility of introducing additional secondary glazing which needs detailed evaluation, the most expensive project is to install a voltage optimisation unit in the Silk Street building, but this is also expected to produce the greatest energy savings estimated at 8%. It is anticipated that the majority of the funding for the engineering and technical interventions will be found from the School's annual ring fenced strategic capital programme'.

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

Behavioural and awareness-raising solutions

Initiative	Detail	Action by	Timescale/progress
Switch off electrical equipment	Staff and students are encouraged to turn off all electrical equipment, monitors, lights, printers, copier machines when at meetings, lunch and at the end of the day. Room-by-room data have been collected since September 2009 identifying how many appliances are left switched on at night and an analysis of these data are published on the School's intranet to remind staff how well they are doing. An energy saving competition has also taken place.	SSG and Facilities department	Ongoing
Screen saver and/or desktop message to turn off monitors	This is a simple and effective reminder that switching off an unattended monitor saves more energy than leaving it on stand-by.	IT department	Ongoing
Encourage staff and students to turn the heating down or off if not needed, rather than opening windows	This is a particular problem in Sundial Court bedrooms, where windows are often used as the temperature control mechanism, rather than the thermostatically-controlled radiator valves. Awareness raising comprises notices in the Sundial Court handbook, as well as reminders at residential meetings.	Student Affairs and Facilities departments	Ongoing
Departmental environmental	This initiative involves the creation of a simple internal accreditation	SSG	Spring term 2014

Initiative	Detail	Action by	Timescale/ progress
accreditation	scheme, whereby the School's departments work towards a set of environmental and sustainability standards, thus creating a competitive approach to achieving a more sustainable institution.		
Sundial residents' meetings	These regular meetings are used to promote sustainability and environmental awareness and to encourage students to engage with the issues and contribute ideas.	Student Affairs and Facilities departments	Ongoing
Use of foyer screens to show sustainability messages	The School has a number of large display screens in its main foyer, showing a variety of information such as forthcoming events and room bookings and usage for the day. The screens are programmed to show sustainability messages, either at times when their primary use is not necessary or interspersed with their primary use.	SSG and IT department	Ongoing
Environmental Awareness Days	The School organises regular events in the main foyer, usually on a termly basis, at which environmental films are shown, and energy-saving ideas and statistics are promoted, often in conjunction with external initiatives.	SSG	Ongoing
Incorporating sustainability issues into the recruitment and appraisal process	A commitment to working towards a more sustainable and environmentally friendly institution should be part of the job description of every staff member. Awareness of the initiatives in which the School is engaged should form part of the induction process. For certain management roles, particularly in Engineering and in Technical Theatre, specific environmental objectives are already being included in the appraisal process.	HR department	Implemented for Engineering, and Facilities staff in July 2013

Engineering and technical interventions

Initiative	Detail	Est. Cost £	Timescale/progress
Installation of 'power perfecter' unit	This is a voltage reduction and stabilisation unit that sits in-between the main incoming electrical supply and the distribution board. It monitors the incoming supply voltage and reduces it to the EU standard of 220V, making a saving of 8%. This system has already been installed in Sundial Court, and installation in the Silk Street building is now planned.	60,000	Completed
Installation of new Building Energy Management System (BEMS)	The BEMS is a computer-controlled system that manages the building heating, cooling, hot water and ventilation systems. New systems were installed in 2009 both in the Silk Street building and in Sundial Court, which allows us to monitor/manage all of the systems and optimise them for best energy usage.		Completed. Further refinement of the settings is ongoing with BEMS survey undertaken in 2018
Reduce run hours on heating circuits and ventilation systems	The run hours of the heating and ventilation systems in the Silk Street building and in Sundial Court have been reviewed in consultation with student union representatives, facilities and other relevant staff, enabling the School to use the BEMS to operate the heating circuits and ventilation systems more precisely to the times that suit operational requirements.		Ongoing
Introduction of low energy and LED lamps	A number of different trial lamps have been introduced, including replacing the old style lamps with the LED equivalent where possible. The resultant data have now been reviewed and a large scale replacement programme is to be implemented, with an expected energy saving of 8%. The development of low energy and LED lighting for theatre productions is being investigated for possible introduction in the future as the technology improves.	15,000	Completed
Installation of Chlorine Dioxide unit to reduce calorifier temperatures	The primary function of a Chlorine Dioxide unit is to control legionella bacteria. It constantly doses the water with chlorine dioxide, which is an oxidizing biocide that reacts with a wide range of organic substances and		Completed autumn term 2010

Initiative	Detail	Est. Cost £	Timescale/ progress
	is effective against legionella bacteria. As a result of using this unit, the temperature of the hot water systems is able to be safely reduced thus saving energy in heating the water.		
Installation of variable speed drive pumps	The installation of these units reduces the pressure on the pumps and valves as the water flows around the systems. By using the BEMS to control them, the electricity used to drive the pumps is reduced.	9,000	Completed in Summer term 2013
Review of STARK meter overnight loads to reduce energy usage	STARK is the electricity monitoring system used by the distribution company, which produces half-hourly data. A review of these data enables the School to identify what is being left on overnight, and to reduce the static load units that are permanently switched on and make them switchable so they can be turned off when not required.		Ongoing
Removal of constant load transformers in engineering areas	A review of these units in the plant rooms and service risers revealed that they are not all required. Some units have been removed and the others have been put on isolation switches to allow them to be turned off.	1,000	Summer term 2013
Review and testing of movement sensors on lighting and air-conditioning	Installation of movement sensors enables local lighting and air-conditioning to be turned on only when the room is in use. This will need extensive testing due to the specialist uses to which many areas of the School are put. They will then be installed in all areas where it is practical.	4,000	Summer term 2013
Review HVAC system for use of "free cooling" to reduce chiller run times	The BEMS allows the School to review inside and outside temperatures, to enable the run times of the chiller and CHP cooling systems to be balanced by using cool air from outside.		Ongoing
Auto-shut down of IT equipment	Ensuring that staff and students switch off IT and other appliances that are their sole responsibility is a behavioural challenge, but equipment that is monitored centrally from the IT network can be automatically shut down when the School closes each night. This ensures that no energy is wasted by appliances being left on unnecessarily.		Ongoing

Initiative	Detail	Est. Cost £	Timescale/ progress
Investigate increased use of secondary glazing	This is problematic due to the estate's grade 2 listing, but may be possible in some areas. Project requires detailed evaluation.	800,000	Being evaluated
CAFM system	Introduction of Computer Aided Facilities Management (CAFM) system to ensure planned preventative maintenance programmes are in place.		Complete
Variable speed drive pumps	To reduce the pressure on the pumps and valves as the water flows around the systems. With the use of the Building Energy Management System (BEMS) to control them, the electricity used to drive the pumps is reduced	40,000	Complete

Space management

88. One of the most effective ways of reducing energy usage and therefore scope 1 and 2 carbon emissions is to ensure the most efficient use of space. With the School's new facilities opening at Milton Court in 2013, a perfect opportunity has presented itself to re-examine usage in all the School's buildings to ensure maximum space utilisation in the enlarged estate.
89. External consultants were appointed to carry out a study into how the School's spaces should be reconfigured once the Acting department and large parts of the Technical Theatre department have relocated to Milton Court. The final report was received in February 2011, and this was followed by a thorough evaluation by the School's senior management team. Funds already allocated in the current capital programme will be utilised to execute some of the resultant refurbishment works, with provision to be made in the next programme (from 2014/15 to 2018/19) for the more ambitious schemes. The School is to review and provide an update on space measures that have been taken to support the reduction in its energy usage.

Implementation plan – scope 3

90. Although the Guildhall School does not anticipate being able to achieve substantial reductions in its scope 3 emissions because of its size and location, various initiatives have nonetheless been put in place, or are being evaluated, to reduce them as much as possible, as shown in the following table. Despite baseline data for emissions arising from procurement not yet being available, possible initiatives to reduce such emissions are already included in this plan.

Initiative	Detail	Action by	Timescale/ progress
Rainwater diverting	Diverted (grey) water can be re-used for plant watering and WCs	Engineering department	Grey water is being used for plant watering
Roll out of percussion taps	Percussion taps switch off automatically, thus saving water	Engineering department	Completed
Installation of water saving shower units	Sundial Court Student accommodation	Engineering department	Completed
Install additional water meters	Whilst water consumption in Sundial Court is accurately measured, usage in the main Silk Street building is not. Water meters in this building will enable accurate data to be compiled.	Engineering department	Completed
Reduce use of plastic	Encourage offices to use mugs/glasses rather than disposable plastic cups	SSG	Ongoing
Encourage paper-free working	Work towards greater use of electronic communication	SSG	Ongoing
Reduce paper usage	Print double-sided (all printers default to double-sided), reduce margin sizes, reuse scrap for notepaper, recycle envelopes	SSG	Ongoing
Increase recycling	Increase number of recycling points and consider other materials that can be recycled	SSG and Facilities department	Ongoing
Reduce waste going to skips	Review ways of reducing the amount from theatre sets that are thrown away after each production	Technical Theatre	Ongoing
Encourage cycling	Promote cycle safety and training schemes and increase cycle bays to support staff and students who wish to cycle to the School. Promote the cycle loan scheme	SSG	Ongoing
Procurement policy	Continue to consider locality of suppliers and agencies according to City of London procurement guidelines	All departments – monitored by SSG	Ongoing
Procurement policy	Continue to buy Fairtrade tea/coffee/cups and other produce	Facilities department	Ongoing
Procurement	Consider the 'green credentials' of	All	Being

Initiative	Detail	Action by	Timescale/ progress
policy	suppliers, e.g. accredited to ISO 14001, before awarding contracts and placing orders	departments – monitored by SSG	evaluated

Governance and progress monitoring

Governors

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

Officers

92. At officer level, the School's Senior Management Team has ultimate responsibility for taking ownership and for communication of this strategy, and for ensuring that its action plan is implemented and progress monitored accordingly. The Senior Management Team will ensure that a monitoring report is submitted to the Board of Governors annually.
93. At an operational level, the Operations Board will have a role as the committee into which the SSG reports, particularly in respect of monitoring. It will receive progress reports on monitoring by receipt of the minutes of SSG meetings.
94. Detailed monitoring of this strategy will be carried out by the SSG at each of its meetings, which are twice termly. It will also be responsible for revising the strategy in the light of progress.
Jonathan Poyner (The Director of Operations and Buildings)- Chairman
Student Representatives (up to four)

Supplemented by colleagues from the City of London Corporation and other external experts as required.

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Committee(s) Barbican Centre Board – For Information Guildhall School Board of Governors – For Information	Date(s): 24/07/2019 23/09/2019
Subject: Update on Barbican Guildhall Creative Alliance	Public
Report of: Director of Learning & Engagement	For Information
Report author: Director of Learning & Engagement	

Summary

This report provides Members with an iterative update of the Barbican Guildhall Creative Alliance, and its associated strategic bridging projects, reviewing progress to date and projected next steps.

There are currently 12 strategic projects that seek to establish a way forward together by connecting our vision/mission/values. The projects are linked to one or more of the Objectives (a–k) and are loosely grouped against the 3 goals:

- *messaging and leadership (1–4)*
- *arts and learning programmes (5–8)*
- *combined assets (9–12)*

Recommendation(s)

Members are asked to note this report.

Main Report

Background

- The Barbican Guildhall Creative Alliance has now been activated across the two organisations, following discussions at the joint Board Awayday in September 2018 and subsequent sign-off at respective internal management meetings. The agreed bridging document (attached as an appendix) outlines the goals, objectives and key strategic projects over the next year. Each strategic project has been assigned an owner(s) to guide the project, under which sit project managers who deliver and monitor progress.

Current Position

- The bridging projects are underway and regular reporting and reviewing of priorities take place at monthly Barbican / Guildhall School Joint Directorate meetings. This process has helped the development of the Creative Alliance significantly since September 2018.

Strategic Bridging Projects

Goal: messaging and leadership

1. Identify opportunities for telling our story through a clear joint narrative

OBJECTIVES: a, f, h, i

Progress
<ul style="list-style-type: none">– Introduced in Oct 2108 as a brand-new strategic project, across Marketing / Comms / Development, progress to date has focused around Centre for Music (see bridging project 3) and Culture Mile.
Next Steps
<ul style="list-style-type: none">– Develop 10th anniversary joint narrative for Creative Learning– Continue raising the profile of the recently launched London Regional Centre for National Open Youth Orchestra, led by Creative learning in close partnership with Guildhall Young Artists– Consolidate narrative around Music associates (e.g. Australian Chamber Orchestra), as well as Guildhall Drama and Barbican Theatre collaborations (linking in with bridging project 5)

2. Jointly developing our evaluation and research strategies /frameworks, in particular by exploring the impact of Barbican Guildhall programmes in society

OBJECTIVES: e, h

Progress
<ul style="list-style-type: none">– A Barbican Guildhall Research Group has been formed, meeting on a termly basis. Key headlines have been established which will frame the approach to collaborative research: Doctoral research, Archive Project, Joint Research Themes, Cultural Change, Culture Mile, and Research Funding.– Doctoral research - keeping each other updated on current Guildhall and Barbican doctoral research work in both organisations and facilitating further Barbican Guildhall studentships;– Archive Project - ensuring this ever evolving, highly distributed flagship post-doctoral programme continues to scale up appropriately, meeting the expectations and needs of both organisations;

<ul style="list-style-type: none"> – Joint Research Theme(s) - exploring and agreeing through further exchange of ideas, potentially bridging our shared interest in the artist/arts organisation and their civic role in society; – Cultural Change - sharing learning through the development and implementation of our respective research objectives/strategies through Barbican Incubator, Guildhall Innovation and BG Creative Learning; – Culture Mile - connecting with communities of practice across this partnership, including developments around Ex Halls and the Guildhall School's Institute for Social Impact; – Research Funding - agreeing and establishing a frame of reference from which we can apply for funding both jointly and as individual organisations.
Next Steps
<ul style="list-style-type: none"> – Appointing a new joint doctoral studentship for 2019-22 and a new research post for Creative Learning's Esmée Fairbairn Foundation funded national cultural education partnership project

3. Work with strategic partners to further develop the vision and design for C4M (particularly in relation to Education, Research and Innovation)
OBJECTIVES: b, i, j

Progress
<ul style="list-style-type: none"> – Following the development of a visionary concept design delivering a landmark building, reimagined public spaces and business model that delivers the project's aims and aspirations, the City Corporation backed the project's next phase for completion by December 2019. – This phase delivers a masterplan for the current Museum of London site, including Bastion House. Additionally, the Centre for Music team will continue to develop the building's design, its business model, project financing including private fundraising. This work is progressing well and is being guided by an 'Oversight Committee', chaired by Chris Hayward and appointed by the City's Policy and Resources committee. – Exceptional world-class venues have been designed to provide access to music of the highest quality to people of all ages and backgrounds. A programme of activities across the Barbican, Guildhall School and London Symphony Orchestra has been developed in detail to fulfil the Centre for Music's vision where music and education go hand in hand. Together, these venues will provide new ways to enable our three-way partnership to present the widest range of music as a single offer to audiences. – With dedicated learning and participation spaces, education pods as part of the concert hall and a base for the Guildhall School's new Institute for Social impact, the Centre for Music will be an unmissable daytime destination that is inclusive, open, thriving and welcoming. There will be Interactive and immersive experiences via permanent installations and

tailored programmes, as well as regular and dynamic programme of participatory workshops, accessible concerts, open rehearsals and backstage tours. Major programme of placements, apprenticeships and accredited training to diversify and develop the creative workforce will also be implemented, as well as a national centre of training & professional development for music teachers, to redress declining position of music in our schools' curriculum.

Next Steps

- The team submitted its proposals, including the latest designs improving the overall proposition to the Oversight Committee on 26th June. During this period there will be a series of meetings with individual meetings with Members of P&R to update Members on the project's progress and seek their guidance.
- A full report with a finalised design together with a project funding and financial model will be submitted to the City's Policy and Resources committee in December 2019 for decision on the next stage of the project.

4. Connecting and strengthening our joint approach to widening participation, representation, and inclusion

OBJECTIVES: c, d

Progress

- Following a series of roundtable discussions in the autumn, a draft Widening Participation (WP) strategy was presented to the Guildhall School's Senior Management Team group in January 2019.
- Further development work on this strategy was then on hold for a number of months due to more imminent priorities around the submission of a 5-year Access and Participation plan for the Office for Students (OfS) in May (a key strand area within the WP strategy).

Next Steps

- Now that the Access and Participation plan has been submitted to the OfS, and following a roundtable discussion at the Guildhall School Board of Governors away-day in July, the Widening Participation Strategy will be further developed in autumn 2019, led by the Director of Creative Learning. A new draft will be presented to Guildhall SMT in January 2020.
- The strategy will set out a 5-year trajectory across a number of priority areas for WP within the School, with suggested phased projects for piloting and development.

Goal: arts and learning programmes

5. Identify opportunities for collaborative projects between Guildhall Drama and Barbican Theatre & Dance

OBJECTIVES: a, b, e, i

Progress
<ul style="list-style-type: none">– Ongoing discussions to explore collaboration between the School's Performance and Creative Enterprise (PACE) and Acting BA programmes and the Barbican through eg: installations, pop-ups and masterclasses.– Review of space sharing by the School at the Barbican, and the Barbican at the School, as a fundamental part of the relationship.– Agreement to explore artistic collaboration between the Guildhall School and the Barbican.
Next Steps
<ul style="list-style-type: none">– As Guildhall Drama and its academic programme undergo a full academic review, the Barbican and the Guildhall are exploring opportunities for collaborative projects.– Both organisations see potential for the relationship with Cheek by Jowl to be more collaborative, including the Drama Department being more involved with any Barbican Silk Street Theatre performances over the Easter rehearsal/ performances period. A School-wide review of how/when Guildhall use Barbican performance spaces is now underway.– A public production, led by the Guildhall's Director of Drama and programmed at the Barbican Pit Theatre programme, to be further explored for 2020 – potentially a commission around Climate Change by Gary McNair. There is potential here for an interdisciplinary student collaboration that becomes an artistic manifestation of the Creative Alliance.

6. Identify joint digital learning initiatives

OBJECTIVES: f, g, j

Progress
<ul style="list-style-type: none">– Significant progress for both the Guildhall School and Barbican Digital Strategies this year, with some useful information sharing and identifying of potential connections and joint working for the future.– Barbican and Guildhall School committed to a cultural change where staff and students across both organisations embrace new technology, where it is embedded into the way we all work.
Next Steps
<ul style="list-style-type: none">– Consolidate thinking and ways of testing income generating online courses offered through the Guildhall School and the Barbican.

7. Scope potential for collaborative professional development opportunities including Creative Entrepreneurship and Creative Careers
OBJECTIVES: a, f

Progress
<ul style="list-style-type: none"> – Creative Learning (CL) has been exploring cross-over and collaboration points with the Guildhall Enterprise team's work. This has included delivering 4 Creative Careers events open to Guildhall School students and Young Barbican members. – Alongside these events CL have piloted a Young Enterprise Lab (YEL) pathway that acts as a potential feeder for enterprise work at Guildhall. On 25 June 4 YEL members pitched for a £2k prize alongside pitches from this year's Creative Entrepreneurs, and CL are supporting up to 4 participants to take on subsidised places on next year's course.
Next Steps
<ul style="list-style-type: none"> – The pilots have been successful, and with 4 of our young creatives on the course we hope to collaborate further and deepen our work together in the 2019-20 academic year.

8. Manage and deliver a joint archive, produce research and present our combined heritage offer to the public
OBJECTIVES: a, f, i

Progress
<ul style="list-style-type: none"> – Major funding applications being submitted to NHLF and AHRC – The <i>Barbican Archive Mixtape</i> screening - created to celebrate the Estate's 50th Anniversary - was a success with future screenings planned. – The Archive's current HF bid has included the Young Curators launching an exhibition in the Fountain Room on Saturday 22 June.
Next Steps
<ul style="list-style-type: none"> – The Archive Curators are looking at financial sustainability in their department, with discussions underway exploring the possibilities of the Archive offering arts and heritage summer schools, and a 2022 archive range to be sold in the shop. – The Guildhall School's archive survey is underway as part of the current HF bid. – The £600,000 bid to the Arts & Humanities Research Council is in the final editorial stages before submission, with partnership letters, a case for support and budgeting now all completed. – Planning underway with the Barbican's Managing Director for Barbican Centre Book, to be published with Batsford books in 2022.

Goal: combined assets

9. Develop a collaborative proposition for the Ex Halls

OBJECTIVES: f, i

Progress
<ul style="list-style-type: none">– Preparation continues for a Gateway options appraisal for the Exhibition Halls, with the options including: Do Nothing; Mixed Use; Purely Commercial.– The Guildhall School and Barbican have continued to liaise with anchor tenants and other tenants to ensure that the preferred mixed-use option supports the business case and supports the City's Corporate Plan.
Next Steps
<ul style="list-style-type: none">– A space review is currently underway across the Estate in order to ensure that both organisations are making efficient and appropriate use of its space. The resultant need will be cross-referenced with the existing designs that are being put forward in the Gateway 3 options appraisal.

10. Ways of operational working / doing business together to deliver world class services that are compliant, efficient and appropriate

OBJECTIVES: e, f, g, i

Progress
<ul style="list-style-type: none">– The Guildhall School and Barbican continue to work with our colleagues at the City to ensure that its prioritised lists of work to be done to deliver compliance are delivered.– Circa 93% of the ad hoc list has been audited and delivered, with a particular focus at the School on Sundial Court and Silk Street stage area. Significant training in the areas of compliance, including fire safety, mental health first aiders and security has been delivered.– All policies have been reviewed, including BCP and Health and Safety to ensure alignment with the City.– Legacy issues continue to be addressed through servicing of equipment and closer monitoring with client groups, moving increasingly towards PPM (planned and preventative maintenance) and away from reactive works.
Next Steps
<ul style="list-style-type: none">– Both organisations aim to move from 20% planned / 80% reactive to 80% planned / 20% reactive.– Work continues through the Joint Directorate and the City to ensure that future funding needs and capital planning are aligned with both organisational Strategic Plans, as well as the City's Corporate Plan.

11. Bring our operations fully in line with the City's Responsible Business Strategy

OBJECTIVES: e, k

Progress
<ul style="list-style-type: none">– The Responsible Business Strategy focuses on creating an environment where Individuals and communities flourish and the planet is healthier.– Evaluation of our operations continues against the City of London's Responsible Business Strategy, ascertaining what is aligned, as well as identifying and addressing any gaps in associated policies and procedures.
Next Steps
<ul style="list-style-type: none">– Directly applying relevant aspects of the strategy to centralised services e.g. HR, Procurement and Finance.– Increased Barbican Guildhall focus on environmental management and health and wellbeing activity, as well as the work that both organisations undertake to create opportunities for people to participate in the arts.

12. Develop a combined Estate Strategy

OBJECTIVES: e, f

Progress
<ul style="list-style-type: none">– Working with the City Surveyor, AM and FM (Asset Management and Facilities Management) strategies are now developed for both the Guildhall School and Barbican, aligned to the City's Corporate Strategy.– The CAFM (Computer-aided facility management) system is now shared across the Guildhall School and Barbican, forming a key part of the background information to support a professional strategy moving forward.
Next Steps
<ul style="list-style-type: none">– Work continues with Audit and Risk to develop the strategy and supporting documentation to satisfy the ultimate need for a combined Estates Strategy. Phases 3 and 4 (Engineering, Projects and Front of House) continue and are working towards the structures that are required to deliver this.

Conclusion

- The Barbican Guildhall Creative Alliance bridging document will be reviewed again at Joint Board level in Spring 2020. Strategic projects will be updated to reflect progress made and, where relevant, new ones will be agreed and implemented with appointed Project Leads for 2019/20.

Appendices

- Appendix 1 – Creative Alliance bridging document

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Creative Alliance

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

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

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

Our Goals

- **messaging and leadership:**

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

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

- **arts and learning programmes:**

Through our collaborative artistic projects:

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

- **combined assets:**

Through the way we work together:

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

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

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

Objectives

Creative

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

Operational

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

Both Creative and Operational

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

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

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

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

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