

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

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

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

Recommendation

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

MAIN REPORT

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

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

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

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

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

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