

Environmental Sustainability Strategy 2017 - 2020

Author: Rachel Ward
Version: FINAL
Date: 2nd August 2017
+44 (0)20 7133 3305
r.ward@londonmet.ac.uk

1. Introduction

London Metropolitan University has made great strides in improving its environmental performance, which has been recognised by the University winning 12 awards for sustainability over the past two years. The University has an excellent opportunity to continue to reduce its environmental impact through the One Campus, One Community programme that will see the University relocate from three campuses to one with extensive refurbishment being undertaken at Holloway campus. This Environmental Strategy document sets out a number of challenging targets in key areas to ensure London Metropolitan University becomes a much more environmentally sustainable organisation.

The aim of this document is to bring together a number of sustainability targets that the University has been working towards to formally record progress. The targets have been set through discussions with the appropriate people from across the University and used the existing data and methodology available from the Association of University Directors of Estates and the People and Planet Green League.

The initiatives outlined in the document will be delivered within the University's financial constraints. All targets with cost implications will require a justification to be made.

This strategy applies to all of the University's operations.

2. Proposed Strategic Aims for Environmental Sustainability Strategy

Reducing the environmental impact of London Metropolitan University's operations requires a broad approach that will create positive change in a number of different areas, particularly during the changes that will be implemented as part of the One Campus, One Community programme. The aims set out in the Environmental Sustainability Strategy will support the Environmental Sustainability Policy, which was approved in September 2015. The aims will also assist in meeting the requirements of the People and Planet Green League and the AUDE Green Scorecard.

The key environmental challenges identified are:

- **Carbon management** – ensure we manage, monitor, reduce and meet both our own and sector wide carbon reduction targets
- **Water** – develop opportunities to reduce our water use
- **Waste** – implement the waste hierarchy to ensure the amount of waste we produce is reduced and recycling rates are increased
- **Construction and refurbishment** – ensure that all work undertaken minimises the future environmental impact of our buildings
- **Travel and transport** – encourage sustainable methods of transport
- **Biodiversity** – ensure we identify, maintain and enhance biodiversity across our campuses
- **Sustainable food** - address the sustainability and carbon intensity of our food supply chains
- **Staff and student engagement** – increase the awareness of staff and students surrounding sustainability issues
- **Sustainable procurement** – ensure that appropriate sustainability issues are included in purchasing decisions
- **Community Involvement** - provide all students and staff with the opportunity to participate in sustainability related extra-curricular and community engagement activities
- **Emissions and Discharges** – monitor, manage and reduce emissions and discharges.

Each area will have an overall aim, targets, actions to be completed to achieve aim, how improvements will be measured and related policies.

3. Carbon Management

3.1. Aim

To reduce our scope 1, 2 and 3 carbon emissions.

3.2. Targets

Reduce carbon emissions by 50% by 2020. This target will be revised at the end of 2017 when a new carbon management plan is implemented.

3.3. Actions

Action	Timescale
Revise 2020 carbon reduction target to reflect proposed changes to be made through One Campus, One Community	2017
Identify further energy reduction projects to meet new 2020 target	2017
Measure the University's scope 3 carbon footprint and develop appropriate metrics to monitor these emissions	2018
Monitor and analyse energy and carbon data and report on these	Annually
Undertake review of Combined Heat and Power (CHP) for Tower Building	2017
Implement Carbon Management Plan identified projects according to timescale set out in the plan	2020
Investigate opportunities for on-site renewable energy generation during One Campus, One Community programme	Ongoing
Implement new monitoring and targeting software	2018

3.4. Key Performance Indicators

- Carbon emissions from energy use (tonnes)
- Carbon emissions from water use (tonnes)
- Carbon emissions from energy use per staff and student (tonnes/FTE)
- Carbon emissions from water use per staff and student (tonnes/FTE)
- Percentage of energy generated from onsite renewable or low carbon sources (%)

3.5. Related Policies and Documents

Carbon Management Plan.

4. Water Management

4.1. Aim

To reduce water use through efficient use.

4.2. Targets

Meet national aims of a 20% reduction by 2030 from a 2008 baseline.

4.3. Actions

Action	Timescale
Update Standard Specification for refurbishments to ensure water use is reduced through all toilet refurbishments	2018
Reduce water consumption by 5% compared to 2015/16 levels	2020
Implement new monitoring and targeting software	2018
Promote drinking water facilities to reduce amount of bottled water consumed	Annually
Investigate opportunities for water recovery facilities during refurbishment	Ongoing
Update maps showing drinking water facilities	2018

4.4. Key Performance Indicators

- Total water consumption (m³)
- Total water consumption per staff and student (m³/FTE)

4.5. Related Policies and Documents

Standard Specification
Drinking Water Policy.

5. Waste Management

5.1. Aim

To minimise and actively manage waste through elimination, reduction, reuse and recycling.

5.2. Targets

To ensure that 100% of waste is diverted from landfill and increase recycling rates to 80% by 2020.

5.3. Actions

Action	Timescale
Develop a Waste Strategy that highlights the need to reduce waste production where possible and increase recycling across all materials.	2018
Roll out food waste recycling across campus	2017
Increase use of Warp-it	Ongoing
Report on waste figures and improvements to recycling facilities	Annually
Collect unwanted stationary from office moves and give to libraries for students to take	Ongoing
Ensure contractors provide Site Waste Management Plans and achieve recycling rate in excess of 92%	Ongoing
Undertake pre-refurbishment audit to identify if any items can be re-used before any project	Ongoing

5.4. Key Performance Indicators

- Waste sent to landfill (tonnes)
- Waste mass generated per FTE staff and students (tonnes/FTE)
- Percentage of waste generated that is recycled or composted (construction and non-construction waste) (%).

5.5. Related Policies and Documents

None.

6. Construction and Refurbishment

6.1. Aim

To reduce the environmental sustainability impacts of our construction and refurbishment projects.

6.2. Targets

To ensure that all new build projects achieve BREEAM 'Excellent' standard and all refurbishment projects achieve SKA rating 'Silver' where applicable.

6.3. Actions

Action	Timescale
Develop a "mini SKA" assessment tool for smaller refurbishment projects	2018
Set criteria which determine whether SKA, mini SKA or Standard Specification are used	2017
Review Standard Specification to ensure up to date	Annually
Develop Construction and Refurbishment Policy	2017

6.4. Key Performance Indicators

- The percentage of new buildings that are certified to at least BREEAM Excellent or equivalent
- The percentage of refurbishments achieving SKA silver criteria
- The percentage of buildings that have a minimum Display Energy Certificate rating of 'C' and above.

6.5. Related Policies and Documents

Standard Specification
Space Temperature Policy.

7. Travel and Transport

7.1. Aim

To promote sustainable travel options for staff and students and provide facilities to improve uptake.

7.2. Targets

Increase number of staff and students commuting by bike and increase number of cycle parking facilities. Increase number of staff and students walking to work.

7.3. Actions

Action	Timescale
Undertake a travel survey of staff and students	2018
Repeat travel survey every two years	2020
Publish University wide Travel Plan	2017
Develop an annual programme of cycling activities to encourage uptake of cycling	Annually
Report annually on carbon emissions relating to University commuting and travel	Annually
Increase cycle parking facilities	2019
Develop programme to increase uptake of walking	2018
Work with our suppliers to reduce carbon emissions from deliveries	Ongoing

7.4. Key Performance Indicators

- Percentage of staff and students cycling or walking to University
- Carbon emissions from flights
- Carbon emissions from staff and students commuting.

7.5. Related Policies and Documents

Travel and Expenses Policy.

8. Biodiversity

8.1. Aim

Ensure that construction, refurbishment or maintenance of the estate improves biodiversity and does not have a negative impact on existing habitats.

8.2. Targets

Increase Biodiversity Index Score.

8.3. Actions

Action	Timescale
Develop Biodiversity Action Plan	2018
Ensure habitats for bats, birds and pollinators are specifically protected, enhanced or created during project work	2020
Implement sustainable drainage where appropriate into existing campus and considered within works that affect hard and soft landscaping	2020
Develop initiatives to enable staff and student engagement with biodiversity projects on campus	Annually
Increase student & staff engagement with campus and local biodiversity	Annually
Install green and brown roofs, roof gardens and green facades during refurbishment work where appropriate	2020
Create roof garden at Calcutta House	2017

8.4. Key Performance Indicators

- Biodiversity Index Score

8.5. Related Policies and Documents

None.

9. Sustainable Food

9.1. Aim

To improve the sustainability of the University's hospitality services.

9.2. Targets

Achieve Catering Mark and accredited Fairtrade University status.

9.3. Actions

Action	Timescale
Develop Sustainable Food Policy	2017
Achieve Catering Mark bronze certification	2017
Achieve Fairtrade University status	2017
Develop and deliver a programme of events to promote Fairtrade and sustainable food to staff and students	Annually
Trial "Too Good to Go" app at the Junction to reduce food waste	2017

9.4. Key Performance Indicators

- Catering Mark accreditation
- Fairtrade University status

9.5. Related Policies and Documents

None.

10. Staff and Student Engagement

10.1. Aim

To engage with students and staff from across the university in the implementation of the Environmental Sustainability Policy.

10.2. Targets

Increase the number of teams participating in Green Impact from 10 to 15 by 2018.

10.3. Actions

Action	Timescale
Increase number of Green Impact teams year on year	Ongoing
Develop and deliver an annual Green Week	Annually
Develop and deliver "spotlight months" to support Green Impact	Ongoing
Develop and deliver a regular sustainability newsletter	Ongoing
Develop and deliver a sustainability induction for all new members of staff	2018
To communicate the Environmental Policy to staff, students, visitors and contractors at the university	Ongoing

10.4. Key Performance Indicators

- Number of teams participating in Green Impact
- Number of attendees to events
- Number of members of the Environmental Sustainability Team and Board

10.5. Related Policies and Documents

Environmental Sustainability Policy
Green Impact Engagement Plan.

11. Sustainable Procurement

11.1. Aim

To improve the sustainability performance of suppliers and the sustainability credentials of the goods and services that we purchase.

11.2. Targets

To achieve level 1 across all themes of the Sustainable Procurement Flexible Framework by 2018.

11.3. Actions

Action	Timescale
Achieve level 1 of Sustainable Procurement Flexible Framework	Ongoing
Review Procurement Policy	Annually
Develop standard sustainability questions to be included in all ITTs	2018
Ensure roll out of sustainability questions within supplier evaluation	2018
Communicate relevant environmental responsibilities to contractors	Ongoing
Develop effective methodology to measure carbon emissions from all items procured	2018
Develop carbon reduction targets for procurement	2018

11.4. Key Performance Indicators

- Achievement of Sustainable Procurement Flexible Framework
- Reduction of supply chain carbon emissions

11.5. Related Policies and Documents

Procurement Policy.

12. Community Involvement

12.1. Aim

To provide all students and staff with the opportunity to participate in sustainability related extra-curricular and community engagement activities.

12.2. Targets

To increase the amount of opportunities available. The University's Strategic Plan commits to giving students work based learning opportunities, which count towards degrees.

12.3. Actions

Action	Timescale
Increase number of Green Impact Student Auditors in line with increased teams	Ongoing
Promote fortnightly opportunity to volunteer for Gardening Club	Ongoing
Continue to work with Volunteering to promote opportunities to students	Ongoing

12.4. Key Performance Indicators

- Number of student auditors for Green Impact
- Number of attendees on volunteering events

12.5. Related Policies and Documents

Strategic Plan.

13. Emissions and Discharges

13.1. Aim

To monitor, measure and manage discharges to air and water not included as part of the Carbon Management Plan.

13.2. Targets

To set a monitoring programme and baseline for emissions and discharges.

13.3. Actions

Action	Timescale
Develop policy to manage discharges and emissions	2018
Monitor discharges to sewer in Science Centre and Calcutta House	Every 6 months
Emissions of refrigerant units to be monitored	Annually
Continue to undertake testing such as LEV, TM44 and Gas Safe as part of the maintenance contract	Ongoing
Disposal routes of chemicals recorded on COSHH form	Ongoing
Introduce chemical free cleaning	2017

13.4. Key Performance Indicators

- Reduction in carbon emissions of refrigerant units (kg).

13.5. Related Policies and Documents

Safety Standards.

14. Governance

It is recognised that strong governance of the London Metropolitan University's Environmental Strategy will be key to delivering a successful outcome. The governance of the programme, , rests with the Environmental Sustainability Programme Board. The Programme Board is composed of appropriate members of senior staff from across the University and includes representation from the student community and Unions.

The members of the Environmental Sustainability Programme Board will have oversight of the programme and will encourage and facilitate delivery by ensuring the coherence and coordination of the reduction of environmental impact of the University, acting as champions for the programme and ensuring obstacles and blockages which may otherwise hinder delivery are removed.

14.1 The Programme Board – strategic ownership and oversight

The Environmental Sustainability Programme Board is sponsored by the Chief Operating Officer and includes representation from the various key functions within the University.

Meetings are held every four months to provide support, guidance and direction to the University in the management of its environmental sustainability agenda.

The Environmental Sustainability Programme Board:

- Takes the lead role in development of the University's strategies and policies related to environmental sustainability
- Acts as the lead body for the development and approval of the environmental sustainability arrangements and supporting standards
- Acts as the standards approval body for the University
- Takes the lead role in actively monitoring the environmental strategy and associated standards using formal audit and other monitoring tools so that the committee is able to assure itself and the Senior Management Team of the status of environmental management
- Monitors environmental and carbon management performance against policies and plans
- Identifies and addresses issues as they arise
- Sets the Terms of Reference for the subordinate Environmental Sustainability Team
- Provides periodic reports outlining progress etc. to the Senior Management Team
- Escalates unresolved issues (or those outside of its decision making remit) to the Senior Management Team for action
- Addresses those issues/actions etc. delegated to it from the Senior Management Team
- Reviews and actions those issues escalated to it from the Environmental Sustainability Team meeting
- Considers reports received from enforcing authorities

- Has the power to form and disband sub-committees, as required, to address specific environmental issues.

The Programme Board will meet once quarterly to ensure the continued momentum of the implementation of the Environmental Strategy and will report annually to the Senior Management Team by means of a summary report.

14.2 The Environmental Sustainability Management Team – delivering the projects

The Environmental Sustainability Management Team is accountable to the Environmental Sustainability Programme Board. It is chaired by the Sustainability Manager and includes representation from the various key functions within the University.

Meetings are held every two months to progress delivery of initiatives identified in the Environmental Strategy and the Carbon Management Programme.

The Environmental Sustainability Management Team:

- Co-ordinates and manages delivery of projects on the ground level by relevant departments
- Ensures the stated objectives of the Environmental Strategy and the Carbon Management Programme are actively pursued and delivered
- Ensures delivery of communications with stakeholders
- Provides a forum for co-ordinating cross functional activities, removing obstacles and resolving issues
- Identifies environmental projects and initiatives and recommends decisions throughout the duration of the Programme
- Monitors and manages change control process
- Monitors and manages risk
- Escalates issues to Environmental Sustainability Programme Board as necessary
- Delivers all projects satisfactorily and ensures acceptance criteria have been met.

The Environmental Sustainability Management Team will meet bimonthly to ensure the continued momentum of the implementation of the Environmental Strategy and Carbon Management Programme and will report monthly to the Programme Board by means of circulating minutes of the meeting to the Board.

15. Monitoring and Review

A review of the Environmental Strategy will be undertaken in July/August of each year, in order to review the progress against the plan for that academic year.

The review will:

- Review progress of targets set
- Identify new targets for the coming year
- Report on progress to Senior Management
- Address the coming year's plan regarding projects and funding.

The review will form the basis of the University's commitment to monitor progress towards targets and to report publicly on an annual basis.