

1. EXECUTIVE SUMMARY

This report provides detail of activities related to sustainability undertaken by a wide variety of internal stakeholders. The level of activity continues to broaden, which is demonstrated by the inclusion of activities related to staff wellbeing, and the development of a group to consider an external stakeholder strategy group in support of GRI and the development of a CSR policy and strategy. Whilst this report demonstrates a largely positive picture for sustainability at Christ Church, there are some areas for concern that are highlighted below.

Enhancing levels of engagement with sustainability remains a core focus, which includes specific activities organised through the Student Green Office and Edible Campus, along with the enhancement of Research and Education for Sustainability. In order to provide a commentary that is linked to core university strategy, activities that relate to education and research have been mapped to the 'institutional commitments to deliver the Learning and Teaching Strategy (2015-2020)', along with the provision of a variety of examples. However, there are two areas for concern:

1. There appears to be no systematic mechanism to monitor achievement of targets related to cross-cutting themes. This specifically relates to the institutional target that requires each faculty to ensure that every student has the opportunity to engage with sustainability within the context of their chosen study or field of work. Whilst a successful pilot by the FHW to use the APR process to report progress, this has not been generally adopted as part of the formal process and remains voluntary.
2. Engagement with the *Futures Initiative* in general has fallen, with fewer project bids received, limited engagement with a broader range of opportunities provided through the *Future Leaders Programme*, and limited staff availability for *Futures Forum* and Reading Group events. This appears to be a reflection of current strategic priorities relating to recruitment and retention, and is not directly related to the *Futures Initiative* itself. However, The Sustainability Team has reviewed the Framework for Sustainability and will be refreshing the initiative for the 2017-20.

Edible Campus activities continue to develop, and are focused on the development of longer term viability of activities, maintaining and enhancing engagement levels, and implementing a consistent programme of monitoring and evaluation. Of note so far this year is the success of two bids to the NUS 'Student Eats', for start-up funds to support the development of a food coop at Canterbury in partnership with the Students' Union, and a student led food project at Broadstairs.

Work with the SU has taken a significant step forward this year, with formal partnerships being established between the SGO and SU to drive forward the Green Impact SU programme; and the establishment of the Responsible Futures Partnership that brings together the SU and the ESF Working Group to enhance the amount of Education related activity within the curriculum.

Staff Wellbeing activities have been led by HROD for many years, and in recognition of their impact on a healthy and sustainable university, a summary of these have been included. There is also complementary activity being undertaken through the Futures Initiative, which has introduced a second set of 'Walk Ways' guided walks around the North Holmes Campus.

The Student Green Office continues to be independently active, and this year will be complemented by several students joining the team, as part of their work experience module, from the Media and Communications Programme. The Student Accommodation Life Assistants, now in their 6th year of operation, are currently funded through the Accommodation Office and managed by the Sustainability Projects Officer; however, it seems likely that these will become wholly resourced and managed by the Accommodation Office in future years. Their roles will continue to include environmental aspects, but will be enhanced to specifically support community development as part of the retention strategy.

Carbon management remains a priority, with a low carbon estate being built in to the Master Plan. Low level efficiency savings continue to be made through Salix loans for lighting replacement and heating upgrades. However, there remain two areas for concern:

3. Much of the existing building stock is unable to insulate itself from the external environment, so energy use remains closely linked to the local weather conditions, and thus carbon emissions.
4. Staff and student travel remains one of our largest impacts, both in carbon and on the local environment. The new Travel Plan has sustainability at its core, with a variety of enhanced initiatives to reduce use of private cars and increase active travel. However, on-going resource and investment will be needed to ensure that targets held therein will be achieved.
5. Whilst the Master Plan aspires to achieve very high environmental standards, these will inevitably come at a cost, which has the potential to compromise our standards, values and principles for the future.

The coffee cup levy has been a remarkable success since its implementation in January, with an 80% adoption rate amongst staff. Student take-up has been more limited, but plans are in place to provide all 1st year students with a reusable cup as part of registration and welcome processes in September. The new cup will also be available for existing students and staff to purchase at cost price.

This year, the sustainable IT working group has been reinvigorated. Led by the IT Procurement Officer and departmental Sustainability Coordinator, it is a small and active group with many plans in place for improvements in the next year.

Transition to the new ISO standard for environmental management, ISO14001:2015, was successfully achieved in February 2017. The external auditor was extremely impressed with our progress and strategic integration, finding no non-conformities, and identifying only a single opportunity for improvement. The University is now one of the few to have made the transition within the sector, which is a requirement for all within the next 2 years.

A review of progress against the Framework for Sustainability has realigned activities and priorities for 2017-18 to ensure that the wider sustainability agenda continues to respond and support to internal university and external global agendas. The resulting priorities for our business plan 2017-18 are provided.

2. EDUCATION AND RESEARCH FOR SUSTAINABLE DEVELOPMENT

Introduction

As a cross-cutting theme Sustainability supports a number of institutional initiatives aimed at optimising student experience. CCPIP has identified five priority areas for improvement and the activities of the sustainability department have particular connections with student recruitment and retention. There is also strong alignment between the Framework for Sustainability (2015-2020) and the institution's Learning & Teaching Strategy (2015-2020) with its aim to support effective teaching practice and excellent student experience. This is expressed in table 1 below.

Table 1: Comparing the aims of the Framework for Sustainability and the Learning & Teaching Strategy

Framework for Sustainability	Learning & Teaching Strategy
To support curriculum innovation so that all students have the opportunity to engage with sustainability related issues relevant to their discipline and chosen field of work (ESD)	Recognises that the CCCU learning community is interconnected with local, national and international workplaces and global challenges and aims to produce graduates able and equipped to contribute to these wider social purposes
To develop culture and practices based on our vision for sustainability and university values (Staff & Student Experience)	Aspires to provide an inclusive learning community which recognises the diversity of our staff, students, disciplines and campuses and aims to provide an equitable learning experience across these differences
To encourage the development of sustainability research through on-going interdisciplinary dialogue, exploration and dissemination locally, nationally and internationally. (Research & Knowledge Exchange)	Continues to enhance academic excellence in learning, teaching and assessment as a partnership between staff and students and recognises the scholarship of learning and teaching as a core foundation for excellence
To develop campus environments that demonstrate excellent sustainability practice, which are open, accessible and inclusive, and provide explicit examples of our distinctive education and research profile (Our environment)	Provide flexible and responsive learning environments to enable effective learning to take place in a wide variety of physical and virtual spaces supported by up-to-date learning technologies where appropriate

For the purposes of this report, the activities of the sustainability department will be expressed in terms of their contribution to the institutional commitments to deliver the Learning and Teaching Strategy (2015-2020).

Developing the transformative curriculum (DT)

DT 1 & 2: *Development and operationalisation of the CCCU Graduate attributes statement*

The sustainability team have been involved in the development of the graduate attributes statement. This is evident in the overall statement which refers to being “ethically engaged with the world and its future” and in the ‘informed’ attribute which demands an awareness of issues relating to social justice, ethics and wellbeing and understanding of the concept of environmental stewardship.

DT 3: *Delivery of the transformative curriculum will be built through programme-based enhancement and development to ensure the distinctiveness of disciplines is retained and initiatives are relevant, innovative and effective*

Example: ESD Curriculum review tool

The ESD curriculum review tool has gained some traction within schools and faculties to varying degrees, as a way of engaging with academic programmes to identify existing practice and opportunities for further development. The tool is being updated and is still in demand, with interest from new programmes within the School of Humanities. A case study of the use of the tool by the Faculty of Health and Wellbeing was presented at the MMU Symposium on implementing sustainability in the curriculum of universities (7th March 2017). On the back of participation in this

symposium the University has been invited to host a symposium in November on ‘Sustainability and Humanities: linking social values, theology and spirituality towards sustainability’, together with Walter Leal (Head of the Research and Transfer Centre “Sustainable Development and Climate Change Management” Hamburg University of Applied Sciences).

People (P)

P2: *New academic development activities will be based on the need to develop pedagogical expertise in graduate employability, inclusion and ESD*

Example: Future Leaders programme

The second year of the Future Leaders programme has attracted around twenty participants from across the University. The focus for 2016-17 was the United Nations Sustainable Development Goals (SDGs) and the programme was developed to offer a range of open spaces which participants were invited to attend. These are outlined below.

		Exploring	Sustainability	Sessions		
		Open Space Leadership Masterclasses				
Peer Mentoring						
		Project	Development			

An additional opportunity to develop and participate in a Sustainable Universities Summit with eight other Universities emerged during the year and a team of five Future Leaders (3 staff and 2 students) attended the two-day event at City University in London in November. The focus for the event was ‘Staff and Students working as partners in the future leadership of Sustainability Education. One the attendees, Hilary Welland, who is both a member of staff and a student, commented after the event that:

“I attended the ‘The Sustainable University Summit 2016’ as a representative of Canterbury Christ Church University. I had no particular expectations of the conference, viewing this simply as a potentially interesting forum to meet with students and staff from other Universities....it was not until a few weeks after the event, given time for subsequent reflection and embedding of new knowledge, that the true worth of this time was realised. However, the seeds of thought had most definitely been planted, growing organically over the next few weeks, the assimilation of some new knowledge, together with future provocations arising from both my teaching and learning, making clear, although unexpected connections.”

Hilary has started to draw upon the learning in her own teaching and is also in the process of bidding for *Futures Initiative* funding to support the development of a SDG resource for use in Early Childhood settings.

P3: *Programme validation will be supported by multi-disciplinary teams to ensure that learning teaching and assessment excellence is assured*

Example: INTEGRATE

The sustainability team has been involved in the development of INTEGRATE – a multi-disciplinary approach to supporting validation and continues to participate in the initiative. The ESD resources Blackboard is under construction, which will offer a wide range of reading materials and media resources to support the embedding of sustainability across faculties. Together with the Exploring Sustainability website, our library and other activity resources, the backboard will help support academics and will welcome contributions from them to be added to the different subject areas.

P4: *There will continue to be taught, accredited and non-accredited courses as well as CPD route to different fellowship levels of the HEA*

There is increasing interest from staff undertaking different levels of fellowship accreditation to focus on ESD. For example, Katja Hallenberg (Senior Lecturer in the School of Law, Criminal Justice and Computing).

P5: *Student partners in learning will be offered academic development opportunities to equip them to carry out their collaborative projects*

Example: Responsible Futures programme

The Students' Union has recently embedded sustainability into its strategic plan (2016), and incorporated it into the role description of the President for Student Activities. The University has entered into a partnership with the Students' Union to take forward the NUS *Responsible Futures* Programme, that is hoped will build on the work of the *Futures Initiative* over the last 5 years, by bringing enhanced student engagement and participation. Responsible Futures is a whole-institution approach to embedding social responsibility and sustainability across the formal and informal curriculum in both HE and FE. It is a supported change programme and accreditation mark that works to put sustainability at the heart of education.

Central to the programme is the establishment of a partnership between the University and the Students' Union. Accreditation is achieved through a student led 2-day audit. In order to create an action plan, a whole day planning meeting is being organised for June 2017, between the NUS and the Partnership. Focal points for coming year are expected to link with current strategic issues related to use of extra-curricular weeks for broader student development and the student retention strategy.

P8: *Seed funding will be provided through the Futures Initiative to support academic development in ESD*

The *Futures Initiative* remains the umbrella for a series of activities aimed at enhancing academic engagement with sustainability, be it teaching, research or developing leadership capacity. *Futures Initiative* projects continue to be funded as they emerge from a variety of activities and sources. Nine have been approved so far this year; this lower number appears to reflect attention being given to other university priorities. However, there are a small number of other bids expected. A summary of this year's projects is provided in appendix 1.

Building spaces for learning communities to grow (BS)

BS1: *We will develop campus 'hubs' to bring together staff and students in a physical location to encourage creative, intellectual and research exchange, celebrate achievements, enhance learning both within and beyond the subject discipline and form potential collaborations for innovation and enterprise*

Example: Futures Forum

The *Futures Forum* now provides a space for the recently launched Sustainability Research Network (SRN), which aims to support the identification and development of interdisciplinary research for sustainability, along with building external profile.

The SRN was launched on 22nd Feb. 2017 under the *Futures Forum* umbrella. The network was developed following a series of consultations during 2016 and endorsed by the SSMG. The SRN is designed to encourage cross-disciplinary activities and best practice in sustainability research at CCCU, and to develop our external profile (e.g. through the research web pages). The SRN launch event was successful and consisted of various research centres and groups, who have identified themselves at Faculty level as involved in sustainability research, giving a short introduction to their work. This was used to explore future events and 'community and sustainability' emerged as a possible theme for a future mini-conference/workshop. The launch event was also used to explore how the current sustainability research web page might be improved. Development, however, is on hold subject to the university's review of its Research Strategy, led by PVC Prof Mike Weed.

Developing a high quality student experience to support learning (D)

D6: *The rich-diversity of extra-curricular activities and opportunities will be enhanced and graduates will be recognised through an extended HEAR*

Example: Student Green Office

The Student Green Office (SGO) is staffed by student interns, and provides the coordination of a variety of activities, with close links to the Edible Campus initiative, which also provides a variety of food related and place located activities. Since September the SGO and the Students' Union have set up a Green Impact SU Partnership, which

significantly enhances the reach and breadth of activities for students. The Partnership will continue year on year due to strategic and role commitments made by the SU in December 2016.

D7: *Opportunities will be increased for cultural exchange through physical and virtual collaborations at home and abroad*

Example: Whole Earth? Legacy

A retrospective display in the SCR and closing report for Whole Earth? has demonstrated the positive and widespread impact that such a provocation can have. The Whole Earth SCR display is moving to the Sustainability corridor, where it will reside. Meanwhile we continue to receive inspiring updates on the responses to new WE? events in India, from our partner university. In May Stephen Scoffham and Adriana Consorte-McCrea will be recording a webinar for the EAUC on the experiences in ESD at CCCU that resulted from us hosting the WE? Exhibition. This will be recorded on 10 May 2017 12:00 - 13:00, and further available from the EAUC hosted 'Sustainability Exchange' after this date.

D8: *We will extend opportunities for student partnerships and employment*

Example: Curriculum linked work experience

For the 5th year, the Public Relations & Media module within the Media and Communications programme, develops curriculum linked sustainability literacy, through briefs provided by the Sustainability department. Formally run during the first term, this module has been moved to the second term in order to provide more opportunities for students to take their briefs forward through the Work Experience module. This year, 8 students have expressed interest in undertaking their 100 hours work experience within the department, working on marketing and publicity for bottled water and the Beer, Bread & Honey project.

Monitoring the organisational target for ESD

The Framework for Sustainability includes a specific academic target for ESD, such that:

"By 2020 all Schools and Faculties will have developed a response to ESD such that every student will have had the opportunity to learn about sustainability in the context of their chosen discipline and field of work"

The target has been specifically delegated so that Faculties can put in place processes that are relevant to their discipline areas, and to allow for an appropriate developmental process. All Faculties are at different stages with implementation; however, there does not appear to be a university mechanism by which this, or any other cross-cutting strategic themes are monitored. In the Faculty of Health and Wellbeing:

"as part of the Faculty arrangements programme teams were also required to complete an additional reporting template which incorporated details as to how the programme/short course was addressing the University Strategic Framework (2015-2020) cross-cutting themes and the 9 principles of the Learning & Teaching Strategy (2015-2020). The template for this requested identified actions to enhance practice in the forthcoming year and it was subsequently reported that there was overlap between this additional report and the required University Annual Programme Monitoring (APM) report. There were also perceived overlaps within the additional template given that the Learning & Teaching Strategy was written, in part, to address the cross-cutting themes. Programme teams did however report that they found the completion of the additional information useful to encourage appropriate reflection on how the programme was meeting the principles of the University L&T strategy. Therefore, it has been decided that from next year the additional report template will be amended to only include the 9 principles of the L&T strategy and be used as an evidence tool to support the completion of the APM report." (Taken from the Annual Programme Monitoring Process Faculty Overview Report – 2015/16).

This appears to provide an appropriate mechanism for reporting on the Learning & Teaching Strategy, however, some specific targeted elements of the cross-cutting themes may need more consideration.

3. EDIBLE CAMPUS

Edible Campus is a programme of projects, activities and events with the goal of tackling food security within the CCCU community. The programme seeks to achieve this goal by providing opportunities to grow food and explore where food comes from. The logic of the programme is that, in providing such opportunities to participants, their agency and participation in local food webs is increased. This, in turn supports food security in the wider context, including that of the values, aims and objectives of the University Strategic Framework and the Framework for Sustainability.

These opportunities fall into 4 categories:

- Regular 'Blitz' events at project sites on campus, where participants can 'have a go' without having to commit further. These events involve practical hands on activities that also serve to maintain the various allotments, forest and hop gardens using volunteer labour,
- Opportunities to work on one of 24 allotments of two sizes located across Canterbury campus sites,
- Heritage seed Library Membership which involves Student and Staff Seed Guardianship of rare and endangered varieties of vegetables and fruiting plants, and
- The Beer, Bread and Honey programme: three projects aimed at engaging the University community with its natural and cultural heritage. This uses food and the Bioversity narrative, with beekeeping and Hop growing April to September and year round Bread oven activities.

During 2015-16 engagement levels significantly exceeded those of the previous year and were detailed in the annual report. In summary, engagement numbers rose from 148 in 2014-2015, to 1058 in 2015-2016. The findings of the Edible Campus Monitoring and Evaluation report were distilled into three key aims for the 2016-2017 period:

- To facilitate participant ownership over key project activities for the purpose of increasing resilience to change and long term sustainability
- To maintain engagement levels
- To implement a consistent programme of monitoring and evaluation

Facilitating participant ownership

Allotment Co-ordinators and Blackboard

A blackboard site with 53 student and staff users has been created at the request of the allotment association, in order to help staff avoid mixing work and social lives by providing a portal for Edible Campus that is independent of social media. It holds spaces for the embryonic Beekeepers Co-operative, the Edible Campus allotment association, Heritage Seed Library - Seed Guardians, Campus (food) Co-Op and links to social media.

Beekeepers Co-Operative

23 current Students and Staff are registered as beekeepers, having completed a beekeeping form and/or one or more beekeeping sessions between in 2016.

Initially the sustainability Projects officer was the only staff member who had completed any kind of training with regards to beekeeping. Subsequently a colleague from the School of Childhood and Education Sciences completed the same course in 2016. This will be followed by another member of the Sustainability team this year.

Beekeeping sessions run from April to September with around 27 opportunities for students and staff to participate. The schedule is biased towards students in term time and staff in the summer months. The number of staff completing multiple sessions between 2015 and 2016 stands at 5 with several students participating twice over the same period.

Bee colonies

2016 was a traumatic year for the bees in that a persistent infestation of wax moth larvae caused both colonies to develop far behind what is considered a normal rate and eventually to abandon their hives. Advice was sought from our partners at Wildwood trust. The shady and enclosed nature of the site was considered a major contributing factor the wax moth problem. A suitable site behind Erasmus is now being established, which will be populated by two new nuclei in early May.

Beer

The hop harvest for 2016 increased from 20kg in 2015 to 23kg. However, the beer publicity has not had the support in 2016 as it did in 2015, due to issues with student recruitment from the media and communications programme from which work experience placements are drawn to promote and market the beer.

This situation has resolved by moving the module to the second term, along with the provision of a new brief. Consequently, it is hoped that several students will be undertaking their 100 hour work experience module within the department, and will support the marketing of the beer in 2017. Additionally, targeted marketing includes, internal events and conferences, the Canterbury BID, our World Heritage partners and the summer ball.

Hop Gardens

With the arrival of the extension to the Moore Building and the removal of the chain-link tennis court fencing, an alternative solution for hop training is required. Connections have been made with a local commercial hop grower (John Clynch), who has advised, mindful of archaeological constraints on our site, that we should adopt the wooden pole tripod training system that was used in Kent over a hundred years ago. John has kindly donated time to provide advice and is intending to supply us with the poles for the tripods. The hop garden should be ready by mid-April.

Maintaining engagement levels

The allotments are stable in terms of tenancy with a few names on the waiting list. However, there has been a tension between the aim of consolidating the project and maintaining engagement numbers of the previous year. Student and staff feedback from the 2016 identified the need for high and low commitment opportunities, and it was recognised that not everyone finds the prospect of growing food attractive.

To this end, the idea of a food Co-Op has been developed in partnership with the Students' Union and Student Green office. A co-developed student led bid has successfully received start-up funding from the NUS Student Eats. A student at the Broadstairs campus also submitted a success bid, after engaging with Edible Campus. It is hoped that the Campus Co-Op will widen the accessibility of and engagement with food security issues within the university community.

Bread Oven

A further challenge to engagement has been the marooning of the mobile bread oven in the Forest Garden adjacent to the Johnson building, due to the archaeological works on the site of the blue car park. However, it is hoped that the oven will be moved on the 18th of April in time for the next Bring and Bake due to take place on the 19th.

Implementing a consistent programme of project monitoring and evaluation

Monitoring & Evaluation Framework

In order to assess the performance of Edible Campus against the programmes aims and objectives, a pilot monitoring & evaluation framework (M & E framework) was co-created with the student Edible Campus Coordinator post holder and implemented in the 2015-2016 academic year. This framework is being developed to integrate the concepts of the 6 Capitals Model with measuring outcomes and impacts against the Framework for Sustainability, which will be piloted in 2017 and subsequently used for all sustainability projects.

An overall finding from the Edible Campus M & E report was that whilst the leap in engagement numbers was impressive, such success relied on a high number of regular events. This placed potentially unsustainable demands in terms of time and resources on those running the programme over the long term. Consequently the project has entered a consolidation phase, with the intention that a handover of ownership and running of specific projects to participants will take place.

4. SUSTAINABLE HEALTH AND WELLBEING

The HROD service has been involved in a wide variety of activities which contribute to the staff wellbeing agenda. These initiatives are based on previous feedback and evaluations, appraisal returns, University wide initiatives, and HROD knowledge of best practice.

The Staff Development Programme in support of Wellbeing

The Staff Development programme has a selection of offerings which are designed to support and enhance staff wellbeing including events for; Fostering Personal Resilience, Mosaic (Maximising our Skills & Increasing Confidence), Mindfulness and, lunch-time language courses. Over 100 colleagues have attended these wellbeing related events and development opportunities in the last 12 months, with feedback and evaluation offering extremely positive stated outcomes and impact.

Wellbeing Fair & Wellbeing Week

As is now annual custom, a Wellbeing Fair was managed and hosted by Staff Development in January 2017, supported by a selection of wellbeing events which took this one day event to a 'wellbeing week'. The programme included seminars such as 'Finding your best self' and 'Making Friends with your Mind'. From the Staff Development Programme, courses on Managing Mental Health, Understanding your Emotional Intelligence and the Mindfulness programme were scheduled to coincide with the wellbeing week. The Fair brings together all colleagues around the University who contribute to wellbeing including staff from Sports, Sustainability, Chaplaincy, Equality, Diversity & Inclusion, Health, Safety & Insurance and many others. In addition, the Fair also invites a selection of external contributors to the event including Health Checks, Massage, Alexander Technique, Occupational Health and many others. We have also offered an additional event for Medway based staff planned for May 2017 to raise awareness of the wellbeing support available.

Health Checks

To encourage staff to take advantage of free NHS health checks, HROD arranged for these to take place in the University in January 2017 for all eligible colleagues to book their place.

Hospitality & Catering

HROD have also endeavoured to make small healthy changes by replacing crisps with fruit in all day courses where lunch is provided by Staff Development.

Mainstreaming Wellbeing & sustainability into the Development Agenda

In collaboration with Sustainability, the main University all-staff orientation also now includes an afternoon session focusing on wellbeing and sustainability including a 'Move More' taster session. We are also hoping to incorporate 'Move More' into the wider Development programme of events where it is relevant and possible to do so.

Occupational Health & Employee Counselling

A new external specialist Occupational Health service was launched by HROD in September 2017, which provides support and guidance on adjustments to help staff stay in work and perform well, and improved appointment times help to get people back to work earlier. In conjunction a new Employee Assistance Programme (delivered by CiC), which includes telephone advice and guidance on a range of issues including legal and debt advice, and counselling. The easily-accessible service promotes early engagement and support, improving resilience, and preventing staff reaching crisis point. It aims to enable staff to remain in work while seeking and obtaining help. Additionally, a wealth of information is available online via Well Online.

Equality, Diversity & Inclusion

In collaboration with other colleagues, the ED&I team is exploring ways to engage with the Time to Change mental health campaign and the ways in which we can develop a cohort of internal mental health champions. The ED&I team is also offering a new workshop in the 2017/18 Staff Development Programme entitled 'Disability Confident' for all staff. In collaboration with colleagues in Student Support, Health & Wellbeing opportunities to expand Mental Health related support events across the staff and student community in 2017/18 are being explored.

5. ESTATE MASTER PLAN

The main focus for the Estate Master Plan for 2016-17 has been on securing planning permission for the developments, with that for the Prison Quarter being granted in December 2016 and the Arts Building approved in April 2017.

The planning submission for the Prison Quarter required a full Environmental Impact Assessment (EIA) covering aspects such as Energy use, Transport, Heritage, Visual Impact, Construction Phase Environment and Waste impacts, Noise and Ecology. Although not subject to a full EIA the Arts Building submission covered similar subject areas.

Both buildings are designed to achieve a BREEAM "Excellent" rating. As the City Council's local plan has not yet been approved the planning requirement is for "Very Good". For the Arts Building an active study is underway on the environmental and whole life cost benefit of each of the discretionary BREEAM points to give the University the best value.

The landscaping schemes for both projects have been developed with input from the Biodiversity Working group to ensure the developments complement the University's "Bioversity" initiative. For the Arts Building the landscaping and building form has been designed to interpret the archaeology within the site, with a full 12 week excavation of a third of the site having been undertaken with finds covering some prehistoric activity, giving indications the Anglo-Saxon craft working within the site and the boundary before the abbey precinct wall was constructed.

6. SCOPE 1 & 2 CARBON EMISSIONS AND CARBON MANAGEMENT PROGRAMME

Emissions from Gas and Electricity

Gas and electricity consumption were slightly higher during the period Aug 16 - Mar 17, as compared with 2015-16. Analysis of the data saw a considerable increase in electricity consumption during Aug and Sept 2016 due to the increase in cooling load. Cooling degree day (DD) data confirm this with almost twice as many cooling degree days for the same period. LED lighting will continue to replace older lighting technology, as funds allow, and will continue to make savings year on year. A pilot sub-metering project has been initiated in Augustine House and it is hoped this will be extended throughout the university estate, in order to provide the much needed granularity and dynamic consumption feedback.

Gas consumption slightly increased during the period Aug 16 - Mar 17, although there were a similar number of heating degree days comparing both years, 1350 in Aug –Mar 2015-16 and 1364 in 2016-17. However the heating load increased considerably in a short period from Nov 16-Jan 17 as the UK experienced lower than average temperatures and during the same period in 2015 there were 591 heating degree days but in 2016 there were 886 degree days for the same period.

Tender for half hourly (HH) and non-half hourly (NHH) metered electricity

The contracts for both the HH and NHH were due for tender in April 2017. On the advice of the Energy Consortium advice, it has been agreed that due to the volatility of the utility markets and the seasonal high price of electricity that 6 month contract extensions would provide best value for the University. This advice was confirmed by several independent energy brokers. The purchase of Fixed Term / Fixed Price energy contracts under present market conditions, currently do not provide the best value for the University estate. Further investigation of a more flexible approach to energy procurement and the alignment of the electricity and gas contracts in October 2017 will help facilitate this.

The deregulation of the water market in April 2017, may produce savings once the market has stabilised and this may also be included in the October 2017 tender.

Carbon reduction projects

The next phase of the Carbon Management Plan 2016-2020 is currently being reviewed.

Carbon reduction projects during the last 6 months have included installation of energy efficient LED lighting at Medway and St Martin's Priory. The car park lighting at St Gregory's was upgraded using identical LED fittings as

previously installed throughout the NHR campus. The heating and lighting at St Pauls has been upgraded with energy efficient technology.

A bid for £200,000 of interest free loans has been submitted to Salix Finance and will be analysed during April 2017 by their technical department. The bid will cover the lighting upgrades at Meadow Road, Augustine Hall and the Sports Centre. A trial of adjustable LED fitting had been installed at the NHR Bookshop and has proved successful. An application for further Salix funds for this work will be submitted shortly. The Staff Common Room will also benefit from an upgrade to more energy efficient lighting.

7. SCOPE 3 CARBON EMISSIONS

Waste

Following the awarding of the contract to Countrystyle in August of 2016, this contract has begun to show even greater advances than were seen in the original contract with the previous supplier. Costs have gone down due to robust monitoring and measuring of waste from Countrystyle and the waste figures are now XXXXXXXX tonnes with a recycling rate of XX% across the university. This compares to the previous year by XXXXXXXXXXXX.

Travel

The University has commissioned a new travel plan as part of the Estate Master Plan, which has enabled a thorough review of the sustainable travel plan and is beginning to drive new initiatives, such as investigating shared services with the University of Kent.

A new sustainable travel policy has been developed and following Staff and Student consultation in May/June will go live for the 2017/18 academic year. A new Park and Ride service has been trialled this year, utilising parking facilities at Polo Farm just outside the city. This has enabled a reduction in the number of car journeys and decrease the amount of vehicles entering the city on a daily basis.

A bicycle user group has been set up and is gathering momentum with more numbers than previously. This group has now been included as a sub group of the Travel and Sustainable Business Working Group. Provision of more secure cycle storage remains a priority and plans are in place to improve this offer over the coming year.

The Pool car service operated in partnership with Enterprise is performing well, and generally accessible and departmentally specific vehicles (Marketing) are well used.

Sustainable food

There is a continued drive to ensure that the sustainable food agenda is firmly embedded into the culture and the teams within the catering service. In support of this a new Sustainable Food Policy has been agreed and will be publicised in a variety of forms across all campuses.

Disposable containers levy

This year has seen the advent of a 10p levy for takeaway coffee cups and food containers, in order to reduce waste help to support a change in mind set towards disposable items. A one-off supply of reusable cups was purchased for all staff in order to softening the implementation, which has been very well received.

The implementation has gone very well and surpassed expectations in terms of integration into the catering operations, only one complaint was raised from a lecturer regarding the 10p cash in Touchdown and one complaint from students at Broadstairs regarding the number of benefits staff get but not students in terms of keep cups and subsidised coffee through the staff association.

A consolidated till report for the top 100 selling lines has been produced from January to mid-March, which shows that we have made 69,113 hot beverage transactions and 24,850 food transactions totalling 93,963 transactions. Of this total there has been a 10p levy charged for 36,714 transactions representing disposable/takeaway use of 39% of transactions. These figures highlight the great support for the use of reusable cups we have had from our colleagues within the University.

For the academic year 2017/18 onwards, all 1st year students will be provided with a reusable cup during the registration and induction process. These will be CCCU branded in partnership with the Students' Union and Sustainability, at a cost of £2.15 + VAT per cup.

8. STUDENT and STAFF ENGAGEMENT

Student Green Office

The SGO was set up to provide peer to peer engagement opportunities. Housed within the sustainability office, it employs a small number of student interns to manage and promote activities, maintain strong virtual communication channels, and provide a physical focal point for student volunteers. Whilst, the students are recruited, supported and mentored by the sustainability team, they operate largely independently.

This year has been the SGO's third full year of activity, run with four students employed for 16-20 hours per week between them; two Events Coordinators, Megan Cork and Claire Nicholson; a Communications Officer, Amanda Elliott and an Edible Campus Coordinator, Sophie Dudley. Half a dozen volunteers have been active in supporting SGO events, which have numbered three or four a month throughout the autumn and spring terms.

This year the 'Tiny Yurt Concerts' have continued, along with the promotion of Fairtrade, as well as new inroads into 'green' cooking, international cuisine and exploring our heritage site. They've also collaborated on several Edible Campus Events, and continue to maintain a presence at the Freshers Fair, Volunteering Fair, Wellbeing Fair and all University Open Days and Applicant Days. Significantly, this year they have been regularly in touch with the Students' Union to support the SU's Green Impact programme, to work with the Student Activities Sabbatical Officer and to sit on the SU's newly formed Sustainability Committee. This has resulted in a lot more cross-promotion of events and initiatives and has laid the groundwork for more effective collaborations going forward. During the summer term, the SGO will be working with Wildwood to raise awareness of endangered animals, encouraging students to explore the Canterbury campus, and producing a digital recipe book ready for the next academic year.

In addition, a number of work experience roles have been created for this Spring/Summer in conjunction with two modules; one from Psychology and another from Media and Communications, working with Dr Ana Fernandez and Dr Joanne Woodman respectively. Students will be taking sustainability initiatives, developed through their studies, and putting them into action with funding and support from the sustainability office. Our annual collaboration with Jane Lovell's Events Management students to run the Spring Festival, also continued successfully this year, with support and promotion from the SGO.

Student accommodation life assistants (SALA)

This year, four students were recruited on 10-hour-per-week contracts to act as student accommodation life assistants (formerly accommodation wardens), who are managed by sustainability on behalf of the University Accommodation Office. This programme has been running for six years now, and is reviewed and improved each year. These students interact directly with 1st year students in all halls of residence, to provide advice and guidance on energy use, waste and recycling management, and fault reporting, and are often the first point of contact for welfare issues.

Paired working with less staff doing more hours than previous years, and liaising more closely with accommodation and security staff at our sites, has improved these roles hugely this year. They've also benefitted from our new partnership work with the Students' Union, and anecdotal feedback from the students has been, as always, very positive; making them feel cared about by the University, that their problems are being dealt with and their opinions heard. Data is currently being collected to assess the reach and engagement for this year by the SALAs.

Early discussions have taken place to consider the expansion of these roles to support wellbeing issues that are having an impact on student retention. It is expected that recruitment and management going forward into the next academic year, will be undertaken directly by the Accommodation Office. This should be seen as a timely and hugely positive step, and one that gives credit to the hard work that Felicity Brambling-Wells has put in over the past 6 years, to establish these roles and their importance in supporting student welfare.

Walk Ways

Building upon the success for last year's pilot 'Walk Ways' project, this series of interdisciplinary guided walks aims to encourage staff, students and visitors to engage with the CCCU Canterbury campus environment in new ways. The project comprises a series of six, site-specific guided walks led by staff, drawing on their respective research, creative and teaching practices.

Each walk will provide participants with interactive and immersive experiences: new ways of seeing and moving that will encourage greater awareness of their surroundings and a stronger sense of place. Walks will last no more than one hour and take place during the middle of the day to encourage 'lunch hour' attendance.

The project will give 'permission' for staff and students to leave their desks in pursuit of fresh air, exercise and a communal activity to 'recharge', supporting health and wellbeing. The walks will tie-in directly with the University's 'Move More' campaign as part of the Walk on Wednesday series.

9. SUSTAINABLE IT

Sustainable IT Working Group (SITWG)

The Sustainable IT Working Group (SIWG) has recently been reinstated with new membership and revised Terms of Reference. This bi-monthly meeting is chaired by Fran Stuart, who has recently been nominated as Sustainable IT champion for the department. The meeting is also attended by Peter Rands, Iain McCracken and Gareth Stears. An early objective of SIWG is to produce and approve a revised IT Sustainability Policy in agreement with the IT Policy Group.

Waste Collections

Throughout 2016 the IT Department have been working towards an improved solution for temporarily storing IT waste before collection. The basement in Ramsey has previously been used to store equipment, which proved to be an unsustainable and dangerous method.



The IT Department now have an ideally situated 15ft ply lined and bunded container to store IT waste. The container has 9ft double doors for easy access, an area for safely storing large hardware, a cage for small WEEE items (e.g. mice, keyboards and phones) and a wheelie bin for cable. All IT waste with the exception of cable, is collected by Stone Group who offer a rebate for equipment with any monetary value. (For the calendar year 2016, this totalled £609). When the cable bin becomes full, it is taken to a local, metal recycling dealer where a rebate is also offered.

Stone Group continue to provide IT waste management services to the IT Department, with additional small WEEE waste removal and UPS

battery removal services being recently added to the service catalogue. While Stone are not able to provide statistics specific to institutions, they can provide an overview of the destination of all IT waste that is processed at their plant (Table 1). For example, in 2016 Stone Group processed 1929 tonnes of IT waste, all of which was either reused or recycled, achieving zero landfill. The University also receives financial rebates on the quantity of

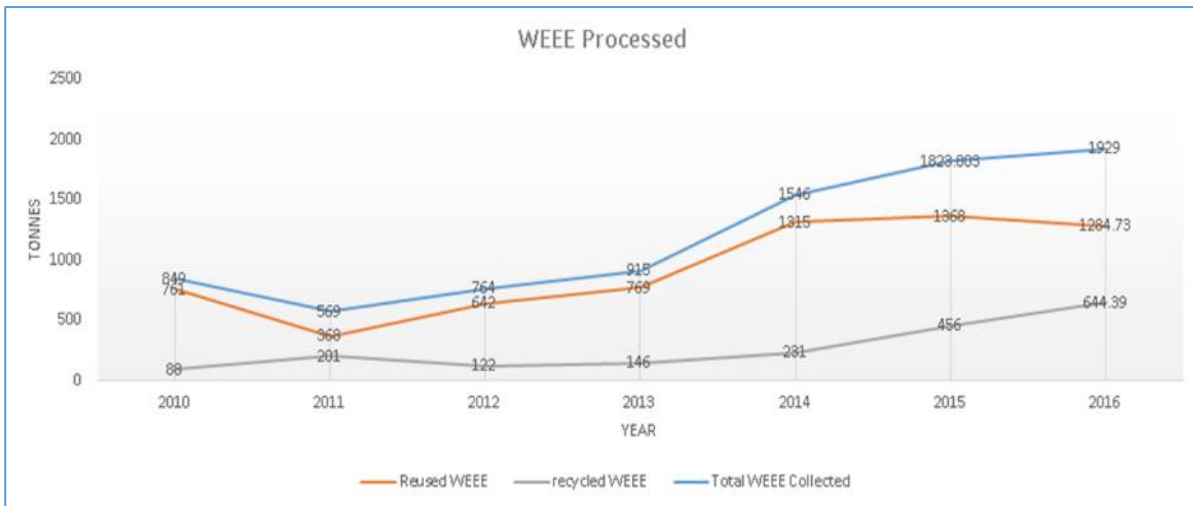


Table 1: Destination of IT waste

Stone Site Visit



Stone's Industrial Shredder

In February 2017 Gareth Stears, Fran Stuart, Dennis Knight and Rowan Clarke conducted a site visit to Stone's production warehouse and recycling plant in Stafford. The visit was intended as a due diligence exercise and contract review, providing the University with an insight into the origin and lifecycle of the PCs we use - from where and how they are built, to how they are eventually reused or decommissioned and recycled. The facility uses industry standard Blancco software (approved by the Ministry of Defence) to ensure secure data destruction, all data bearing components are then shredded as an additional safeguarding measure. Stone's accreditations include ISO 27001, ADISA Distinction with Honours, DIPCOG and Cyber

Essentials. The IT Department will publish full details of the visit in due course.

The Coming Year

Following a review of sustainability suggestions put forward by the IT Department, the following Sustainable IT initiatives are planned for the coming year:

- The Big Switch Off**
The Big Switch Off is a promotional drive planned for 2017 which aims to encourage staff to shut down teaching space technology after use. It will also be used as an opportunity to educate staff about managed shutdown of PCs.
- Review and Reduction of Desktop Printers**
The IT Department will work on more robust criteria for approving desktop printer purchases and encourage the use of MFDs to reduce the number of desktop printers purchased unnecessarily.
- Suitable Provision of IT Equipment**
The disparity between the working needs of staff and the suitability of equipment they purchase has led to numerous unnecessary purchases and an accumulation of redundant IT assets within departments. The IT Department will look to implement a Managed Laptop Service, the precursor to which will be an Asset Management Solution.
- Electronic Forms and Digital Signatures**
In 2017 the IT Department will support a drive towards using web forms, electronic documents and digital signatures in order to save paper.

- **Sustainability Audit**
Stone Group will visit the IT Department in 2017 to carry out a free sustainability audit. The outcomes of which will be used to shape future sustainable IT initiatives.
- **Contractors Waste Removal Services**
Contractors employed to deliver largescale IT installations often offer to take IT waste away as part of their service. As such the IT Department are looking to introduce a step into the process of selecting contractors, that stipulates that they must provide their waste carriers license (and site license if applicable) if they intend to offer waste removal services.
- **Sustainable IT Webpage**
The IT Department will develop a Sustainable IT web page. The page will include sustainability tips for staff as well as information promoting sustainability projects and celebrating successes.
- **Asset Management**
An IT Asset Management solution will be implemented in early 2017 to allow the University to manage its IT Assets more effectively. The solution will focus on redeploying used assets where they are required rather than buying new devices.

10. REPORTING AND ACCREDITATION

Transition the new EMS Standard - ISO14001:2015

At our ISO14001:2004 recertification audit in 2016, the University was required to transition to the new standard within 3 years. However, given that the external auditor recognised that our EMS was well advanced towards the new standard, it was felt that this could be achieved within a single year. In February 2017 our EMS was duly certified to the ISO14001:2015 standard without any minor or major non-conformities. This achievement is significant, and through the work of the EMS Working Group, Led by the EMS Coordinator (Alex Metcalfe), and many within the Estates and Facilities Department, ensures a sound foundation for continual improvement for the next 3 years. The summary of the external audit findings is provided in appendix 2.

Global Reporting Initiative (GRI)

Work on GRI has focused on undertaking additional internal stakeholder briefings, and the development of a proposal to create an External Stakeholder Strategy Group, with the Department of Marketing and Communications. Fundamental to GRI is the requirement to detail the internal and external stakeholder map, prior to gaining an understanding of “What matters to you” from the group, within the context of corporate and social responsibility (CSR). Thus, the group will also put together a proposal for a statement of purpose for the University, drawn from our mission and values statements that will inform a CSR policy and strategy. It is proposed that Prof Mike Weed (PVC Research and Enterprise) will chair the group.

11. BUSINESS PLANNING

In early May, the Sustainability Team, Student Green Office, Students’ Union and Sustainability Research Network, undertook a review of progress against the Framework for Sustainability. This process involved consideration of the current issues affecting the Sector & University, and associated strategic priorities; a review of progress against the Framework; and opportunities for enhancing impact and alignment with other strategies and priorities. The resulting list of priorities will form the basis of our business plan for 2017-18.

Priorities for 2017-18

STUDENT AND STAFF EXPERIENCE

1. Continue to develop and establish activities that link to sense of place, and that are available to students and staff (Bioversity, Edible Campus, Beer, Bread & Honey, Walk Ways), building academic partnership as appropriate.

2. Align and coordinate activities with Staff Development, Wellbeing and Move More, along with other emerging activities, to ensure a coherent approach, in line with the People Strategy. This will include seeking opportunities to enhance wellbeing for staff and students.
3. Enhance partnership relations between the Student Green Office and the Students' Union Green Impact & Responsible Futures programmes, to ensure enhanced student engagement and learning with sustainability.
4. Seek to build trust and coherence around the use of the word 'sustainability' and the wide variety of activities that are provided across the university within and without the Sustainability Team. Articulate a journey through sustainability.

EDUCATION FOR SUSTAINABILITY

1. Support the development of university infrastructure and quality assurance mechanisms that ensure delivery and monitoring of the Learning & Teaching Strategy and Graduate Attributes. This includes developing the "Design for Sustainability" section of the "Curriculum Design Tool" available through the Academic Support Blackboard.
2. Review EFS work within the broad scope of the *Futures Initiative* to integrate the UN Sustainable Development Goals (SDGs), in order to provide external and global context.
3. Establish the NUS Responsible Futures partnership with the Students' Union, ensuring that activity focus aligns with current strategic priorities related to recruitment, retention, employability and opportunities afforded by the new academic journey. This will include support for the concept of a "Global Primer" that could be made available during Academic and Personal development weeks.

RESEARCH AND KNOWLEDGE EXCHANGE

1. Establish the Sustainability Research Network (SRN) in order to build external profile for existing research, and develop new areas of interdisciplinary research for sustainability. This will include the use of the *Futures Forum* to build an internal network and mentoring capacity.
2. Ensure that research for sustainability is articulated within the new Research and Enterprise Strategy.
3. Build local community-based partnership to share academic research, and provide opportunity for student research and work experience. This includes the emerging partnership with OHSCA, along with creation of an External Stakeholder Engagement Group led by the PVC Research and Enterprise.
4. Consider the development of a coherent conference/symposium series for sustainability research, which includes existing themes along with opportunities to develop Masters and PhDs, a PGRA conference, and using the Sustainable Development Goals to support the development of interdisciplinarity.

OUR ENVIRONMENT

1. Maintain an excellent ISO14001:2015 Environmental Management System.
2. Support the delivery of the new university Travel Plan
3. Continue to build partnership with Media and Communications, and other Programmes, in order to provide work experience opportunities that help promote sustainable actions, and enhance employability.

SUPPORTING ACTIONS

1. Raise the profile of environmental, partnership, community and research achievement, to enhance awareness and coherence of all activities and achievements across the University as they relate to sustainability.
 2. Undertake a review of university perception of sustainability, both within the staff and student communities. Use the outcomes of this review to inform our communications strategy.
-

Report compiled by:

Peter Rands, Director of Sustainability Development

Content and contribution from:

Peter Rands, Director of Sustainability Development

Peter Vujakovic, Professor of Geography

Laura Marks, Deputy Director of Human Resources & Organisational Development

Geoff Marsh, Assistant Facilities Director (Facilities)

Mark Flinton, Catering and Operational Services Manager

Ian Watts, Assistant Estates Manager Energy

Alex Metcalfe, Sustainability Projects Officer

Nicola Kemp & Adriana Consorte-McCrea, ESF Leads

Felicity Brambling-Wells, Sustainability Engagement Officer

Maz Hamilton, Sustainability and Futures Initiative Coordinator

Fran Stuart, IT Procurement Officer

Rob Thrower, Director of the Estate Master Plan

Nick Beard, SU President (Student Activities) 2016-18

Claire Nicholson, Events Coordinator for Student Green Office

APPENDIX 1. *Futures Initiative* funding Bids 2016/17

FUTURES INITIATIVE BIDS APPROVED IN 2016-17 SO FAR					
	Title of bid	Lead	School or Centre	Type	Summary
1	Sustainability in Nursing: a practical guide	Chloe Griggs	Centre for Work-Based Learning and Continuing Development, Faculty of Health and Wellbeing	Publication	The creation of a textbook on sustainability in Nursing which can be used as a core text across the faculty of health and wellbeing programmes and would serve as a practical guide for students and nurses to inform their practice.
2	International Innovation Summit: Developing a Vibrant Economy for Health and Wellbeing	Carolyn Jackson	Director England Centre for Practice Development, Faculty of Health and Wellbeing	Conference	The England Centre for Practice Development and Faculty Sustainability Committee are planning to hold a collaborative conference on 20-21 July 2017 which will bring international and national thought leaders, policy makers, health and social care experts, artists, economists, architects, engineers, social media experts, entrepreneurs and innovators, broadcasters, journalists, members of the public (patient citizens) academics, researchers, health and care practitioners and students together to develop innovative health solutions that will enable the development of a vibrant and sustainable health economy that promotes human flourishing and new models of care.
3	Sustainable Energy for All: students as partners in education for sustainable futures	May Chen	Nursing	Awareness-raising activity	The provision of sustainable energy for all is one of the UN sustainable development goals. This project seeks to raise students' awareness of some energy issues such as fuel poverty and its impact on people, responsible consumption of energy and energy efficiency improvements. To this end, students will be working as partners in education for sustainable futures and a peer-to-peer approach will be adopted.
4	Project 93	Zulfi Ali	Childhood and Education Sciences	Awareness-raising activity	An invitation to all staff and students to participate in a pilot project to create a tradition of rigorous dialogue, discussion and debate, based on critical thinking on social issues, at Canterbury Christ Church University (CCCU).
5	Mycorrhizal fungi colonisation and diversity on East African Highland Banana cultivars in smallholder farms on Mt Kilimanjaro	Naomi Rintoul and Jennie Harvey (PhD student)	Human and Life Sciences	Research project and curriculum enhancement	An opportunity for an undergraduate student to conduct a practical research project in collaboration with international partners, which addresses a local sustainable development challenge. This project is part of a wider collaborative project between staff and students in the Ecology Research Group and NGOs in Himo, Tanzania.

6	Carnivores, People and Biodiversity Project Phase II	Adriana Consorte-McCrea, Alan Bainbridge, Ana Fernandez and Dennis Nigbur	Cross-disciplinary between: Human and Life Sciences; Childhood and Education; Psychology, Politics and Sociology	Research project	The project aims to investigate how people in the UK relate to biodiversity (i.e. attitudes, understanding) by focussing on native species of wild carnivores as catalysts for support towards biodiversity conservation, and on zoos as promoters of informal education that offer opportunities for people to connect with nature. Focus groups and interviews carried out in different parts of the UK aim to gather preliminary information about local people's knowledge and attitudes towards native carnivores and biodiversity.
7	WALK WAYS phase II	Sonia Overall, Simon Wilson and Victoria Field with administrative support from Maz Hamilton	Cross-disciplinary between: School of Humanities, Education and CAE (Community Adult Education)	Wellbeing and awareness of campus	Building upon the success for last year's pilot 'Walk Ways' project, this series of interdisciplinary guided walks aims to encourage staff, students and visitors to engage with the CCCU Canterbury campus environment in new ways. The project will comprise a series of six, site-specific guided walks led by staff, drawing on their respective research and creative and teaching practices. Each walk will provide participants with interactive and immersive experiences: new ways of seeing and moving that will encourage greater awareness of their surroundings and a stronger sense of place.
8	'Bee More Sustainable' 'Honey Bee Project'	Ross Bevin Cameron with support from tutor Ana Fernandez and the Sustainability core team.	Third-Year Psychology Undergraduate Student	Student-led awareness raising and community-oriented project	The project will primarily attempt to educate schoolchildren on the importance of pollinators, particularly Honey Bees due to their being the most efficient of all pollinators, in the ecosystem, in crop pollination and also their economic importance but will also encourage 'bee-friendly behaviours'. Such behaviours include bee-keeping and providing wildflower seeds to each student so that they can encourage bees into their gardens, effectively attempting to curb the decline and increase numbers of what is an extremely important species to our future.
9	Spring Festival on 3 rd March 2017	Jane Lovell	Human and Life Sciences	Practical event for staff and students	BA Events Management students stage a Spring Festival annually as part of a module which helps embed education for sustainable futures (ESF) within the programme by developing learning opportunities and encouraging them to engage beyond being 'consumers of knowledge' to producers or co-creators of knowledge through research-engaged practice.

APPENDIX 2. *Summary of external EMS audit findings.*

“The transition to ISO14001:2015, including the enhancement of risk, life cycle and stakeholders, has been very well planned and carefully introduced. Communications and awareness sessions for the various governance and operational groups were demonstrated against the 2016/17 timeline. Organisational context and leadership are very clear and evident. Sustainability, and hence the EMS, are an integral part of the University Strategy and is one of the cross cutting themes. The SSMG meets several times per year and keeps the system under constant review. The SSMG was actively involved in the preparations for the ISO14001:2015 transition. Management review requirements are addressed fully annually, last review 23/1/17.

Internal audit appears very well planned and is taken seriously. Corrective actions are followed up and verified. Internal audit is the mechanism for evaluation of compliance obligations. The University has embraced whole heartedly the opportunity for improvement, raised in 2016 that an incident drill should take place. This was successfully carried out and a detailed analysis took place. It was also a good example of integrating health and safety, and environmental system requirements.

Training, awareness and communications feature strongly in the EMS arrangements. Of particular note is the effort and resource to communicate the 2015 transition requirements. Roles and responsibilities are well defined and closely integrated with training and awareness for the various internal stakeholders. The University might consider some training/awareness raising on F-gas compliance, along similar lines to that deployed for waste management. An opportunity for improvement has been raised in this respect.

Grounds and Gardens appear to be well integrated into the overall sustainability strategy, master plan and student activities in relation to sustainability. The Grounds team has won a lot of awards for their work.

The Director of Estates is determined to better understand and control building energy use and to have a clear input at the design stage to ensure low carbon energy needs are met. Key to this is expected to be effective use of EMT.

The aspects register continues to serve the university well. Risk and life cycle are integrated into this. The compliance obligations register appears complete and comprehensive. A significant number of other requirements are included, including the University Strategic Framework and the Master Plan.

A number of initiatives are in place to encourage sustainable travel options, including limited parking spaces and access to a minibus between campuses. The University continues to lobby locally for effective public transport provision, and has invested in fuel efficient operational vans.

Construction and refurbishment is another example of the University taking control of sustainability elements of its strategy, and ensuring that construction and refurbishment is firmly in its control by building good working relationships with local providers.”

Dr Margaret Rooney

NQA Regional Assessor

February 2017