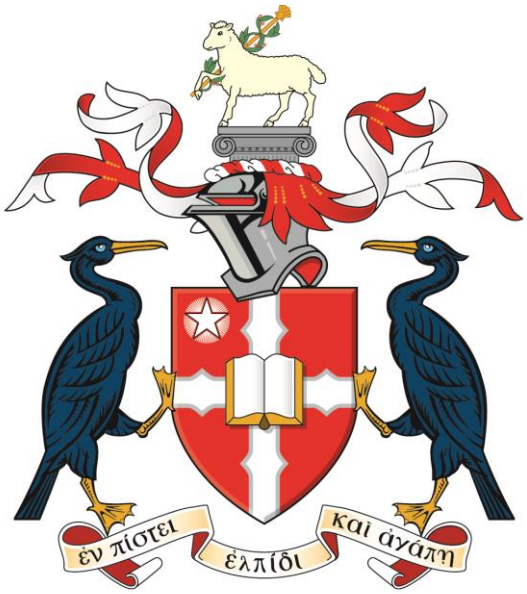

SUSTAINABILITY STRATEGY 2015-2016

Version Control

Document:	Sustainability Strategy 2015-16
Estates Strategic Planning Group	May 2015
Finance & General Purposes Committee	June 2015
University Council	July 2015
Implementation date:	1 September 2016
Version History:	Version 1 Sustainability Strategy 2011-2015 Approved by University Council June 2011
	Version 2 Updated to include amended Carbon Reduction targets June 2015
Supersedes:	
Frequency of Review:	Annually
Key Related Documents	Travel Plan Sustainable Catering Policy Estates Strategy
Document Owner	PVC (Operations)

RELATIONSHIP TO THE CORPORATE PLAN (2012-16)

This amended Sustainability Strategy is given for 2015-16 such that it can be brought into line with the new Corporate Plan 2016-2020.

The key goal associated with the Sustainability Strategy is:

15. The University will ensure that the Estate is developed sustainability in line with the University's strategy of academic repositioning

VISION

Liverpool Hope University is a unique institution, being the only ecumenical Christian University in Europe. As such, this University has a moral, ethical and social responsibility to consider, and be accountable for, the impacts of its activities on students, employees, suppliers, the local community and wider stakeholder groups, as well as on the environment. The University is committed to maintaining, and where possible, enhancing the quality of its environment for its staff and students working and living at the University and for the wider community. Planning and working in a sustainable manner is therefore a central tenet of the mission and values of this University.

The University's Sustainability Strategy commits the University to the principles of sustainable development. Sustainability is widely defined as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (Brundtland Report, 1987). Sustainability is a wide ranging agenda and as is as much about changing people's mind sets and interactions with each other, and the environment, as it is about minimising impacts.

There are ten main principles by which the University is seeking to improve its environmental sustainability: Corporate Governance and Leadership, Energy Management, Water Efficiency, Property Management and Construction, Information Technology, Recycling and Waste, Travel, Biodiversity and Green Space Management, Sustainable Procurement and Awareness and Education. The following sections outline these ten main principles detailing why these are important issues, the objectives and the relevant key performance indicators (KPIs); these principles must be adopted and applied in a consistent manner. Progress against the Sustainability Strategy will be monitored, reviewed and revised through the University's Sustainable Development Steering Group.

The University's Sustainability Strategy aligns itself to the Corporate Plan and succeeds the Environmental Policy (2008) and acts as an overarching Strategy linking to other University policies which relate to sustainability issues, including the Learning, Teaching and Assessment Strategy, IT Strategy, Estates Strategic Management Plan, Procurement Policy and Travel Plan. These plans and policy documents should be read in conjunction with this Strategy as they give more detail on the specific issues.

Given the financial uncertainty of the future, the University will prioritise the objectives of the Sustainability Strategy in the most cost-effective manner possible, whilst providing the best value for money and increasing efficiencies whilst providing a service consistent with good practice.

This Strategy applies across the University and includes all campuses and locations within the governance of Liverpool Hope University. The implementation of this Strategy and the proposed actions cannot be the sole responsibility of one person or department; it requires planning and dialogue across all faculties and departments. All staff and students share this responsibility. The University Council, the Office of the Vice Chancellor and the Rectorate Team have ultimate responsibility for the environmental sustainability of the University.

1) CORPORATE GOVERNANCE AND LEADERSHIP

The University has a corporate responsibility to create an open, socially just, healthy, safe and secure environment. To ensure that the principles of the Sustainability Strategy are fulfilled, it must ensure that Sustainability is taken into account in its operation and decision making processes.

Liverpool Hope University needs to achieve this through continual improvement in the governance of the organisation, management of its operational activities and services and through education and research.

The University accepts that good governance of the Sustainability Strategy will include:

- Senior, strategic ownership of the Strategy
- Bringing together the diverse projects across the organisation and project owners coming together to ensure coherence and co-ordination of sustainable activity
- An overview of the Strategy, that encourages successful delivery, by identification of blockages, and their removal

A Sustainable Development Steering Group (SDSG) has been established to plan, co-ordinate and monitor the delivery of specific objectives towards this agenda. Progress against the strategy will be monitored through the SDSG and reported to Senior Management Team (SMT) on a monthly basis. Reports from SMT will be presented to Finance and General Purposes for further consideration and then submitted to University Council for approval where appropriate.

Objectives:

- Reduce the environmental impact of the University through better management of its resources
- Integrate environmental and sustainability principles into the University's operational procedures, educational activities and research endeavours, promoting best practice at every level
- Integrate sustainability into all policies and strategies as they are developed or renewed, as well as, where appropriate, into job descriptions, role specifications, marketing, recruitment and other promotional literature
- Meet the requirements, and where possible, exceed all relevant legislation and other regulatory requirements
- Monitor, review and regularly report our environmental performance and set objectives and targets to ensure continual improvement
- Communicate both internally and externally about our environmental performance, including training and awareness of staff and students
- Develop an Environmental Management System (EMS) to provide a framework for ensuring management and review of environmental issues
- Strive for continuous improvement

KPIs:

Performance Indicator	Metrics	Reporting Officer
Progression towards EMS	Benchmark score	Sustainability Manager
Plans and Policies developed, reviewed or renewed which consider sustainability	Number of Plans and Policies developed, reviewed or renewed	Sustainability Manager
Training sessions, Induction programmes	Number of awareness and training programmes delivered	Sustainability Manager

2) UTILITY MANAGEMENT

The University will seek to limit the environmental impact and costs arising from energy (electricity and gas) and water use in its buildings (residential and non-residential) through better management of resources and increasing awareness amongst its staff and students; and to do this in the most cost-effective manner possible, whilst ensuring that the University's activities continue.

Objectives:

- To University is mindful of the carbon reduction targets set by the government; from a baseline of 2005-2006, the carbon reduction targets (scope 1 and 2 emissions) for the sector are:
  12% by 2012-2013
  29% by 2017-2018
  43% by 2020-2021
  And whilst these targets continue to be downgraded, the University does not believe them achievable, especially given the increase in the University footprint (acquisition of Hopkins and Aigburth) together with major new buildings (Gateway, Capstone, Eden, Library, Science) and further proposals in the foreseeable future (Sport, Library extension, Hermitage, Cloisters, Lantern).The University proposes a 2.5% year-on-year carbon reduction from its 2015 position.
- To reduce the University's water consumption by 10% by 2014-2015, from a 2005-2006 baseline
- Identify areas for carbon reduction and develop projects for reductions in line with the Carbon Management Plan
- Develop a programme of internal energy and water audits throughout the three campuses
- Develop guidance documents advising Faculties and Departments how to effectively reduce/minimise energy consumption
- Ensure that energy and water consumption and low carbon energy are considered in the procurement process
- To ensure that the space available is used in the most efficient manner possible to ensure the best use of energy

KPIs:

Performance Indicator	Metrics	Reporting Officer
Utility consumption and costs	*Gas* (kWh/yr and cost/yr) (kWh/staff and student FTE and m^2) *Electricity* (kWh/yr and cost/yr) (kWh/staff and student FTE and m^2) *Water* (m^3/yr and cost/yr) (m^3/yr/staff and student FTE and m^2)	Sustainability Manager
Carbon emissions	Gas (tonnes of CO_2e/yr) Electricity (tonnes of CO_2e/yr) Water (tonnes of CO_2e/yr) Reduction against target Tonnes of CO_2e/yr/staff and student FTE and m^2	Sustainability Manager

3) PROPERTY MANAGEMENT AND CONSTRUCTION

The design, construction, operation, refurbishment and demolition of buildings can have significant environmental impact for the University. The University's Estates Strategic Management Plan will incorporate sustainability objectives and our capital investment programme will take account of the need to design for a sustainable future.

The University will ensure that in planning new buildings and refurbishment of existing buildings challenging targets are set for environmental accreditation and for the lowest possible use of energy and water. This will provide buildings which are fit for purpose and support the university reaching its sustainability targets. University buildings which have been designed and commissioned sustainably will achieve greater efficiencies, provide a higher user satisfaction and support the University's aim of providing a better environment for its students and staff.

Objectives:

- Ensure that the Estates Strategic Management Plan incorporates sustainability objectives, including building development and acquisition of University property
- From 2011 onwards all new build projects that cost over £1 million will endeavour to achieve at least BREEAM 'Excellent' and Energy Performance 'B' rating
- Develop guidelines, targets and procedures for introducing sustainability issues into refurbishment projects
- Opportunities to improve sustainability performance will be sought as part of the regular maintenance schedules
- Ensure buildings are able to withstand the impacts of climate change
- Embed whole life cost consideration into all capital investment
- Frequently monitor the usage of space and will continue to consolidate its campus to improve space utilisation of teaching and office space
- Ensure that all activities are consolidated into the most efficient buildings in the evenings and at weekends

KPIs:

Performance Indicator	Metrics	Reporting Officer
Building Display Energy Certificates	Rating compared to previous year	Sustainability Manager
Space Utilisation	% useable space	Property Data Officer
Room charges for non-use of bookable space	Cost of room charges/faculty/yr	Property Data Officer
Building condition and functional suitability	Rating compared to previous year	Head of Estates

4) INFORMATION TECHNOLOGY

The provision of IT Services needs to be developed sustainably to minimise its impact on the environment. The University will harness appropriate technologies and strategies to reduce the impact of existing equipment including desktops, printers, and servers; and include environmental criteria in the procurement of IT Services.

Objectives:

- Integrate sustainability principles into IT infrastructure and management
- To increase awareness of sustainable IT to staff and students, encouraging and enabling an improved and efficient power down of desktops and other peripheral equipment
- To ensure that sustainability is a consideration in the IT procurement process
- Successful server-hosting service and reduction in number of inefficient server rooms scattered throughout campus
- To enable proactive use of individual and group video conferencing to cut travel where appropriate
- To maintain and, where possible, improve the robust disposal procedures for IT equipment
- To reduce the replacement frequency of IT equipment, thereby reducing resource usage and disposal costs
- To continue and extend server virtualisation where appropriate, for resilience and reduced energy consumption
- To provide improved management information which monitors progress
- Continue to consolidate the print estate

KPIs:

Performance Indicator	Metrics	Reporting Officer
Printers set to default duplex printing	% of printing estate	Director IT Services
Computers with operational power down facilities	% of computers	Director IT Services
Usage of the access grid node	Hours/yr	Director IT Services
Equipment with 'A' rating	% of purchases	Director IT Services

5) RECYCLING AND WASTE

The amount of waste produced by the University needs to be reduced and managed according to the waste hierarchy. This needs to be done in the most cost-effective manner possible, whilst providing a quality service. Recycling streams currently include paper, cardboard, plastic, cans, glass, batteries and electrical equipment; segregation of materials needs to be encouraged and a cross-campus awareness and education campaign will be used to explain waste management practices. The University needs to work with contractors to ensure that they use best practice waste management.

Objectives:

- To reduce general waste production in absolute tonnages by 5% by 2014-2015 and work towards sending zero waste to landfill, excluding building waste
- Develop and implement waste management practices that actively manage waste through the waste hierarchy
- Production of publicity material to promote recycling in Halls of Residence and the wider University campus
- To encourage the use of 'recycled' products where appropriate
- To promote purchasing and development processes that give due consideration to the true cost of waste
- Review all waste streams and work to minimise waste generation, maximise recycling and minimise unnecessary consumption
- Work with building contractors to encourage the use of 'recycled' products where appropriate and minimise the amount of construction waste sent to landfill

KPIs:

Performance Indicator	Metrics	Reporting Officer
Waste produced	tonnes/yr tonnes/yr/staff and student FTE	Sustainability Manager
Waste to landfill	Tonnes/yr Cost/yr	Sustainability Manager
Building waste	Tonnes/yr % recycled	Sustainability Manager

6) TRAVEL

The University will progress its travel plan to further develop and promote sustainable travel policies and procedures, whilst ensuring that the travel plan is not anti-car to those who have no option but to travel to the University by car. Transport and car parking related issues are a significant environmental and community (University and local) issue for the University. The University commits to minimising the impacts caused by the direct and indirect transport requirements of the University whilst ensuring that the University does not lose its focus and goal of regional, national and international learning, teaching and research.

Objectives:

- Review and update the Sustainable Travel Plan and implement the actions identified
- Complete a travel survey of both staff and students annually and assess the University's performance against the objectives of the travel plan
- Produce and implement car park management plans for the three Campuses
- Measure and develop methods for supporting sustainable modes of transport by staff and students for business travel, commuting to and from the University and student travel to and from campus at the beginning and end of term and during breaks
- Identify how emissions from visitor activity, contractor owned vehicles, product deliveries and outsourced activities (scope 3 emissions) can be measured and develop a reduction plan
- Implement an electronic University travel claim form to enable business travel data to be collected
- Promote Cyclescheme to all members of staff and increase the numbers applying
- Encourage the use of the shuttle bus between the campuses
- Improve accessibility to the University and local bus service information

KPIs:

Performance Indicator	Metrics	Reporting Officer
Travel Modes	% of travel by various modes	Sustainability Manager
Uptake of the Cyclescheme initiative	Number of staff within the scheme	Sustainability Manager
Patronage of Shuttle bus	Number of passengers	Sustainability Manager

7) BIODIVERSITY AND GREEN SPACE MANAGEMENT

The University is rightly proud of its garden campuses and will continue to manage the estates in a cost effective manner to enhance and create urban green space which will deliver amenity value and support biodiversity and wildlife.

Our grounds are central to the overall Hope experience.

Objectives:

- To continue to manage our grounds with due regard to the environment
- To ensure maintenance and increase current levels of biodiversity
- Ensure the ratio of grounds to buildings is maintained or increased
- To support the development of buildings, which introduce and increase existing levels of biodiversity and sit within a pleasantly landscaped natural environment
- Promote biodiversity and conservation on all University campuses

KPIs:

Performance Indicator	Metrics	Reporting Officer
Diversity of species across all campuses	Biodiversity indices (tri-annual)	Sustainability Manager

8) SUSTAINABLE PROCUREMENT

To carry out purchasing activities in an environmentally responsible and sustainable manner. The University commits, where financially and legally viable, to procurement policies and procedures for all elements of the supply chain based on environmental and sustainability criteria: to avoid materials which are sourced from non-renewable resources and/or cannot be recycled; and maximise the procurement of products supplied locally and those which give due regard for human rights and fair and just trade. To ensure that sustainable purchasing activity is consistent with best purchasing practice.

Objectives:

- To implement the Government's 'Flexible Framework for Sustainable Procurement'
- Ensure consideration is given to whole life costs and benefits of environmentally preferable products and services alternatives
- Review and update the Procurement Strategy in support of the Sustainability Strategy and establish a reporting system to monitor its sustainable procurement policy
- Establish a baseline of the environmental impact of the purchased goods and services by 2012-2013
- Ensure sustainability procurement is gradually embedded into tender and contract processes and management especially for key areas such as energy, waste, water, catering and transport
- Specify sustainable environmentally friendly products wherever appropriate
- Ensure that suppliers' sustainable environmental credentials are as far as practicable considered in the suppliers' appraisal process
- Promote where appropriate and practical sustainable buying principles, for example, Fairtrade
- Work with Faculties and Support Services to identify ways to reduce product spends and reduce their procurement environmental impact

KPIs:

Performance Indicator	Metrics	Reporting Officer
Progression against the Flexible Framework for Sustainable Development	Level attained in each aspect	Procurement Manager
Spending on sustainable and recycled products	£/yr	Procurement Manager

9) AWARENESS AND EDUCATION

Awareness and Education are essential to ensure the success of the Sustainability Strategy. To communicate and raise awareness of the aims of the University's Sustainability Strategy and its progress against its targets both internally and externally is vital to its success and needs to be both adaptive and inclusive. The University recognises that transparency is required when communicating its environmental and sustainability goals to get both staff and students involved and inspired to assist the University reaching its goals.

Objectives:

- Develop a communications strategy for sustainability and associated action plan
- Profile the university's sustainability commitment into staff appointments and advertisements
- Ensure key information on campus sustainability is accessible to staff and students by the development of a dedicated website and regular news items which showcases our activities, achievements and identifies out expertise across the University
- Review current promotional material and create new communication tools to convey the University's position on sustainability
- Introduce training for key staff on environmental awareness, waste and carbon and energy management and sustainable procurement to ensure that opportunities for reduction in carbon emissions are optimised and sustainable development is embedded at all levels.
- Foster a culture of responsible citizenship with all staff and students

KPIs:

Performance Indicator	Metrics	Reporting Officer
Sustainability news items	Number of news items	Sustainability Manager
Induction and training events	Numbers attending events	Sustainability Manager

10) GLOBAL CITIZENSHIP

The University commits to engaging its staff and students with sustainability concepts and issues through their formal and informal learning. The University recognises that it is essential to develop its staff and students as responsible citizens of the world and produce sustainability literate students who are equipped with the skills and knowledge to positively engage in their personal and professional lives. Sustainability will be included, where appropriate, into course curriculum and will be taken into account in programme approval and review processes. Students will be encouraged to develop and challenge their understanding of sustainability both within and beyond their subject area.

Objectives:

- Understand more fully sustainability/environment inclusion with current programmes and curriculum
- Embed Education for Sustainable Development into the University's Learning, Teaching and Assessment Strategy
- Integrate sustainability into course validation, quality enhancement and other formal processes
- Encourage and support the development of new courses that integrate sustainable development learning and promote the inclusion of sustainable development within present curricula and methods of learning and teaching
- Enhance student experience outside the curriculum through involvement in the Service and Leadership Awards (SALA)
- Foster a culture of responsible citizenship with all staff and students

KPIs:

Performance Indicator	Metrics	Reporting Officer
Courses and programmes that include sustainability	Number of programmes offered	Sustainability Manager