

City University remains committed to embedding sustainability across all of its activities as it develops its 10 year strategy to 2026. In recent years the University has focused on a wider range of aspects, most recently to include Education for Sustainable Development (ESD), a key driver for sustainability in the HE sector.

### Sustainability Vision Statement

*The University Strategy recognises that to achieve its Vision of Net Zero Carbon by 2040, 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*
- *Subliminal sustainability*

## Education for Sustainable Development (ESD) at City.



The University's Sustainability Vision Statement signals our intent to deliver an institutional approach to sustainability and underpins City's strong performance against its current Key Performance Indicator, the People and Planet University League, where we retained our First Class ranking, improving our overall score and are now ranked 5th in the UK, the highest ranked London University.

## Sustainability Strategy

The adoption of the People and Planet University League as a strategic objective within the University strategy to 2016, led to a step change in engagement with sustainability activities across the University. This highly visible commitment directly enabled the delivery of key infrastructure projects such as the installation of Combined Heat and Power and the introduction of robust sustainability measures within all development projects, whilst also leading to greater engagement with our students through schemes such as Green Dragons, the Sustainability Leaders Programme and the Sustainable City Challenge.

This Sustainability Strategy aims to build on this good work by identifying the current drivers within the sector, identifying key objectives, measurement metrics and developing a delivery plan in each area.

Outside of City, there has been an ongoing attempt to measure how Sustainability is embedded across entire institutions, rather than the activities of specific departments. This is reflected in the measurement methodologies which are now being applied to Universities. To ensure that City remains a sector leader, we now need to redefine our sustainability strategy to reflect these changes.

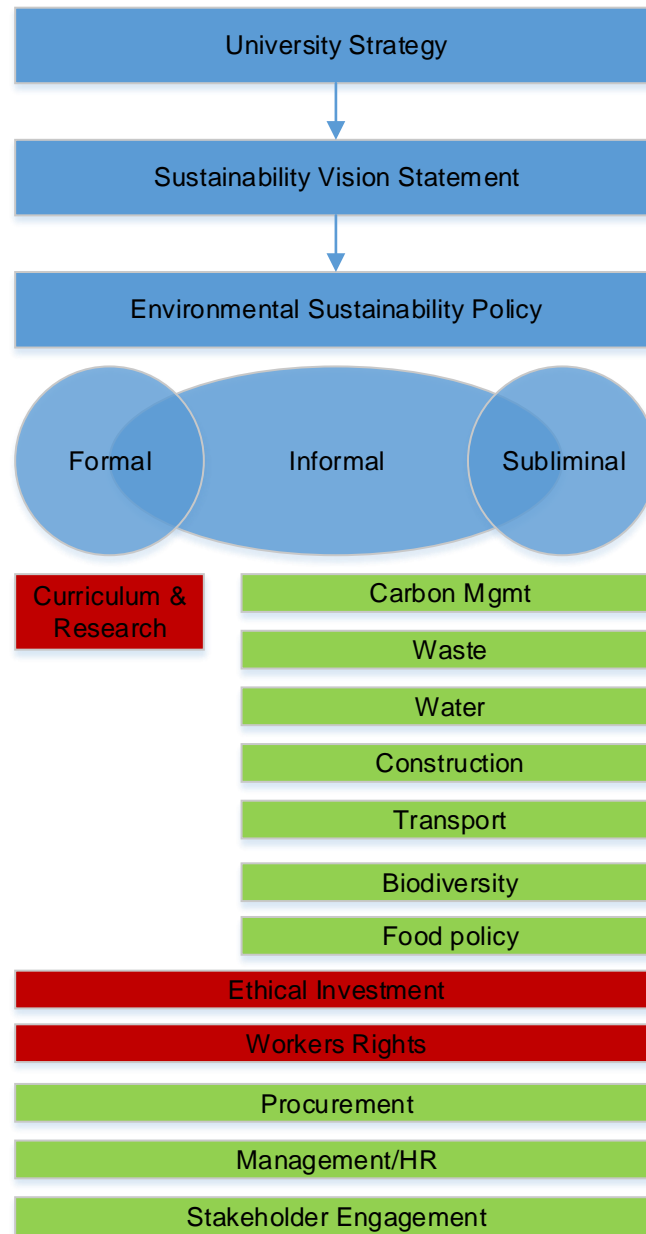
In order to meet our stated aim of delivering an education centred approach to sustainability across all of our activities, measurement methodologies which assess performance across the Formal, Informal and Subliminal Curricula are required. Whilst there are some commonalities across sector measurement methodologies, no one methodology has the breadth of criteria to measure performance easily across these three areas. To this end, this Sustainability Strategy proposes the adoption of the three measurement methodologies outlined below.

Measurement Methodology	Description	Success Measures	Review Period
ISO14001	ISO 14001 is an internationally recognised standard for the assessment of Environmental Management Systems. The retention of ISO 14001 accreditation will demonstrate the level to which the University has identified all of its environmental risks, their subsequent management through policies and procedure, legal compliance and following its revision in 2015, the extent to which environmental management is embedded across the institution.	Retention of ISO14001 accreditation	Annual surveillance report Three year re-accreditation cycle
People and Planet University League	City have participated in the People and Planet ranking system since its inception in 2009. In recent years some of the more subjective elements of the league have been criticised. In response to this the league has been revised in 2016 to strengthen its use of empirical data and its focus on wider sustainability aspects, such as Education, Food Policy, Procurement and Ethical Investment. A league table will continue to be published annually	Retention of 1 <sup>st</sup> Class certification	Annual
AUDE Green Scorecard	Developed by the Association of University Directors of estates (AUDE), in response to University League to more accurately reflect the impact of research and expansion on core environmental metrics, the Green Scorecard is based on annual information submitted as part of the Estate Management Record (EMR). The Scorecard, therefore concentrates on core environmental performance and allows benchmarking against other universities but does not directly rank institutions	Year 1 benchmark year across all criteria Year 2 onwards improvement in all normalised and absolute metrics	Annual EMR Update Three year review cycle

The adoption of these three methodologies generates thirteen measurement areas by which the Universities sustainability performance can be measured across the institution

The diagram below shows the 13 proposed measurement areas indicating the common areas, whilst illustrating the holistic measurement across offered by three methodology approach.

# Embedding Sustainability



Blue – Institutional Governance

Green – Common across all three methodologies

Red – Highlighted by People & Planet University League

The tables shown over the next few pages detail the management objectives identified in each of these thirteen areas along with activity plans to enable their delivery within a period of 1 to 5 years.



**Sustainability Objectives and Action Plans**

Carbon Management			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Carbon efficiency considered within decision making process (Projects/Procurement/Operations)</li> <li>43% reduction by 2020</li> <li>2% reduction year on year</li> <li>Maintenance of position post 2020</li> </ul>	<ul style="list-style-type: none"> <li>Develop building benchmarks and alerts through new Systemslink front end.</li> <li>Display carbon emissions centrally</li> <li>Carbon Management Integration of GPM within Standards</li> <li>Increase CHP operations</li> <li>Improved insulation at NSQ</li> <li>BMS review at Northampton Square</li> <li>Increase sub metering and control at Northampton Square.</li> <li>Complete switch to LED lighting at Northampton Square</li> <li>Connection to Islington District Energy network</li> <li>Cass Building Audit</li> <li>Cass connection to Citigen District Energy Network</li> </ul>	Year 1  Year 1 Year 2 Year 2 Year 2 Year 2  Year 2 Year 2 Year 3 Year 3 Year 3	People & Planet  Green Scorecard  ISO14001
Waste			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Reduce the amount of waste produced by City through active engagement with students, staff and suppliers.</li> <li>Increase percentage of waste which is recycled to 65% across the estate.</li> <li>Individual 50% recycling targets set at Cass and City Law School.</li> <li>Increase recycling rate at Cass and City Law School to 60 by 2018/19</li> </ul>	<ul style="list-style-type: none"> <li>Individual recycling targets set for key sites</li> <li>Incorporate recycling challenges in the annual Sustainable City Challenge for staff</li> <li>Standardise waste receptacles by building and signage across portfolio</li> <li>Work with procurement and facilities team to appoint new waste contractor, ensuring targets and metrics around waste hierarchy are included as a KPI</li> <li>Include clear guidance on recycling in new student communications</li> </ul>	Ongoing  Ongoing  Year 2  Year 1  Year 3	People & Planet  Green Scorecard  ISO14001
Water			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Reduce water consumption across all sites by 5%.</li> <li>Reduce consumption of bottled water.</li> <li>Promote use of tap water.</li> </ul>	<ul style="list-style-type: none"> <li>Installation of automatic water metering to all financial meters.</li> <li>Inclusion of all SKA water measures within projects.</li> <li>Explore potential within de-regulation of supply industry.</li> <li>Benchmark consumption on a building by building basis.</li> <li>Inclusion within Sustainable city challenge. How</li> </ul>	Year 1 Ongoing Year 2 Year 1 Ongoing	People & Planet  Green Scorecard  ISO14001

Construction & Maintenance			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>• Increase the use of sustainable materials in construction</li> <li>• Minimum requirement of SKA silver at Design and Handover.</li> <li>• Promote a lifecycle approach to all construction projects</li> <li>• Reduce carbon emissions during construction.</li> <li>• Reduce carbon emissions during occupation.</li> <li>• Reduce risk of environmental pollution during construction and maintenance.</li> <li>• Maintain minimum 80% recycling rate from all construction projects.</li> <li>• Legislative compliance on key maintenance issues</li> <li>• Engage building users in the reduction of carbon emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion of all relevant SKA good practice measures within standards</li> <li>• SKA assessment on all projects</li> <li>• Environmental audits of all projects.</li> <li>• Development of building sustainability information "Plaque" for all new projects.</li> <li>• Improved liaison, particularly with new framework contractors. ( Sustainability Induction)</li> <li>• ISO14001 Process audits of PAF and projects</li> <li>• Creation of PAF specific aspects and impacts register.</li> <li>• Complete SKA Occupancy assessments</li> <li>• Ensure all project managers have completed bespoke Environmental Awareness training</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 2</p> <p>Year 2</p> <p>Ongoing</p>	<p>People &amp; Planet</p> <p>Green Scorecard</p> <p>ISO14001</p>
Biodiversity			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>• Increase green space and biodiversity around campus.</li> <li>• Increase student &amp; staff engagement with campus and local biodiversity.</li> <li>• Develop a framework for inclusion of biodiversity as a core element in all projects, as relevant?.</li> <li>• Protection of habitats to support biodiversity.</li> <li>• Develop initiatives to enable staff and student Engagement with Biodiversity Projects on campus.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a biodiversity baseline which identifies the key area types and areas across the University estate.</li> <li>• Develop a City specific 'Good Practice Measure' for biodiversity (including planting) to be included in all relevant SKA rated projects.</li> <li>• Develop a City specific 'Good Practice Measure' for the installation of bird and bat boxes to be included in all relevant SKA rated projects.</li> <li>• Provide opportunities for staff and student education and engagement in bee keeping activities at the University.</li> <li>• Provide opportunities for staff and student education and engagement in gardening activities at the University.</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Green Scorecard</p> <p>ISO14001</p>

## Sustainability Strategy

Travel & Transport			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Support cycling at the university</li> <li>Reduce emissions from business travel</li> <li>Reduce emission from deliveries?</li> <li>Promote less carbon intensive forms of travel.</li> <li>Conduct travel survey on a bi-annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Promote less carbon intensive forms of travel through University wide campaigns, such as the National Cycle Challenge.</li> <li>Maintain and improve cycling facilities (e.g. parking, lockers, showers, bike maintenance) at all University sites.</li> <li>Investigate the potential for City to participate in local Freight consolidation scheme</li> <li>Complete a travel survey to identify percentage modal splits of staff and student travel.</li> </ul>	Ongoing  Ongoing  Year 1  Year 2	People & Planet  Green Scorecard  ISO14001
Procurement			
Objectives	Activities	Time Scale	
<ul style="list-style-type: none"> <li>Achieve Level 4 of flexible framework</li> <li>Communicate relevant environmental responsibilities to contractors.</li> <li>Consistent with lifecycle perspective, determine environmental requirements for procurement of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Active engagement with tender process</li> <li>Development of standard sustainability questions to be included in all ITT.</li> <li>Ensure roll out of sustainability questions within supplier evaluations.</li> <li>Assessment of Green scorecard elements included within catering committee agenda.</li> </ul>	Year 1  Year 1  Year 1  Year 1	People & Planet  Green Scorecard  ISO14001
Ethical Investment			
Objectives	Activities	Time Scale	
<ul style="list-style-type: none"> <li>Establish university position in regard to Ethical Investment. To include divestment position</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Dept to undertake audit and produce position statement.</li> <li>Engage more actively with Student Union and NUS campaigns around divestment.</li> <li>Ensure roll out of sustainability questions within supplier evaluations.</li> <li>Identify and promote opportunities for student engagement with Ethical Investment decisions</li> </ul>	Year 1  Ongoing  Year 1  Year 2	People & Planet

## Sustainability Strategy

Food & Fairtrade			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Reduce negative environmental and social impacts of food procurement (products and services)</li> <li>Educate students re: global citizenship and responsible food</li> <li>Minimisation of food waste</li> <li>Catering contractors to retain Marine Stewardship Council Chain of custody certification.</li> <li>Complete bi-annual food waste audits of catering outlets and kitchens. Catering contractors to undertake Sustainable Restaurant Association audits and complete action plan to achieve a minimum one star rating.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver a programme of events to promote Fairtrade to staff and students during Fairtrade Fortnight.</li> </ul>	Ongoing	People & Planet
	<ul style="list-style-type: none"> <li>Incorporate Fairtrade related challenges in the annual Sustainable City Challenge</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Update and implement Fairtrade action plan annually</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Support regular Fairtrade Steering group meetings attended by staff and student representatives</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Achieve Sustainable Restaurant Association certification for both Sodexo and Lexington at City</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Improve Sustainable Restaurant Association rating for both Sodexo and Lexington at City</li> </ul>	Year 3	
	<ul style="list-style-type: none"> <li>Identify how food waste is managed by catering contractors</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Review how compliance with animal welfare requirements is managed by catering contractors</li> </ul>	Year 2	
Environmental Policy			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Review Environmental Sustainability Policy with senior Management to ensure all current and future risks are identified</li> <li>Review environmental policy within a lifecycle perspective, taking into account key stakeholder requirements</li> <li>Communicate Environmental Policy to all staff and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Review all policy documents annually</li> </ul>	Year 1	People & Planet  ISO14001
	<ul style="list-style-type: none"> <li>Carry out evaluation of compliance annually</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Ongoing Sustainability training made available to all staff.</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Develop aspect registers for key areas (PAF, SMCSE, SHS, Procurement, IS)</li> </ul>	Year 2	



Stakeholder Engagement			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Develop a sustainability strategy which supports the sustainability vision approved by the University.</li> <li>Increase points in the staff and student section of People and planet University League.</li> <li>Increase Points in the Education and learning section of People and Planet University League.</li> <li>Establish a baseline of staff engagement with the Sustainable City Challenge</li> <li>Establish a baseline of student Engagement with the Sustainability Leaders Programme</li> </ul>	<ul style="list-style-type: none"> <li>Provide a City sustainability induction opportunity for new staff on a quarterly basis, in line with corporate inductions.</li> </ul>	Ongoing	People & Planet  ISO14001
	<ul style="list-style-type: none"> <li>Review, improve and deliver the annual Sustainable City Challenge for staff, including challenges focussing on a variety of sustainability issues at City.</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Develop and deliver a regular Sustainability newsletter for interested staff.</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Identify the departments where there are no existing staff Sustainability Leaders.</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Monitor Sustainability Leader levels and recruit staff Sustainability Leaders in areas with no existing leader.</li> </ul>	Year 2	
	<ul style="list-style-type: none"> <li>Develop and deliver a programme of events to promote sustainable lifestyles to staff and students during Sustainable City Week.</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Develop and deliver a programme of events to promote Fairtrade to staff and students during Fairtrade Fortnight.</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Review staff and student oversight and involvement opportunities in the sustainable policies review process.</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Develop a plan to establish the Sustainability Leaders Programme as a key volunteering opportunity for students.</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Work with the Student Experience team to deliver the Sustainability Leaders Programme as a key volunteering opportunity for students.</li> </ul>	Year 2	
	<ul style="list-style-type: none"> <li>Identify opportunities for sustainability to be included in student inductions.</li> </ul>	Year 1	
	<ul style="list-style-type: none"> <li>Work with Enterprise Office to incorporate sustainability in to the CitySpark programme and promote participation.</li> </ul>	Year 1	

## Sustainability Strategy

Worker's Right			
Objectives	Activities	Time Scale	Measurement
	<ul style="list-style-type: none"> <li>Establish the current status of University in regard to accreditation with the Living Wage Foundation</li> </ul>	Year 1	People & Planet
Education			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Map ESD activities across teaching Curriculum.</li> <li>Map ESD activity across research using REF submission.</li> <li>Develop key extracurricular ESD activities in association with student union</li> <li>Develop key extracurricular ESD activities in association with Enterprise Team</li> <li>Develop key extracurricular ESD activities in association with volunteering team</li> </ul>	<ul style="list-style-type: none"> <li>Enable City research case studies relating to sustainability to be searchable on the University website.</li> <li>Support? Introduction of new Environmental Studies courses at undergraduate / Post graduate level</li> <li>Create opportunities for education and participation around ESD at City and in the HE sector.</li> <li>Review how the curriculum relevant to ESD is mapped and updated.</li> <li>Map ESD impact and activity areas across teaching and learning operations.</li> <li>Review of REF 2020 to monitor progress in sustainability related research from REF 2014 baseline.</li> </ul>	Year 1  Support  Ongoing  Year 2  Year 3  Year 5	People & Planet
Management HR			
Objectives	Activities	Time Scale	Measurement
<ul style="list-style-type: none"> <li>Work with senior management to review and set sustainability objectives and ensure they align with the wider organisational goal.</li> <li>Monitor and regularly report to senior management progress of embedding sustainability across all university activities</li> <li>Maintain adequate resources to deliver sustainability strategy.</li> <li>Work across all departments to communicate sustainability goals as part of the university strategy</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver an internal ISO 14001 Audit Programme focusing on key areas (e.g. PAF, SMCSE, SHS, IS, Procurement)</li> <li>Identify a senior level sustainability advocate from ExCo and/or Council to promote sustainability issues and represent leadership during ISO 14001 external audits.</li> <li>Ensure Sustainability is a recurring agenda item at ExCo and UET meetings, supported by the senior level sustainability advocate.</li> <li>Recruit Head of Department and/or COO level members to the Sustainability Committee.</li> <li>Review options for development of a standardised electronic induction package for all staff.</li> <li>Develop and deliver bespoke environmental training for staff working in areas of environmental risk.</li> </ul>	Ongoing  Year 1  Year 2  Year 1  Year 2  Year 2	People & Planet  Green Scorecard  ISO14001

# Appendix

## Sustainability Strategy

The following pages detail the specific measurement criteria for each of the thirteen aspects as identified within the guidance for each measurement methodology.

Green Scorecard Metrics	This column shows the headline metric used in the AUDE green scorecard. As this is the first year of operation 2014/15 will act as a baseline year. On final publication of the EMR elements an appraisal of current performance will be made with improvement targets being set against each metric from 2015/16 onwards.
People & Planet University League Criteria	<p>This column shows the measurement criteria of the 2016 people &amp; Planet University League Methodology. Detailed clarifications as to exactly what evidence will be acceptable to People and planet are available at <a href="http://peopleandplanet.org/university-league/methodology-2016">http://peopleandplanet.org/university-league/methodology-2016</a>.</p> <p>Rather than in previous years where a submission was made under an FOI request, an assessment of the Universities compliance with each criteria will be made from information made publicly available on the University's websites. The resulting table will again be published in the national press.</p>
Relevant ISO14001 : 2015 Clause	This column shows the key ISO14001 clauses which will be assessed at audit, annually and on recertification. Whilst these are the main areas for assessment of compliance, the nature of ISO standards is such that supplementary clauses may also be assessed.

	Green Scorecard Metrics	People and Planet University League Criteria	Relevant ISO14001 Clause
<b>Carbon Management</b>	<p><b>E1 Change in building energy consumption - absolute</b> Improvement in total building energy consumption.</p> <p><b>E2 Change in building energy consumption - normalised by floor area</b> Improvement in building energy efficiency defined by energy consumption divided by net floor area.</p> <p><b>E3 Renewables generated</b> Improvement in total energy generated on-site or off-site by renewables.</p> <p><b>E4 Renewables purchased with green tariffs.</b> Percentage of renewable energy purchased through green tariffs</p> <p><b>E5 Change in total scope 1&amp;2 emissions</b> Improvement in total carbon emissions (scope 1&amp;2).</p> <p><b>E6 Reduction from 2005 baseline</b> Percentage change in emissions from 2005 baseline.</p> <p><b>E7 Carbon reduction targets</b> Appraisal of likelihood of meeting scope 1&amp;2 carbon reduction targets</p> <p><b>E9 Energy Awareness</b> Appraisal of degree of energy awareness amongst staff and students</p>	<p>1. Does the University have a publicly available carbon management plan which meets the Carbon Trust and most current Capital Investment Framework requirements?</p> <p>2. Are scope 3 emissions included within the university carbon emissions baseline and carbon reduction target?</p> <p>2b. Are Scope 3 emissions are reported to HESA through the EMR 5% (Evidence from EMR)</p> <p>3. Does the carbon management plan include a baseline and reduction targets for scope 3 emissions calculated in the following</p>	<p>6.1.2 Environmental Aspects 6.1.3 Compliance obligations 6.2 Environmental Objectives 7.3 Awareness 7.5 Documented Information 9.1 monitoring, Measurement &amp; Analysis</p>

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
<b>Waste</b>	<p><b>WS1 Total waste generate</b> Improvement in amount of waste generated including construction projects</p> <p><b>WS2 Operational waste</b> Improvement in operational waste from buildings.</p> <p><b>WS3 Proportion of buildings waste diverted from landfill - improvement</b> Improvement in proportion of operational waste diverted from landfill</p> <p><b>WS4 Proportion of buildings waste diverted from landfill - absolute</b> Proportion of operational waste diverted from landfill</p> <p><b>WS5 Proportion of buildings waste recycled</b> Improvement in proportion of operational waste recycled</p> <p><b>WS6 Proportion of buildings waste composted</b> Improvement in proportion of operational waste composted</p> <p><b>WS7 Minimisation of construction waste</b> Incorporation of waste minimisation techniques into construction projects</p> <p><b>WS8 Segregation of food waste</b> An appraisal of how well the issue of segregating food waste is incorporated into university policies and practices.</p>	Input taken directly from EMR	<p>6.1.2 Environmental Aspects</p> <p>6.1.3 Compliance obligations</p> <p>6.2 Environmental Objectives</p> <p>7.3 Awareness</p> <p>7.5 Documented Information</p> <p>8.2 Emergency Preparedness and response</p> <p>9.1 monitoring, Measurement &amp; Analysis</p>

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
<b>Water</b>	<p><b>WT1 Water reduction targets</b> Appraisal of likelihood of meeting water reduction targets</p> <p><b>WT2 Water consumption - improvement</b> Improvement in total water consumption</p> <p><b>WT3 Water consumption - absolute</b> Total absolute water consumption normalised by floor area</p> <p><b>WT4 Proportion supplied by rain water and grey water</b> Improvement in proportion of water supplied by rain water and greywater compared to the total water consumption</p> <p><b>WT5 Carbon emissions from wastewater treatment</b> Improvement in total scope 3 carbon emissions from wastewater treatment.</p>	1. Does the university provide free drinking water provisions for all staff, students and visitors to the university?	6.1.2 Environmental Aspects 6.1.3 Compliance obligations 6.2 Environmental Objectives 7.3 Awareness 7.5 Documented Information 9.1 monitoring, Measurement & Analysis

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
Construction & Maintenance	<p><b>A1 Climate change risk assessment</b> An appraisal of the use and maturity of a climate change risk assessment for a university's buildings and operations. This should be used to inform policy.</p> <p><b>A2 Flood risk - existing campus</b> An appraisal of the degree of understanding of flood risk issues within existing buildings on campus</p> <p><b>A3 Flood risk - new projects</b> An appraisal of the degree to which new building projects are informed by potential future flooding issues</p> <p><b>A4 Overheating - existing campus</b> An appraisal of the degree of understanding of overheating issues within existing buildings on campus</p> <p><b>A5 Overheating - new projects</b> An appraisal of the degree to which new building projects are informed by potential overheating issues</p> <p><b>A6 Adaptation Policy</b> Does the institution have a clear policy relating to the incorporation of climate change adaptation issues into its future development including soft and hard landscaping and operational issues? This should be based on an assessment of the risks</p> <p><b>M1 BREEAM</b> Use of BREEAM as a mechanism for increasing the sustainability of new construction and major refurbishment projects. Given BREEAM is not considered by some to be the best way to drive sustainability into buildings, an alternative way of ensuring sustainable building design are permitted.</p> <p><b>M2 Alternative sustainability rating schemes</b> Use of alternative sustainability rating schemes in construction projects such as Living</p>	Input taken Directly from EMR	<p>4.1 Understanding the organisation &amp; it's context.</p> <p>4.2 Understanding the needs and expectations of interested parties.</p> <p>4.3 Determining the scope of the environmental Management System</p> <p>6.1.2 Environmental Aspects</p> <p>6.1.3 Compliance obligations</p> <p>6.2 Environmental Objectives</p> <p>7.3 Awareness</p> <p>7.4 Communication</p> <p>7.5 Documented information</p> <p>8.2 Emergency Preparedness and response</p> <p>9.1 monitoring, Measurement &amp; Analysis</p>



	<p>Building Challenge, WELL Building Standards, LEED, PassivHaus, RICS SKA, EnerPHit (although residential)</p> <p><b>M3 Management of sustainability on construction projects.</b> Degree to which the management of sustainability issues are prioritised within construction projects.</p>		
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	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
Biodiversity	<p><b>B1 Sustainable Drainage Techniques</b> Degree to which sustainable drainage (such as SuDS) is implemented into existing campus and considered within works that affect hard and soft landscaping</p> <p><b>B2 Greening buildings</b> Use of green and brown roofs and green facades or other design features. These are primarily aimed at biodiversity improvements but can also be included to take advantage of one of the other benefits of such design features such as rainfall attenuation, reduced heat gain or the wellbeing aspects related to building-integrated biophilia.</p> <p><b>B3 Species richness</b> Degree to which opportunities to increase the variety of native plant species are embraced, either in the existing campus, on construction projects or within landscape development.</p> <p><b>B4 Protection of ecological features and habitats</b> Degree to which existing ecological features and habitats are protected within any campus development works</p> <p><b>B5 Biodiversity Action Plan</b> Existence of landscape management and development plan which specifically focusses on maximising the opportunities for biodiversity enhancement or the adoption of a formal Biodiversity Action Plan. Plans should not focus solely on buildings projects but should consider the wider campus as a whole.</p> <p><b>B6 Bats, birds and pollinators</b> Degree to which habitats for bats, birds and pollinators are specifically protected, enhanced or created.</p>	N/A	<p>6.1.2 Environmental Aspects</p> <p>6.1.3 Compliance obligations</p> <p>6.2 Environmental Objectives</p> <p>7.3 Awareness</p>

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
Travel & Transport	<p><b>T1 Emissions from fuel used in HEI owned vehicles</b> Reduction in fuel emissions from HEI own vehicles</p> <p><b>T2 Proportion of fleet that are electric vehicles</b> What proportion of university owned fleet controlled by the Estates Function are electric vehicles? If there is a large variation in the distances covered by vehicle of different types, this should be considered within the subjective response.</p> <p><b>T3 Percentage modal split of zero carbon travel by staff</b> Improvement in percentage of zero carbon travel for staff</p> <p><b>T4 Percentage modal split of low carbon travel by staff - improvement</b> Improvement in percentage of low carbon travel for staff</p> <p><b>T5 Percentage modal split of low carbon travel by staff - absolute</b> Absolute level of low carbon travel for staff</p> <p><b>T6 Percentage modal split of zero carbon travel by students</b> Improvement in percentage of zero carbon travel for students</p> <p><b>T7 Percentage modal split of low carbon travel by students</b> Improvement in percentage of low carbon travel for students</p>	N/A	<p>6.1.2 Environmental Aspects</p> <p>6.1.3 Compliance obligations</p> <p>6.2 Environmental Objectives</p> <p>7.3 Awareness</p> <p>9.1 monitoring, Measurement &amp; Analysis</p>

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
Procurement	<p><b>P1 Sustainable food - animal welfare</b> Appraisal of the degree to which animal welfare schemes in food procurement are used and supported in relation to food directly procured by the Estates Function.</p> <p><b>P2 Sustainable food - human rights issues</b> Appraisal of the degree to which human rights issues in food procurement are used and supported in relation to food directly procured by the Estates Function (for example with the use of Fairtrade products).</p> <p><b>P3 Sustainable construction - local procurement</b> Appraisal of the degree to which the University uses its construction programme to benefit the local community with:</p> <ul style="list-style-type: none"> <li>• High proportion of contractor spend with SMEs</li> <li>• High proportion of contractor spend locally</li> <li>• High proportion of employees from local area</li> <li>• Swift payment terms to sub-contractors</li> </ul> <p><b>P4 Sustainable construction - education and environment</b> Appraisal of the degree to which the University uses its construction programme to benefit the local community with:</p> <ul style="list-style-type: none"> <li>• Reporting on environmental indicators</li> <li>• Training and apprenticeship schemes</li> <li>• Engagement with local schools</li> </ul> <p><b>P5 Use of Flexible Framework</b> Measurement against the Sustainable Procurement Flexible Framework produced by DEFRA</p>	N/A covered within Ethical investment	<p>4.1 Understanding the organisation &amp; it's context.</p> <p>4.2 Understanding the needs and expectations of interested parties.</p> <p>4.3 Determining the Scope of the Environmental Management System.</p> <p>6.1.2 Environmental Aspects</p> <p>6.1.3 Compliance obligations</p> <p>6.2 Environmental Objectives</p> <p>7.5 Documented Information</p>

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
Ethical investment	N/A	<p>1a. Does the institution have a robust and publicly available ethical investment policy reported on at senior level?</p> <p>1b. Specifics within the policy:</p> <p>The university commits to including student representation on its investment committee(s)</p> <p>The university outlines a clear process by which stakeholders can make representations about sectors/companies that breach ethical policy and a process for divestment decisions. AND a commitment to publicly list all investments annually (at minimum, what percentage invested in different sectors), evidence required: financial report and/or third party annual report for most recent financial year.</p> <p>Commitment to screen out specific sectors:</p> <p>Fossil fuel companies: partial commitment (i.e. coal and tar-sands) or Fossil fuel companies: full commitment to all fossil fuel companies</p> <p>Arms companies</p> <p>Corporations complicit in the violation of international law</p> <p>Commitment to use ethical fund manager (eg. % of investments placed in “socially and environmental funds”) or to increasing its proportion of positive investments - this would be contained within the policy</p> <p>2. Has the institution evaluated implementation and progress towards its ethical investment policy objectives in the last financial year?</p> <p>3. Are there ongoing opportunities for staff, students and other stakeholders to engage with the ethical investment policy?</p> <p>4. The university has made a public announcement that it won't invest in fossil fuels and/or arms.</p>	<p>5.2 Environmental Policy</p> <p>6.1.2 Environmental Aspects</p> <p>6.1.3 Compliance obligations</p> <p>6.2 Environmental Objectives</p>

	Green Scorecard Objectives	People and Planet University League Objectives	Relevant ISO14001 Clause
Food & Fairtrade	<p><b>P1 Sustainable food - animal welfare</b></p> <p>Appraisal of the degree to which animal welfare schemes in food procurement are used and supported in relation to food directly procured by the Estates Function.</p> <p><b>P2 Sustainable food - human rights issues</b></p> <p>Appraisal of the degree to which human rights issues in food procurement are used and supported in relation to food directly procured by the Estates Function (for example with the use of Fairtrade products).</p>	<p>1. Does the university have a publicly-available sustainable food policy (or a Sustainable Procurement Policy which integrates sustainability criteria for food) that is reported on annually at a senior level of the university?</p> <p>2. Has the university implemented a comprehensive framework for continual improvement in sustainable food and catering that is regularly audited and verified by an external organisation credible to the sustainable food standards movement and stakeholder bodies?</p> <p>3. Do tender specification documents for university food suppliers or catering contractors include the requirement for service and supply standards to be met and delivered, as outlined within the university sustainable food policy and against targets outlined within the framework?</p> <p>3b. Are all university catering outlets certified to Marine Stewardship Council standards?</p> <p>3c. Does the university use local food on university menus and / or campus to kitchen food projects?</p> <p>3d. Does the university provide free drinking water provisions for all staff, students and visitors to the university?</p> <p>4. Does the university provide space and / or other support for student / staff-led sustainable food projects</p>	<p>5.2 Environmental Policy</p> <p>6.2.1 Environmental Objectives</p>

	Green Scorecard Metrics	People and Planet University League Objectives	Relevant ISO14001 Clause
Stakeholder Engagement	N/A	<p>1. Is the university committed to student and staff engagement for sustainability through the development of a strategy that includes the measurement and review of targets to allow for continual improvement in this area?</p> <p>1a. Oversight and involvement opportunities of students and staff in the development and ongoing monitoring of Carbon Management Plan</p> <p>1b. Oversight and involvement opportunities of students and staff in the development and ongoing monitoring of the university environmental sustainability policy and strategy.</p> <p>1c. The university sustainability policy/plan, sustainability issues and student engagement opportunities for sustainability are a component of student induction processes.</p> <p>1d. University actively supports an annual Go Green Week or Environment Week.</p> <p>1e. The university runs environmental and ethical/sustainability campaigns that reach all students and staff</p> <p>1f. Availability of university funds for student or staff-led practical sustainability projects (eg. campus allotments, recycling schemes etc)</p> <p>2. All staff inductions cover university sustainability policy, issues and areas for staff engagement.</p> <p>3. Invitations extended to recognised trade union environment reps (eg. GreenReps) or engagement with trade unions on sustainability issues</p> <p>4. Student representation on all university committees concerned with estates, planning, finance and resource allocation.</p> <p>5a. Is the Students' Union or Students' Association working toward continual improvement for environmental sustainability by mapping, auditing and tracking annual progress of its impact areas?</p>	7.4 communications

	Green Scorecard Objectives	People and Planet University League Objectives	Relevant ISO14001 Clause
Management / HR	<p><b>M3 Management of sustainability on construction projects.</b> Degree to which the management of sustainability issues are prioritised within construction projects.</p> <p><b>M4 Environmental Management Systems</b> Use of formal EMS systems to ensure consistent, thorough approach to operational environmental issues</p>	<p><b>Accreditation to an external environmental Management System</b> Does the university have an externally verified environmental management system (EMS), does it cover the whole university estate and what level of accreditation has been achieved.</p> <p><b>Governance</b> Sustainability is included within the portfolio of responsibilities of a member of the university senior management team</p> <p><b>Environmental sustainability staff</b> Staff working in dedicated sustainability roles are listed on the university website</p> <p>Staff are supported with a budget for sustainability</p> <p><b>All Staff</b> The university support a staff engagement scheme to involve staff in improving the environmental performance of the university eg. departmental eco-champions.</p>	<p>4.1 Understanding the Organisation &amp; it's context</p> <p>4.2 Understanding the needs and expectations of interested parties.</p> <p>4.3 Determining the Scope of the Environmental Management System.</p> <p>4.4 Environmental Management System</p> <p>5.1 Leadership &amp; Commitment</p> <p>5.2 Environmental Policy</p> <p>5.3 Organizational Roles, Responsibilities &amp; Authorities</p> <p>7.1 Resources</p> <p>7.2 Competence</p> <p>7.3 Awareness</p> <p>7.4 Communications</p> <p>9.2 Internal Audit</p> <p>9.3 Management Review</p> <p>10 improvement</p>



	Green Scorecard Objectives	People and Planet University League Objectives	Relevant ISO14001 Clause
Workers Rights	N/A	<p><b>A Living Wage University</b> Is the University accredited by the Living Wage Foundation as a Living Wage employer?</p> <p><b>A Fairtrade University</b> Is the institution a Fairtrade University, accredited by the Fairtrade Foundation?</p> <p>Are the university IT supply chains covered by Electronics Watch?</p> <p>Is the university reforming it's supply chain in another product category as identified by the university.</p>	N/A

	Green Scorecard Objectives	People and Planet University League Objectives	Relevant ISO14001 Clause
Education	N/A	<p>2a. The university has developed or uses a framework or strategy for ESD which includes the following:</p> <ul style="list-style-type: none"> <li>• The university has mapped ESD impact and activity areas across teaching and learning operations.</li> <li>• The university has identified a mechanism for measuring and reporting on ESD which includes 'input' and 'output' indicators;</li> <li>• The university is networking and sharing best practice in a self-defined community</li> <li>• The university has developed an ESD strategy/road-map and uses a framework to track progress and performance against an aspirational mission or vision</li> <li>• The university supports student and staff engagement in ESD development.</li> </ul> <p>3. The university makes available support AND training to help all academic staff integrate Education for Sustainable Development into the curriculum by</p> <p>a. Creating spaces for dialogue, collaboration and participation around ESD.</p> <p>b. Provision of training in ESD.</p> <p>c. Inviting trade union representatives to participate in the development of ESD.</p> <p>d. Monitoring the uptake of staff training and development for ESD with resources for continual improvement.</p> <p>e. Allocating a number of Continuing Professional Development hours in ESD for academic staff.</p> <p>f. Supporting the development of resources for ESD.</p> <p>4a. Coursework linked to sustainability projects within the university/estates department</p> <p>4b. The university supports and highlights School, Faculty or Research team projects for Education for Sustainable Development</p>	N/A

