CITY UNIVERSITY LONDON

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Sustainability

Annual Report 2013/14

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Vice-Chancellor's foreword

This is the third Sustainability Report, compiled by City University London's Energy and Environment Team, which provides a broad review of the sustainability activities undertaken in 2013/14.

As a leading global university, committed to academic excellence, we have an important role to play in promoting sustainability, both locally and globally. We aim to fulfil this role by reducing our carbon emissions, ensuring that our facilities are built to the highest sustainability standards and reinforcing our commitment to behaviour change and Education for Sustainable Development.

The initiatives undertaken in 2013/14 build on our recent successes, such as our first-class accreditation within the People and Planet Green League and achieving IS014001 accreditation for our Environmental Management System, while highlighting the diversity of actions undertaken as part of our commitment to embedding sustainability within our activities.

We hope this Report will help to communicate the sustainability message to our staff, our students and our other stakeholders and we look forward to continuing our journey towards a sustainable future.

Professor Paul Curran
Vice-Chancellor

Welcome

During the 2013/14 academic year, the University carried out further work to embed sustainability across all of its activities. The broader sustainability remit, signalled by the inclusion of sustainability as a strategic Key Performance Indicator, enabled the University to focus on a much wider range of aspects. This included biodiversity, ethical investment, procurement and a commitment to the principles of Education for Sustainable Development.

Our Environmental Sustainability Policy, which has been renewed for 2014/15, commits the University to: "*Reducing our environmental impacts and continuing to promote sustainability in all its operations.*"

The Policy is supported by underlying policies that address the following specific impact areas:

- Energy and carbon management
- Waste management
- Travel and transport
- Construction and refurbishment
- Sustainable food
- Fairtrade
- Sustainable procurement
- Biodiversity.

By developing and pursuing these policies and their associated objectives, we aim to create a sustainable working and learning environment. This will be achieved by making more efficient use of resources, raising awareness of sustainability issues among our staff and students and integrating the principles of sustainability into our strategies and operational procedures.

This Report has been published to highlight the sustainability activities carried out during the 2013/14 academic year and to report on the University's performance against the objectives identified in our Environmental Management System.

Environmental management system

The principles of our Environmental Sustainability Policy have been applied to the development of an Environmental Management System, which is accredited to ISO14001, the international standard for such systems. It is underpinned by a robust management structure and was established in order to embed sustainability throughout the University. Figure 1 outlines the University's Environmental Management Structure, showing the operational reporting lines across each area.

Figure 1: Environmental Management Structure

Executive summary

The University's commitment to embedding sustainability into all of its activities continued to be a major focus in 2013/14. Its importance was underlined by the reorganisation of the University Sustainability Committee, to ensure representation across all Schools and the appointment of Ken Grattan, Dean of the Graduate School, as its Chair. New terms of reference were also issued, which included a vision statement on Education for Sustainable Development that was agreed by the University Executive Committee and is detailed in this Report.

The University continued to demonstrate strong performance against its Key Performance Indicator, having gained a first-class rating in the 2013 People and Planet Green League. The 2014 results are due to be published later this year and the University's rating will be issued as an addendum in due course.

The University also retained ISO 14001 accreditation for its Environmental Management System and continues to use this to drive operational sustainability.

This year has seen a significant amount of development activity, as the University continues to deliver key projects as part of its Estates Strategy and the sustainability of each of these projects remains integral to their delivery. As a result, we have continued to use the SKA assessment method, which ranks refurbishments as bronze, silver or gold, based on a number of sustainability criteria. Having developed a biodiversity strategy the previous year, we have now begun to see the benefits of this action, with sympathetic design, planting and arboricultural features being integrated into key projects.

We were also able to reduce our electricity and gas consumption, thanks to the University's new gas-fired Combined Cooling Heat and Power System and milder winter conditions. However, when we adjusted the figures to account for the weather, we could clearly see that the new system still made a positive contribution to reducing our energy consumption.

During the academic year, our carbon emissions were 8,505 tonnes of CO_2, which was a reduction of 5.2% on the previous year and 33.3% below the baseline figure in our 2005/6 Carbon Management Plan. This means that the University is still on track to meet its target of a 43% reduction in carbon emissions by 2020.

Although the Carbon Reduction Energy Efficiency Scheme (CRCEES) no longer includes a performance league table, emissions reported under this scheme were even lower at 8,240 Tonnes CO_2, an 8.2% reduction on those reported in the previous year. The difference between the figures reported within the Carbon Management Plan and those reported under CRCEES is due to the omission of leased buildings in the CRCEES scheme and CRCEES emissions being calculated from April to March, rather than by academic year.

Table 1: Utility consumption and emission data

Energy consumption and emissions	2013/14 figures
Electricity	▼ 2.2%
Gas	▼ 12.7%
Weather corrected gas	▲ 28.4%
Water	▼ 2.9%
CO_2	▼ 3.4%
Costs	▼ 5%

18% ▲
increase in Green Impact Teams

920 ▶
sustainability actions delivered by staff and students

33% ▼
below our 2005/6 carbon management plan baseline

91% ▲
of electricity is from renewable resources

The University's water consumption was 2.9% lower than the previous year. This reduction was achieved despite the construction and refurbishment projects delivered throughout the year. The introduction of the SKA assessment methodology for all refurbishment projects, which includes tangible good practice measures around water use, was a key factor in this reduction.

As a result of the above initiatives, total utility costs were 5% lower than the previous year.

The University continues to operate a zero waste to landfill strategy and we anticipate that this will improve our performance in the waste criteria section of the People and Planet Green League. Monthly waste statistics are published on the University website and based on actual weight. The overall recycling rate increased by 2% to 53% during the year, but has not yet reached our target of 55%. Contamination of recycling remains an issue and it is paramount that this is addressed in the coming year if the University is to reach the 2014/15 recycling target of 60%.

Student awareness and engagement with sustainability activities remains a key focus area, led by the University's Sustainable Behaviour Assistant. Funding from the National Union of Students' Green Fund has enabled the University to launch Green Dragons, a project that aims to use video pitching and crowd sourcing to engage students in the sustainability agenda. The funding has enabled us to appoint a dedicated Green Dragons' co-ordinator, who works alongside the University Environment Team and has demonstrated improved engagement by delivering eight student-led projects that have actively engaged 1,450 students.

The success of Green Dragons has been externally recognised, with the initiative being highlighted at the World Symposium on Sustainable Development at Universities and in the publication *Sustainable Development at Universities: New Horizons, Volume 34 of the series Environmental Education, Communication and Sustainability*. It has also been shortlisted for the Student Engagement category of the Green Gown Awards.

The success of Green Dragons has also enabled the University to refine its Environmental Champions programme and its Green Impact programme, which has been streamlined to remove less relevant criteria and to align it more closely with the University's objectives.

During the year, 271 students and 30 staff became Environmental Champions and the number of teams participating in the Green Impact engagement programme increased by 18% to 26 teams across the University. The number of student volunteers involved in the programme also showed a significant increase, with 20 students acting as Green Impact Assistants and a further 26 as Green Impact Auditors. Offering students the opportunity to become Project Assistants provides them a number of benefits, including certified training in auditing, monitoring and evaluation. These are skills that are greatly valued in the green economy.

As a result of these activities, students and staff initiated and delivered 920 sustainability actions during the year as part of the Green Impact programme. 82.5% of these actions were as a direct result of meeting Green Impact criteria, an increase of 19.7% over the previous year.

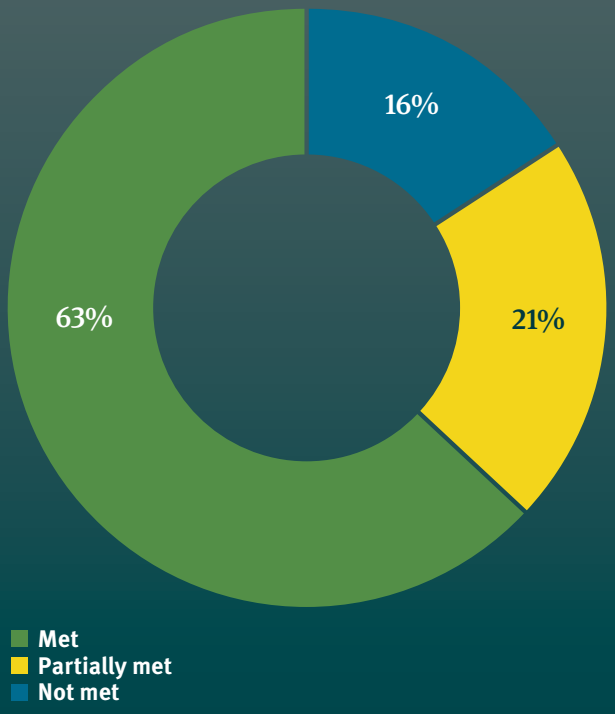
We also held our fifth Green City Week from 15th to 19th October 2013. This featured initiatives such as the launch of the Green Dragons programme, a Careers in Energy panel discussion and a highly successful cycle powered cinema.

Performance against sustainability targets

This section details the University's performance against each of its key environmental aspects:

- Energy
- Water consumption
- Waste
- Construction and maintenance
- Transport and travel
- Purchasing and procurement
- Sustainable food
- Biodiversity
- Stakeholder engagement.

Figure 2: Summary of performance against objectives



Targets for 2013/14 were identified for each aspect in order to address the most significant environmental impacts and the progress against each target was appraised as met, partially met or not met.

A commentary is provided for each aspect identified in 2013/14 and targets for 2014/15 have also been identified.

Energy and carbon reduction

The University's estate consists of a number of buildings of diverse ages and construction types, with the largest concentration on the Northampton Square campus. The energy we use to power our equipment and heat and cool our buildings is a key operational activity and a major factor in our carbon emissions. The University publishes emissions from its key buildings on its website on a monthly basis and reports its progress in reducing carbon emissions, in tonnes of CO_2, annually.

The University has made significant progress in reducing its carbon emissions since it appointed a full-time Energy Manager in 2006. The initial Carbon Management Plan was produced in May 2007 and this was revised and republished in May 2011 in line with Higher Education Funding Council for England guidelines. The plan commits the University to reducing its carbon emissions by 30% by 2015 and by 43% by 2020, against the 2005/06 baseline figures. It is doing this through a range of initiatives, including running awareness campaigns, using renewable energy sources and providing energy saving devices in new and refurbished buildings.

The University has made good progress against this target, having achieved an overall reduction of 33% to date. To maintain this downward trend, our environmental management system objectives specify a minimum annual reduction of 3%.

Policy objectives

Our policy objectives are to:

- Utilise energy as efficiently as possible by using no cost measures, such as good housekeeping
- Develop a monitoring and targeting system, so that each department will ultimately become responsible for its own energy/water policy and performance
- Invest in energy efficient plant and projects with paybacks of less than four years
- Design energy efficiency into all new buildings, refurbishments and equipment
- Publish clear targets for energy consumption each year and to report progress on the previous year
- Minimise gaseous emissions and waste products that are likely to cause damage to the environment
- Increase the energy awareness of our staff and students
- Reduce our dependence on fossil fuels, by using alternative ambient and renewable forms of energy, where it is practical and economic to do so
- Procure goods and services from organisations that demonstrate a positive commitment to energy efficiency, where it is practical and cost-effective to do so
- Reduce carbon emissions by 43% by 2020.

Aspect	Target	Met/partially met/not met	Notes
Energy	Achieve a minimum 3% annual carbon emissions reduction by 31st July 2014.	✔ **Met**	A 5.2% reduction was achieved across the University estate.
	Carry out a review of all energy standards to incorporate SKA recommendations.	✔ **Met**	All applicable SKA Good Practice Measures have been aligned with the appropriate standards.

Table 2: Utilities Consumption Figures

	2012/13	2013/14	Change
Electricity	12,412MWh 0.111 MWh/m²	12,148 MWh 0.108 MWh/m²	▼ **2.8%**
Gas	12,061 MWh 0.107 MWh/m²	10,529 MWh 0.094 MWh/m²	▼ **12.7%**
Degree Days	2,170	1,473	▼ **32%**
Weather Corrected Gas[1]	8,448 MWh	10,865 MWh	▲ **28%**
Total Energy MWh	**24,473 MWh**	**22,676 MWh**	▼ **7.7%**
Total Carbon CO_2	**8,978 Tonnes**	**8,505 Tonnes**	▼ **5.2%**

[1] Degree day data for central London has been used to allow a like for like comparison

Commentary

Total energy consumption – gas and electricity – was 7.7% lower than the previous year and this provided a welcome return to the downward trend of recent years. This reduction was achieved in a number of ways. Last year was the first year that the gas-fired Combined Cooling Heat and Power Plant operated in both its heating and cooling modes, significantly reducing the University's reliance on imported electricity. Conversely, the increase in gas consumption as a result of the new Plant was offset by milder winter conditions, resulting in a net decrease in gas consumption compared to the previous year.

These effects are clearly demonstrated by the weather corrected consumption figures. Degree day analysis and comparison to the previous year indicates a 32% reduction in heating requirement. Gas consumption decreased by 12.7% compared to the previous year, but, when this was corrected for the weather, it rose by 29% and this was directly attributable to the use of the new gas-fired Plant. Electrical consumption fell by 2.8%.

The graph below illustrates the reduction in all utilities and the trend since the baseline year.

As a result, carbon emissions for the year fell by 5.2% and annual emissions now stand at 33.2% below our 2005/6 baseline. This figure is below the University's interim target of a 30% reduction by 2015 and we remain on track to achieve our overall target of a 43% reduction in carbon emissions by 2020.

5.2% ▼
reduction in carbon emissions

5% ▼
reduction in utility costs

33% ▼
reduction in carbon emissions since 2005/6 baseline

Figure 3: City University energy consumption trend

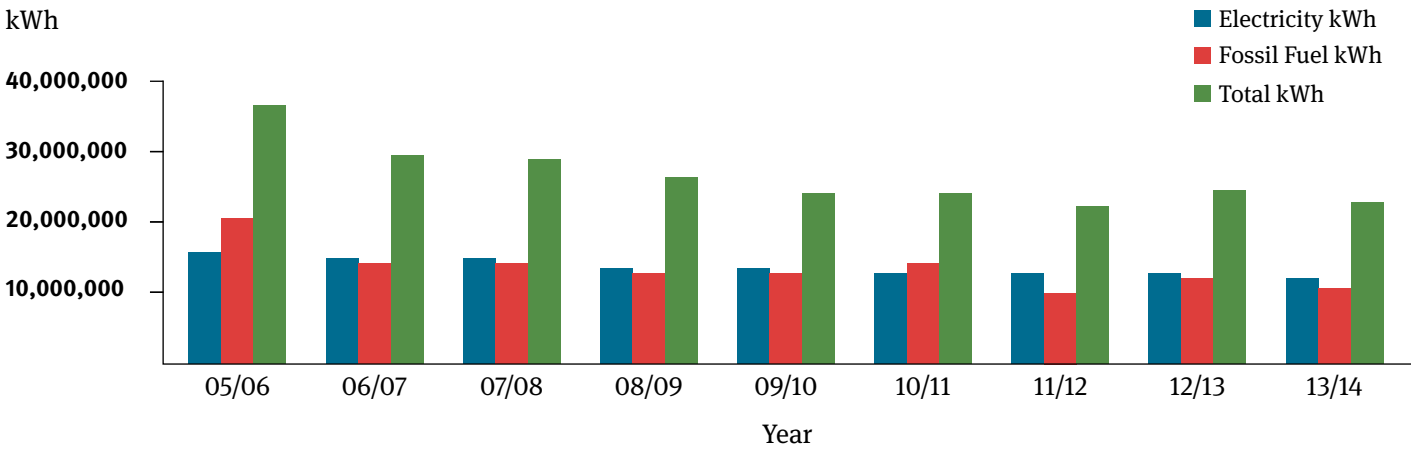
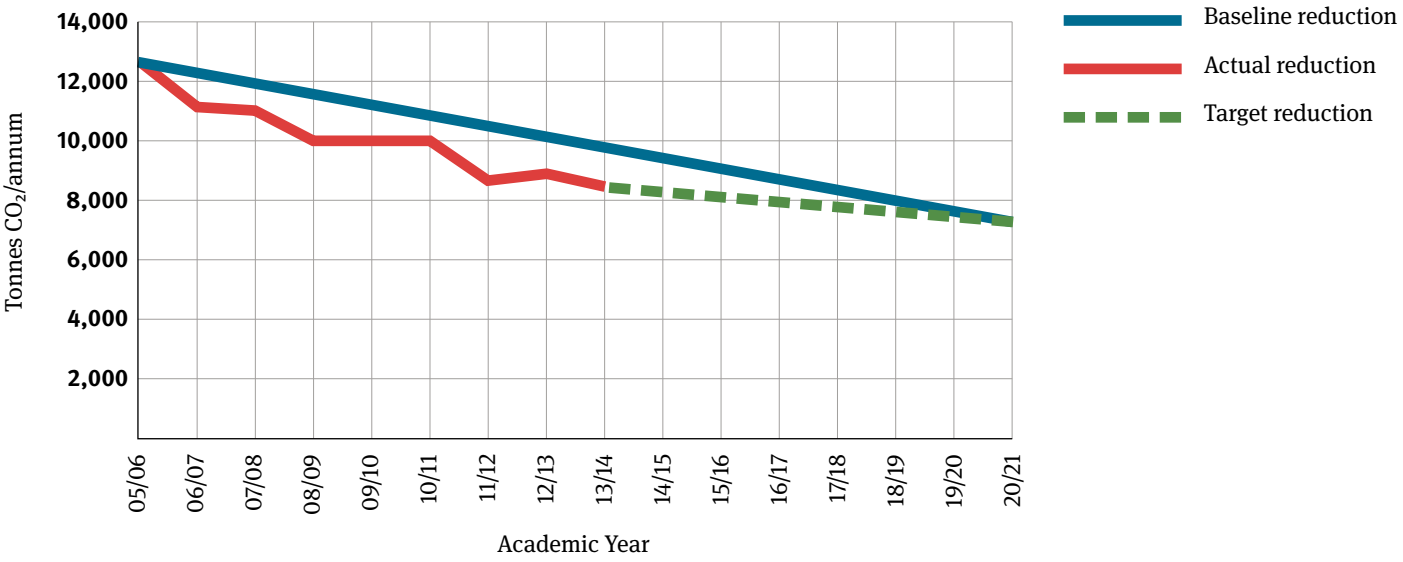


Figure 4: City University's progress against its carbon management plan



The use of renewable sources is reported in the Estates Management Records and is viewed favourably by the People and Planet Green League. The inclusion of renewable sources and the implementation of the Combined Cooling Heat and Power Plant will secure additional points under the People and Planet Green League's energy sources criteria, an area where the University has scored poorly in the past. It will also ensure continued strong performance against our Key Performance Indicator. The graph below shows the proportion of the University carbon emissions derived from renewable sources.

The University's Estates Strategy consolidates a number of University activities around the main buildings in Northampton Square, improving utilisation of our facilities. Energy and carbon emissions against floor areas are, therefore, key to monitoring the success of this strategy. The following graphs clearly show that we have continued to deliver high-quality facilities while integrating best practice sustainability solutions in our estate.

Figure 5: Utilities emission constituents from baseline year

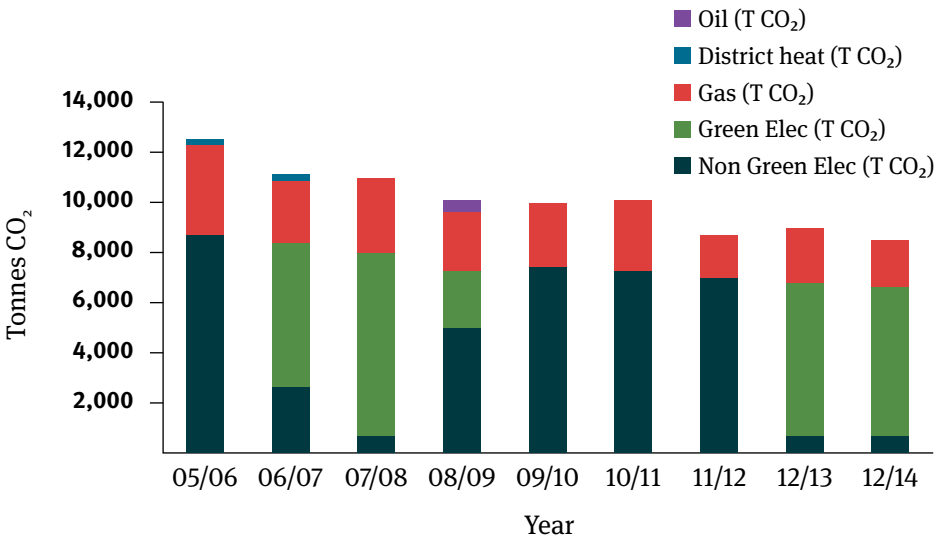


Figure 6: Energy use by floor area

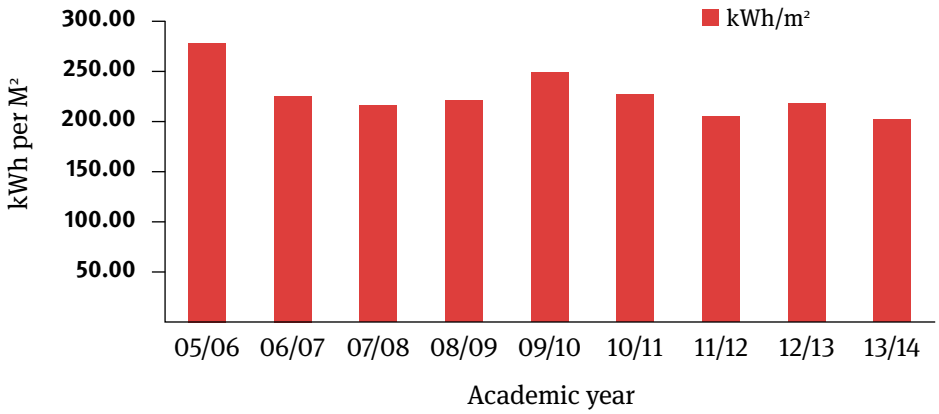
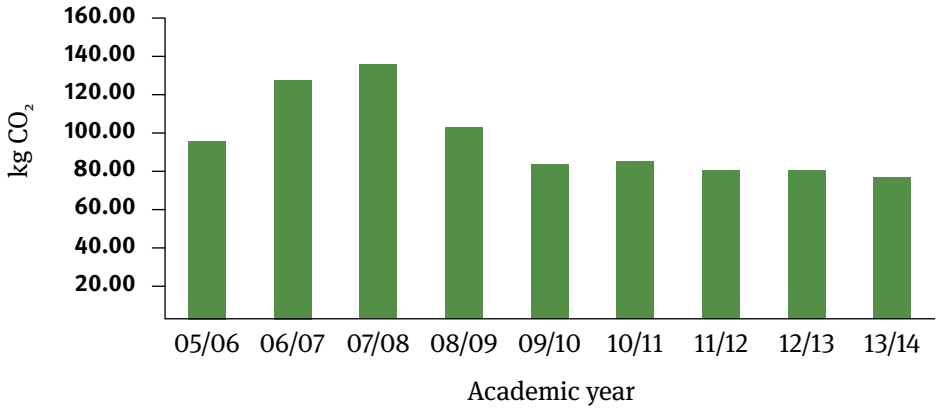


Figure 7: Carbon emissions by floor area



Display Energy Certificates

All Display Energy Certificates were renewed in August 2014 for the period covering 1st August 2013 to 31st July 2014 and the table below shows the ratings and bandings achieved. Despite the overall reduction in energy use and carbon emissions, both College Building and Northampton Square fell below the typical rating. This is due to an anomaly in the system used to calculate the certification. Both sites benefitted from the use of the new combined Plant and, as such, showed an increase in gas consumption during a much warmer year. Gloucester Building and Princeton Street have recently been refurbished and retained their good performance, despite changes to their use and operational hours. Cass Business School remained the lowest ranked building, despite recent improvements to lighting controls, cooling systems and ventilation and efforts will continue to be made to address these issues. However, it should be noted that the use, operational hours and occupation of the building are outside of the original design specification, making it difficult to succeed against the comparative benchmark.

2014/15 objectives

- Achieve a minimum 3% annual carbon emissions reduction by 31st July 2015

Table 3: Display Energy Certificates

Building	Rating	Efficiency	
Gloucester Building	B 51 - 75	62	
Princeton Street	C 51 - 75	70	
Northampton Square	D 76 - 100	98	
Grays Inn Place	E 101 - 125	103	100 would be typical
College Building	E 101 - 125	105	
Social Science Building	E 101 - 125	112	
City Innovation Centre	E 125 - 150	130	
Fight for Sight Bath Street	F 125 - 150	138	
Cass Business School	G 150 +	182	

Water

Water consumption is not a prescribed area in the Higher Education Funding System for England (HEFCE) guidelines for Carbon Management Plans, but it has been included as a measurement metric since the first edition of the University's Carbon Management Plan. HEFCE has indicated that the measurement of Scope 3 emissions will become compulsory in the 2013/14 Estate Management Statistics, so the University is demonstrating good practice by including this in its reporting methodology.

Policy objectives

- Promote the efficient use of environmental resources (energy, water and raw materials)
- Reduce water consumption by 30% by 2020
- Ensure the University meets, or exceeds, legislative compliance.

Commentary

Water consumption across the University was 2.9% lower than the previous year and this was achieved despite a number of major refurbishment projects being delivered by the University's Estates Strategy.

The University's Water Action Plan identifies construction and project activities as key areas to be addressed across the University estate in order to reduce water consumption. The Estates Strategy provides an excellent opportunity to design out consumption through the use of best practice technology. Each of these projects was assessed under the SKA methodology and a number of water good practice measures included in their design. These measures included a requirement that all installed equipment is sourced from the Building Research Establishment (BRE) Water Technology List. Measures that have been installed have included water meters, low flush toilets, efficient taps and showers.

Figure 8. Water consumption compared to 2010/11 baseline year. *Note that the baseline year was changed to 2010/11 from 2005/6 to reflect the loss of the University halls in 2010 and to provide a robust reduction baseline.*

Aspect	Target	Met/partially met/not met	Notes
Water	Achieve a minimum 2.5% per m^2 annual reduction by 31st July 2014.	✔ **Met**	A 2.9% reduction was achieved.
	Roll out recommendations in the water action plan by 31st July 2014.	✔ **Partially met**	A number of elements were incorporated into projects through SKA good practice measures. Visibility of automatic water meters was not achieved, despite their installation on all meters. A proposal has now been received from Thames Water and we expect to roll this out in early 2015.

Discharges

The University does not have site wide consent to discharge to Thames Water surface or foul drainage. All flushing or drain down effluent is removed by tanker and the appropriate documentation is provided. Contractors may also apply directly to Thames Water for a discharge consent. Over the course of the year, five discharge consents were granted to contractors working for the University. These are detailed below and the content records are stored in the University's Environment Management System.

1. **Gratte Brothers Ltd**
   Enabling works Lecture Spaces 2 and 3 (plant room relocation)
2. **Gratte Brothers Ltd**
   Northampton Square infrastructure
3. **ISG**
   Tait ground floor and SU
4. **Overbury**
   LSP 2 and 3
5. **Smooth Flow**
   Water Treatment

2.9% ▼
reduction water consumption

228,000 ▲
litres water dispensed through tap water machine

19.61 ▲
tonnes CO_2 saved though reduction in bottled water

Figure 8: Water consumption since revised baseline year (2010/11) [2]

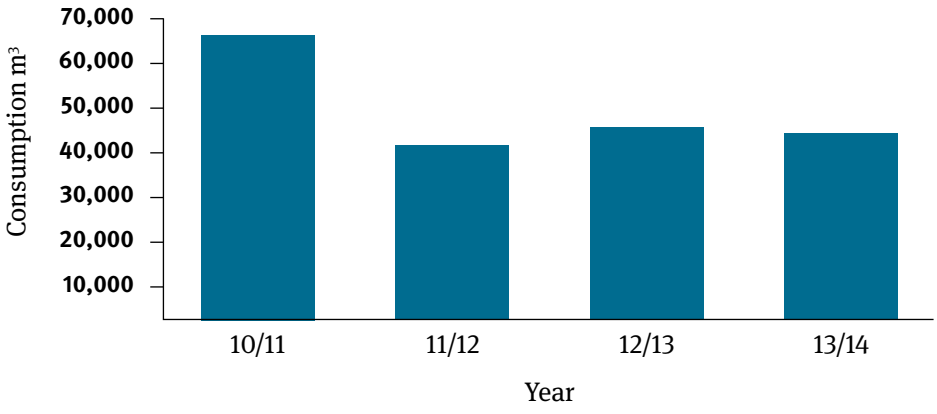


Table 4: Comparison to previous academic year

	2012/13	2013/14	Change
Water	44,913 0.40 m³/m²	43,630 0.39 m³/m²	▼ **2.9%**
Gross floor area	112,370 m²	112,370 m²	**0**

[2] Note that the baseline year was changed to 2010/11 from 2005/6 to reflect the loss of the University halls in 2010 and to provide a robust reduction baseline

Drinking water provision

In an effort to discourage the use of plastic water bottles on campus, free chilled drinking water is provided for staff and students across the University. University branded water bottles can be purchased at various outlets across the campus and all water provided for in-house hospitality is filtered and bottled on site into reusable glass bottles. No plastic bottles are provided.

Water coolers are provided by www.Tapwater.org and are currently available at the following locations:

In addition, chilled drinking water is also provided for staff in the office kitchen areas and Zip Hydro Taps that provide both hot and cold water are now standard for any new and refurbished kitchen areas.

2014/15 targets

- Achieve a 2.5% reduction in water consumption by July 2015
- Complete installation of Automatic Meter reading across all water meters by May 2015.

Table 5: Water cooler locations at City

Building	Location
University Building	Student HUB
Tait Building	Outside Oliver Thompson Lecture Theatre Foyer
Drysdale Building	Outside Careers Centre
College Building	Ground level, outside spiral staircase
Social Science Building	Lower ground level, next to café and toilets
Innovation Building	First floor, Law Library
Cass Business School	Bunhill Row (seven locations) Chiswell Street (two locations) Longbow House (one location)
CitySport	CitySport temporary location on Sebastian Street
Bath Street	First floor Eye Clinic

Table 6: Monthly statistics, water cooler machines

	Northampton Square	Cass Business School	Total across University
Number of machines at 31st July 2014	8	10	18
Average litres dispensed across all machines on site	10,000 litres month 120,000 litres/ year	9,000 litres month 108,000 litres/ year	19,000 litres month 228,000 litres/ year
Cost per month to University (based on Thames Water figures of £0.65 per 1,000 litres)	£6.50/month £78.00/year	£5.85/month £70.20/year	£12.35/month $148.20/year
Number of 500ml bottles NOT being sent to landfill as result of these consumption figures	20,000/month 240,000/year	18,000 bottles 216,000/year	38,000/month 456,000/year
Carbon (CO_2) saved by not transporting bottle water (0.043kg per 500ml bottle)	860 kg/month 10,320 kg/year	774 kg/month 9,288 kg/year	1634 kg/month 19,608/year = 19.61 tonnes/year

Construction and maintenance

As the requirements of our staff and students evolve, construction activities form a major part of the University's operations. These activities may also pose a significant environmental risk and, as such, they are covered by the University's Environmental Management System.

Throughout the course of the 2013/14 academic year, the University was engaged in the delivery of its Estates Strategy, a portfolio of projects designed to enhance its existing facilities and, where appropriate, procure or build new spaces to accommodate its staff and students. In delivering these projects the University utilised best practice industry methodologies to assess the sustainability of each project. All major refurbishment projects were assessed using the Royal Institute of Chartered Surveyors SKA methodology and all new build projects were assessed using the Building Research Establishment Environmental Assessment Methodology.

The University maintenance activities may pose similar environmental risks and, as such, are also included in the University Environmental Management System. Maintenance activities are regularly audited to ensure legal compliance and a maintenance register is kept in the University Environmental Management Strategy document control system.

Policy objectives

- Initiate an environmental cost benefit analysis for all new major projects, retrofits and refurbishments
- Monitor all projects to ensure they are delivered to the highest environmental standard
- Ensure all organisations working on behalf of the University are aware of our environmental policies and responsibilities
- Ensure all organisations working on behalf of the University have received adequate training to carry out these activities in an environmentally responsible manner
- Ensure a minimum of 70% recycled material in all projects.

Aspect	Target	Met/partially met/not met	Notes
Construction and maintenance	100% of projects to achieve a minimum SKA silver rating at handover.	✔ **Partially met**	While all projects that completed a handover assessment achieved the required silver rating, further work needs to be done to ensure that the necessary information is provided in a timely manner.
	Ensure inclusion of requirement for all projects to produce a site waste management plan within employers' requirements.	✔ **Met**	This is now included in the revised employers' requirements.
	Maintain 80% of all construction waste diverted from landfill	✔ **Met**	A recycling rate of 88.7% has been achieved

88.7% ▼
recycling rate across construction projects

18 ▲
projects achieving minimum SKA rating

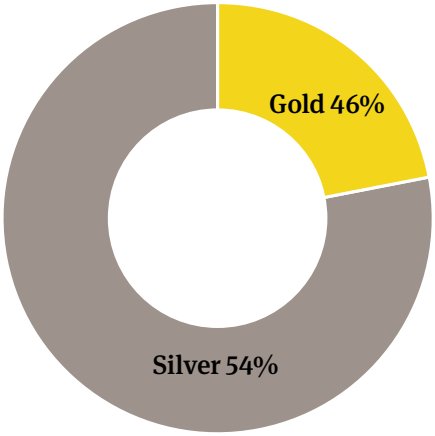
Commentary

Ten projects were initiated during the year, with nine being completed prior to the start of the 2014/15 academic year. As in previous years, the majority of these were major refurbishment projects. However, the number and extensive nature of the projects identified in the University's Estates Strategy have required a significantly higher degree of co-ordination to ensure their successful delivery, while maintaining the level of quality expected by our students and staff.

The University uses the SKA methodology to assess the sustainability of all projects at design and handover and all projects are expected to achieve a minimum silver rating at both stages. Eighteen projects are currently registered as undergoing design or handover assessment and the following chart shows the ratings achieved at the design stage.

Four of these projects successfully achieved SKA handover and all achieved a minimum silver rating. Handover information on a further four projects is currently being collated. Once these have been completed, all the SKA ratings for all projects will be prominently displayed at the site of the completed project and on the University website.

Figure 8: SKA ratings at design stage



The development and embedding of the sustainability brief and register and the inclusion of the SKA assessment methodology, has led to a much closer working relationship between the University Project and Environment teams. This has proved fundamental in the planning submissions to Islington Council.

Over the course of the year, environmental audits were undertaken on all major projects. The results of these audits and all relevant documentation, are stored in the University's environmental document control system.

The University continued to participate in the Waste Resources Action Plan (WRAP) *Halving Waste to Landfill* commitment. As part of this commitment, the University ensures that contractors produce site waste management plans on all projects above £300,000, to forecast and identify the amount of waste that will be produced in each waste stream and to identify their waste recovery route. This commitment also means that contractors are required to monitor waste streams and recover at least 80% of the material generated through demolition or strip out.

Site waste management plans were produced for all projects and nine of these were completed within the academic year. The site waste management plans for the completed projects have been used to produce the table below, which shows the tonnage of waste produced from construction activities and the route of diversion from landfill.

The volume of waste produced was in line with the previous year and the average recycling rate fell slightly, from 3.3% to 88.7%. However, this fall was due to the volume of non-recyclable asbestos that was removed from two of the projects. Despite this, the University still exceeded its targeted recycling rate of 80%

A number of smaller maintenance projects that did not require a site waste management plan, because their value was less than £300,000, were delivered during the year. Waste figures for these projects are not included, but University policy states that these projects must also meet a minimum recycling rate of 70%. These figures were not available at the time of this Report and will, therefore, be published on the University website and issued as an addendum.

The University retains robust F-Gas and COSHH registers and these are held by the Operations Team and stored centrally. In addition to this, the University has developed a managed environmental legislation register, an online tool that can be accessed by key staff and monthly reports are generated and sent to the Energy and Environmental Manager. When changes to environmental legislation occur that apply to the University, these are highlighted. The Energy and Environmental Manager then ensures that the maintenance managers and project managers are aware of any changes and these are communicated to contractors as necessary. This environmental legislation register was reviewed as part of the ISO14001 audit and certified fit for purpose.

2014/15 targets

- Complete SKA handover assessments for all completed projects by 31st July 2015
- Maintain 80% of all construction waste diverted from landfill
- Review F-Gas and asset register to ensure completeness and environmental compliance.

Table 7: Construction Waste Recycling rates

Contractor	Quantity (Tonnes)	Recycled (Tonnes)	Recycled (%)	Method	
Overbury					
SoEMS	68.5	48.9	71%	Off site MRF	Lower rate due to asbestos disposal
Cass UG	49.9	44.4	89%	Off site MRF	
Drysdale Level 2	128	125.4	98%	Off site MRF	
PAF office	32.9	23.6	72%	Off site MRF	Lower rate due to asbestos disposal
Tait Level 2	188.2	176.9	94%	Off site MRF	
Structuretone					
Bunhill Row	11.7	11.4	98.5%	Segregated on site	
Cass Exec	10.2	9.89	97%	Segregated on site	
Russell Cawberry	30	27	90	Off site MRF	
Totals	**519.4**	**467.5**	**88.7**		

Sustainable procurement

Sustainable procurement is being pursued by the University as part of its wider commitment to sustainability and as an integral part of efficient and cost-effective procurement across the University. Our Sustainable Procurement Policy recognises the University's responsibility to carry out purchasing activities in an environmentally responsible and sustainable manner.

HEFCE has stated its intention to include Scope 3 emissions, including supply chain emissions, in its 2012/13 assessment of University emissions. It is imperative that we consider the impact and sustainability of the University's procurement and supply chain, as this will potentially affect the amount of funding the University receives.

Procurement is also included in the People and Planet Green League criteria and requires the University to set sustainable procurement targets to reduce environmental impacts.

Commentary

Flexible Framework

The University has adopted a Flexible Framework to help provide a mechanism for driving forward our sustainable procurement objectives and ensuring that they are effectively monitored.

The Flexible Framework is a widely-used self-assessment tool, developed by the Government-sponsored UK Sustainable Procurement Taskforce, which allows organisations to measure and monitor their progress on sustainable procurement over time. The suggested approach to implementing the Flexible Framework is to systematically work through each of the five themes, from levels one to five.

The five levels of achievement are:

- Level 1 – Foundation
- Level 2 – Embed
- Level 3 – Practice
- Level 4 – Enhance
- Level 5 – Lead.

These five levels are measured across the following themes:

- People
- Policy, strategy and communications
- Procurement process
- Engaging suppliers
- Measurements and results.

Our Flexible Framework table shows our current assessments in green and our objective targets for 2014/15 in yellow. We did not fully achieve our 2013/14 Level 2 targets in the People section of the Framework or the minimum Level 3 targets on all remaining sections – policy, strategy, communications and measurement and results – by 31st July 014. We still need to do more work to embed sustainability metrics in these areas. A revised target for 2014/15 has now been set with a view to achieving improvements in these particular areas.

Target	Met/partially met/not met	Notes
Achieve Level 2 on the People section of the Flexible Framework and Level 3 (minimum) on all remaining sections by July 2014	✗ **Not met**	While most sections have reached the desired level, further work is required to embed metrics within policy and strategy. This target has been revised and carried over to 2014/15.

Flexible Framework (City)

Table 8: Progress against flexible procurement framework

■ **Achieved 2013/14**
■ **Target 2014/15**

Flexible Framework	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
People	Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.	Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.
Policy, Strategy and Communications	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by Vendor Client Group Communicate to staff and key suppliers.	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO.	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.	Strategy is reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt quick wins.	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole life cost analysis adopted.	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	Detailed sustainability risks assessed for high impact contracts. Project/ contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied.	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.
Engaging Suppliers	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two-way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. Vendor Client Group involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. Vendor Client Group engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the clients business.
Measurements and Results	Key sustainability impacts of procurement activity have been identified. Simple measures based on achieving all aspects of the Foundation level of the flexible framework are put in place and delivered.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high-risk impact areas. Simple measures based on achieving all aspects of the Embedding level of the flexible framework are put in place and delivered.	Sustainability measures refined from general Departmental measures to include individual procurers and are linked to development objectives. Simple measures based on achieving all aspects of the Practicing level of the flexible framework are put in place and delivered.	Measures are integrated into a balanced score card approach, reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced. Simple measures based on achieving all aspects of the Enhancing level of the flexible framework are put in place and delivered.	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain. Simple measures based on achieving all aspects of the Leading level of the flexible framework are put in place and delivered.

Supplier reviews

The University is a member of the Southern Universities Purchasing Consortium, the largest of the six regional higher education purchasing consortia that operate throughout the UK.

The Consortium offers its members a wide range of collaborative purchase agreements, covering many commodity areas and encourages all of its suppliers to operate with corporate social responsibility. For example, all bidders are asked questions relating to sustainability during the tender process. Sustainable development is a major issue in the education sector and the Consortium takes these factors into consideration, whenever possible, when awarding agreements.

Suppliers are now assessed at the supplier selection stage to ensure that they have the appropriate environmental credentials. In addition, annual high-risk or high-spend reviews of key suppliers are carried out. A supplier review template has been devised, which measures supplier performance in five categories, against a range of criteria that are suitable for that supplier or set of suppliers. A criterion covers progress against environmental objectives.

Table 9: Top 20 Suppliers by expenditure

Supplier	2013/14 net spend
Overbury Plc	£ 11,544,612
Gratte Brothers Limited	£ 3,293,159
Isg Construction Limited	£ 1,355,748
Chartwells	£ 1,341,822
Russell Cawberry Ltd	£ 1,339,927
Structuretone Limited	£ 1,125,311
Principle Cleaning Services Ltd	£ 1,099,661
Smartest Energy	£ 1,087,729
Barts And London Nhs Trust	£ 1,074,794
Grenville Decorators Limited	£ 1,065,735
Dell (Uk) Limited	£ 1,034,897
Lms Offices Ltd	£ 1,032,868
Fundamental Media Uk Limited	£ 1,020,421
Liberty Living Plc	£ 974,457
Quay Office Furnishers Ltd	£ 959,877
Reflex Ltd	£ 890,747
The Honourable Society Of Gray's Inn	£ 763,595
Ibm United Kingdom Ltd	£ 645,403
The Portal Partnership Limited	£ 635,057
City And Islington College	£ 597,267
A-Line Oceana Ltd	£ 589,901

Ethical investment

The University has published its Ethical Investment Policy and aims to remain consistent with the ethical values it champions. In order to achieve these aims, the University will not invest in companies whose activities could be seen to endanger individuals or groups of people or whose activities are inconsistent with the mission and values of the University, its community and its wider stakeholder network.

Our ethical policy objectives are to:

- Consider the ethical implications of all future investments alongside the commercial opportunities
- Allow members of the University community and other relevant stakeholders to engage with the ethical investment policy, by posting the policy on the University webpages with appropriate contact details
- Ensure that fund managers responsible for the University's investments are operating in line with socially responsible objectives consistent with those of the University
- Review this policy on an annual basis as part of the University's Treasury Policy.

2014/15 targets

- Achieve a minimum of Level 3 in all sections. Achieve level 4 for the People, Procurement and Engaging Supplier sections of the Flexible Framework by 31st July 2015
- Review our Ethical investment Policy and procedures against the People and Planet Green League criteria by January 2015
- Develop an action plan for key activities with regard to Ethical Investment procedures, to enable greater student and staff engagement.

Biodiversity

The University is committed to protecting and enhancing biodiversity on campus. We recognise that our operations have the potential to impact on biodiversity, both directly and indirectly and that we have a responsibility to manage these impacts.

One of the principles of our Environmental Sustainability Policy is "to mitigate the University's impacts on biodiversity by incorporating the principles of conservation into estate planning and management and by preserving and enhancing existing habitats where possible."

Biodiversity also forms a key part of the University's Key Performance Indicator (People and Planet Green League) for environmental performance and the objectives and targets in this area are now incorporated in our Environmental Management System.

The University's Biodiversity Strategy promotes developments in line with Islington Council's Biodiversity Action Plan and Strategy. All contractors delivering developments on behalf of the University that include biodiversity elements, including trees, shrubs, planters and green roofs, must comply with the University's planting schedule.

Existing biodiversity projects at the University include:

- The College Courtyard, an opened-air and quiet contemplative garden that sits in the centre courtyard of the College Building. The Courtyard contains a green wall, green roof over the performance theatre, bamboo trees and seating areas
- A vegetable garden, situated behind the Parkes Building off Spencer Street and also accessible via Goswell Place. The garden was established in 2010 as part of an Edible Islington grant and includes raised bed planters, fruit trees, compost bins, a water butt, small greenhouse, a storage shed and picnic table. Student and staff volunteers tend the garden and share the crops.

Policy objectives

- Comply with all relevant UK legislation regarding biodiversity and link this with our Environmental Management System
- Devise and implement a biodiversity strategy and action plan, which will be reviewed regularly
- Maintain and, where possible, enhance biodiversity on campus
- Consider the ecological impacts and opportunities for ecological enhancement of any new buildings and refurbishment projects
- Raise awareness of biodiversity at the University and encourage students and staff to engage in biodiversity activities
- Work in partnership with environmental groups and local authorities, where appropriate.

Target	Met/partially met/not met	Notes
Increase available green space by 10% by 2017	✔ **Partially met**	On track to deliver an increase of 147.6m² of green space for estate projects due to complete in 2015 (Main Entrance project and Tait Building project)
Develop biodiversity good practice measure for projects (to link with sustainability register for contractors to show how they will comply with our biodiversity targets and Key Performance Indicator)	✔ **Met**	Project standards now include biodiversity requirements

Commentary

Biodiversity forms a key part of the University's environmental objectives. We have made a commitment to protecting, conserving and enhancing biodiversity on campus and have implemented a biodiversity policy and strategy to ensure that mechanisms are in place to achieve this as part of any new building or refurbishment works.

A number of notable biodiversity enhancements will be realised with the completion of two key estates projects in 2015.

The Lecture Spaces Project will add new areas of planting to Spencer Street and Northampton Square, with the added benefit of two extensive areas of green roof on the Drysdale lantern and the Main Entrance pavilion. This will deliver an increase of 101.6m² in green space, including:

- Two green roof areas on the Atrium Lantern Space (48m² in total)
- Raised planters and a seating area adjacent to the Drysdale Building on Spencer Street (13 Drysdale planters providing a total of 7.6m²)
- Spencer Street planters (eight planters providing a total of 46m²).

In addition, the Tait Building Project will add new planters along Ashby Street, from Goswell Road to Northampton Square.

This will deliver an increase of 15.3m² in green space and will include new planters along the existing podium on Ashby Street (nine planters with a planned area of 1.7m² per planter, providing 15.3m² total).

2014/15 targets

- Increase available green space by 10% by 2017.

Sustainable food and Fairtrade

The University is committed to providing healthy and sustainable food to its students, staff and visitors. At the same time, we are committed to minimising the negative environmental and social effects associated with the products and services we provide. A Sustainable Food Policy was launched in 2009 and this aims to make progressive improvements to our food procurement and to raise awareness of the benefits of a healthy and sustainable diet. The University works closely with its contract caterers to ensure its policy objectives are met.

The University tendered for new catering contracts during the year and this resulted in Chartwells being replaced after many years as the University's sole contract caterer. Since 1st August 2014, Sodexo has managed all of the catering services at Northampton Square and Lexington Catering now manages catering at Cass Business School, including 200 Aldersgate and the Vice-Chancellor's house.

Policy objectives

- Promote the health and well-being of our staff and students
- Increase sustainable food offerings in the catering outlets and hospitality menus
- Support environmentally friendly farming, food and drink production and transport
- Ensure animal welfare is on the agenda when procuring eggs, meat and dairy products
- Work with our suppliers to progress the sustainability agenda across the entire estate
- Maintain Fairtrade University status
- Ensure our Sustainable Food Policy is fully reflected in catering tenders and contract(s), where applicable.

Target	Met/partially met/not met	Notes
Achieve the following certifications: • Chain of Custody (Marine Stewardship Council) • Soil Association's Food for Life Catering Mark (Bronze Standard) • Compassion in World Farming's Good Chicken and Good Dairy Awards • Re-certification of Fairtrade University status	✔ **Partially met**	Chartwells successfully achieved Food for Life Catering Mark (Bronze) and the Marine Stewardship Council's Chain of Custody for the University. But the Compassion in World Farming Awards were not achieved The University was re-certified as a Fairtrade University in January 2014 for two more years
Ensure sustainable food and other environmental/ sustainability objectives are incorporated into the re-tender of the catering contract in 2014	✔ **Met**	Sustainability and environmental criteria were included in the retendering of the catering contracts. Both of the new catering contractors (Sodexo and Lexington) have sustainability-specific Key Performance Indicators

Commentary

Chartwells successfully achieved the Soil Association's Food for Life Catering Mark (Bronze Standard) for the University in May 2014. This prestigious national food award is the only UK-wide certification scheme that provides a guarantee that food is freshly prepared, free from undesirable additives and better for animal welfare. Bronze, silver and gold tiers recognise best practice and offer caterers a step-by-step approach towards using more fresh, seasonal, local and organic ingredients.

Chartwells also achieved the Marine Stewardship Council's Chain of Custody standard, which ensures that consumers are being served fish that comes from a fishery that meets the Council's environmental standard for sustainable fishing.

The University has been certified as a Fairtrade University since 2010 by the Fairtrade Foundation and was recently re-certified in January 2014. We are committed to supporting and using Fairtrade products and to educating our students and staff of the value of Fairtrade. By choosing Fairtrade, the University is helping to provide farmers and workers in developing countries with a better chance to work their way out of poverty, through fairer wages and safer working conditions. Fairtrade also generates extra income that is invested in bringing about changes and improving the lives of whole communities.

The Sustainable Food Policy objectives were fully incorporated into the new catering contracts during the year. Key criteria required from tender applicants included the following:

- An outline of how the caterer would work with the University to achieve its environmental and sustainable food objectives
- Commitment to achieving the Soil Associations' Food for Life Bronze standard by January 2015 and Silver by August 2015
- Support for the University's aim to achieve 100% food recycling
- Commitment to providing healthy and sustainable food for our students, staff and visitors, while at the same time minimising the negative environmental and social effects associated with the products and services we provide.

Looking ahead

The focus for 2014/15 will be on establishing a good working relationship with our new contract caterers to ensure successful delivery of all our Sustainable Food Policy objectives. We are particularly keen to achieve the Food for Life Catering Mark Bronze standard for Northampton Square and Cass Business School.

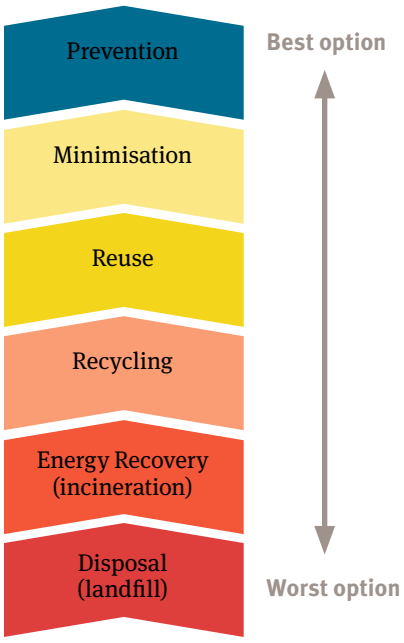
2014/15 targets

- Work with the new catering contractors to achieve the Soil Association's Food for Life Catering Mark Bronze standard by January 2015 and Silver by August 2015
- Achieve the Marine Stewardship Council's Chain of Custody certification by July 2015
- Achieve 100% food waste recycling by ensuring that all food waste is being collected for recycling and not as part of general waste
- Roll out monthly Meat Free Mondays across all catering outlets.

Waste management

The University operates a zero waste to landfill policy, with the following waste streams collected and diverted from landfill: dry recycling, food waste, bulky waste, confidential waste, glass, waste for incineration and WEEE (Waste Electrical and Electronic Equipment).

Figure 9: Waste Management Hierarchy



The principles of the Waste Management Hierarchy are applied to ensure that the way we deal with waste has the minimum impact on the environment.

Policy objectives

- Provide bins and containers across the University to ensure the effective segregation of waste and to maximise reuse and recycling opportunities
- Develop targets for waste minimisation, recycling rates and diversion from landfill
- Measure and monitor waste disposal rates, recycling rates and recovery rates, to identify where waste management improvements can be made
- Raise awareness among all staff, students and other stakeholders of the importance of sustainable waste management through education initiatives and campaigns.

Commentary

City achieved an overall recycling rate of 53% this year. This was 2% better than the year before, but fell 2% short of our 55% target for the year.

A number of initiatives and campaigns were rolled out to help engage students and staff in City's recycling programme. One of the key initiatives was a video, *The Secret Life of Rubbish*, which was jointly produced by the University and its waste contractors Bywaters and highlights what happens to recycled waste once it leaves the University. It was published on the City website and shown at various events throughout the year, such as Welcome Week and Green City Week.

A new sorting challenge was implemented during the year, which involved departmental and School office areas and encouraged staff to improve their recycling habits. Regular secret audits were conducted of the waste bins in the kitchen areas and a leader board was published in our monthly newsletter, *The Point*, to help incentivise and create a competitive element to the challenge. The challenge

Target	Met/partially met/not met	Notes
Develop waste engagement strategy, that provides clear objectives for engaging stakeholders and can be used as a monitoring and evaluation plan	✔ **Met**	A new engagement strategy was developed, along with specific campaigns and initiatives for the year (eg. recycling video, sorting challenges and contests, recycling activities during Green City Week)
Establish waste reduction targets for 2013/14 based on 2012/13 collection data and implement action plan to ensure success	✔ **Met**	Recycling targets were set in line with the waste contractor targets set for City: 2012-13 = 50% 2013-14 = 55% 2014-15 = 60%
Increase student and staff engagement as evidenced by reduced waste and contamination and improved recycling	✔ **Met**	Recycling rates improved by 2% over the previous year, but were still 2% below City's target of 55%

generated the desired results by improving recycling and plans are underway to expand the challenge across more office areas this year.

One of the key activities during Green City Week in October 2013 was a sculpture created from recyclable materials gathered at City, mostly plastic bottles. Following a study competition to name the sculpture, Lady Muck travelled around the University to provide further help in raising awareness about recycling.

We also moved into the second year of the waste contract with Bywaters and this resulted in zero waste going to landfill. The contract encourages an increase in recycling and other waste and a significant difference is that it provides actual rather than estimated waste figures. Monitoring waste streams has allowed us to adjust waste collection schedules to accommodate reduced activity across our buildings and this also reduces cost.

Looking ahead

The challenge for 2014/15 is to reduce overall waste, while increasing recycling to 60% of total waste. Providing a consistent standard of bins and signage is paramount to ensuring the policy's success. New waste bin standards are due to be developed, so that all newly renovated spaces will have the same bins and signage. Existing bins can be replaced over time and as budgets allow. Contamination of recycling is the biggest problem we face with regard to bins and more needs to be done to encourage proper usage. The introduction of the new catering contracts also provides a real opportunity to ensure that recycling gets off to a successful start in the catering outlets.

2014/15 targets

- Increase total recycling rate to 60% by end of July 2015
- Implement new standards for waste and recycling bins as part of estate project standards.

0%
waste to landfill

53%
waste recycled

Figure 10: Total waste by waste stream (weight)

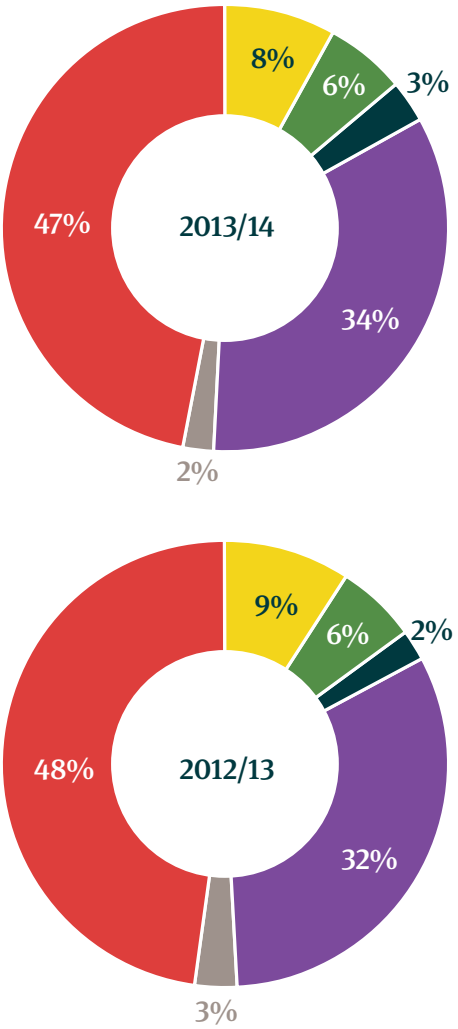


Table 10: Total waste by site (tonnes)

2013/14 (tonnes)	Waste to Energy	Recycled	Total	% Recycled
Northampton Square sites	214	299	512	**58%**
Cass Business School	96	51	147	**35%**
City Law School	11	12	23	**51%**
Total	**321**	**361**	**682**	**53%**

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Northampton Square sites	214	299	512	**58%**
Cass Business School	96	51	147	**35%**
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Total	**321**	**361**	**682**	**53%**

Table 11: WEEE collections 2013/14

	2012/13	2013/14
Hazardous waste	3848 kg	2071 kg
Non-hazardous waste	8986 kg	3705 kg
Total WEEE collections	12,834 kg	5776 kg
Total	**321**	**361**

The WEEE Directive 2002/96/EC on waste electrical and electronic equipment aims to address the environmental impacts of WEEE and encourages separate collection and subsequent treatment, reuse, recovery, recycling and environmentally sound, disposal.

Stakeholder engagement

A number of achievements were made in student and staff engagement during the year, including the successful rollout of the Green Dragons project, increased participation in the Environmental Champions Network and Green Impact schemes and progress towards advancing Education for Sustainable Development.

Commentary

Stakeholder engagement was a particularly successful area of our activities in 2013/14.

Green Dragons

The University's Students' Union was one of 25 institutions to share a £5 million Students' Green Fund for new student-led sustainability ventures. City received £182,000 over two years to establish and develop Green Dragons, a project designed to increase engagement with environmental and sustainability issues at the University and in the local community. It is one of a number of projects selected by the National Union of Students to receive a share of £5 million from the Higher Education Funding Council for England.

Green Dragons is an institution-wide campaign that gives students and staff the chance to obtain funding for collaborative sustainability projects. A central funding pot of £25,000 is available in Year 1, with a further £35,000 in Year 2, to fund projects ranging from £500 to £5,000. Applicants compete for funding by producing a video and a simple business case for their proposal. Proposals and videos are then hosted on the Green Dragons' website www.green-dragons.co.uk so that students and staff can pledge their support. Once an engagement threshold is met, funds are released to allow the delivery of the project.

A total of eight projects were kick-started during the year, including Meat Free Mondays, Waste No More, EATRO, Restart Project, Public Interest Environmental Law (PIEL), City Green Monitor, Hydrovillage and Smart Sugar Crystals. More than 3,000 City students were engaged as a result.

Green Dragons has been featured as a case study on a national and international level by the HEFCE, the London Universities Environmental Group, the Annual Conference on Education for Sustainable Development, held by the London Regional Centre of Excellence and the World Symposium on Sustainable Development at Universities.

The Green Dragons project has been shortlisted for a Green Gown Award 2014 in the Student Engagement category. Now in their tenth year, the Green Gown Awards recognise the exceptional sustainability initiatives being undertaken by UK universities, colleges and the learning and skills sectors. The winners will be announced on 3rd November 2014.

Target	Met/partially met/not met	Notes
Define objectives for each group of stakeholders to use as monitoring and evaluation plan	✔ **Met**	Stakeholder Action Plan was developed for the year
Increase points in the Staff and Student Engagement section of the People and Planet Green League	**N/A**	The publication of this year's People and Planet Green League 2014 has been delayed until December 2014. As a result, our scoring in this section was not available in time to be included in this Report
Increase points in the Education and Learning section of the People and Planet Green League	**N/A**	The publication of this year's People and Planet Green League 2014 has been delayed until December 2014. As a result, our scoring in this section was not available in time to be included in this Report

Table 12: Green Impact teams and award winners

Award Level	Number of teams 2012/13	Number of teams 2013/14
Gold Excellence	N/A	3
Platinum	2	2
Gold	3	6
Silver	4	4
Bronze	10	10
Working towards accreditation	3	2
Total Teams	**22**	**27**[2]

[2] Includes extra award earned by West Smithfield Facilities for their work on the Cleaning and Portering section of Green Impact.

18% ▲
increase in Green Impact teams

30% ▲
increase in Environmental Champions

68% ▲
increase in greening actions delivered by staff and students

Environmental Champions Network

The Environmental Champions Network provides City with a network of student and staff volunteers who are committed to initiating positive environmental behavioural changes among their peers. Champions can get involved in existing environmental initiatives at the University or can create and run their own with support from the Environment team. With just over 100 staff champions and more than 250 student champions, the network has proved to be an invaluable tool in advancing the sustainability agenda at City.

Green Impact

Green Impact is an environmental accreditation scheme, designed by the National Union of Students, which encourages staff and students to take small tangible actions that have a positive impact on their institutions and local community. The University took part in the scheme for the fifth time during 2013/14.

As in previous years, the content of the Green Impact workbook reflected the University's environmental and sustainability targets and enabled those taking part to help the University achieve its goals. In addition to this, we launched the Green Impact Student Zone and Green Impact Gold Excellence. The Student Zone is designed to enable students to sign up as teams and complete the criteria, while the Gold Excellence initiative allows top performing teams from previous cycles to carry out a project of their choice. The three projects in 2013/14 were: The City Book Exchange, a book swapping project run by the Student Centre; Fairtrade @ CULSU, a Fairtrade awareness project run by the Students' Union and a project run by Property and Facilities showcasing sustainability features in estates.

Seven new teams signed up for Green Impact during the year, including our first ever international team in Cass Dubai, bringing the total number of teams taking part to 26. Three of the new teams were student teams who signed up as part of the Green Impact Student Zone. Further engagement of students was achieved through the Green Impact Project Assistant and Green Impact Auditor roles. Fifteen staff teams benefited from working with the 20 recruited Project Assistants, with two-thirds achieving the Silver award or higher and 26 students volunteered for the Auditor role and received training approved by the Institute of Environmental Management and Assessment (IEMA). Two of the auditors who trained in 2013/14 were also invited to audit the NUS Headquarters in London as part of their internal Green Impact scheme.

Sustainability Skills workshops

A series of Sustainability Skills workshops were run jointly for the Project Assistants and Green Dragons Leaders. These sessions offered students the chance to find out more about sustainability and develop skills in project management, leadership, communication and time management. Students were also able to exchange knowledge gained as a result of their participation in the two projects. Attendance at the training sessions was rewarded with a Sustainability Skills certificate. The Green Impact scheme is, therefore, key in helping us ensure that City students leave the institution equipped with the skills and knowledge they need to compete in the fast-growing green economy.

A special awards lunch was held in June 2014 to celebrate the achievements of staff and students who took part in the Green Impact and the Environmental Champions Network. The event was attended by the Professor Paul Caul Curran (Vice-Chancellor); Professor Richard Verrall (Deputy Vice-Chancellor) and Professor Ken Grattan (Dean of the City Graduate School and Chair of the Sustainability Committee).

Green City Week

The University celebrated its fifth annual Green City Week in October 2013. A number of events and activities were held to showcase environmental and other sustainability initiatives taking place at the University and encourage students and staff to lead a more sustainable life. Events included:

- Building a life-size waste sculpture of a woman, later named Lady Muck by the winner of a student competition, from plastic bottles and discarded materials
- Holding an event to launch Green Dragons, which was attended by Emily Thornberry, MP for Islington South and Finsbury
- Organising a garden tea party and Fairtrade bake-off in the University's vegetable garden space
- Holding a Careers in Energy forum, a panel event that gave students an insight into the different opportunities available to them after they graduate or for those looking for internships
- Screening *Ferris Bueller's Day Off* as part of the Cycle Cinema initiative, with the power provided by pedal bikes.

City's sixth annual Green City Week will be held from 20th to 24th October 2014.

Education for Sustainable Development

A series of surveys, funded by the Higher Education Academy and carried out by the National Union of Students, found that around 85% of first-year students believe universities should actively promote sustainable development and around 60% want to learn more about it.

In November 2013, HEFCE launched its framework consultation *Sustainable Development in Higher Education*. The document sets out some of the ways in which higher education can contribute to sustainable development and proposes an overall framework for how HEFCE will support sustainable development in the higher education sector. The document states very clearly that institutional adherence to any final framework will influence future funding.

Education for Sustainable Development (ESD) is also included within the scoring criteria on the People and Planet Green League and is an area that the University has historically scored poorly in.

In an effort to address ESD at the University, a number of facilitated workshops were held with key stakeholders in early 2014 to determine what sustainable development might look like and to propose a University-wide definition and strategy on sustainability and, in particular, on ESD.

A paper was presented to the University's Executive Council, which outlined a vision statement for sustainability and ESD at City. This vision statement was approved by the Executive Council in July 2014 and outlines the University's commitment to embedding ESD in all of its activities.

Sustainability Vision Statement

The University Strategy recognises that to achieve its Vision, City must deliver academic excellence and student satisfaction whilst maintaining financial and environmental sustainability.

The University's sustainability strategy aims to support this Vision by providing an education-centred approach to meeting its sustainability objectives.

Education for Sustainable Development ("ESD") involves the recognition and infusing of sustainability, through formal and informal means, in learning, teaching, curriculum design, research and student-led activities.

Using this approach City's ESD initiatives will:

- *Take account of disciplinary differences*
- *Illustrate different mechanisms for its promotion and application*
- *Focus on areas such as:*
  - *The formal curriculum*
  - *Informal learning and curricula*
  - *Research*
  - *Campus sustainability*
  - *Community engagement*
- *Enhance the students' experience at University.*

The Sustainability Committee will be responsible for overseeing the Sustainability Strategy and the ESD work.

Staff training

Environmental and sustainability awareness training and induction is provided to all new staff at the University through a variety of channels, including:

- Providing general environmental and sustainability awareness training sessions, which are held every term and can be booked through the Leadership and Staff Development Unit. These are available to staff who are interested in finding out what the University is doing to address its environmental impact and how they can help and become involved in the organisation's sustainability
- Setting up an environment stall providing general information at the quarterly Welcome to City staff induction lunches
- Holding a module on environmental awareness that forms part of the online corporate induction module
- Introducing new staff to the local Environmental Champion so that they can receive a local green induction.

Staff who are required to perform tasks that have the potential to cause significant environmental impact, including operational managers, project managers, maintenance staff, porters and cleaners, are required to undergo more in-depth environmental awareness training. This training was last conducted in 2012 and will be refreshed and redelivered for existing and new staff in 2014/15.

Looking ahead

2014/15 promises to be an exciting year for student and staff engagement in sustainability at City. The Environment team and Students' Union have joined forces to introduce the new Sustainability Leaders programme. Sustainability Leaders can apply for funding to run their own sustainability project (Green Dragons) or take part in existing initiatives at City (Green Impact).

There will also be a major focus on progressing the sustainability agenda further by:

- Refining the definition and positioning of sustainability within the overarching University strategy and brand
- Developing a new sustainability strategy that supports the sustainability vision approved by the University
- Identifying and showcasing the sustainability research that is currently taking place at the University
- Finding new and innovative ways of embedding sustainability in both teaching and learning at the University.

2014/15 targets

- Develop a sustainability strategy that supports the sustainability vision approved by the University
- Increase the number of points we receive in the Staff and Student Engagement section of the People and Planet Green League
- Increase the number of points we receive in the Education and Learning section of the People and Planet Green League.

Transport and travel

A new Travel Plan was published in September 2013 and this demonstrates City's commitment to supporting sustainable travel options for students and staff. The Travel Plan focuses on identifying measures that encourage people to choose more sustainable modes of travel. This, in turn, results in improved environmental performance as a result of the reduced carbon emissions associated with travel. Sustainable travel also results in a healthier work force and student body as it encourages more people to walk and cycle.

Policy objectives

- Increase the proportion of trips to and within the University on foot
- Increase the proportion of trips to and within the University by bicycle
- Reduce the proportion of trips to and within the University by public transport
- Reduce the number of single occupancy car trips by staff and students
- Build on the successful initiatives since the adoption of the 2010 Travel Plan
- Reduce unnecessary travel
- Reduce the University's impact on climate change, in line with the HEFCE Scope 3 guidance
- Encourage staff and students to live healthier and more active lifestyles.

Commentary

Actions that have taken place this year in respect to the Travel Plan include:

- Improving cycle parking infrastructure by installing additional CCTV cameras and auto-shut door mechanisms in the secured Drysdale cycle shed
- Providing additional cycle parking stands in the secured area outside the Drysdale cycle shed and outside the CitySport Building on Sebastian Street
- Installing an extra 50 cycle helmet lockers in the Drysdale cycle shed, bringing the total to 100. All the lockers were changed to coin-operated style to encourage day use only
- Upgrading the shower facilities in the University basement. There are now four unisex showers available, including one disabled shower
- Organising regular on-going bike doctor visits, which offer a free bicycle maintenance service for all City cyclists
- Continuing to offer the cycle-to-work scheme, which continues to offer a successful staff benefit, with more participants joining in 2013/2014:
- Sponsoring and jointly running Cycling Days with Transport for London, the London Cycling Campaign and the Police Cycle Task Force. Activities included bike

Target	Met/partially met/not met	Notes
Develop a new Travel Plan Action Plan (by 31 October 2013) to ensure successful delivery of the objectives and targets identified in the 2013 Travel Plan	✔ **Met**	A new action plan was developed to address the objectives identified in the new Travel Plan
Identify a responsible person in Finance (by 31 December 2013) to help promote and deliver on the travel policy objectives and targets	✘ **Not met**	
Liaise with Finance to more accurately identify travel spend by School and department, in order to address possible areas for reduction in business travel (by 31 July 2014)	✘ **Not met**	

24% ▶
of students walk or cycle to the University

18% ▶
of staff walk or cycle to the University

43% ▼
reduction in business travel emissions

doctor, maintenance workshops, route planning and urban cycle advice, bike security marking and an Exchanging Places and HGV awareness initiative.

Carbon emissions from transport and business travel fell by approximately 43.6% compared to the previous year. Transport-related emissions include the following forms of travel:

- Scope 1 (direct emissions): includes emissions from vehicles owned or controlled by the University
- Scope 3 (indirect emissions): includes emissions resulting from academic, support staff and students travelling for business purposes and commuting to and from their home address or term-time residence to the University.

Some modes of business travel are classed as mandatory reporting items for emissions (air, rail, hire car, employees' own vehicles), whereas other modes are optional (public transportation, taxis). HEFCE has indicated that universities should make every effort to report emissions from optional travel modes where possible.

The University receives Scope 3 emissions reports from its primary travel agent, Key Travel, which includes CO_2 emission calculations based on actual flights and rail journeys booked. The Key Travel data is used to extrapolate CO_2 emissions data for travel that is not booked through Key Travel, but is recorded as business travel expenditure on the University's financial system (SAP).

Table 13: Staff enrolment in cycle-to-work scheme

Year	Total number of participants
2013/14	30
2012/13	24
2011/12	28
2010/11	41
Total	**123**

With regard to commuter travel, it has been proposed that reporting of emissions from all modes of commuter travel is optional, but that every effort should be made to report emissions and that the travel should be recorded separately for staff and students. The University does not currently report on emissions from commuter travel.

A new student and staff travel survey will be conducted in 2014/15 to enable us to make comparisons with the results of the previous April 2013 survey. The results of the new survey will enable us to measure success against objectives, to increase the number of students and staff using more sustainable modes of travel and to understand how travel behaviour has changed in the past few years.

There needs to be a considerable focus on establishing better ways to measure business travel and this will require close liaison with the Finance department to improve travel data collection. More accurate business travel data will help us to report Scope 3 emissions more accurately and will also provide an opportunity to identify potential areas for reduced business travel.

2014/15 targets

- Liaise with the Finance department to measure business travel more accurately, in order to improve the accuracy of Scope 3 emission reporting and help to identify potential areas for reducing business travel
- Conduct a new student and staff travel survey to measure progress made in achieving short-term modal shift targets, as shown in Table 16 (Page 34).

Table 14: Transport (Scope 1) direct emissions from vehicles operated by the University

2013/14

Vehicle	Total miles	Total KMs	CO_2 (kg)	CO_2 (tonnes)	Comments
Postal van (Ford Transit)	4,706	7,574	1,552.58	1.55	Calculated using figures provided by Ashwoods at 205 CO_2g per kilometre
Sports van (Ford TDci)	4,067	6,545	1,341.76	1.34	Calculated using figures provided by Ashwoods at 205 CO_2g per kilometre
Maintenance van (Ford Transit hybrid vehicle)	1,809	2,911	493.76	0.49	Calculated using figures provided by Ashwoods at 169.60 CO_2g per kilometre
Total	**10,582**	**17,030**	**3,388.10**	**3.39**	

2012/13

Vehicle	Total miles	Total KMs	CO_2 (kg)	CO_2 (tonnes)	Comments
Postal van (Ford Transit)	3,815	6,140	1,258.62	1.26	Calculated using figures provided by Ashwoods at 205 CO_2g per kilometre
Sports van (Ford TDci)	2,410	3,879	795.09	0.80	Calculated using figures provided by Ashwoods at 205 CO_2g per kilometre
Maintenance van (Ford Transit hybrid vehicle)	2,361	3,800	644.42	0.64	Calculated using figures provided by Ashwoods at 169.60 CO_2g per kilometre
Total	**8,586**	**6,140**	**2,698.14**	**2.70**	

Table 15: Transport (Scope 3) indirect emissions from business travel

2013/14

Travel type (Source)	Expenditure	Miles	Actual/ estimate	CO_2 (tonnes)	Comments
Air (Key Travel)	£464,086	2,907,432	Actual	539	All data supplied by Key Travel
Air (SAP)	£534,209	3,346,745	Est	620	Calculated using Key Travel methodology (estimated)
Rail (Key Travel)	£12,047	22,538	Actual	1	All data supplied by Key Travel
Rail & other public transport (SAP)	£201,946	631,082	Est	101	Calculated at 32p/mile and estimated emissions at 0.16kg/mile
Public transport, taxis (SAP)	£167,050	83,525	Est	37	Calculated at £2p/mile and estimated emissions at 0.44kg/mile
Total	**£1,379,338**	**6,991,324**		**1,298**	

2012/13

Travel type (Source)	Expenditure	Miles	Actual/ estimate	CO_2 (tonnes)	Comments
Air (Key Travel)	£233,275	2,995,224	Actual	572	All data supplied by Key Travel
Air (SAP)	£647,220	8,310,230	Est	1587	Calculated using Key Travel methodology (estimated)
Rail (Key Travel)	£11,538	27,992	Actual	2	All data supplied by Key Travel
Rail & other public transport (SAP)	£204,104	637,825	Est	102	Calculated at 32p/mile and estimated emissions at 0.16kg/mile
Public transport, taxis (SAP)	£185,099	92,550	Est	41	Calculated at £2p/mile and estimated emissions at 0.44kg/mile
Total	**£1,281,236**	**12,063,821**		**2,304**	

Notes

- The University receives Scope 3 reports from its primary travel agency, Key Travel, which includes CO_2 emissions calculations based on actual flights and rail journeys booked
- The Key Travel data is used to extrapolate CO_2 emissions data for travel that is not booked through Key Travel, but which is recorded as business travel spend on the University's financial system (SAP)
- 2012/13 figures have been corrected from those that appeared in last year's Sustainability Annual Report 2012/13. The Key Travel figures were mistakenly double-counted and were also included in the SAP estimated data. This has been corrected above.

Table 16: Modal shift targets

Staff modal shift targets

Travel mode	Existing modal split percentage	Short term target modal shift change	Medium term target modal shift change	Long term target modal shift change	Total target modal shift change
Single occupancy car	0.29%	+/-0%	+/-0%	+/-0%	**+/-0%**
Taxi	0.14%	+/-0%	+/-0%	+/-0%	**+/-0%**
Car share	0.14%	+/-0%	+/-0%	+/-0%	**+/-0%**
Bus	10.74%	-1%	-2%	-2%	**▼- 5%**
Underground	26.22%	- 5%	- 5%	- 5%	**▼-15%**
Train	43.98%	-5%	-5%	-10%	**▼-20%**
Public transport total	80.94%	-11%	-12%	-17%	**▼-40%**
Walk	8.45%	+5%	+5%	+10%	**▲ +20%**
Bicycle	9.31%	+5%	+5%	+10%	**▲ +20%**
Motorcycle	0.72%	+1%	+1%	+1%	**+/-0%**
Other	-	+/-0%	+/-0%	+/-0%	**+/-0%**

Student Modal Shift Targets

Travel mode	Existing modal split percentage	Short term target modal shift change	Medium term target modal shift change	Long term target modal shift change	Total target modal shift change
Single occupancy car	0.53%	+/-0%	+/-0%	+/-0%	**+/-0%**
Taxi	0.32%	+/-0%	+/-0%	+/-0%	**+/-0%**
Car share	0.10%	+/-0%	+/-0%	+/-0%	**+/-0%**
Bus	15.25%	-1%	-2%	-2%	**▼- 5%**
Underground	37.59%	- 5%	- 5%	- 5%	**▼-15%**
Train	21.87%	-5%	-5%	-10%	**▼-20%**
Public transport total	74.71%	-11%	-12%	-17%	**▼-40%**
Walk	18.5%	+5%	+5%	+10%	**▲ +20%**
Bicycle	5.52%	+5%	+5%	+10%	**▲ +20%**
Motorcycle	0.42%	+1%	+1%	+1%	**+/-0%**
Other	-	+/-0%	+/-0%	+/-0%	**+/-0%**

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