

## Sustainability Committee Meeting

Date: 15 March 2021

Time: 15:00 Hours to 17:00 Hours

### AGENDA

SN	Items	Paper	Lead	Overview
1.	Apologies	NA	Chair	<ul style="list-style-type: none"> <li>Information</li> </ul>
2.	Draft Minutes	NA	Chair	<ul style="list-style-type: none"> <li>Approval</li> </ul>
3.	Action Log & Matters Arising	NA		<ul style="list-style-type: none"> <li>Discussion</li> <li>Approval</li> </ul>
4.	Meeting Overview: EcoCampus Silver Award & Sustainability Leadership Scorecard	Verbal	P. Tamuno / P. Lloyd / I. McManus	<ul style="list-style-type: none"> <li>Information</li> <li>Discussion</li> </ul>
<b>Environmental Sustainability Performance (ESAP)</b>				
5.	Environmental Sustainability Annual Report (2019/20)	<a href="#">SC.21/09</a>	P. Tamuno / P. Lloyd / I. McManus	<ul style="list-style-type: none"> <li>Discussion</li> <li>Assurance</li> <li>Approval</li> </ul>
6.	Environmental Sustainability Overview (Malta Campus)	<a href="#">SC.21/10</a>	M. Lockwood and F. Wilson	<ul style="list-style-type: none"> <li>Information</li> <li>Discussion</li> <li>Approval</li> </ul>
<b>7. Environmental Management System (ESAP)</b>				
7.1	Environmental Management System (ISO 14001:2015): Stage 2	<a href="#">SC.21/11</a>	P. Tamuno and Environmental Associates	<ul style="list-style-type: none"> <li>Discussion</li> <li>Assurance</li> <li>Approval</li> </ul>
7.2	Non-Hazardous Waste Management Procedure	<a href="#">SC.21/12</a>	S. Keeble	<ul style="list-style-type: none"> <li>Discussion</li> <li>Assurance</li> <li>Approval</li> </ul>
7.3	Hazardous Waste Management Procedure	<a href="#">SC.21/13</a>	S. Keeble	<ul style="list-style-type: none"> <li>Discussion</li> <li>Assurance</li> <li>Approval</li> </ul>
7.4	Grounds Management Procedure	<a href="#">SC.21/14</a>	D. Sopsisz	<ul style="list-style-type: none"> <li>Discussion</li> <li>Assurance</li> <li>Approval</li> </ul>
7.5	Construction, Refurbishment, Conversion and Fit-Out Procedure	<a href="#">SC.21/15</a>	R. Halsall	<ul style="list-style-type: none"> <li>Discussion</li> <li>Assurance</li> <li>Approval</li> </ul>
<b>8. Sustainability Leadership Scorecard (ESAP)</b>				

<b>SN</b>	<b>Items</b>	<b>Paper</b>	<b>Lead</b>	<b>Overview</b>
8.1	Grounds Management and Biodiversity	<a href="#">SC.21/16</a>	D. Sopisz	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Assurance</li> <li>• Approval</li> </ul>
8.2	Construction, Refurbishment, Conversion and Fit-Out	<a href="#">SC.21/17</a>	R. Halsall	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Assurance</li> <li>• Approval</li> </ul>
8.3	Resource Efficiency and Recycling	<a href="#">SC.21/18</a>	S. Keeble	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Assurance</li> <li>• Approval</li> </ul>
8.4	Staff Engagement and Human Resources	<a href="#">SC.21/19</a>	S. Harris	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Assurance</li> <li>• Approval</li> </ul>
8.5	Health and Wellbeing	<a href="#">SC.21/20</a>	S. Harris	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Assurance</li> <li>• Approval</li> </ul>
8.6	Student Engagement	<a href="#">SC.21/21</a>	T. Stockton	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Assurance</li> <li>• Approval</li> </ul>
<b>9. Teaching and Research</b>				
9.1	Embedding Sustainability into the Business and Management Curriculum	Verbal	L. Campling / M. Mandarini	<ul style="list-style-type: none"> <li>• Information</li> <li>• Discussion</li> </ul>
<b>10. Other Business</b>				
10.1	Any Other Business	NA	Chair	<ul style="list-style-type: none"> <li>• Information</li> <li>• Discussion</li> <li>• Actions</li> </ul>
<b>Date of Next Meeting: Monday 26 April 2021 (11:00 Hours to 13:00 Hours)</b>				



## Queen Mary's 2019/20: Environmental Sustainability Annual Report

<p><b>Outcome requested:</b></p>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> <li>• Take assurance of our 2019/20 environmental sustainability annual report (August 2019 to July 2020)</li> <li>• Consider issues that should be escalated</li> <li>• Approve this annual report</li> </ul>
<p><b>Executive Summary:</b></p>	<p>Our 2019/20 environmental sustainability report summarises our performances against our environmental objectives and commitments as well as show our progress towards embedding good environmental practices across all areas of our operations.</p> <p>The highlights of our performance during the year under review are:</p> <ul style="list-style-type: none"> <li>• Governance: We expanded the membership of our Sustainability Committee to include additional relevant stakeholders. The governance group is responsible for the delivery of our environmental objectives and commitments</li> <li>• Sustainability Leadership Scorecard (SLS) and UN Sustainable Development Goals: we are pleased to report that we achieved Silver SLS status based on the self-assessment of our 2019/20 performances</li> <li>• Carbon reduction and responding to climate change: Our carbon footprint (CO<sub>2</sub>e) reduced by 28.5% from 26,394 tCO<sub>2</sub>e during the 2018/19 academic year to 18,870 tCO<sub>2</sub>e at the end of the year under review</li> <li>• Energy efficiency investment: We secured a £2.46 Million energy efficiency loan from Salix (at 0% interest rate) as part of our commitment to deliver our six-year, 30% carbon reduction target</li> <li>• Energy procurement and savings: we successfully carried out an energy procurement competition during the year under review and the savings that will be realised from our new energy supply service</li> </ul>

	<p>contracts between 1 October 2020 and 30 September 2021 is £1.04 Million</p> <ul style="list-style-type: none"> <li>• Waste management and Resource Efficiency: The total general wastes generated across our UK campuses reduced by 50%, but our recycling performance reduced from 33% to 29% between the 2018/19 and 2019/20 academic. We have also continued to deliver our ReUse scheme and used book collection service.</li> <li>• Construction and refurbishment: One of the recently completed refurbishment projects have been shortlisted for BREEAM Awards 2021</li> <li>• Biodiversity: We have continued to maintain our medicinal and sensory gardens and 40 of our staff and 10 students have continued to use the allotments within our Mile End Campus</li> <li>• Sustainable procurement: As part of our commitment to influence our suppliers and contractor to embed good environmental practices across their operations; we are pleased to report that 9 of our top-12 suppliers and contractors currently have ISO 14001:2015 certificates</li> <li>• Embedding environmental sustainability: As part of our commitment to embed good environmental practices across all areas of our operations and academic offering to our students, we are currently offering professional development (CPD) courses to our staff and students. During the year under review, 58 professional services and academic staff participated in our environmental sustainability skills for the workforce course and 68 students completed the optional module on sustainable development</li> </ul>
<p><b>Alignment with:</b></p> <ul style="list-style-type: none"> <li>• <b>QMUL Strategy</b></li> <li>• <b>Internal Policies/Regulations</b></li> <li>• <b>External Statutory Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act 1995</li> <li>• Clean Air Act 1993</li> <li>• The Climate Change Act 2008</li> <li>• The Waste (England and Wales) Regulations 2011</li> <li>• Water Framework Directive 2015</li> <li>• The Energy Act 2016</li> <li>• Clean Air Framework 2017</li> <li>• Clean Air Strategy 2019</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> </ul>

	<ul style="list-style-type: none"> <li>Queen Mary Environmental sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li><i>Compliance with relevant regulations</i></li> <li><i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Consideration by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not applicable</i>
<b>Author(s) :</b>	Philip Tamuno, Head of Sustainability
<b>Executive Lead(s):</b>	Ian McManus, Director of Estates and Facilities Philippa Lloyd, Vice Principal Strategic Partnership
<b>Date:</b>	<i>15 March 2021</i>

## Queen Mary's 2019/20: Environmental Sustainability Annual Report

### Overview

Our 2019/20 environmental sustainability report summarises our performances against our environmental objectives and commitments as well as show our progress towards embedding good environmental practices across all areas of our operations.

The highlights of our performance during the year under review are:

- Governance: We expanded the membership of our Sustainability Committee to include additional relevant stakeholders. The governance group is responsible for the delivery of our environmental objectives and commitments
- Sustainability Leadership Scorecard (SLS) and UN Sustainable Development Goals: we are pleased to report that we achieved Silver SLS status based on the self-assessment of our 2019/20 performances
- Carbon reduction and responding to climate change: Our carbon footprint (CO<sub>2</sub>e) reduced by 28.5% from 26,394 tCO<sub>2</sub>e during the 2018/19 academic year to 18,870 tCO<sub>2</sub>e at the end of the year under review
- Energy efficiency investment: We secured a £2.46 Million energy efficiency loan from Salix (at 0% interest rate) as part of our commitment to deliver our six-year, 30% carbon reduction target
- Energy procurement and savings: we successfully carried out an energy procurement competition during the year under review and the savings that will be realised from our new energy supply service contracts between 1 October 2020 and 30 September 2021 is £1.04 Million
- Waste management and Resource Efficiency: The total general wastes generated across our UK campuses reduced by 50%, but our recycling performance reduced from 33% to 29% between the 2018/19 and 2019/20 academic. We have also continued to deliver our ReUse scheme and used book collection service.
- Construction and refurbishment: One of the recently completed refurbishment projects have been shortlisted for BREEAM Awards 2021

- Biodiversity: We have continued to maintain our medicinal and sensory gardens and 40 of our staff and 10 students have continued to use the allotments within our Mile End Campus
- Sustainable procurement: As part of our commitment to influence our suppliers and contractor to embed good environmental practices across their operations; we are pleased to report that 9 of our top-12 suppliers and contractors currently have ISO 14001:2015 certificates
- Embedding environmental sustainability: As part of our commitment to embed good environmental practices across all areas of our operations and academic offering to our students, we are currently offering professional development (CPD) courses to our staff and students. During the year under review, 58 professional services and academic staff participated in our environmental sustainability skills for the workforce course and 68 students completed the optional module on sustainable development

## **Governance**

Our Sustainability Committee (SC) is responsible for the delivery of our environmental sustainability objectives and commitments. This governance group reports to our Senior Executive Team (SET) and / or to our Estates Strategy Board (ESB).

The Vice Principal, Policy and Strategic Partnerships, (a member of our Senior Executive Team) provides oversight of our environmental sustainability delivery approach and is the Chair of the Sustainability Committee. The Vice Chair is the Director of Estates, Facilities and Capital Development

During the year under review, we expanded the membership of our SC to include staff union representatives and increased the number of academics that attend our SC's meetings. During the 2019/20 academic year, our SC met in October 2019, January 2020, April 2020 and July 2020.

## **Sustainability Leadership Scorecard and UN SDGs**

The United Nations adopted the 2030 Agenda for Sustainable Development in 2015. The Agenda for Sustainable Development is underpinned by the current Sustainable Development Goals (UN SDGs).

We are currently using the Sustainability Leadership Scorecard (SLS) framework coordinated by the Environmental Association for Universities and Colleges (EAUC) to embed relevant

social, economic and environmental drivers into all aspects of our operation as well as monitor our performances against these goals.

We are pleased to report that we achieved Silver SLS status based on the self-assessment of our 2019/20 performance. As seen in Table 1, Food and Drink (Catering), Community, and Public Engagement are two areas of priority that requires significant improvement.

**Table 1: Queen Mary, 2019/20 Sustainable Leadership Score (Self-Assessment)**

Category	Status	Priority Areas	Score (%)
Leadership and Governance	Gold	Staff Engagement and Human Resources	78.1%
		Leadership	78.1%
		Health and Wellbeing	68.7%
		Risk	59.4%
Estates and Operations	Gold	Resource Efficiency and Waste	71.9%
		Biodiversity	75.0%
		Construction and Innovation	62.5%
		Water	62.5%
		Travel and Transport	59.4%
		Climate Change Adaptation	71.9%
		Energy Management	93.7%
Partnership and Engagement	Silver	Community and Public Engagement	46.9%
		Business and Industry Interface	68.7%
		Procurement and Supplier Engagement	75.0%
		Food and Drink (Catering)	37.5%
Learning, Teaching & Research	Silver	Student Engagement	81.2%
		Research	62.5%
		Learning and Teaching	56.2%

## Carbon Reduction and Responding to Climate Change

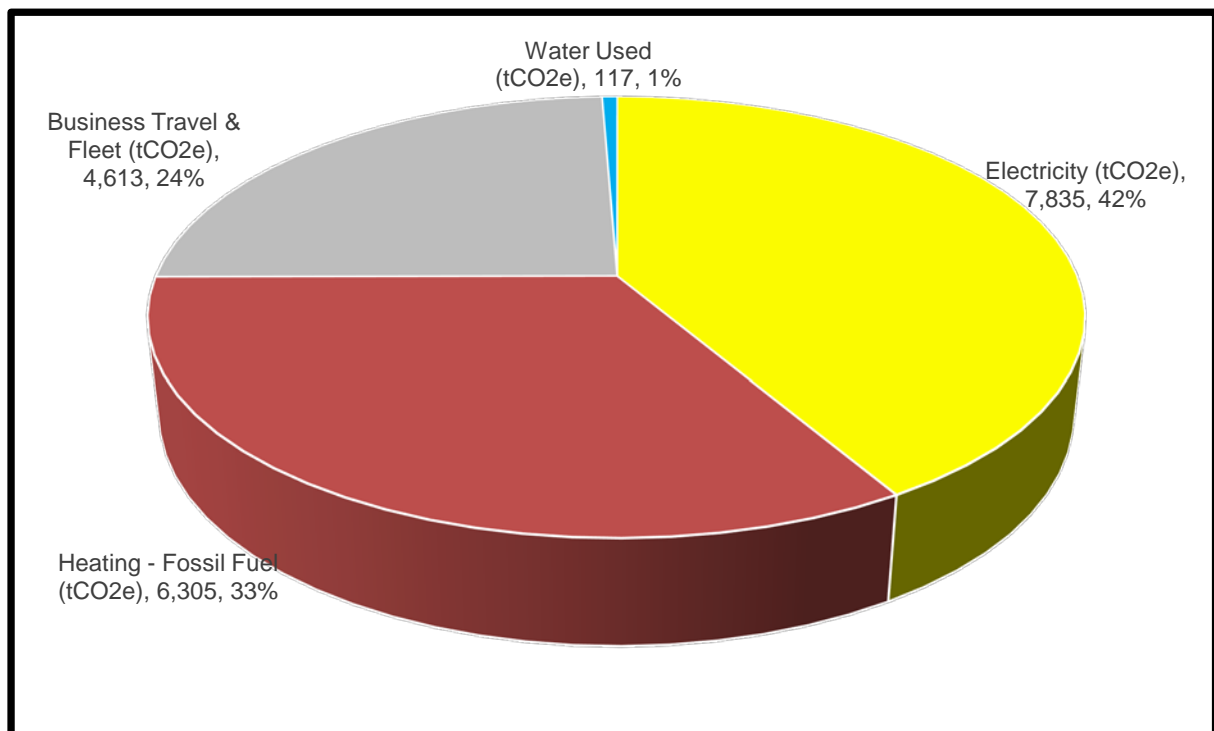
Our six-year 30% carbon reduction target against our 2018/19 carbon footprint is one of our immediate responses to the risks associated with climate change as well as our commitment to support the delivery of the UK's 2050 net-zero carbon target and the UN Conference of Parties (COP) climate emergency goals.



Our carbon footprint (CO<sub>2</sub>e) is represented by the emissions associated with the energy and water used across our UK campuses, fuel used by our vehicles and business travel<sup>1</sup>.

During the 2019/20 academic year, we emitted 18,870 tCO<sub>2</sub>e. Our 2019/20 carbon footprint was made of electricity and fossil fuel used across our UK campuses (75%), the water we used (1%) and our travel and transportation (24%). To put our current carbon footprint into context, on the average we emitted 0.92 tCO<sub>2</sub>e for every student. Figure 1 show the breakdown of our current carbon footprint.

**Figure 1: Queen Mary's 2019/20 Carbon Footprint**



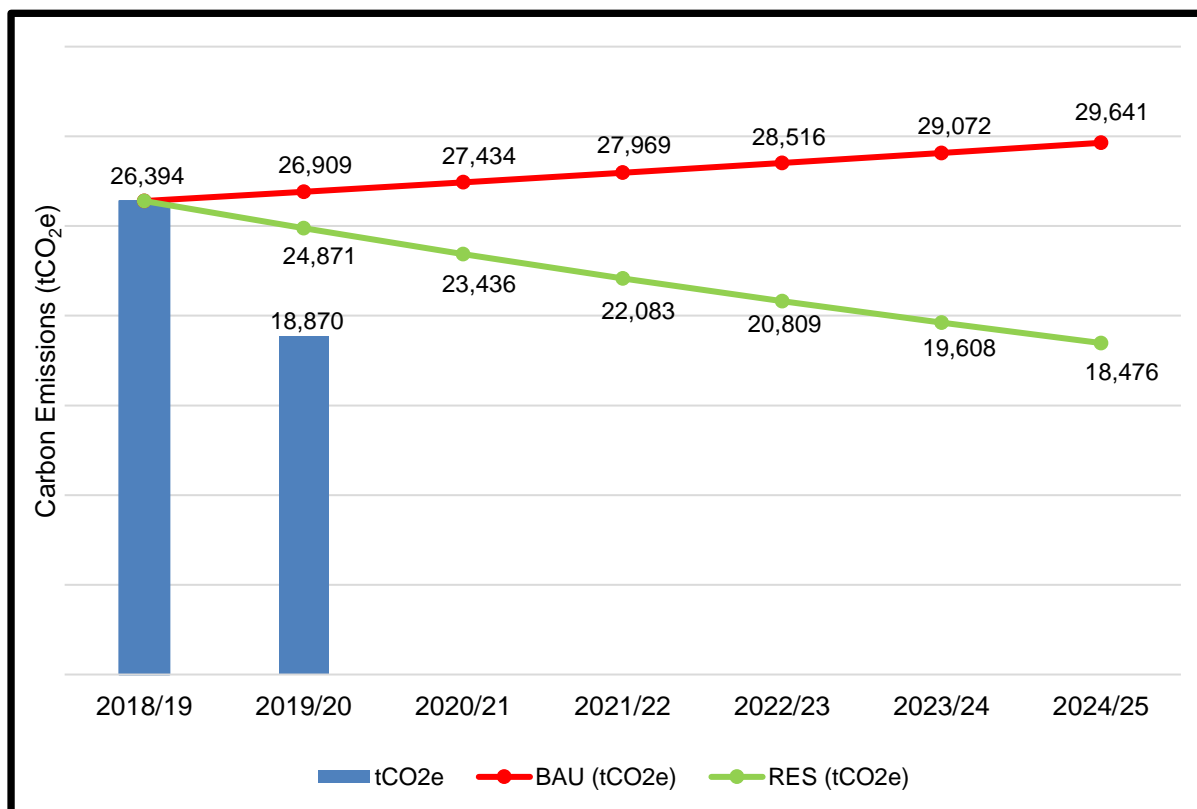
Our carbon footprint reduced by 28.5% from 26,394 tCO<sub>2</sub>e to 18,870 tCO<sub>2</sub>e between the 2018/19 and 2019/20 academic years. This significant performance improvement in our carbon footprint could be partly attributed to our responses to the national restriction and lockdowns associated with COVID-19 pandemic from March 2020.

Figure 2 show our 2018/19 and 2019/20 carbon footprints compared to our business as usual (BAU) and modelled reduced emission scenario (RES) trajectory based on our six-year 30% carbon reduction target.

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<sup>1</sup> Distances our Staff and Researchers travel to carry out academic and operational responsibilities (excluding those via Oyster Cards)

**Figure 2: Our Carbon Reduction Performance against BAU and Target Emissions**



Further comparison of our current carbon footprint and associated indicators against our 2018/19 baseline show that:

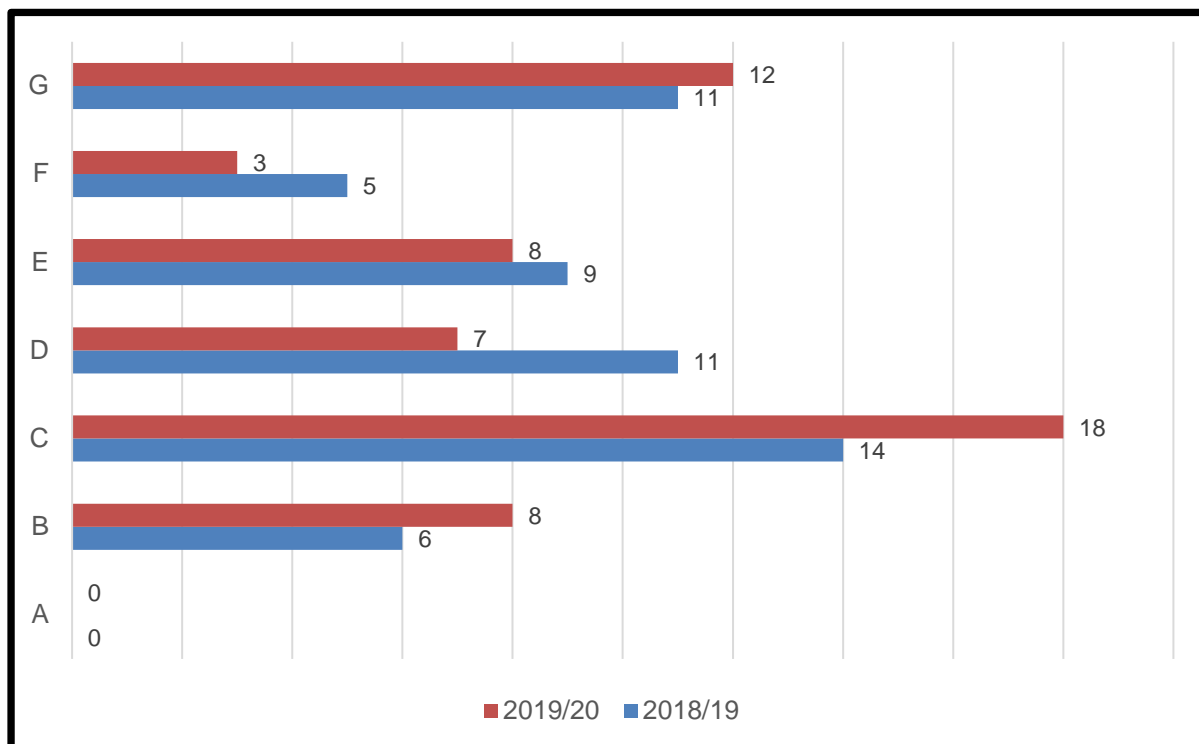
- Our student number increased by 4.5% from 19,595 to 20,477
- The water we used across our UK increased by 0.6% from 338,772 m<sup>3</sup> to 340,876 m<sup>3</sup>
- Our business travel reduced by 31% from 31.9 Million km to 21.99 Million km
- The natural gas used for heating our UK campuses reduced by 7% from 33,150 MWh to 30,817 MWh
- The heating oil used at our Chislehurst Campus increased by 4.3% from 96,307 Litres to 100,416 Litres
- The electricity used across our UK campuses reduced by 11.4% from 37,537 MWh to 33,260 MWh
- We achieved 31.6% carbon intensity reduction (Carbon / Student) from 1.35 to 0.92 tCO<sub>2</sub>e/Student

## Building Energy Performance

Appendix 1 contain a comparative summary of the energy used across our UK campuses. The Display Energy Certificates (DECs) and Energy Performance Certificates (EPCs) are the main parameters that we currently use to monitor the performances of our buildings.

The average DECs and EPCs scores of buildings across our UK campuses reduced by 8.5% from 124.7 (2018/19) to 114.1 (2019/20). Figure 3 show the breakdown our DECs and EPCs (over the last two years).

**Figure 3: Queen Mary's DEC and EPC Profile (2018/19 and 2019/20)**



## Water Used

The COVID-19 pandemic significantly stalled the delivery of our water efficiency priorities. As seen in Table 3, the water used across our UK campuses increased 0.6% between the 2018/19 and 2019/20 academic years. However, water efficiency will continue to be an integral aspect of our commitment to continue to improve our environmental performances.

**Table 3: Water Used across our UK Campuses**

Campus	Water Used m <sup>3</sup> (2018/19)	Water Used m <sup>3</sup> (2019/20)
Charterhouse	28,840	15,533
Whitechapel	68,391	19,681
West Smithfield	2,241	2,062
Mile End	191,242	277,923
Lincoln Inn Fields	1,339	1,234
Chislehurst Sports Ground	27,873	9,699
Others	18,844	14,684
<b>Total</b>	<b>338,772</b>	<b>340,816</b>

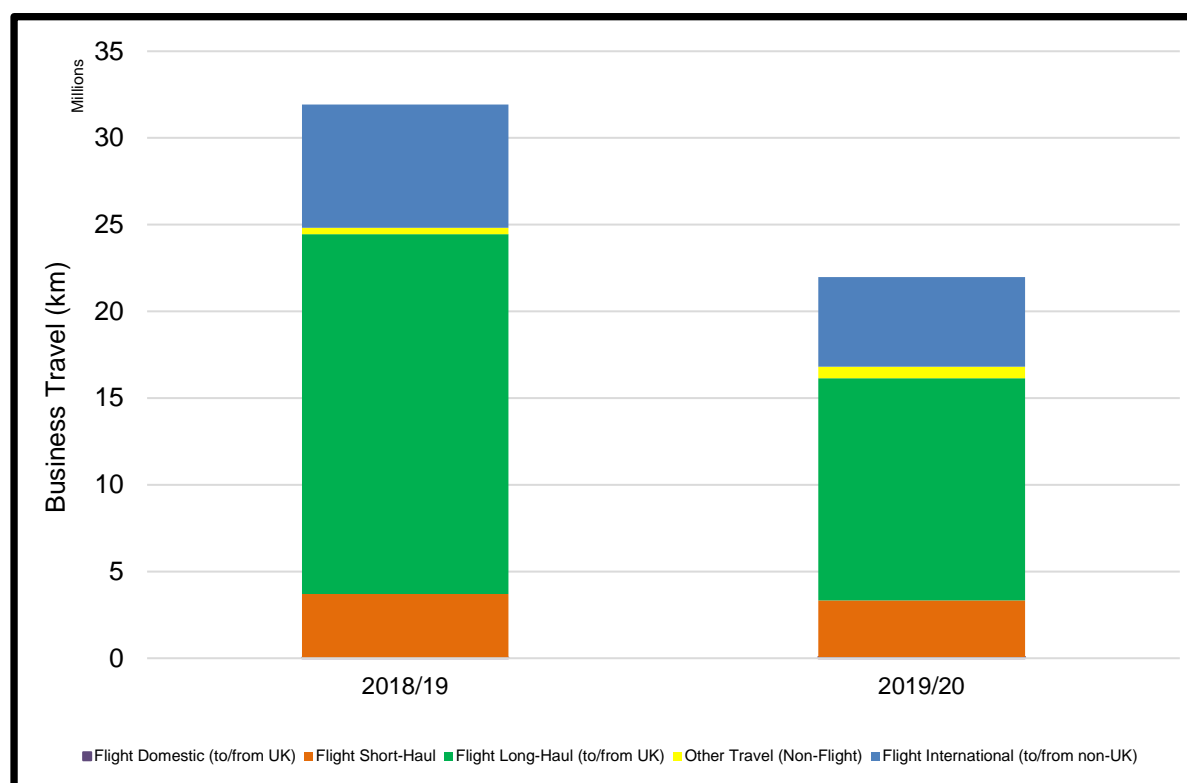
## Travel and Transportation

Appendix 2 show the breakdown of our 2018/19 and 2019/20 business travel. Our 2019/20 business travel of 21.99 Million km is 31% lower than our 2018/19 business travel of 31.93 Million km. This environmental performance improvement is consistent with the period of the 2019/20 academic year that was effected by the lock-down and restrictions associated with the COVID-19 pandemic. See Figure 4 for the profile of our 2018/19 and 2019/20 business travel.

We will be reviewing and adapting remote working and virtual teaching and collaboration that were common practices during restrictions associated with the COVID-19 pandemic.

As part of our commitment to encourage sustainable travel, we currently have 858 bicycle storage facilities across our three main UK campuses and sustainable travel and transportation will continue to be an integral priority of all our construction and refurbishment projects.

**Figure 4: Queen Mary’s 2018/19 and 2019/20 Business Travel**



### Energy Efficiency Investment (£2.46 Million)

As part of our commitment to deliver our six-year, 30% carbon reduction target, we secured a £2.46 Million energy efficiency loan from the Salix in March 2020. These projects are estimated to deliver 2,321,808 kWh (electricity) and 4,157,720 kWh (gas) savings. Table 2 show an overview of these energy efficiency projects.

**Table 2: Queen Mary’s Salix Tranche 3 Project Overview**

Project Title / Description	Cost (£)	Projected Savings	
		Electricity (kWh)	Gas (kWh)
Joseph Priestley: Plate Heat Exchanger	£397,907	105,780	1,763,680
BMS Upgrade: Whitechapel Campus	£602,946	727,382	1,358,785
BMS Upgrade: Arts Two Building	£32,573	34,526	39,742
BMS Upgrade: Computer Science Building	£16,629	56,325	100,627
BMS Upgrade: Engineering Building	£83,025	201,279	400,434
BMS Upgrade: G. E. Fogg Building	£48,783	164,607	37,477
BMS Upgrade: G. O. Jones Building	£8,629	31,010	21,069

Project Title / Description	Cost (£)	Projected Savings	
		Electricity (kWh)	Gas (kWh)
BMS Upgrade: Peoples Palace Building	£105,017	85,970	435,906
Whitechapel Lighting Upgrade	£1,170,000	914,929	NA
<b>Total</b>	<b>£2,465,509</b>	<b>2,321,808</b>	<b>4,157,720</b>

## Energy Procurement and Savings (£1.04 Million)

The energy procurement competition that we carried out during the 2019/20 academic year was aligned to our efficiency priorities and commitment to explore green electricity tariff. One of the outcome of this procurement process is that we entered into fixed 12-months energy contracts and with effect from 1 October 2020 all non-half hour (NHH) electricity supply are from green tariff (representing 5% of our annual electricity consumption).

Furthermore, these fixed 12-months energy service contracts will deliver a saving of £1.04 Million between 1 October 2020 and 30 September 2021 compared to our 2019/20 spend.

## Waste Management

During the year under review, the total volume of general wastes generated across our three main campuses reduced by 50%, while the proportion of recyclable materials collected from these campuses reduced from 33% to 29% between the 2018/19 and 2019/20 academic years. Table 4 show the breakdown of the residual waste and recyclable materials collected over the last two years from our main UK campuses.

**Table 4: General Wastes and Recyclable Materials Collected from our Campuses**

Campus	Recycling (tons)		Residual Wastes (tons)		Total (tons)	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
Charterhouse Square	104	73	282	78	386	151
Whitechapel	41	25	213	215	254	240
Mile End	382	133	566	277	948	410
<b>Total</b>	<b>527</b>	<b>231</b>	<b>1,061</b>	<b>570</b>	<b>1,588</b>	<b>801</b>

In conjunction with our commitment to reducing the amount of waste we produce, we currently support a Students Union (SU) led Re-Use campaigns aimed at encouraging our students and staff to donate all unused materials at the end of each semester. 1,222 kg of these materials

were donated during the 2019/20 compared to 1,179 kg collected during the 2018/19 academic year.

In addition, to the ReUse campaign, we operate a used book collection service at our Mile End Campus. The numbers of books donated during the 2019/20 compared to the 2018/19 academic year reduced by 53%. See Table 5 for a summary of the environmental benefits of this scheme.

**Table 5: Environmental Benefits of the Recycled and ReUsed Books**

Description	Total		Recycled		ReUsed	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
Total Books Donated	14,766	6,958	8,575	5,110	6,191	1,848
Books (kg)	9,166	4,319	5,323	3,172	3,843	1,147
Trees	237	111	136	81	101	30
Water (g)	130,626	53,805	49,808	29,681	80,818	24,124
Green-house Gases (tCO <sub>2</sub> e)	14,265	14,749	8,178	10,744	6,087	4,005
Landfill space (m <sup>3</sup> )	24	15	14	11	10	4
Electricity kWh	48,583	22,785	27,852	16,597	20731	6,188

## Construction and Refurbishment

Our long-term ambition is to integrate innovative energy efficiency technologies and good environmental approaches into all our new builds and refurbishment projects.

In recognition of the outstanding work of our Capital Project Team, the transformation project of our Mathematics Building, which achieved Building Research Establishment Environmental Assessment Method (BREEAM) Excellent rating, has been shortlisted for the BREEAM Awards 2021. This award recognise the people, projects and organisations that are leading the way with significant achievements in sustainable building design, development and management.

We are also pleased to report that the recent refurbishment of our Empire House Building achieved BREEAM Very Good rating.

## Biodiversity

Our Green Mary Garden is an important area of our Mile End Campus. This garden and allotment plots were constructed to provide opportunities for students, staff, and the wider community (including local schools) to engage with and learn more about the biodiversity and

ecological systems. These allotments are currently used by 40 staff members and 10 students. The restrictions associated with the COVID-19 pandemic significantly restricted the use of these allotments during the year under review.

We have however continue to maintain the medicinal and sensory plants within the designated sections of our Green Mary Gardens. Table 6 contain an overview of the plants within our Green Mary Garden.

**Table 6: Overview of Queen Mary’s Medicinal and Sensory Gardens**

Sensory Plants	Medicinal Plants
Sight: Swiss Chard	Anti-anxiety: <i>Chamomile</i> , <i>Matricaria chamomilla</i>
Sound: love-in-amist, <i>Nigella damascene</i>	Anti-bacterial and high vitamin C content: <i>Horseradish</i> , <i>Armoracia Rusticana</i>
Touch: Lamb’s ears, <i>Stachys bryzantine</i>	Variety of roles: <i>Allium sativum</i>
Smell: Curry plant, <i>Helichrysum italicum</i>	Bronchial spasm and wind relief: Fennel, <i>Foeniculum vulgare</i>
Taste: Strawberry, <i>Fragaria vesca</i>	Treatment of skin conditions: Comfrey, <i>Symphytum x uplandicum</i>

## Sustainable Procurement

The goods and services we procure have varying level of impacts on the environment. Therefore, including environmental specifications into relevant aspects of our procurement and commissioning processes will influence our supply chain, suppliers, and contractors to reduce the environmental impacts of their operations.

Our 2019/20 Modern Slavery statement and a Founding Partner of the London Living Wage Foundation, we have continued to challenge our suppliers and contractor to embed good environmental practices into relevant aspects of our procurement and commissioning processes.

We are pleased to report that during the year under review, 11 of our 12 top suppliers and contractors (total spend £24.82 Million) had current environmental management system (EMS) and 9 of these suppliers and contractors have certified ISO 14001:2015 EMS.



## **Embedding Environmental Sustainability**

We are currently a Corporate Member of the Institute of Environmental Management and Assessment (IEMA). We are using this membership to engage, partner and collaborate with link-minded organisations to deliver good environmental outcomes as well as optimise current and emerging environmental opportunities.

In addition to the above, we are an approved IEMA's Training Centre. Between May and July 2020, we delivered the IEMA CPD course on environmental sustainability skills for the workforce course to 58 professional services and academic colleagues across 20 departments / service areas.

One of the outcomes of the IEMA CPD sessions is that 12 of the participants of this course have started a network of Environmental Sustainability Champions (ESCs). These ESCs are currently committed to become actively involved in promoting the benefits of good environmental practices within their service areas as well as across our campuses.

In conjunction with the above, we are offering all our students opportunity to register and complete an optional CPD certified course on sustainable development. Two of the intended outcomes of this course is that the participating students would become more aware of practical actions that they can take to reduce their environmental footprint as well as the benefits of good environmental practices. During the year under review, 68 students across 13 schools registered and completed this CPD course.

## **Looking Ahead**

We are aware that our 2019/20 environmental performance was skewed by the global and local restrictions and lock-downs associated with the COVID-19 pandemic. Irrespective of this reality, we will continue to adapt our environmental sustainability delivery approaches to ensure that we will be able to deliver evidence based good environmental sustainability outcomes, respond to the current and emerging environmental opportunities and challenges.

Below are some immediate and short-term initiatives that we will be implementing as part of our environmental sustainability commitments:

- Develop and adopt an environmental sustainability policy. This policy will contain our environmental vision

- Develop, adopt and implement our Environmental Sustainability Action Plan (ESAP). This plan will serve as the framework on which we deliver our environmental sustainability objectives
- Continue to identify, prioritise and implement good environmental sustainability initiatives and projects
- Continue to monitor and report our environmental sustainability performances
- Continue to embed good environmental across all areas of our operations
- Continue to use the SLS' framework to monitor and report our performances against the UN SDGs
- Actively work towards attaining ISO 14001:2015 Environmental Management System by July 2022



Dr Philippa Lloyd (Chair Sustainability Committee)  
Vice Principal Policy and Strategic Partnerships



Professor Colin Bailey (CBE)  
President and Principal

### Appendix 1: Energy Used across Queen Mary's UK Campuses

Campus	Electricity (kWh)		Gas (kWh)		Heating Oil (kWh)	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
Charterhouse	6,904,126	6,092,884	6,281,653	6,358,588		
Whitechapel	7,940,094	7,369,639	7,949,153	6,903,780		
Mile End	21,099,556	18,252,294	17,425,230	16,458,714		
West Smithfield	319,650	241,016	441,949	446,314		
Chislehurst Sports Ground	50,234	36,287	NA	NA	96,307	100,416
Lincoln's Inn Field	284,944	228,730	NA	NA		
Others	937,993	1,044,234	1,051,814	650,103		
<b>Total</b>	<b>37,536,597</b>	<b>33,265,083</b>	<b>33,149,798</b>	<b>30,817,499</b>	<b>96,307</b>	<b>100,416</b>

### Appendix 2: Breakdown of Queen Mary's Business Travel

Category	2018/19	2019/20
Flight: Domestic (to/from UK)	29,920	69,913
Flight: Short-Haul	3,668,394	3,267,183
Flight: Long-Haul (to/from UK)	20,760,459	12,817,375
Other: Travel (Non-Flight)	362,742	648,441
Flight: International (to/from non-UK)	7,109,810	5,183,037
<b>Total</b>	<b>31,931,324</b>	<b>21,985,949</b>



## Environmental Sustainability Overview (Malta Campus)

<b>Outcome requested:</b>	<p>The Sustainability Committee approve that:</p> <ul style="list-style-type: none"> <li>• Queen Mary, Malta Campus registration into Eco-Campus Scheme</li> <li>• Queen Mary, Malta Campus joins University-wide ISO 14001-2015 EMS certification process</li> </ul>
<b>Executive Summary:</b>	<p>Queen Mary University of London opened a new medical teaching facility in Gozo, Malta in September 2017. The building is located opposite the Gozo General Hospital in “Triq L-Arcisqof Pietru Pace”. The University is currently offering a five-year full time MBBS degree program taught by the Barts and The London School of Medicine and Dentistry</p> <p><a href="https://www.qmul.ac.uk/malta/">https://www.qmul.ac.uk/malta/</a></p> <p>A commitment has been made from our academic, professional service teams and student body to embed sustainability into our activities. Registration onto the FEE EcoCampus program is being sought. Queen Mary, Malta Campus is thrilled to be working alongside the Queen Mary, sustainability committee and will support the workings of the committee the best we can.</p>
<b>Alignment with:</b> <ul style="list-style-type: none"> <li>• <b>QMUL Strategy</b></li> <li>• <b>Internal Policies/Regulations</b></li> <li>• <b>External Statutory Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>• Queen Mary 2030 Strategy</li> <li>• Global Engagement Strategy 2019-22</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (2020-2023)</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Regulatory compliance</i></li> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Consideration by:</b>	<p><i>Not Applicable</i></p>

<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Dr Michelle Lockwood, Queen Mary University of London, Malta Campus
<b>Date:</b>	15 March 2021



## Queen Mary University of London, Malta Campus

### Executive Summary

Queen Mary University of London opened a new medical teaching facility in Gozo, Malta in November 2020. The building is located opposite the Gozo General Hospital in “*Triq L-Arcisqof Pietru Pace*”. The University is currently offering a five-year full time MBBS degree program taught by the Barts and The London School of Medicine and Dentistry <https://www.qmul.ac.uk/malta/>

A commitment has been made from our academic, professional service teams and student body to embed sustainability into our activities. Registration onto the FEE EcoCampus program is being sought. Queen Mary, Malta Campus is thrilled to be working alongside the Queen Mary, sustainability committee and will support the workings of the committee the best we can.

### Overview

Queen Mary University of London opened a new medical teaching facility in Gozo, Malta in September 2017. The building is located opposite the Gozo General Hospital in “*Triq L-Arcisqof Pietru Pace*”. The University is currently offering a five-year full time MBBS degree program taught by the Barts and The London School of Medicine and Dentistry [https://www.qmul.ac.uk/malta](https://www.qmul.ac.uk/malta/)

Our aim is to develop a vibrant international campus offering strategically aligned programmes, knowledge exchange activity and local community engagement, in order to embed Queen Mary, Malta Campus as a holistic overseas delivery site for Queen Mary University of London.

Queen Mary, Malta Campus’s development strategy takes full account of the diverse expertise and interests of colleagues from across the University’s three Faculties and the assorted Schools, Institutes and Professional Services teams, while ensuring synergistic and strategic alignment to Regional & National Development Agendas in Malta.

Development work operates under five strategic themes: Programme Development, Executive Training and Continuing Professional Development (CPD), Capacity-building (Research Development and Innovation), Facilities hire, including international conferences/seminars and Community Engagement activities.

Queen Mary brings cosmopolitan excitement and creates a bit of London in Gozo. Uniquely for any Malta-based educational establishment, this is the first time that there has been the opportunity to create an interactive, physical, cultural and educational bridge between the UK and this small Mediterranean Island. Our community engagement programmes reflect the quality, culture, heritage and professionalism of Queen Mary and bring a valuable, totally new and fresh dimension to Island Life.

Queen Mary University of London is in a unique position in that it is the first international university to set up a campus on the island of Gozo, Malta. The University attracts academics and students to Gozo to live, generating a significant economic impact and service need on the Island. It is therefore important that community engagement be at the heart of development, as the university is part of the economic development strategy for the region. Engagement also aids local community acceptance, raise awareness and enable dialogue to develop local services as the campus grows in Gozo.  
<https://www.facebook.com/QMULMalta>

## **Overview of the campus buildings**

The facility measures over 8,100 m<sup>2</sup> spread over four floors, and features a 150-seat auditorium, two PC labs with a combined space for 140 students, a lecture hall for 125 students, an impressive 250 m<sup>2</sup> library, a fully-equipped clinical skills area, several simulation rooms, classrooms, and PBL rooms. It also has staff and academic offices, open-plan areas, a range of meeting rooms, a boardroom, a dividable student common room, two contemplation rooms, a double reception, and a 1000 sq. metre catering area with a café, offering stunning 360° views of Gozo. The campus can host 800 students.

The technology embedded in the main campus building is so robust that an adjacent supportive building was required to sustain it. The main campus is divided into two independent buildings: Building A and Building B, although you cannot see this just by looking at the façade. Building A is specifically dedicated to teaching, using the latest in technological innovation. Building B is the technical building, the plant that supports all

that happens in Building A. It is the campus' heart, with powered veins pumping energy into the lecture rooms, study areas and social spaces.

Underneath Building B are the reservoirs that store the rainwater that collects on campus roofs. It also contains all the servers that power the campus, as well as an LPG tank for the grand kitchen in Building A.

Most of the rooms in the campus building are 'smart', and 210 doors lead mainly into these 'smart areas'. The integrated Building Management System (BMS) ensures sustainability, comfort and utmost health and safety. Each door leads to a room kitted with the latest in building innovation. Embedded automated systems track CO<sub>2</sub> levels and adjust ventilation accordingly. Light is also automatically adjusted based on existing brightness. The system monitors and controls the entire building, saving energy and providing a more comfortable ambience, perfect for productive learning.

Energy efficiency was prioritised in the building and design of the Queen Mary, Malta Campus. With Malta's specific climate in mind, efforts were made to limit energy consumption for added sustainability. Summers in Malta are hot and inadequately built structures quickly end up resembling furnaces. With this in mind, Queen Mary, Malta Campus terraces feature ventilated cavities to safeguard and promote cooler indoor air in lower floors. Raised flooring on the terrace creates much needed shade that in turn prevents ceilings from heating up.

Lecture rooms are fitted with induction loops for clearer audio for the hearing impaired. An induction loop is an assistive listening system for use by people with hearing aids. It consists of a microphone, an amplifier and a loop cable that radiates the magnetic signal to the hearing aid. Induction loops provide an enhanced listening experience to the user as they cut out unwanted background noise without the need to use a receiver or headset.

Adjacent to the main campus building is the Queen Mary, Malta Campus Anatomy Centre, which was opened for teaching in December 2018 and provides an excellent teaching area for anatomical skill and knowledge. It is a dedicated anatomy suite including areas for embalming, dissection and storage of tissues. Teaching space however would be very suitable for many other laboratory- based activities.



## **Conclusion and Recommendation**

A commitment has been made from our academic, professional service teams and student body to embed sustainability into our activities. Registration onto the FEE EcoCampus program is being sought. Queen Mary, Malta Campus is thrilled to be working alongside the Queen Mary, sustainability committee and will support the workings on the committee the best we can.

The Sustainability Committee approve that:

- Queen Mary, Malta Campus registration into Eco-Campus Scheme
- Queen Mary, Malta Campus joins University-wide ISO 14001-2015 EMS certification process



## Environmental Management System (ISO 14001:2015 EMS Phase 2)

<p><b>Outcome requested:</b></p>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> <li>• Take assurance of this report</li> <li>• Consider issues that should be escalated</li> <li>• Approve the procedures, registers and matrixes associated with this report</li> </ul>
<p><b>Executive Summary:</b></p>	<p>As part of our commitment to attain ISO 14001:2015 Environmental Management System (EMS) certification by July 2022, we are using the EcoCampus phased approach to implementing ISO 14001:2015 EMS.</p> <p>Our EMS is being used as a flexible and adaptive framework to continue to identify, review, manage and control all our significant activities that impact on the environment, enhance our environmental performance as well as provide assurance that we are compliant with all relevant environmental regulation.</p> <p>We are pleased to report that we attained the EcoCampus Bronze Award in December 2020. This paper gives an overview of the procedures, processes, systems and matrixes that have been developed in conjunction with our Environmental Associates and relevant stakeholders. These procedures are the framework on which we respond to all current and emerging environmental risks and opportunities.</p> <p>This paper contain insight into our:</p> <ul style="list-style-type: none"> <li>• Environmental Aspects (areas in which we interact with the environment) and Impacts (changes that our operations have on the environment)</li> <li>• Environmental Compliance Obligation</li> <li>• Our Environmental Objectives, Target and relevant key performance indicators (KPIs). These are aligned with our current Environmental</li> </ul>

	Sustainability Policy (2020) and Environmental Sustainability Action Plan (ESAP 2020-2023)
<b>Alignment with:</b> <ul style="list-style-type: none"> <li>• <b>QMUL Strategy</b></li> <li>• <b>Internal Policies/Regulations</b></li> <li>• <b>External Statutory Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Protection Act 1990</li> <li>• Environment Act (1995)</li> <li>• Environmental Permitting Regulation (England and Wales) 2016</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• Regulatory compliance</li> <li>• Reputation</li> </ul>
<b>Subject to Prior and Onward Consideration by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s):</b>	Philip Tamuno, Head of Sustainability and Queen Mary's Environmental Associates
<b>Executive Lead(s):</b>	Ian McManus, Director of Estates and Facilities Philippa Lloyd, Vice Principal Strategic Partnership
<b>Date:</b>	<i>15 March 2021</i>

## **Environmental Management System (ISO 14001:2015 EMS Stage 2)**

### **Overview**

As part of our commitment to attain ISO 14001:2015 Environmental Management System (EMS) certification by July 2022, we are using the EcoCampus phased approach to implementing ISO 14001:2015 EMS.

Our EMS is being used as a flexible and adaptive framework to continue to identify, review, manage and control all our significant activities that impact on the environment, enhance our environmental performance as well as provide assurance that we are compliant with all relevant environmental regulation.

We are pleased to report that we attained the EcoCampus Bronze Award in December 2020. This paper gives an overview of the procedures, processes, systems and matrixes that have been developed in conjunction with our Environmental Associates and relevant stakeholders. These procedures are the framework on which we respond to all current and emerging environmental risks and opportunities.

This paper contain insight into our:

- Environmental Aspects (areas in which we interact with the environment) and Impacts (changes that our operations have on the environment)
- Environmental Compliance Obligation
- Our Environmental Objectives, Target and relevant key performance indicators (KPIs). These are aligned with our current Environmental Sustainability Policy (2020) and Environmental Sustainability Action Plan (ESAP 2020-2023)

### **Scope and Context**

Currently all functions, processes and operations delivered from our UK campuses are included in the scope of our EMS.

The environmental aspects and compliance requirements that are associated with the activities are integrated into our EMS:

- Emissions to air
- Transport and travel (Fleet and business travel)
- Use and storage of chemical and oils
- Energy use
- Water use
- Construction, refurbishment and demolition
- Waste (hazardous and non-hazardous)
- Grounds and gardens
- Procurement and commissioning

## **Environmental Aspects and Impacts**

Our environmental aspects and impacts register that accompany this report aligns with the ISO 14001:2015's Clause 6.1.2 and EcoCampus Reference 2.2.

### **Definitions (ISO14001:2015)**

- *Environmental Aspect: element of an organisation's activities, products or services that interacts or can interact with the environment.*
- *Environmental Impact – change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's environmental aspects.*
- *Life Cycle – consecutive and interlinked stages of a product (or service) system, from raw material acquisition or generation from natural resources to final disposal.*
- *Risks and Opportunities – potential adverse effects (threats) and potential beneficial effects (opportunities).*

### **Process: Significant Aspects Criteria**

Queen Mary has used the criteria outlined in the EcoCampus Aspects Register. Our Environmental Aspects and Impacts Register (approved on 15 March 2021), will be used to monitor, manage and report our environmental performances. The assumptions used in developing this register are explained in the succeeding sub-sections.

### **Operating Conditions**

An environmental aspect and its associated impacts are entered, together with type of activity and activity area. Scoring is then considered for normal and abnormal conditions, as well as foreseeable emergency situations.

### **Type of Environmental Impact**

The aspect is then categorised as having either a positive (beneficial) or a negative (adverse) environmental impact or not applicable as appropriate, under the different operating conditions. Positive aspects are automatically highlighted as the 'Significance' cell will turn blue.

### **Scoring of Severity**

The severity of an environmental aspect is scored using a five-point scale depending of the severity of the environmental impact; one being the least impact and five having the greatest impact.

### **Scoring of Likelihood / Frequency of Impact**

The likelihood or frequency of impact is based on how likely the impact is; or how frequently the impact occurs.

### **Compliance risk**

A "Yes" or "No" can be selected in the 'Compliance Risk' column, to highlight whether the aspect is governed by legal or other requirements. Aspects with an associated compliance risk are automatically deemed as significant and the cell automatically turns red.

The aspects register calculates the significance of each aspect. The scores for 'Severity' and 'Likelihood / Frequency of Impact' are multiplied to provide a significance rating of between 1 and 25. This allows aspects to be ranked in order of significance.

The cell colour within the 'Significance' column of the register indicates the level of significance. The Table 1 below summarise our significance scoring guide.

**Table 1: Environmental Aspects Significance Guide**

Score	Level of Significance	Risk	Action
1 to 3	Very Low	Acceptable Risk	Continue to monitor and review

Score	Level of Significance	Risk	Action
4 to 9	Low	No Immediate Risk	Continue to monitor and operational control may be required
10 to 19	Medium	Immediate	Concern, continue to monitor and operational control must be put in place
20 to 25	High	High Risk	Urgent action required as well as monitoring and operational control must be put in place

## Environmental Compliance Obligations

Our environmental compliance checklist and register that accompany this report aligns with the ISO 14001:2015's Clauses 4.2 and 6.1.3 and EcoCampus References 1.2.2 and 2.1.

### Definitions (ISO14001:2015)

- *Compliance Obligations: legal requirements that an organisation has to comply with and other requirements that an organisation has to or chooses to comply with*
- *Interested Party: person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity*

### Related Documents

All compliance obligations are detailed within our Environmental Compliance Checklist and Environmental Compliance Register.

### Environmental Compliance and Assurance Process

The two types of environmental compliance requirements that underpin our Compliance register are:

- Mandatory and
- Other requirements

### Mandatory Legal Requirements

Queen Mary, currently subscribe to the Comprehensive European Directory of Regulation on the Environment with Commentary (CEDREC) and it is a current Corporate Partner of the Institute of Environmental Management Assessment (IEMA).

CEDREC provide monthly environmental legislation updates via email and a section of IEMA's monthly Transform Magazine contain review of environmental regulations.

Therefore, we currently use CEDREC and IEMA to identify and review mandatory legal requirements related to our environmental aspects.

### **Other Compliance Requirements**

Queen Mary, maintains a log of all interested parties and stakeholders. This log is regularly reviewed to ensure that we are meeting all our environmental commitment and obligations. Refer to Queen Mary, Log of Interested Parties.

### **Environmental Objectives, Targets and KPIs**

Our environmental objectives, targets and key performance indicators (KPIs) action planner aligns with the ISO 14001:2015's Clauses 6.2.1 and 6.2.2 and EcoCampus' reference 2.4.

These environmental objectives, targets and KPIs in the accompanying action planner have been adapted from our ESAP 2020-2023.

### **Definitions (ISO14001:2015)**

- *Environmental Objective: result to be achieved, set by the organisation, consistent with its environmental policy*
- *Environmental Policy: intentions and direction of an organisation related to environmental performance, as formally expressed by its top management;*
- *Risks and Opportunities: potential adverse effects (threats) and potential beneficial effects (opportunities).*
- *Environmental Indicator: measurable representation of the condition or status of operations, management or conditions.*

### **Related Documents**

Environmental objectives and planning actions are detailed in our ESAP (2020-2023) and Environmental Objectives, KPIS and Action Planner.

### **Objective Setting: Procedure**

The Head of Sustainability in conjunction with relevant stakeholders and interested parties prepared the [Aspects and Impacts Register](#), [Compliance Register](#) and [Interested Parties Log](#). The above reference documents underpinned our ESAP 2020-2023 as well as our current environmental objectives, targets and KPIs.



Our performances against these environmental objectives, targets and KPIs are monitored and reported to our Sustainability Committee (SC). Our SC is the governance group responsible for the delivery of our environmental objectives and commitments.

## **Effects and Actions on Non-Conformance**

Failure to comply with the above procedures may result in:

- Nonconformity with the requirements of EcoCampus and the ISO 14001:2015 standard.

We will be developing our EMS Nonconformity and Correction Procedure by June 2021. This procedure will be used to provide assurance that are compliant with all ISO 14001:2015 EMS clauses.

## **Recommendation**

That the Sustainability Committee should:

- Take assurance of this report
- Consider issues that should be escalated
- Approve the procedures, registers and matrixes associated with this report



## Non-Hazardous Waste Management Procedure: Environmental Management System

<b>Outcome requested:</b>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> <li>• Consider this procedure</li> <li>• Consider issues that should be escalated</li> <li>• Approve this EMS' procedure</li> </ul>
<b>Executive Summary:</b>	<p>This procedure details how non-hazardous wastes and recycling processes are managed across Queen Mary's UK campuses in order to:</p> <ul style="list-style-type: none"> <li>• Address the risks and opportunities associated with the waste aspect;</li> <li>• Ensure that waste documentation is stored and maintained;</li> <li>• Increase the amount of material segregated for recycling;</li> <li>• Ensure compliance with relevant environmental legislation.</li> </ul>
<b>Alignment with:</b> <ul style="list-style-type: none"> <li>• <b>QMUL Strategy</b></li> <li>• <b>Internal Policies/Regulations</b></li> <li>• <b>External Statutory Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Protection Act 1990</li> <li>• Environment Act (1995)</li> <li>• The Waste (England and Wales) (Amendment) Regulations 2012 and 2015</li> <li>• Waste Electrical and Electronic Equipment (WEEE) Regulation and Directive</li> <li>• Waste Minimisation Act (1998)</li> <li>• Controlled Waste (England and Wales) Regulation 2012</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Regulatory compliance</i></li> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>

<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Scott Keeble, Assistant Facilities Manager
<b>Date:</b>	<i>15 March 2021</i>

## Non-Hazardous Waste Management Procedure: EMS

### Non-Hazardous Waste Management Procedure

<b>Lead:</b>	Facilities Manager, Estates and Facilities (EAF)
<b>Reviewed by:</b>	Head of Sustainability
<b>Approved by:</b>	Sustainability Committee
<b>Date Approved:</b>	15 March 2021
<b>Date due for Review:</b>	14 March 2022
<b>ISO 14001:2015 Clause:</b>	8.1

### Purpose

This procedure details how non-hazardous wastes and recycling processes are managed across Queen Mary's UK campuses in order to:

- Address the risks and opportunities associated with the waste aspect
- Ensure that waste documentation is stored and maintained
- Increase the amount of material segregated for recycling
- Ensure compliance with relevant environmental legislation

### Scope

This procedure covers the storage and disposal of all non-hazardous waste streams across Queen Mary, University of London (Queen Mary) UK campuses.

### Definitions (ISO14001:2015)

*Risks and Opportunities:* potential adverse effects (threats) and potential beneficial effects (opportunities).

*Procedure:* Set of interrelated or interactive activities, which transforms inputs into outputs.

## Responsibilities

Role / Position	Responsibilities
Head of Sustainability	Coordinates training and learning opportunities for all interested parties and relevant stakeholders on environmental compliance as well as risks and opportunities associated with non-hazardous waste management.
Sustainability and Environment Manager	Coordinates the auditing of all non-hazardous waste management practices across Queen Mary against relevant regulations, standards and Queen Mary's environmental objectives.
Facilities Manager (Supported by the Assistant Facilities Managers)	<ul style="list-style-type: none"> <li>Coordinates the management of all non-hazardous wastes generated across Queen Mary's Campuses.</li> <li>Ensure that all Queen Mary appointed non-hazardous waste hold relevant permits / licences / exemptions</li> <li>Collation of all non-hazardous waste data for annual Estates Management Record (EMR) submissions</li> <li>Ensure that all Queen Mary's licences / permits / exemptions are up to date</li> <li>Ensure that all Waste Transfer Notes (WTN) are correctly completed and kept for a minimum period of two years.</li> </ul>
Cleaning Operatives	<ul style="list-style-type: none"> <li>Responsible for the transfer of all wastes from 1100L bins at temporary waste storage areas to the waste and recycling locations</li> <li>Responsible for storing wastes into the correct compactors/skips</li> </ul>
Cleaning Operatives and Grounds Operatives	Removal of waste from all internal and external bins in offices, academic buildings, research facilities and student halls of residence kitchens and transfer to 1100 L bins at the temporary storage areas.
All staff	Ensure that all waste are appropriately segregated based on the waste management hierarchy and correctly stored in stored.

## Related Documents

The documents, procedures, policies and templates below are related to this procedure:

- Queen Mary's Environmental Sustainability Policy 2020
- Queen Mary's Environmental Sustainability Action Plan (2020-23)

- Queen Mary's Environmental Management System
- Queen Mary's Environmental Aspects and Impact Register
- Queen Mary's Environmental Incident Report Form

## **Non-hazardous Waste Management Overview**

### **Waste**

Waste is defined in the European Waste Framework Directive 75/442/EEC as any "substance or object, which the producer or the person in possession of it discards or intends to discard, or is required to discard". All scrap materials, any unwanted materials, or any substance or article that is broken, worn-out, contaminated or spoiled and which the user intends to dispose of are classified as waste.

### **Waste Storage Collection Locations**

Any designated area within Queen Mary's premises at which waste storage bins, containers or skips are stored. Only designated waste collection points must be used for storing wastes or recyclable materials for collection for treatment or disposal. These storage locations must not constitute public health and/or health and safety risks.

### **Duty of Care**

This is a requirement that all waste producers, importers, carriers and those involved in the disposal of waste take all reasonable steps to ensure that wastes are properly segregated, described, stored, transported and treated or safely disposed of.

### **Waste transfer Note (WTN)**

A WTN is a document, which demonstrates that all non-hazardous wastes generated across Queen Mary's premises or as a result of its operations, are properly collected, treated or safely disposed. WTNs must be kept for a minimum period of two years.

### **Waste Producer(s)**

Any Queen Mary's employee, staff, volunteer and visitors whose activities generate waste, is a waste producer. It is the responsibility of everyone across Queen Mary to ensure that any waste they generate is safely handled, appropriately segregated and stored in line with this procedure, all relevant regulations and standards.

## **Non-Hazardous Waste Management Process**

The following waste streams are managed by the Operations Team within the Estates and Facilities Directorate:

1. Mixed recyclables
2. General waste
3. Food waste
4. Glass
5. Waste skips (Bulky waste)
6. Sanitary waste
7. Grounds and garden waste
8. Confidential waste
9. Toner cartridges

The catering department is responsible for the control and disposal of waste cooking oil.

### **Dry Mixed Recyclables (DMR)**

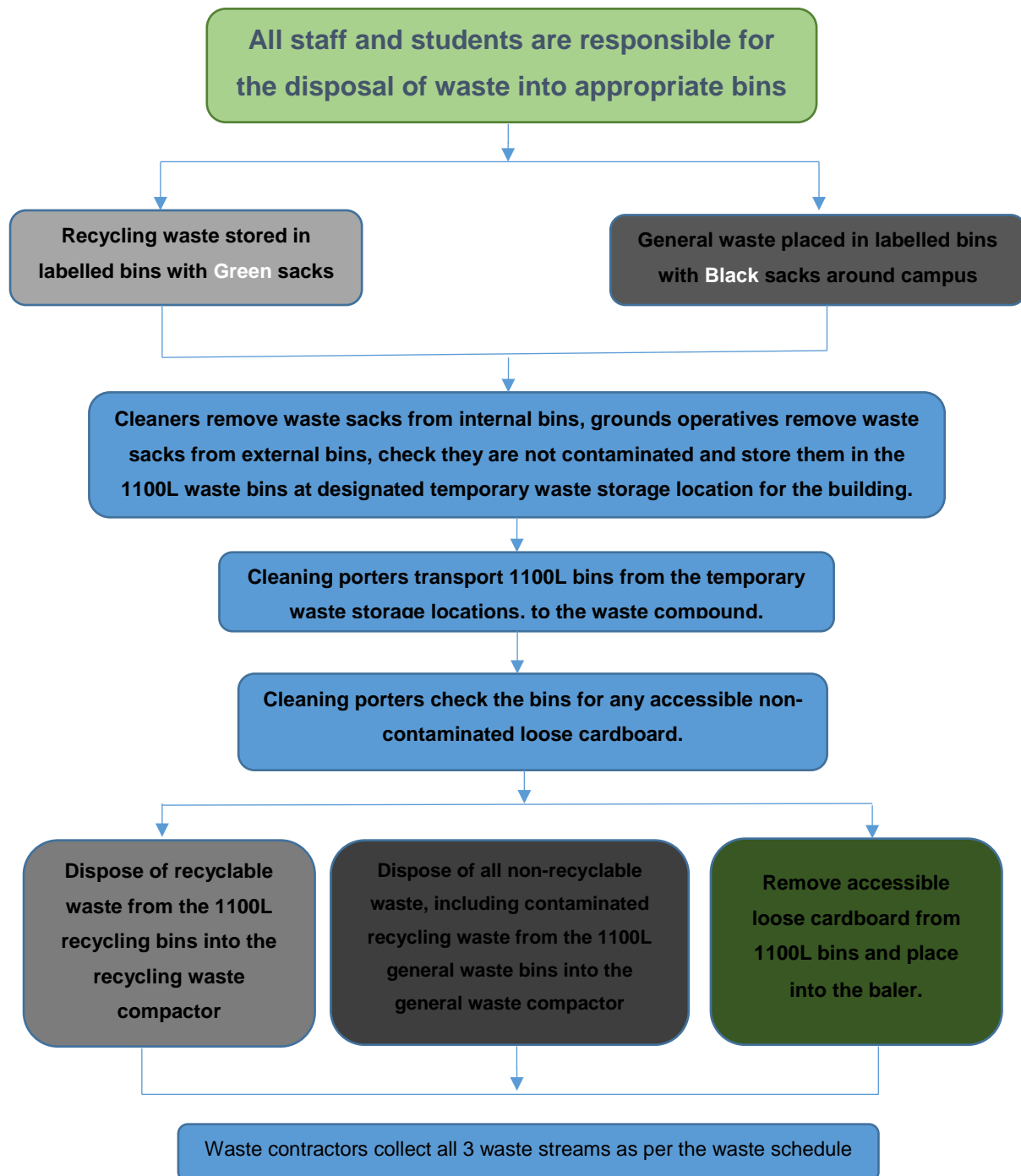
These are non-hazardous materials that can be used in their current state, or can be processed or modified to be reused. Recyclable materials must be placed in clear plastic bags and stored appropriately in DMR containers across Queen Mary's premises. Some examples of dry mixed recycling materials are:

- Metals: such as food cans, drinks cans, biscuit and chocolate tins. Excluding metals generated in our workshops
- Paper: such as: office paper; newspaper and magazines; paper bags; catalogues and greeting cards
- Plastics: such as: margarine tubs; yoghurt pots; bottles; plastic film and bubble wraps
- Cardboards: such as boxes and food sleeves that must be flattened before disposed into the dry mixed recycling containers

The Process below summarises how DMR are managed across Queen Mary:

1. Suitable bins for the segregation of dry mixed recycling and general waste are provided internally and externally around campus
2. Green plastic bags are used to line dry mixed recycling bins, black plastic bags are used to line general waste bins
3. Waste bags are removed from bins and transported to the relevant temporary waste areas and placed in the correct 1100 L bin, which is clearly labelled

The process flow charts summarises the recycling and general waste management procedure



## General / Residual Wastes

All forms of non-confidential and non-hazardous waste or unwanted materials generated across Queen Mary’s premises, or vehicles, that cannot be recycled are regarded as general/“residual” wastes. These wastes must be placed in black plastic bags and stored



appropriately in the general waste bins available across all Queen Mary's premises. Some examples of general wastes are:

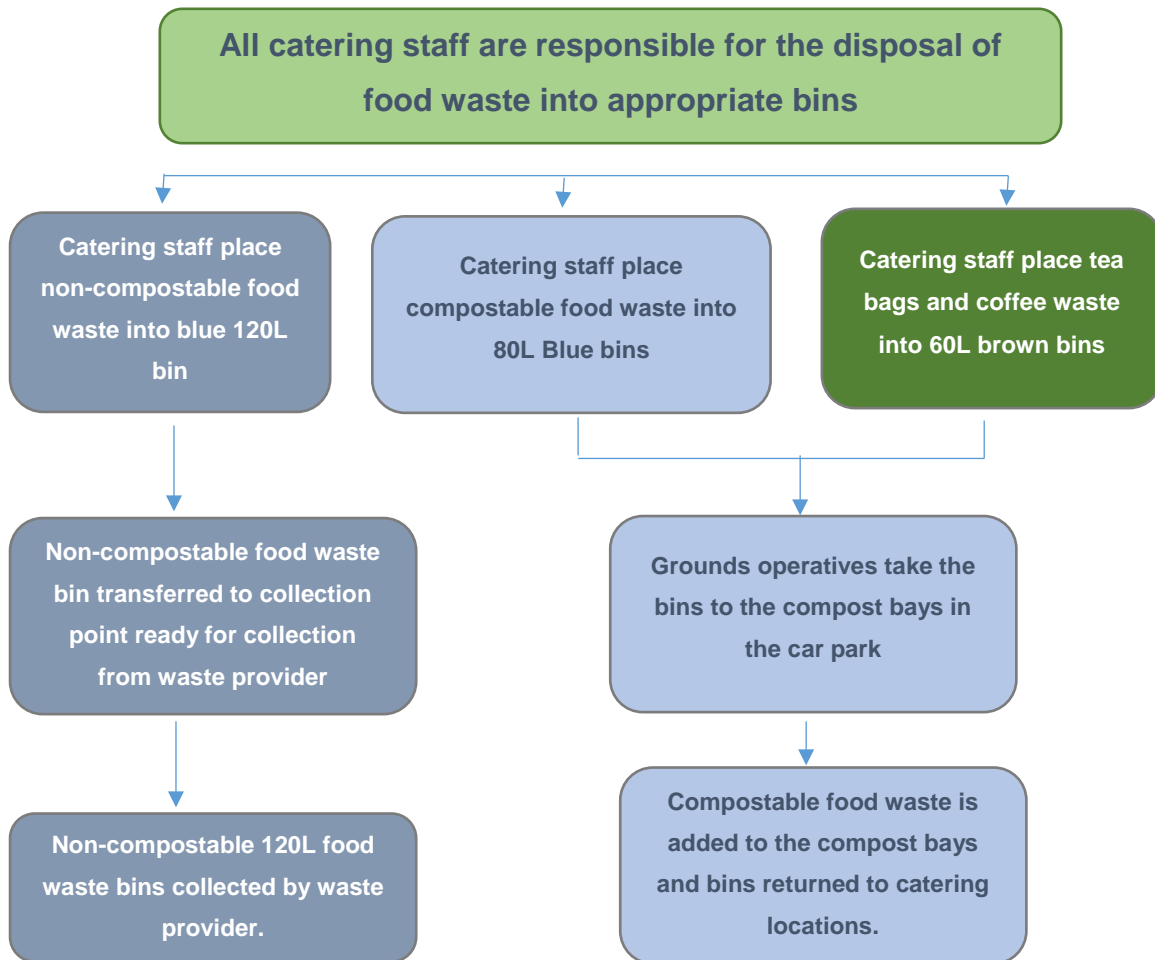
- Food wastes
- Food contaminated materials
- Tissues, paper towels and serviettes
- Tea bags and serviettes
- All non-hazardous and non-healthcare wastes generated from any Queen Mary's premises or vehicles.

## **Food Waste**

1. All food waste from Whitechapel and Mile End are deposited at the Mile End campus, a buggy transfers the food waste between the campuses
2. Suitable bins and bags for the segregation of compostable and non-compostable food waste are provided at the Curve Catering Outlet. Smaller bins are provided in catering Outlets to store tea bags
3. 120 L blue food waste bins are available for non-compostable food waste, bags are used for compostable food waste and 60L brown bins are used for tea bags
4. Blue non-compostable bins are collected by Queen Mary's appointed waste collected service contractor. Bags with compostable waste are emptied by the Ground and Garden Operatives into the compost bays located within the car park located within the Student Village of the Mile End Campus

## Food Waste

The Flow chart below details the food waste management procedure



## Confidential Wastes

Confidential wastes contain either personal or sensitive information. These wastes must be placed in designated confidential waste receptacle, securely stored and disposed in compliance with the Freedom of Information Act 2000 (Section 46), Environmental Information Regulations 2004, Data Protection legislation and the General Data Protection Regulation (GDPR), examples of confidential information include but not limited to:

- Data collected under a guarantee of confidentiality
- Any person identifiable information
- Any document which reveals the contact details, financial or health details of an individual
- Job applications
- References
- Interview notes
- Employees' performance review information

- Any record which if made public before a certain period may breach commercial confidentiality
- Any record that may breach intellectual property rights

The penalties for not complying with Data Protection legislation could be severe both to individuals and to Queen Mary. Therefore, it is everyone responsibility to ensure that confidential waste are securely and appropriately stored.

Confidential wastes and materials are put into white shredding bags ready for collection by the porters, the porters then deliver these bags to the Copy Shop for collection and shredding by Queen Mary's appointed Confidential Waste Service Contractor.

## **Grounds and Garden waste**

Queen Mary composts its garden waste and has a T23 - Aerobic composting and associated prior treatment waste exemption. All non-compostable garden waste are stored in bulk waste skips.

## **Waste Cooking Oil**

Waste cooking oil from the Catering Outlets are transferred directly into the main waste compound by the catering staff and stored in 1100 L containers placed within appropriately sized bunds.

## **Toner Cartridges**

HP recycling boxes are placed across Queen Mary's campuses for storing Toners. Each box can hold 150-200 cartridges. Once the boxes are full; relevant staff raises ticket through the IT services helpdesk for the collection of these wastes.

## **Glass**

Glass waste from the Catering Outlets, Venues and Halls of Residences are transferred directly to the relevant waste storage locations and stored within the 240L bottle storage containers.

## **Waste Skips (Bulk Waste)**

Bulk wastes are often generated during premises clear-outs or de-cluttering. Appropriate skips must be used to store these wastes. Details on how skips should be used are as follows:

- Skips must be used for temporary storage of all bulk wastes from our premises
- Skips must be ordered via Queen Mary's Estates and Facilities Team
- Skips must not be used to store hazardous wastes
- Skips must not be used to store waste electrical and electronics equipment (WEEE)
- Queen Mary's Estates and Facilities team must be informed to arrange the removal of these skips as soon as possible.

Bulky wastes are stored within designated skips located within the waste compounds. These are exchanged weekly by Queen Mary's appointed Waste Collection Service Contractors.

## Sanitary Wastes

Sanitary wastes are solid, non-infectious, personal hygiene waste such as disposable nappies, pads and tampons. There are sanitary waste receptacle(s) across all Queen Mary's premises. Sanitary and hygiene wastes must not be mixed with other waste streams or flushed down any water closet (toilet).

Access is provided for contractors to exchange the sanitary waste bins from the Residential Halls and all Queen Mary's buildings. The sanitary bins are exchanged after 09:00 Hours and all students are notified of scheduled sanitary waste bins replacements.

## Waste licences

Queen Mary currently have the following waste exemptions and permits for:

1. Storing, treating and using waste (EPR/AF5846GH/A001)
2. Lower Tier Waste Carrier Dealer (CBDL/65465)
3. Aerobic composting and associated prior treatment waste exemption (T23)

## Waste inventory

The waste inventory details the commonly generated non-hazardous wastes generated across Queen Mary's campuses.

Waste Stream	EWC Code	Waste Carrier	Registration Certificate	Expiry Date	Waste Disposal Facility	License / Permit / Exemption
Dry mixed recycling	200101	Bywaters	CBDU100793	30 April 2022	Bywaters, Twelvetrees Crescent, E3 3JG	SP3093EA/V004

Waste Stream	EWC Code	Waste Carrier	Registration Certificate	Expiry Date	Waste Disposal Facility	License / Permit / Exemption
General Waste	200301	Bywaters	CBDU100793	30 April 2022	Cory Riverside, Norman Road North, Belvedere DA17 6JY	Smuggler's Wharf MRF and Transfer Station (FP3598VA/A001 and KP3690EV/T005); Walbrook Wharf Transfer Station (DP3691ND/S003); Cringles Dock Transfer Station (GP3790EN/T008); Northumberland Wharf Transfer Station and Amenity Site (FB3605LE/T001 and GB3332AD/T001); Belvedere Riverside Resource Recovery Facility (FB3038AB/A001).
Glass	200102	Bywaters	CBDU100793	30 April 2022	Bywaters, Twelvetrees Crescent, E3 3JG	SP3093EA/V004
Food Waste	200108	Bywaters	CBDU100793	30 April 2022	Bio Collectors Ltd 10 Osier Way Mitcham Surrey CR4 4NF	JB3737WE
Confidential Waste	200101	G&M	CBDU84584	28 February 2022	5A North Crescent E16 4TG	WEX 174046
Sanitary waste	180104	Citron Hygiene	CBDU292164	6 June 2022	Barking Site Unit 3 New England Industrial Estate Gascoigne Road Barking Essex IG11 7NZ	EPR/HB3804FZ
Garden waste	020103	Bywaters	CBDU100793	30 April 2022	Cory Riverside, Norman Road North, Belvedere DA17 6JY	Smuggler's Wharf MRF and Transfer Station (FP3598VA/A001 and KP3690EV/T005); Walbrook Wharf Transfer Station (DP3691ND/S003);

Waste Stream	EWC Code	Waste Carrier	Registration Certificate	Expiry Date	Waste Disposal Facility	License / Permit / Exemption
						Cringle Dock Transfer Station (GP3790EN/T008); Northumberland Wharf Transfer Station and Amenity Site (FB3605LE/T001 and GB3332AD/T001); Belvedere Riverside Resource Recovery Facility (FB3038AB/A001).
Cooking oil	200125	Bywaters	CBDU67998	22 November 2021	Olleco Northampton Road Blisworth Northamptonshire NN73DW	EPR/LP3032NC
Toner cartridges	160216	TNT UK LTD	CBDU93735	25 March 2022	LGI Logistics Group International UK Ltd	Approval Number WEE/GR0002ZS/ATF

## Documented Information

All documented information relating to the disposal of all non-hazardous wastes generated across Queen Mary are held by the Facilities Manager, Estates and Facilities.

Relevant documented information include:

- Waste contractors and agreements
- Copies of waste contractor licences
- Waste transfer notes
- Evidence of communications relating to the waste management process.

## Effects and Actions on Non-Conformance

Failure to comply with this procedure may result in:

- Non-conformance with the ISO 14001:2015 standard
- Civil and / or criminal prosecution

Departure from this procedure is addressed in the **Non Conformance, Corrective and Preventive Action Section** of our Environmental Management System.

## Version Control

Date	Version	Lead	Due for Review
15 March 2021	1	Facilities Manager, Estates and Facilities	14 March 2022

## Recommendations

That the Sustainability Committee should:

- Consider this procedure
- Consider issues that should be escalated
- Approve this procedure



## Hazardous Waste Management Procedure: Environmental Management System

<b>Outcome requested:</b>	That the Sustainability Committee should: <ul style="list-style-type: none"> <li>• Consider this procedure</li> <li>• Consider issues that should be escalated</li> <li>• Approve this EMS' procedure</li> </ul>
<b>Executive Summary:</b>	This procedure details how hazardous wastes generated across Queen Mary UK's campuses are managed in order to: <ul style="list-style-type: none"> <li>• Address the risks and opportunities associated with the hazardous waste aspect;</li> <li>• Ensure that hazardous waste documentation is stored and maintained;</li> <li>• Ensure that hazardous waste is handled and stored appropriately;</li> <li>• Ensure compliance with relevant environmental legislation.</li> </ul>
<b>Alignment with:</b> <ul style="list-style-type: none"> <li>• QMUL Strategy</li> <li>• Internal Policies/Regulations</li> <li>• External Statutory Requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Protection Act 1990</li> <li>• Environment Act (1995)</li> <li>• The Waste (England and Wales) (Amendment) Regulations 2012 and 2015</li> <li>• Waste Electrical and Electronic Equipment (WEEE) Regulation and Directive</li> <li>• Waste Minimisation Act (1998)</li> <li>• Controlled Waste (England and Wales) Regulation 2012</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Regulatory compliance</i></li> <li>• <i>Reputation</i></li> </ul>



<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Scott Keeble, Assistant Facilities Manager
<b>Date:</b>	<i>15 March 2021</i>

# Hazardous Waste Management Procedure: Environmental Management System

## Hazardous Waste Management Procedure

<b>Lead:</b>	Facilities Manager, Estates and Facilities (EAF)
<b>Reviewed by:</b>	Head of Sustainability
<b>Approved by:</b>	Sustainability Committee
<b>Date Approved:</b>	15 March 2021
<b>Date due for Review:</b>	14 March 2022
<b>ISO 14001:2015 Clause:</b>	8.1

## Purpose

This procedure details how hazardous wastes generated across Queen Mary, University of London (Queen Mary) UK's campuses are managed in order to:

- Address the risks and opportunities associated with the hazardous waste aspect;
- Ensure that hazardous waste documentation is stored and maintained;
- Ensure that hazardous waste is handled and stored appropriately;
- Ensure compliance with relevant environmental legislation.

## Scope

This procedure covers the storage and disposal of all hazardous waste streams generated across Queen Mary's UK campuses.

## Definitions (ISO14001:2015)

*Risks and Opportunities:* potential adverse effects (threats) and potential beneficial effects (opportunities).

*Process:* Set of interrelated or interactive activities, which transforms inputs into outputs.

## Responsibilities

Role / Position	Responsibilities
Head of Sustainability	Coordinates training and learning opportunities for all interested parties and relevant stakeholders on environmental compliance and risks associated with hazardous waste management.
Sustainability and Environment Manager	Coordinates the auditing of all hazardous waste management practices across Queen Mary against relevant regulations, standards and Queen Mary's environmental objectives.
Health and Safety Advisers and Managers	<ul style="list-style-type: none"> <li>• Coordination of the safe storage, appropriately segregation and consignment of all hazardous wastes (excluding WEEE) generated across Queen Mary's campuses and for liaising with duly appointed hazardous waste collection service contractors for the collection, treatment and disposal of all hazardous wastes</li> <li>• Ensure the retention of all hazardous waste consignment notes for a minimum period of three years</li> <li>• Ensure that all hazardous wastes generated across Queen Mary's campuses are managed in line with relevant environmental regulations</li> <li>• Collation of all hazardous waste data for the annual Estates Management Record (EMR) submissions</li> </ul>
Facilities Manager (Supported by the Assistant Facilities Managers)	<ul style="list-style-type: none"> <li>• Coordination of the appropriate storage, collection, treatment and disposal of all Waste Electrical and Electronic Equipment (WEEE) generated across Queen Mary's campuses</li> <li>• Ensure the retention of all WEEE consignment notes for a minimum period of three years</li> <li>• Collation of all WEEE data for the annual Estates Management Record (EMR) submissions</li> <li>• Ensuring that all WEEE generated across Queen Mary campuses are managed in line with relevant environmental regulations</li> </ul>
Porters	<ul style="list-style-type: none"> <li>• Appropriate transfer of WEEE to the storage compound ready for collection.</li> </ul>
Information Technology Department	<ul style="list-style-type: none"> <li>• Ensure that all Information Technology WEEE are appropriately stored and collected by licenced hazardous waste collection service contractors</li> </ul>

Role / Position	Responsibilities
	<ul style="list-style-type: none"> <li>Ensure the retention of all WEEE consignment notes for a minimum period of three years</li> </ul>
Departmental Laboratory Hazardous Waste Manager	<ul style="list-style-type: none"> <li>Ensure that all hazardous wastes generated across Queen Mary's laboratories are appropriately stored in line with relevant environmental regulations.</li> </ul>
All Lab Users	<ul style="list-style-type: none"> <li>Safely and appropriately, use hazardous waste receptacles to store all hazardous wastes generated across Queen Mary's laboratories.</li> </ul>

## Related Documents

This procedure is linked to:

- Queen Mary's Environmental Sustainability Policy 2020
- Queen Mary's Environmental Sustainability Action Plan (2020-23)
- Queen Mary's Environmental Management System (EMS)
- Queen Mary's Environmental Aspects and Impact Register
- Consignment notes are stored by the Facilities Manager or relevant department manager.

## Hazardous Waste Overview

Hazardous wastes have potential to cause harm to human health or the environment. Some examples of hazardous wastes include but not limited to:

- Oil contaminated wastes
- All explosive, oxidising, flammable, irritant, corrosive, toxic, carcinogenic and mutagenic substances
- All clinical wastes and eco-toxic materials
- Waste oils and materials contaminated with waste oils
- Paints, solvents, acids and alkaline solutions
- Pesticides and chemicals
- Waste electrical and electronic equipment (WEEE).
- Batteries and florescent tubes
- Asbestos
- Radioactive waste

## **Clinical Waste**

Any waste consisting wholly or partly of human or animal tissue, blood or other body fluids, excretions, drugs or other pharmaceutical products, swabs or dressings, or syringes, needles or other sharp instruments, being waste which unless rendered safe may prove hazardous to any person coming into contact with it.

Any waste arising from medical, nursing, dental, veterinary, pharmaceutical or similar practices, investigation, treatment, care, teaching or research, or the collection of blood for transfusion, being waste which may cause infection to any person coming into contact with it. Some hazardous clinical waste (materials / consumable / sharps) may contain chemical contaminants or cytotoxic / cytostatic compounds.

## **Waste Electrical and Electronic Equipment (WEEE)**

All waste consisting of electrical devices including battery powered devices and electronic and mechanical information technology, communications equipment, mobile telephones, and non-lead acid batteries generated as a result of Queen Mary's activities are classified as WEEE.

All WEEE must be appropriately stored for treatment or disposal. The Facilities Manager (supported by the Assistant Facilities Managers) is responsible for managing the storage and disposal of all WEEEs generated across the University (excluding out of scope or damaged IT equipment).

Some examples of WEEE managed by Queen Mary's Facilities Manager include but are not limited to:

- Faulty or damaged television(s)
- Faulty or damaged audio and entertainment equipment
- Dry cell batteries
- Fluorescent tubes and light bulbs (excluding vehicle light bulbs)
- Faulty refrigerators, dish washers and washing machines
- Faulty electric heating and ventilation equipment
- Faulty electric cookers and microwaves
- Faulty vacuum cleaners and jet washers
- Faulty electric kettles
- Faulty electric fans
- Faulty electric irons
- Faulty electric toasters

## **Hazardous Waste Producers**

Any Queen Mary employee or volunteer whose activities generate waste is a waste producer. It is the responsibility of everyone at Queen Mary to ensure that any wastes they generate are safely handled, appropriately segregated and stored in line with relevant regulations, standards and this procedure.

## **Hazardous Waste Storage and Collection Locations**

Any designated area within Queen Mary's premises at which UN approved hazardous wastes are stored. Only designated waste collection locations must be used for the temporary storage of hazardous wastes prior to collection for treatment or disposal. These storage locations must not be easily accessible not constitute public health and health and safety risks.

## **Hazardous Waste Collection Service Contractor(s)**

Any individual or organisation that hold appropriate licences, permits and exemptions appointed by Queen Mary to:

- Provide UN approved waste storage receptacles
- Consign, handle, transport and treat wastes prior to its final disposal.

These contractors must always ensure that their processes are compliant with all relevant environmental and hazardous waste regulations and standards

## **Duty of Care**

This is a requirement that all waste producers, importers, carriers, and those involved in the disposal of waste take all reasonable steps to ensure that wastes are properly segregated, described, stored, transported, and treated or safely disposed

## **Consignment Note**

A consignment note must accompany all hazardous wastes removed from all of Queen Mary's premises. All clinical and hazardous wastes (such as oily rags, vehicle oil filters and used oil) cannot be collected from Queen Mary's premises without a duly completed consignment note. Consignment notes are legal documents that must be kept for a minimum of 3 years at the premises from which hazardous wastes are removed.

## **Yellow Clinical Waste Bags**

Provided by clinical waste contractor for the storage of solid wastes, trace liquids only, and non-sharps waste. Yellow clinical waste bags are suitable for the following wastes without pre-treatment:

- Negligible / low risk biological / clinical material waste and disposable consumables contaminated by materials equivalent to Advisory Committee on Dangerous Pathogens (ACDP) Hazard Group
- Genetic Modified (GM) Class 1 Waste such as tissue/blood sample solid residues that are known to be of negligible/low infectious risk and negligible/low risk animal by-products.
- Pathogenic wastes - ACDP HG 2 and 3
- Specified Animal Pathogens Order (SAPO) Class 2 and 3 waste
- GM Class 2 and 3 waste
- Medium-high risk biological/clinical waste
- Soils samples from unknown source
- Plant or soil samples containing GM materials.

## **Sharp Containers**

Sharp containers are used for the storage of all solid sharps waste including tips, serological pipettes, scalpels, needle sticks and syringes, microscope slides, glass Pasteur pipettes, small glass vials / ampoules (empty or trace liquid contamination).

- Yellow lidded sharps bins are used for non-blood containing infectious materials
- Orange lidded sharps bins are used for blood/phlebotomy related sharps (blood contact > 5% w/w)
- Purple lidded sharp bins are used for significant contaminated sharps (blood contact > 5% w/w), cytostatic and cytotoxic contaminated sharps.

Sharps containers are suitable for the following wastes without pre-treatment; Negligible / low risk biological / clinical contaminated sharps waste equivalent to ACDP Hazard Group and GM Class 1 Waste. As well as the following wastes following validated pre-treatment, Sharps contaminated with medium to high risk infectious biological/ clinical materials

## **Waste Oil Containers**

Waste oil are hazardous and all waste oil must be stored in marked leak-proof compliant containers within an appropriate bund.

## **Oil Contaminated Wastes**

Oil contaminated materials must be appropriately stored and disposed as hazardous waste. Oil contaminated wastes must be segregated from other waste streams.

## **Hazardous Waste Management Process (Excluding Laboratories)**

1. Departments, other than laboratories, that generate hazardous wastes are expected to contact the estates helpdesk to arrange for the collection of these wastes; alternatively, they can log their request via Ivanti (Queen Mary's Estates Help Desk portal)
2. It is the responsibility of the waste producer to provide details of:
  - a. The wastes location
  - b. Type of waste
  - c. Approximate or actual quantity
  - d. Additional description from the material safety data sheets (MSDS)
3. Porters label, collect and transfer these wastes to the designated hazardous waste storage location
4. Hazardous wastes is stored within the hazardous waste bins at the closest hazard waste compound waste compound
5. The Facilities Manager or designated Officer arranges for the waste to be collected by a licenced hazardous waste collection service contractor based on contractual agreement
6. Fully completed consignment notes must accompany the removal of all hazardous wastes.
7. On collection of the waste, the waste contractor must provide a consignment note with parts A to D completed, which is signed by a Waste Porter and an employee of Queen Mary appointed hazardous waste collection service contractor.
8. Queen Mary's hazardous waste collection service contractors must send quarterly hazardous waste returns to the Facilities Manager.
9. The consignment notes and hazardous waste quarterly returns must be kept for a minimum period of three years.

## **Fluorescent Tubes**

1. The Estates Operations and Maintenance Team is responsible for transferring waste fluorescent tubes to the designated coffin.

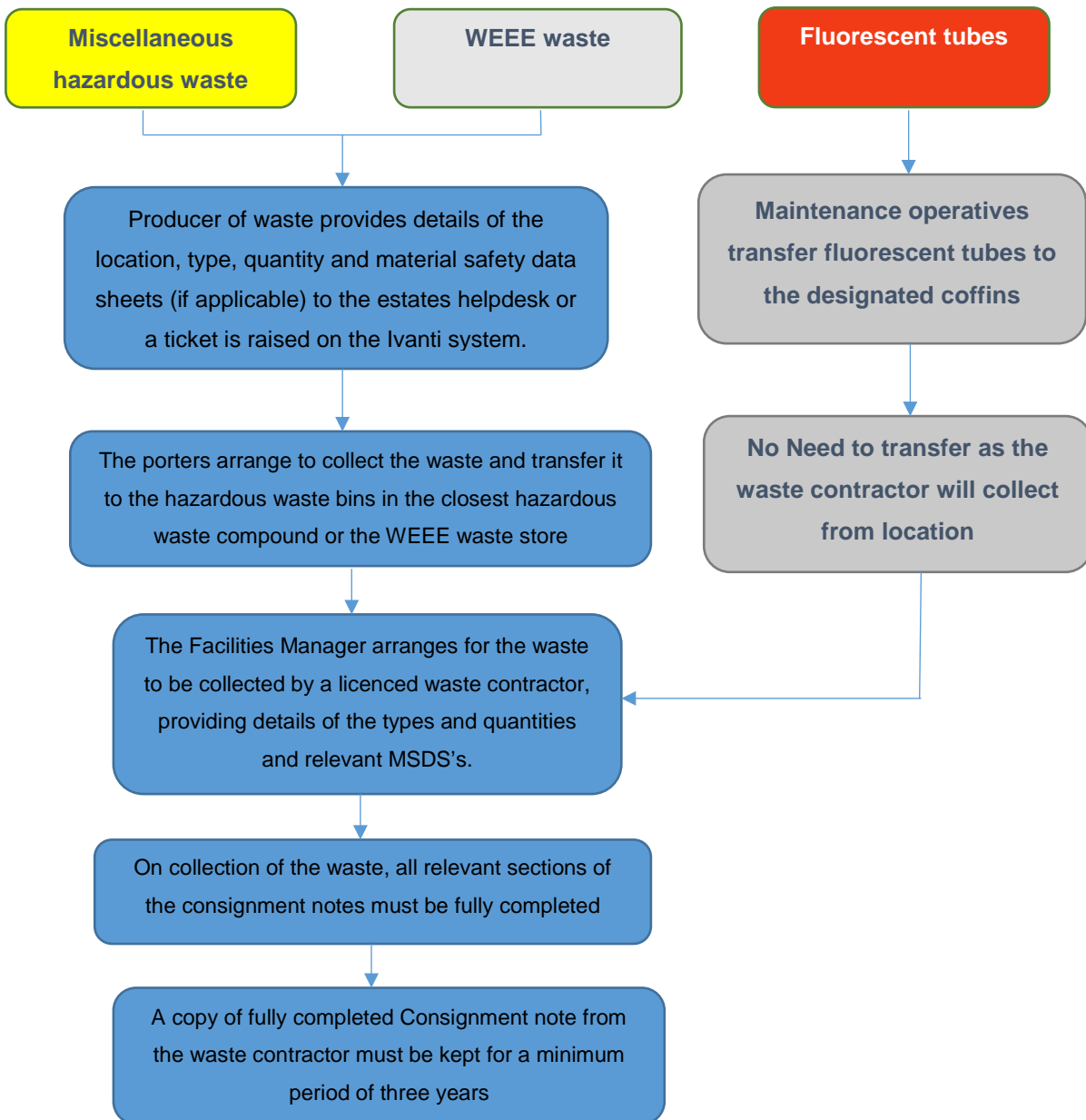


2. Once a fluorescent tube has been replaced, the old tube is taken to the waste compound and stored in a coffin, which has space.
3. Once the coffins are full, the maintenance engineers let the Facilities Manager know they are ready for collection.
4. The Facilities Manager arranges collection with a licenced waste contractor.
5. The coffin is collected and replaced by the contractor on request by the Facilities Manager.
6. On collection of the fluorescent tubes, the waste contractor must provide a consignment note with parts A to D completed, which is signed by a waste porter and Queen Mary appointed hazardous waste collection service contractor.
7. Queen Mary's hazardous waste collection service contractors must send quarterly hazardous waste returns to the Facilities Manager.
8. The consignment notes and hazardous waste quarterly returns must be kept for a minimum period of three years.

## **Waste Electrical and Electronics Equipment (WEEE)**

1. All departments that generate WEEE are expected to contact the Post and Portering Manager / Supervisor to arrange for its collection
2. The waste producer provides details of the location, type and quantity of WEEE
3. The porters arrange to collect the waste and transfer it to the WEEE waste store
4. The Post and Portering Manager arranges for the WEEE to be collected by a licenced waste contractor as and when required, providing details of the types and quantities
5. All WEEE disposed as hazardous must be accompanied with consignment notes
6. Fully completed consignment notes must accompany the removal of all hazardous wastes.
7. Queen Mary's hazardous waste collection service contractors must send quarterly hazardous waste returns to the Facilities Manager.
8. The consignment notes and hazardous waste quarterly returns must be kept for a minimum period of three years.

The process flow chart below details how we manage hazardous waste streams:



## Batteries

1. Battery boxes are located in various locations
2. Once the box is full, the bags within are collected on request by the porters and transported to the post room.
3. The battery bin is collected by the battery waste collection service contractor on request from the Facilities Manager.

4. Accompanying waste transfer notes are kept by the Facilities Manager for a minimum period of three years.

## Hazardous Chemical Wastes

Hazardous chemical waste includes but is not limited to laboratory chemicals, solvents - stocks and dilutions, residues from reactions, prepared samples from teaching laboratories, concentrated acids and bases, pump and mineral oils etc.

### Packaging

Proprietary chemicals should be retained in their original packaging, segregated into their appropriate hazard group (e.g. oxidising, corrosive, flammable etc.) and placed into secondary containment.

Solvent waste should be stored in a compatible robust, leak proof container (e.g. HDPE or Glass Winchester). If a recycled solvent container is to be used it is essential that it is thoroughly rinsed and all previous labelling must be removed before adding waste solvent.

### Labelling

Waste containers must be labelled with the following information.

- Name: Who is depositing the waste (full name, not initials)
- Contact No: Office or lab ext. number
- Group/Location: Your group and lab number
- Date: Date of deposit into waste store
- Contents: Exact chemical name(s) – no acronyms
- pH: Where required
- Hazard properties: Indicate applicable symbol(s)

The Figures below show a sample of laboratory waste label

<b>Name:</b> .....
<b>Contact No:</b> .....
<b>Group / Location:</b> .....
<b>Date:</b> .....
<b>Contents:</b> .....
<b>pH:</b> .....
<b>Hazardous properties:</b>

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

### Unknown Items

It is not possible for both HSD and non-HSD managed stores to accept unknown waste, as we are unable to transfer this to our Hazardous Waste Contractor. The HSD must be contacted for further advice and guidance on the safe storage and disposal of any unknown chemical wastes.

It is the responsibility of laboratory users to ensure that all items are clearly classified and labelled.

## **Transport**

All waste must be transported within campus boundaries in a suitable bund trolley to contain leaks and prevent items falling. A suitable spill kit and PPE should be available during transport. Transport of waste is to be performed by two people so that in the event of an incident, assistance can be summoned and the area contained.

Hazardous chemical / solvent waste must not be transported on public roads in vehicles or by public transport. Hence, always arrange for a deposit within your campus boundaries.

## **Non HSD Managed Chemical Wastes**

There are departmental hazardous chemical and solvent waste stores that are directly managed by some Queen Mary's Schools / Institutes. In such cases, the local responsible person must ensure that:

- All waste is correctly labelled
- Segregated and stored according to hazard properties
- An inventory of waste within the store is maintained
- Waste is not held for more than 12 months
- Waste forms are correctly completed and collection arranged via HSD.

## **Clinical Wastes**

Clinical wastes generated across Queen Mary's three main UK Campuses are consigned by licenced hazardous waste collection service contractor. Currently these wastes are collected three times weekly from the designated clinical waste storage locations. There are:

- Five locations across the Mile End Campus
- Two locations across the Whitechapel Campus and
- Two locations across the Charterhouse Square Campus

The clinical waste collection service contractor appointed by Queen Mary delivers clinical waste receptacles to designated location across these three Campuses on a bi-monthly basis. This contract, whenever required delivers clinical waste consumable as well as carry out quarterly cleaning and disinfection of the UN approved clinical waste storage bins across these three campuses. There is an annual contract review conducted by HSD with PHS.

The processes below must be followed to ensure that clinical wastes are safely handled, appropriately segregated and correctly consigned:

1. Hazardous clinical waste must be correctly segregated and packaged in the appropriate coded/labelled yellow clinical waste bag / sharp bin according to the type of waste and appropriate waste disposal route (these are supplied by Queen Mary's current clinical waste collection service contractor).
2. Where the appropriate European Waste Codes (EWC) are not pre-printed on the bag / container, these must be correctly annotated.
3. Any incorrectly coded or labelled clinical waste receptacles must NOT be used to store clinical wastes (receptacles not supplied by Queen Mary's clinical waste collection service contractor).
4. To reduce manual handling risks to the staff of Queen Mary's appointed clinical waste collection service contractor, yellow clinical waste bags must NOT be filled with more than 5 kg (approx.) weight or not be more than three-quarter full.
5. Correctly packaged hazardous waste bags (tied with the designated coloured cable tie identifying the originating department) and sharp bins (tied with the appropriate coloured cable tie for identification) must be transported safely to the designated yellow clinical waste wheelie bin, awaiting uplift.
6. Designated UN approved clinical waste storage bins must be used to store all sharp containers. Sharp containers must not be placed with clinical waste bags or wrapped within yellow clinical waste bags or other bags.
7. All UN approved clinical waste storage bins must be kept locked and annotated (e.g. attach a laminated sheet with information onto the bin) with:
  - a. Queen Mary's clinical waste account number
  - b. Department / School / Institute name,
  - c. Local contact name and Queen Mary telephone number
  - d. These UN approved clinical waste bins must be appropriately labelled with infectious transport label attached (if no longer is available, the HSD's Clinical Waste Lead should be contacted for a label).
8. Any deficiencies to the service or defects to facilities (e.g. to bins) should be immediately noted to HSD Clinical Waste Lead.

9. Queen Mary's appointed clinical waste collection service contractor uplifts all correctly packaged and labelled hazardous clinical and clinical-related waste that are deposited in the UN approved clinical waste storage bins for treatment and disposal
10. Queen Mary appointed clinical waste collection service contractor supplies all consumables (yellow clinical waste bags, cable ties and various sized sharp bins) that are used to package hazardous clinical wastes across Queen Mary's UK campuses.
11. Consignment notes and quarterly hazardous waste returns are retained for a minimum period of three years by the designated Health and Safety Adviser / Manager.

### **High Efficiency Particle Absorption (HEPA) Filter**

Air discharged from a Microbiological Safety Cabinet (MSC) to atmosphere passes through a High Efficiency Particle Absorption (HEPA) filter in order to remove contaminants. Other Local Exhaust Ventilation (LEV) equipment may also contain HEPA filters (e.g. fume cupboards used with nano-materials, clean rooms with clean air extraction systems, bench top glove boxes used for preparation of cytotoxic drugs).

Depending on the nature of the contaminant, safe decontamination and final disposal procedures for HEPA filters must be in place to ensure the health and safety of the users, maintenance / cleaning staff, service engineers and waste disposal contractors.

### **Radioactive Wastes**

Queen Mary's Health and Safety Directorate is responsible for coordinating and managing all radioactive wastes generated across its UK campus as well as ensure compliance with all relevant regulations and standards.

All radiation working areas in which sources of ionising radiation are used, are designated according to the potential health hazard of the work carried out in the area. Separate assessments are made in terms of external and internal hazards.

The IRR99 defines two types of areas: 'Controlled Areas' and 'Supervised Areas':

- **Controlled Area:** This is an area where any person who enters or works is likely to receive an Effective dose greater than 6 mSv a year, or an Equivalent dose greater than 3/10th of any dose limit, and/or must follow special procedures to restrict significant exposure to ionising radiation

- Supervised Area: This is defined as an area where work condition must be kept under review, and where a person is likely to receive an Effective dose greater than 1 mSv a year, or an Equivalent dose greater than 3/10th of any dose limit.

Controlled or Supervised Areas can vary widely. For example, a fume cupboard may constitute a Controlled Area, but the room in which it is situated may only be a Supervised Area, based on its environmental conditions. Supervised Areas can be part of a larger laboratory where other, non-radiation work may be in progress depending on laboratory layout and subject to commissioning criteria.

All records for the use of radioactive open sources must be kept on the appropriate campus Queen Mary's ISOSTOCK computer management database. Paper records are not acceptable as a record.

All radiation workers and/or Radiation Protection Supervisor (RPS) must ensure that source delivery, holding stocks, usage, and disposal records are kept up to date. ISOSTOCK records must be correct by the day. Entries of all new stock should include the appropriate Project Approval Reference code at the requisition / authorisation stage. All stocks must be associated with a current member of Queen Mary staff.

### **Disposal of Radioactive Wastes**

Radioactive materials waste (i.e. open sources such as radio-isotopes and sealed / contained sources) is managed by utilisation of the ISOSTOCK software data system by departmental Radiation Protection supervisors (RPSs) and lab users for radioactive materials receipt, use, accumulation and final disposal or decay, in line with the Environmental Agency permits and management documents for each campus and their project approvals for the work.

Accumulation and activity limits are identified in ISOSTOCK to warn RPSs, lab users and the Queen Mary Radiation Protection Officer (RPO) of approaching limits and to plan accordingly. Statutory Annual Pollution Inventories are submitted to the EA by the RPO and EA Inspections occur annually or bi-annually which include radioactive waste procedures and facilities. Internal radiation inspections are conducted annually by the appointed consultant Radiation Protection Adviser (RPA) / Radiation Waste Adviser (RWA).

The majority of currently used radioactive materials waste at Queen Mary is aqueous or have short half-lives to allow decay within the allotted EA Permit time limits. Aqueous liquid waste

is disposed via designated drains within the radiation laboratories. Zero activity decayed solid waste is then disposed into domestic waste, as long as no other hazardous property category exists. Solid waste with longer half-lives and organic liquid waste is accumulated within designated accumulation waste stores and then arranged for disposal within the Permit time limits, by high temperature incineration at the designated addresses in the Permit via an authorised radiation waste company with EA Permits, upper tier carrier status and Dangerous Goods Transport compliance accreditation.

The RPO utilises a licenced radioactive waste collection service contractor for solid / organic waste disposals over the last decade, which results in incineration at the permitted Lakeside or Hythe facilities. Consignment Notes and Hazardous Waste Transfer Notes and final Destruction Certificates are retained by the RPS and RPO and ISOSTOCK updated accordingly.

Currently, there is one laboratory area at Charterhouse Square that generates the above radioactive materials waste. Solid / organic liquid waste disposals via an authorised radiation waste company has averaged once a year for the last 5-6 years. There is currently no laboratory at Whitechapel that handle radioactive materials. At Mile End there are currently (2021) only sealed / closed source holding laboratories so solid disposals are even more infrequent. Some sealed sources (e.g. equipment calibration sources) will be replaced by equipment suppliers, these would be returned via the supplier and details recorded in ISOSTOCK, transport will follow Dangerous Goods Transport requirements.

Currently, the use of Naturally Occurring Radioactive Materials (NORM) occurs in two laboratory areas at Mile End. Waste is accumulated and handled similar to above (mainly solid and trace liquid) but as this falls outside requirements of EPR 2016 in many respects, accumulation time periods are flexible and local records are kept (not on ISOSTOCK as software doesn't have this category). The legislation does allow for NORM disposals into domestic waste up to certain limits, but the RPO has chosen to use disposals via an authorised radiation waste company to avoid environmental harm and exposure.

Storage for accumulation and decay prior to disposal should only be in the designated campus radiation waste accumulation stores. The generation of solid waste is minimised by:

- Using the very minimum amount of radioactivity necessary for a given experiment.
- Storage of short-lived isotopes for (physical) decay, subject to EA authorisation.



## Annual Returns

The RPO is responsible for ensuring that the required annual returns are made to the Environment Agency and other regulatory bodies, including the

- Annual Pollution return for Open Sources
- Return and updates of changes for other sources

The returns are required for the previous calendar year during the first month of the following calendar year. RPS(s) must ensure that all records are up to date at the end of each calendar year and the RPO promptly informed of any potential discrepancies in the records.

Contact the Health and Safety Adviser / Manager for information about the safe storage and disposal of radioactive wastes.

## Hazardous Waste Inventory

The table below summarises the commonly occurring hazardous wastes generated across Queen Mary's UK campuses.

Waste Stream	EWC Code	Waste Carrier	Registration Certificate	Expiry Date	Disposal Facility	Site License / Permit / Exemption
Chemical Wastes	180103 180109 (Cytotoxic)	PHS	CBDU289381	16.05.2022	PHS Wickford, Clinical Waste Transfer Station, Fulmer Way, Wickford, Essex, SS11 8ZB	LP3299NC/V002
Sharps Waste	180103 180104 (Human)	PHS	CBDU289381	16.05.2022	PHS Wickford, Clinical Waste Transfer Station, Fulmer Way, Wickford, Essex, SS11 8ZB	LP3299NC/V002
Sharps Waste	180103 180202 (Animal)	PHS	CBDU289381	16.05.2022	PHS Wickford, Clinical Waste Transfer Station, Fulmer Way, Wickford, Essex, SS11 8ZB	LP3299NC/V002
Sharps Waste	180103 180108 (Cytotoxic)	PHS	CBDU289381	16.05.2022	PHS Wickford, Clinical Waste Transfer Station, Fulmer Way, Wickford, Essex, SS11 8ZB	LP3299NC/V002
WEEE Waste	200135	CDL	CBDU107046	01.06.2022	CDL House, Davy Road, Runcorn, WA7 1PZ	EPR/BB3505UA
Batteries	200133	European recycling	CBDU74463	13.12.2021	Ecobat, WS10 8JR - sorted into the different	EPR/DB3704FG

Waste Stream	EWC Code	Waste Carrier	Registration Certificate	Expiry Date	Disposal Facility	Site License / Permit / Exemption
		company - Ecobat / G&P			chemistries for onward recycling to one of the companies	
Fluorescent Tubes	200121	Electrical Waste Recycling Group	CBDU166985	06.04.2023	Electrical Waste Recycling Group, School Lane, Huddersfield, HD5 0JS	WEE/ME0006ZT/A TF EPR/QP3034KA/V 003
Discarded equipment containing HCFC	160211	PHS	CBDU289381	16.05.2022	PHS Wickford, Clinical Waste Transfer Station, Fulmer Way, Wickford, Essex, SS11 8ZB	LP3299NC/V002
Soiled Nappy Waste from Queen Mary Nursery	180104	PHS	CBDU289381	16.05.2022	PHS Wickford, Clinical Waste Transfer Station, Fulmer Way, Wickford, Essex, SS11 8ZB	LP3299NC/V002
Radioactive wastes	200133*	Grundon Waste Management	CBDU147323	30/01/2023	Grundon (Waste) Limited, Hazardous Waste Incinerator, Lakeside Road, Colnbrook, Slough, SL3 0EG	Radioactive disposal permit: TB3439DM

## Monitoring

Consignment notes checked to ensure that these legal documents contain:

- Full description of the hazardous waste
- Details of how the waste is packaged
- Quantity; place date and time of transfer
- Name and address of both parties
- Details of the permit (or exemption) of the person receiving the waste
- The EWC code for the waste
- The correct SIC code for the producer
- Statement confirming the waste hierarchy has been applied.

## Documented Information

All documented information relating to the disposal of the waste streams covered by this process are held by the Facilities Manager, Estates and Facilities and the Health and Safety Directorate (for clinical, chemical and radioactive wastes).

Relevant documented information include:

1. Waste contractors and agreements
2. Copies of waste contractor licences
3. Consignment notes
4. Evidence of communications relating to the hazardous waste management process.

## Waste Regulatory Compliance

The indicators that are used to monitor and report Queen Mary's compliance with relevant regulations are:

- Evidence that all premises from which clinical waste and hazardous waste are removed maintain a record of consignments notes. This record must be kept for a minimum of three years.
- Evidence that all hazardous waste storage receptacles meet the UN standards.
- Evidence that all wastes are safely stored within Queen Mary's premises.

## Effects and Actions on Non-Conformance

Failure to comply with this procedure may result in:

- Non-conformance with the requirements of EcoCampus and the ISO 14001:2015 standard.
- Civil and / or criminal prosecution

Departure from this procedure are addressed in the Non-Conformance, Corrective and Preventive Action Section of our Environmental Management System.

### Version Control

Date	Version	Lead	Due for Review
15 March 2021	1	Facilities Manager, Estates and Facilities	14 March 2022

## Recommendations

That the Sustainability Committee should:

- Consider this procedure
- Consider issues that should be escalated
- Approve this Procedure



## Grounds Management Procedure: Environmental Management System (EMS)

<b>Outcome requested:</b>	That the Sustainability Committee should: <ul style="list-style-type: none"> <li>• Consider this procedure</li> <li>• Consider issues that should be escalated</li> <li>• Approve the Grounds Management Procedure</li> </ul>
<b>Executive Summary:</b>	This procedure details how grounds and gardens are managed across Queen Mary, University of London (Queen Mary) UK campuses in order to: <ul style="list-style-type: none"> <li>• Address the risks and opportunities associated with “Grounds and Garden Management”</li> <li>• Minimise negative environmental impacts resulting from grounds and garden management activities</li> <li>• Ensure that relevant environmental priorities are integrated into grounds and gardens management as well as the use and storage of pesticides and herbicides</li> <li>• Ensure compliance with relevant environmental legislation</li> <li>• Biodiversity enhancement and protection</li> </ul>
<b>Alignment with:</b> <ul style="list-style-type: none"> <li>• <b>QMUL Strategy</b></li> <li>• <b>Internal Policies/Regulations</b></li> <li>• <b>External Statutory Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• Environment Act 1995</li> <li>• Town and Country Planning (England) Regulations 2012</li> <li>• Wildlife and Countryside Act 1981</li> <li>• Conservation and Habitats and Species Regulations 2010</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Regulatory compliance</i></li> <li>• <i>Reputation</i></li> </ul>

<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Dimitrisz Sopisz, Grounds and Gardens Supervisor
<b>Date:</b>	<i>15 March 2021</i>

## Grounds Management Procedure: Environmental Management System (EMS)

### Grounds Management Procedure

<b>Author:</b>	Dimitrisz Sopisz
<b>Reviewed by:</b>	Philip Tamuno
<b>Approved by:</b>	Sustainability Committee
<b>Date Approved:</b>	15 March 2021
<b>Date due for Review:</b>	14 March 2022
<b>ISO 14001:2015 Clause:</b>	8.1

### Purpose

This procedure details how grounds and gardens are managed across Queen Mary, University of London (Queen Mary) UK campuses in order to:

- Address the risks and opportunities associated with “Grounds and Garden Management”
- Minimise negative environmental impacts resulting from grounds and garden management activities
- Ensure that relevant environmental priorities are integrated into grounds and gardens management as well as the use and storage of pesticides and herbicides
- Ensure compliance with relevant environmental legislation
- Biodiversity enhancement and protection

### Scope

This procedure covers all grounds management activities across Queen Mary UK campuses.

### Definitions (ISO14001:2015)

*Risks and Opportunities: potential adverse effects (threats) and potential beneficial effects (opportunities).*

*Process: Set of interrelated or interactive activities, which transforms inputs into outputs.*

## Responsibilities

Role / Position	Responsibilities
Assistant Director of Operations Estates and Facilities	Overall responsibility for overseeing grounds and gardens management and maintenance activities across Queen Mary Campuses
Head of Sustainability	Coordinates training and learning opportunities for all interested parties and relevant stakeholders on environmental compliance, as well as the risks and opportunities associated grounds and gardens management.
Sustainability and Environment Manager	Coordinates the auditing of all grounds and gardening practices across Queen Mary against relevant regulations, standards and Queen Mary's environmental objectives.
Grounds and Gardens Supervisor	Responsible for overseeing all gardening and grounds maintenance work and the Grounds Management Team. Responsible for developing and coordinating the implementation of Queen Mary's Biodiversity Action Plan.
Grounds Management Team (Grounds Men / Grounds Women)	Responsible for the maintenance of the grounds and gardens in line with Queen Mary's environmental sustainability objectives.

## Related Documents

This procedure is linked to:

- Queen Mary Environmental Sustainability Policy
- Queen Mary Environmental Sustainability Action Plan (2020-23)
- Queen Mary's EMS Emergency Spill Response Procedure
- Relevant environmental aspects and associated environmental impacts detailed within Queen Mary's [Aspects and Impacts Register](#).

## Process and Procedure

**Grounds and garden management activities include:**

- Maintenance of grassed areas including sports fields
- Maintenance of planted areas including flower beds, wildflower meadows, and woodland

- The clearing of litter and detritus
- Monitoring and maintenance of onsite roads and paths to ensure they are free of obstruction and are in good condition
- Use of pesticides to control weed and against infestation
- Manage and coordinate GreenMary Sensory and Medicinal Gardens and allotment at our Mile End Campus
- Promote the benefits of biodiversity and ecological conservation
- Identify and coordinate the implementation of initiatives that supports biodiversity restoration (such as the Black Poplars)

## **Pesticides:**

All pesticides are listed on Queen Mary's chemical inventory. All pesticides are stored within designated chemical cabinets. Material safety data sheets for all pesticides used are kept within these cabinets. All pesticides are used directly from their original containers.

The **Emergency Spill Response Procedure** detail procedures that must be followed after any spillage incident. All members of the Grounds and Gardens Management Team are aware of the risks associated with pesticides and can competently use these chemicals.

## **Waste:**

All green wastes are composted on site and used across the green areas whenever required. Queen Mary hold a T23 - Aerobic composting and associated prior treatment waste exemption.

Grounds and garden wastes are disposed in accordance to Queen **Mary's Non-Hazardous Waste Management Procedure**.

## **Contractors:**

Any grounds and garden activities carried out by a contractor are managed in accordance with Queen Mary's **Contractor Control and Management Procedure**.

Contractors appointed to carry out grounds and gardens management activities must use products approved by the Grounds and Gardens Supervisor. These Contractors are responsible for the removal of all unused products, empty containers and wastes. All contractors are required to provide method statements for all onsite activities, which includes



the use, handling, storage and disposal of chemicals and pesticides. Whenever required, onsite pest control is carried out by an appointed contractor.

### **Biodiversity is promoted and protected by the following:**

- The use of herbicides is minimised to small areas and paths across Queen Mary's campuses
- Physical removal of weeds is the preferred method across Queen Mary campuses
- All grounds and gardens activities must be carried out in such a way that these does not disturb any species protected by law
- The Grounds and Gardens Supervisor is Queen Mary's competent person responsible for advising contractors whose work may disturb animal species
- As part of our commitment to biodiversity restoration, we are have continued to explore opportunities to increase the number of native Black Poplars across our UK campuses
- Mulching mowers are used for cutting grass
- Log piles are left in designated areas to promote biodiversity
- In-situ chipping of felled trees are used as mulch the grounds and gardens across Queen Mary UK campuses

### **Biodiversity Action Plan (BAP)**

Queen Mary's Grounds and Gardens Supervisor is currently developing its Biodiversity Action Plan (BAP).

Records of any ecological assessments carried out across Queen Mary's UK campuses are stored by the Grounds and Gardens Supervisor and the Sustainability team.

Training records of the Ground Management Team are held by the Grounds and Gardens Supervisor. Relevant aspects of these records are used to update **Queen Mary's EMS Roles, Responsibilities and Training Schedule**.

### **Effects and Actions on Non-Conformance**

Failure to comply with this procedure may result in:

- Non-conformance with the requirements of EcoCampus and the ISO 14001:2015 standard
- Civil and / or criminal prosecution

Departure from this procedure is addressed in the **Non-Conformance, Corrective and Preventive Action Section** of our Environmental Management System.

## Version Control

Date	Version	Author	Due for Review
15 March 2021	1	Grounds and Gardens Supervisor	14 March 2022

## Recommendations

That the Sustainability Committee should:

- Consider this procedure
- Consider issues that should be escalated
- Approve this Procedure



## Construction, Refurbishment, Conversion and Fit-Out Procedure: Environmental Management System (EMS)

<b>Outcome requested:</b>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> <li>• Consider this procedure</li> <li>• Consider issues that should be escalated</li> <li>• Approve the Construction, Refurbishment, Conversion and Fit-Out Procedure</li> </ul>
<b>Executive Summary:</b>	<p>This procedure details how construction, refurbishment, conversion and fit-out projects are managed across our UK campuses for the purpose of:</p> <ul style="list-style-type: none"> <li>• Reducing the risks and optimise the opportunities associated with our construction, refurbishment, conversion and fit-out projects</li> <li>• Minimising negative environmental impacts associated with our construction, refurbishment, conversion and fit-out projects</li> <li>• Ensuring that appropriate consideration of environmental issues, including procurement of materials for construction, refurbishment, conversion and fit-out projects</li> <li>• Ensuring compliance with relevant environmental legislation.</li> </ul>
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act 1995</li> <li>• Town and Country Planning (England and Wales) Regulation 2012</li> <li>• Clean Neighbourhood and Environment Act 2005</li> <li>• Noise and Statutory Nuisance Act 1993</li> <li>• Building Regulations 2010</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Regulatory compliance</i></li> <li>• <i>Reputation</i></li> </ul>

<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Richard Halsall, Assistant Director Capital Development (Estates and Facilities)
<b>Date:</b>	<i>15 March 2021</i>

## Construction, Refurbishment, Conversion and Fit-Out Procedure: Environmental Management System (EMS)

### Construction and Refurbishment

<b>Author:</b>	Richard Halsall
<b>Reviewed by:</b>	Philip Tamuno
<b>Approved by:</b>	Sustainability Committee
<b>Date Approved:</b>	15 March 2021
<b>Date due for Review:</b>	14 March 2022
<b>ISO 14001:2015 Clause:</b>	8.1

### Purpose

This procedure details how construction, refurbishment, conversion and fit-out projects are managed across our UK campuses for the purpose of:

- Reducing the risks and optimise the opportunities associated with our construction, refurbishment, conversion and fit-out projects
- Minimising negative environmental impacts associated with our construction, refurbishment, conversion and fit-out projects
- Ensuring that appropriate consideration of environmental issues, including procurement of materials for construction, refurbishment, conversion and fit-out projects
- Ensuring compliance with relevant environmental legislation.

### Scope

This procedure covers all construction and refurbishment projects across the institution.

### Definitions (ISO14001:2015)

*Risks and Opportunities:* potential adverse effects (threats) and potential beneficial effects (opportunities)

*Procedure:* Set of interrelated or interactive activities, which transforms inputs into outputs.

## Responsibilities

Role / Position	Responsibilities
Director of Estates and Facilities (EAF)	Strategic responsibility for all capital development projects.
Assistant Director Capital Projects EAF	Responsible for ensuring sustainability is considered during design, demolition and construction phases of all construction, refurbishment, conversion and fit-out projects.
Head of Sustainability	Responsible for coordinating embedding relevant environmental priorities into all aspects of construction, refurbishment, conversion and fit-out projects. Responsible for coordinating Queen Mary's Display Energy Certificates and compliance with relevant energy regulation.  Act as a consultant on environmental sustainability considerations during the planning stages of construction, refurbishment, conversion and fit-out projects.
Sustainability and Environment Manager	Responsible for coordinating the auditing of all construction, refurbishment, conversion and fit-out projects against expected environmental outcomes.
Sustainability and Energy Manager	Responsible for monitor the energy efficiency of new-builds, refurbishment, conversion and fit-out projects against expected energy performances.
BREEAM / Ska Assessor	Provides advice and guidance to the Capital Projects Team and conducts sustainability assessments.

## Related Documents

This procedure is linked to:

- Queen Mary's Environmental Sustainability Policy 2020
- Queen Mary's Environmental Sustainability Action Plan (2020-23)
- Queen Mary's Environmental **Aspects and Impacts Register**.

## Process and Procedure

The Capital Projects Team (CPT) consider and explore the opportunities of embedding good environmental practices into the design, demolition and construction phases of all construction and refurbishment projects across Queen Mary. For each project the CPT are responsible for:

- Detailing project specifications
- Inviting tenders
- Agreeing contract terms
- Selecting contractors
- Checking any relevant environmental or other licences and permits for all construction and refurbishment projects
- Ensuring environmental considerations are included at the project design stage (including reuse of existing materials and purchase of sustainable goods and materials),
- Identifying legally protected animal species and advising on necessary actions;
- Ensuring legal compliance during all phases of the project.

## **Sustainability assessments and Design Specifications**

The CPT determines and uses the most appropriate environmental sustainability assessment methodology for each project. The typical assessment methodologies considered are:

- Building Research Establishment Environmental Assessment Method (BREEAM) for New Construction / Build
- BREEAM Refurbishment for all major refurbishment / conversion projects
- RICS – Ska Rating for fit-outs and minor refurbishment and conversion projects.

In addition, the CPT determine key priority areas for each project in relation to energy and water consumption, waste management, pollution prevention and biodiversity preservation and enhancement. Environmental sustainability targets are set for each project, which take into account the assessment methodology and key priority areas identified.

Design briefs are developed for each project; these briefs details the expected outcomes for all capital project including the sustainability objectives.

## **Energy and Water**

The CPT, in conjunction with the Head of Sustainability set minimum energy standards for each project. These standards covers the areas below:

- Insulation
- Ventilation efficiency
- Air flow
- Plant energy efficiency

- Equipment and appliances energy and water consumption
- Lighting – artificial and natural
- Heating
- Energy generation or CHP
- Water re-use or rain / grey water harvesting
- Building use
- Monitoring

## **Waste**

The CPT, in conjunction with the Head of Sustainability include appropriate waste minimisation strategy into all capital projects. These strategies generally details how all waste generated throughout the demolition and construction stages are managed and to ensure that these are aligned with Queen Mary's reuse / recycling priorities.

Queen Mary expects all relevant contractors for major construction and refurbishment projects to have site waste management plans.

The CPT consider and where practicable explore the use of recycled materials.

## **Construction Materials**

Generally, material selection will be based on the Green Guide to the specification of construction materials developed by the Building Research Establishment (BRE). The selection of these components are carried out between the CPT, design teams and the Head of Sustainability and on the basis of balancing the environmental impact, whole life cost, maintenance regime, viability, fire safety, thermal mass, durability, aesthetics and the expected outcomes associated with these projects.

## **Pollution prevention**

The CPT, in conjunction with the Head of Sustainability actively explore opportunities to reduce and mitigate pollution to the air, land and water including noise and dust during the demolition, construction and use of new buildings. Consideration are given to:

- Carbon emissions from equipment and machinery during the project
- Low emissions technology
- Dust minimisation
- Noise and vibration levels



- Water pollution
- Refrigeration (HCFC's)
- Emergency preparedness and response.

## **Biodiversity preservation and enhancement**

The CPT, in conjunction with the Head of Sustainability explore opportunities to preserve or enhance biodiversity.

Below are some of the biodiversity issues considered:

- Using the existing footprints of buildings if practicable
- Avoiding the removal of trees, hedges or water courses where possible
- Planting native tree / plants species
- Building green spaces for biodiversity
- Including green or brown roofs where practicable
- Relocation or re-provision of species if removal cannot be avoided.

## **Contractor control**

Contractors are managed in accordance with the **Contractor Control and Management Procedure**. The CPT are responsible for ensuring that contractors operate in conformance with relevant environmental regulations and Queen Mary's environmental priorities.

Copies of method statements, operational control processes, emergency response procedures and incident reports are to be assessed for suitability by the CPT prior to work commencing. Where required the Head of Sustainability is consulted.

In the event of a non-conformance with the operational control processes or an incident, the CPT will work with the contractors to ensure that the non-compliances are addressed and any environmental harm addressed.

## **Monitoring and reporting**

Objectives, targets and relevant key performance indicators (KPIs) identified associated with each projects monitored by the CPT throughout each project. The performance against targets is reviewed by the CPT and reported into the Sustainability Committee (SC), Estates Strategy Board (ESB) and Senior Executive Team (SET).

## Effects and Actions on Non Conformance

Failure to comply with this procedure may result in:

- Non-conformance with the requirements of the ISO 14001:2015 standard
- Criminal and / or civil prosecution

Departure from this procedure is addressed in the **Non-Conformance, Corrective and Preventive Action Section** of our Environmental Management System.

## Version Control

Date	Version	Author	Due for Review
15 March 2021	1	Assistant Director Capital Project, EAF	14 March 2022

## Recommendations

That the Sustainability Committee should:

- Consider this procedure
- Consider issues that should be escalated
- Approve this Procedure



## Biodiversity: Sustainability Leadership Scorecard

<b>Outcome requested:</b>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> <li>• Take assurance of this SLS' scorecard</li> <li>• Consider issues that should be escalated</li> <li>• Approve this SLS' score</li> </ul>
<b>Executive Summary:</b>	<p>This report presents an overview of Queen Mary's Biodiversity performances through the lens of the Sustainability Leadership Scorecard (SLS).</p> <p>Our current construction and renovation SLS score is 24/32. We are optimistic that we will be able to increase this score to 31/32 by the end of the current academic year.</p> <p>Biodiversity is integral aspects of our current Environmental Sustainability Action Plan (ESAP). Our immediate objectives are:</p> <ul style="list-style-type: none"> <li>• To review and update our current Biodiversity Action Plan</li> <li>• We will monitor and evaluate our current management practices and make steps towards improvement where needed</li> <li>• Extend our biodiversity related network within and beyond the institute.</li> </ul> <p>Our long-term ambition is to become a leader in biodiversity enhancement and policy making nationally and internationally.</p> <p>We will continue to use the SLS to monitor our performance against the above objectives.</p>
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• Environment Act 1995</li> <li>• Town and Country Planning (England) Regulations 2012</li> <li>• Wildlife and Countryside Act 1981</li> <li>• Conservation and Habitats and Species Regulations 2010</li> </ul>

	<ul style="list-style-type: none"> <li>• UN Sustainable Development Goals (UN SDGs)</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Dimitrisz Sopisz, Grounds and Gardens Supervisor
<b>Date:</b>	<i>15 March 2021</i>



## **Biodiversity: Sustainability Leadership Scorecard**

### **Executive Summary**

This report presents an overview of Queen Mary's Biodiversity performance through the lens of the Sustainability Leadership Scorecard (SLS).

Our current construction and renovation SLS score is 24/32. We are optimistic that we will be able to increase this score to 31/32 by the end of the current academic year.

Biodiversity is integral aspects of our current Environmental Sustainability Action Plan (ESAP). Our immediate objectives are:

- To review and update our current Biodiversity Action Plan
- We will monitor and evaluate our current management practices and make steps towards improvement where needed
- Extend our biodiversity related network within and beyond the institute.

Our long-term ambition is to become a leader in biodiversity enhancement and policy making nationally and internationally.

### **Biodiversity at Queen Mary**

Biodiversity activities have been actively encouraged through various environmental enhancement projects.

- Wildflower meadow: This 250m<sup>2</sup> area is located at Westfield Way and Arts 1 building. The meadow consists of ten different type of wildflowers and over 5000 flower bulbs
- Community orchard: The orchard is in the student village and made up by 30 apple and 30 pear trees.
- `Bug hotels` and hedgehog houses: They are made by using natural materials and can be found at various locations across on the Mile End Campus.

## Overview of SLS results – current scores and target scores

Each Framework Area is assessed against eight criteria. The table below details our current biodiversity SLS as well as our anticipated scores by 31 July 2022.

Improvement of our current scores are based on our plans to:

	Score	1	2	3	4
Policy and Strategy	Current				
	Target				
Stakeholder engagement	Current				
	Target				
Action Planning	Current				
	Target				
Measurement	Current				
	Target				
Communication	Current				
	Target				
Training and Support	Current				
	Target				
Implementation and Performance	Current				
	Target				
Link to the curriculum	Current				
	Target				

## Details of SLS results

### 1. Policy & Strategy

*The institution's Biodiversity Action Plan is produced in support of local and national priorities. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.*

Current Score: 3	Target Score: 4
There is an aligned Policy on Biodiversity, reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned Policy on Biodiversity, reviewed regularly with clear reporting lines within the formal management structure.
<b>Score Narrative:</b>	<b>Target Narrative:</b>

Current Score: 3	Target Score: 4
<ul style="list-style-type: none"> <li>To review and update our current Biodiversity Action Plan</li> <li>We will monitor and evaluate our current management practices and make steps towards improvement where needed</li> </ul>	<ul style="list-style-type: none"> <li>Extend our biodiversity related network within and beyond the institute</li> </ul>

## 2. Stakeholder engagement

*Key stakeholders (including staff, students and contractors) actively inform the review of the Biodiversity Action Plan and shape its development.*

Current Score: 3	Target Score: 4
Not all relevant stakeholders are actively involved in the Policy review.	Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.
<b>Score Narrative:</b> <ul style="list-style-type: none"> <li>We are actively working with students and staff but at present, they are not actively involved in the Policy reviewing yet.</li> </ul>	<b>Target Narrative:</b> <ul style="list-style-type: none"> <li>Keep continuous and close work relationship with stakeholders and encouraging them to actively take part of the Biodiversity Policy review</li> </ul>

## 3. Action planning

*Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the institution in relation to biodiversity.*

Current Score: 4	Target Score: 4
Action plans incorporate objectives and associated targets and clearly demonstrate activity across the institution.	Action plans incorporate objectives and associated targets and clearly demonstrate activity across the institution.
<b>Score Narrative:</b> <ul style="list-style-type: none"> <li>Keep working towards our objectives and targets</li> </ul>	<b>Target Narrative:</b> <ul style="list-style-type: none"> <li>We will continue working with other academic and non-academic departments to enhance the biodiversity on the Campus</li> </ul>

#### 4. Measurement

*The impacts and benefits of the Biodiversity Action Plan are routinely monitored and evaluated as part of existing institution practice. There is evidence of continual improvement and feedback loops.*

Current Score: 3	Target Score: 4
All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual improvement and feed-back loops.	All impacts and benefits of the Policy are routinely monitored and evaluated as part of existing institutional practices. There is significant evidence of continual improvement and feed-back loops
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>The Biodiversity policy is part of the wider Environmental Sustainability Action Plan.</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>We are seeking engagement with scientific academic departments to be able to measure the outcome of our biodiversity enhancement efforts.</li> <li>These evidences will support and show the benefits of our Biodiversity Action plan.</li> </ul>

#### 5. Communication

*The Biodiversity Action Plan is in the public domain. There is a planned approach to communicating to relevant stakeholders the Action Plan, its associated activities and their implications. The Action Plan has clear, high-level support within the institution.*

Current Score: 3	Target Score: 4
There is a Policy with clear high level support and a formal communication approach with all stakeholders.	There is a Policy with clear high level support and a formal communication approach with all stakeholders to be found in the public domain
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>We are actively engaged with academic departments and student union through various activities and projects</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>We are planning to publish the outcome of our various projects.</li> <li>Grounds and Garden Supervisor will be doing a webinar about the Regenerative Horticulture Practices used at Queen Mary</li> </ul>



## 6. Training and Support

*Commitments and/or targets are linked to named individuals or teams within the institution. Staff have either appropriate biodiversity skills and knowledge, or opportunities to develop them through access to specialist support*

Current Score: 3	Target Score: 4
A clear training and support programme is in place for all staff.	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>• We have continued to provide relevant CPD training opportunities to all members of our Grounds Team</li> <li>• We offer all our staff an opportunity to undertake a CPD course on Environmental Sustainability Skills for the Workforce</li> <li>• We also offer environmental and horticulture related course opportunities to all member of our Grounds Team.</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>• We will actively encourage all member of staff to take part various specialist trainings.</li> </ul>

## 7. Implementation and Performance

*There is evidence of staff and student-led biodiversity activity across the institution and beyond via the Student Union, student societies, staff groups, trade unions or individual sustainability champions. Performance is reviewed and there is evidence of continual improvement and feedback loops.*

Current Score: 3	Target Score: 4
There is good evidence of staff and student-led initiatives across the institution but it does not go beyond the institution.	There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>• We offer a wide range of opportunities for students and staff, such as <ul style="list-style-type: none"> <li>○ Green Mary Gardens</li> <li>○ Sensory and medicinal Garden</li> <li>○ Regents Canal Cleaning</li> </ul> </li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>• We will actively seek engagements with local and wider community through various initiative.</li> </ul>

<b>Current Score: 3</b>	<b>Target Score: 4</b>
o Garden Volunteering	

### 8. Link to the Curriculum

*Biodiversity practice links to, and where appropriate, is embedded into formal and informal curriculum activity.*

<b>Current Score: 2</b>	<b>Target Score: 3</b>
Practice is formally linked to and embedded into some elements of curriculum or research.	There is a draft Policy or senior commitment to drafting a Policy which ensures that practice is linked, where appropriate, and embedded into all formal and informal curriculum and research.
<b>Score Narrative:</b> <ul style="list-style-type: none"> <li>We currently offer all our Students opportunity to take part various environment and horticulture related activities.</li> </ul>	<b>Target Narrative:</b> <ul style="list-style-type: none"> <li>We will actively create new opportunities and policies to ensure our activities are embedded into all formal and informal curriculum and research</li> </ul>

### Recommendations

That the Sustainability Committee should:

- Take assurance of this SLS' scorecard
- Consider issues that should be escalated
- Approve this SLS' score



## Construction, Refurbishment Conversion and Fit-Out: Sustainability Leadership Scorecard

<p><b>Outcome requested:</b></p>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> <li>• Take assurance of this SLS' scorecard</li> <li>• Consider issues that should be escalated</li> <li>• Approve this SLS' score</li> </ul>
<p><b>Executive Summary:</b></p>	<p>This report presents an overview of Queen Mary's construction and renovation environmental sustainability performances through the lens of the Sustainability Leadership Scorecard (SLS).</p> <p>Our current construction and renovation SLS score is 21/32. We are optimistic that we will be able to increase this score to 29/32 by the end of the current academic year.</p> <p>Construction, refurbishment and new-builds re integral aspects of our current Environmental Sustainability Action Plan (ESAP). Our immediate objectives are:</p> <ul style="list-style-type: none"> <li>• We aim to achieve 'Excellent' ratings where possible from the Building Research Establishment Environmental Assessment Method (BREEAM) for all our major new build construction projects through formal third-party assessment.</li> <li>• We aim to achieve 'Very Good' ratings where possible from the Building Research Establishment Environmental Assessment Method (BREEAM) for all our major extension, refurbishment and conversion projects through formal third-party assessment.</li> <li>• We aim to achieve "Gold" ratings where possible from the RICS Ska Assessment for all major fit out projects through formal assessment.</li> <li>• We aim to achieve "Silver" ratings where possible from the RICS Ska Assessment for all minor fit out, conversion, refurbishment and alteration projects through formal assessment</li> </ul>

	<ul style="list-style-type: none"> <li>• We aim to achieve “Silver” ratings where possible from the RICA Ska Assessment or all small works projects , through informal self-assessment</li> <li>• We will monitor the contribution of all prospective refurbishment projects towards our target of achieving 30% carbon reduction over six years.</li> <li>• Improve the DEC scores of our existing buildings during refurbishment (assuming no major energy hungry processes are introduced into these buildings (i.e. data centres etc.).</li> </ul> <p>Our long-term ambition is to integrate innovative building energy efficiency technologies and good environmental approaches into all our new builds and refurbishment projects.</p> <p>We will continue to use the SLS to monitor our performance against the above objectives as well as the UN Sustainable Development Goals (SDGs).</p>
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act 1995</li> <li>• Town and Country Planning (England and Wales) Regulation 2012</li> <li>• Clean Neighbourhood and Environment Act 2005</li> <li>• Noise and Statutory Nuisance Act 1993</li> <li>• Building Regulations 2010</li> <li>• UN Sustainable Development Goals (UN SDGs)</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>

<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Richard Halsall, Assistant Director Capital Projects (Estates and Facilities)
<b>Date:</b>	<i>15 March 2021</i>

## Construction, Refurbishment Conversion and Fit-Out: Sustainability Leadership Scorecard

### Executive summary

This report presents an overview of Queen Mary's construction and renovation environmental sustainability performances through the lens of the Sustainability Leadership Scorecard (SLS).

Our current construction and renovation SLS score is 21/32. We are optimistic that we will be able to increase this score to 27/32 by the end of the current academic year.

Construction, refurbishment and new-builds are integral aspects of our current Environmental Sustainability Action Plan (ESAP). Our immediate objectives are:

- We aim to achieve 'Excellent' ratings where possible from the Building Research Establishment Environmental Assessment Method (BREEAM) for all our major new build construction projects through formal third-party assessment.
- We aim to achieve 'Very Good' ratings where possible from the Building Research Establishment Environmental Assessment Method (BREEAM) for all our major extension, refurbishment and conversion projects through formal third-party assessment.
- We aim to achieve "Gold" ratings where possible from the RICS Ska Assessment for all major fit out projects through formal assessment.
- We aim to achieve "Silver" ratings where possible from the RICS Ska Assessment for all minor fit out, conversion, refurbishment and alteration projects through formal assessment
- We aim to achieve "Silver" ratings where possible from the RICA Ska Assessment or all small works projects, through informal self-assessment
- We will monitor the contribution of all prospective refurbishment projects towards our target of achieving 30% carbon reduction over six years.
- Improve the DEC scores of our existing buildings during refurbishment (assuming no major energy hungry processes are introduced into these buildings (i.e. data centres etc.).

Our long-term ambition is to integrate innovative building energy efficiency technologies and good environmental approaches into all our new builds and refurbishment projects.

## Construction and Refurbishment at Queen Mary

The Service undertakes works broadly split into three categories:

- Major Capital Projects: Generally above £3m in nett construction value
- Minor Capital Projects: Generally £500k-£3m in nett construction value
- Small Works Projects: Generally £100-500k in nett construction value

The service undertakes new build, refurbishment, conversion, adaptation and alteration projects as well as legacy interventions into life-expired building services installations that are larger than the works carried out under Long-Term Maintenance.

In all cases, energy efficient fixtures and fittings are specified as standard. The building services installations to the Library and Frances Bancroft Building have been completely overhauled recently resulting in significant energy reduction (when compared to the existing plant running at the same load).

Major projects are formally assessed under the Building Research Establishment Environmental Assessment Method (BREEAM). The most recent of which included achieving a design stage excellent score for the new-build School of Business Management (building on hold following rejection of planning permission) and achieving a post construction stage excellent score for the refurbishment of the Maths Building which also recently included the shortlisting of the project for the national BREEAM 2021 awards.

## Overview of SLS results – current scores and target scores

Each Framework Area is assessed against eight criteria. The table below details our current construction and renovation's SLS as well as our anticipated scores by 31 July 2021.

Improvement of our current scores are based on our plans to:

	Score	1	2	3	4
Policy & Strategy	Current	■			
	Target	■			
Stakeholder engagement	Current	■			
	Target	■			
Action planning	Current	■			
	Target	■			
Measurement	Current	■			
	Target	■			
Communication	Current	■			
	Target	■			

	Score	1	2	3	4
Training & support	Current	█			
	Target	█			
Implementation & performance	Current	█			
	Target	█			
Link to the curriculum	Current	█			
	Target	█			

## Details of SLS results

### 1. Policy & Strategy

*The institution's sustainable construction principles are aligned with the institution's Sustainability Strategy and Carbon Management Plan and supports local and national priorities. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.*

Current Score: 3	Target Score: 4
There is an aligned Policy for sustainable construction, reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned Policy for sustainable construction, reviewed regularly with clear reporting lines within the formal management structure.
<b>Score Narrative:</b> <ul style="list-style-type: none"> <li>Sustainable construction and refurbishment is an integral aspect of our current Environmental Sustainability Action Plan (ESAP) and Environmental Sustainability Policy.</li> <li>Attaining BREEAM Very Good and Excellent for all our refurbishment and new-build respectively are one of our environmental sustainability objectives</li> <li>Our Construction and Refurbishment Environmental Management System (EMS) Procedure details our approach towards meeting the relevant clauses associated with ISO 14001:2015 EMS.</li> </ul>	<b>Target Narrative:</b> <ul style="list-style-type: none"> <li>Attain RICS SKA Gold for minor fit out projects</li> </ul>



## 2. Stakeholder engagement

*Key stakeholders (including contractors, suppliers, sub-contractors, service providers and building occupiers) actively inform the review of sustainable construction practices through appropriate post occupancy evaluation and shape the future development of the institution's built environment.*

Current Score: 3	Target Score: 4
Not all relevant stakeholders are actively involved in the Policy review.	Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>All relevant stakeholders are involved in the review of all our refurbishment and new-builds proposals via our Estate Strategy Board (ESB). The ESB is chaired by our President and Principal</li> <li>Sustainable construction and refurbishment is a standing item in the agenda of our quarterly Sustainability Committee meetings. The membership of our Sustainability Committee reflects all stakeholders across our University.</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>Maintain our current performance and continue to engage with all relevant stakeholders</li> </ul>

## 3. Action planning

*Action Plans, which incorporate objectives and associated targets, drive activity across the institution in relation to sustainable construction.*

Current Score: 2	Target Score: 3
Formal action plans are in place but do not incorporate objectives and targets.	Action plans incorporate objectives but little evidence of driving activity across the institution.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>Action plan to be developed further with Head of Sustainability</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>Capital Projects Team to present environmental sustainability outcomes delivered from construction and refurbishment projects to the SC</li> </ul>

#### 4. Measurement

*The impacts and benefits of the sustainable design and construction are routinely monitored and evaluated as part of existing institution practices, including post occupancy evaluations.*

Current Score: 3	Target Score: 4
All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual improvement and feedback loops.	All impacts and benefits of the Policy are routinely monitored and evaluated as part of existing institutional practices. There is significant evidence of continual improvement and feedback loops.
<b>Score Narrative:</b> <ul style="list-style-type: none"> <li>One of our recent projects (Mathematics Building) have been short-listed for a BREEAM award.</li> </ul>	<b>Target Narrative:</b> <ul style="list-style-type: none"> <li>Continue to monitor and report the environmental impacts of all construction and refurbishment projects</li> </ul>

#### 5. Communication

*The principles are in the public domain. There is a planned approach to communicating to relevant stakeholders those principles, including development staff, suppliers and contractors. The principles have clear, high-level support within the institution.*

Current Score: 3	Target Score: 4
There is a Policy with clear high-level support and a formal communication approach with all stakeholders.	There is a Policy with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.
<b>Score Narrative:</b> <ul style="list-style-type: none"> <li>Our environmental sustainability policy and action plans (ESAP) are available on our website</li> <li>The Vice Principal Strategic Partnership is our Environmental Sustainability Executive Lead</li> <li>We use common communication plan for each project</li> </ul>	<b>Target Narrative:</b> <ul style="list-style-type: none"> <li>To include environmental sustainability performance update into periodic SET agenda</li> </ul>

#### 6. Training and Support

*Commitments are linked to named individuals or teams within the institution who are responsible for identifying and managing opportunities to implement sustainable construction,*

*design and retrofit solutions. Staff have either appropriate sustainability and/or design and construction management skills and knowledge, or opportunities to develop them through access to specialist support.*

<b>Current Score: 3</b>	<b>Target Score: 4</b>
A clear training and support programme is in place for all staff.	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>• We have continued to provide relevant CPD training opportunities to all members of our Capital Project Team</li> <li>• We offer all our staff an opportunity to undertake a CPD course on Environmental Sustainability Skills for the Workforce</li> <li>• We also bespoke environmental compliance training sessions to all relevant staff</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>• To monitor and report the impacts of our current training programmes</li> </ul>

## **7. Implementation and performance**

*There is evidence of staff and student-led initiatives promoting sustainable building use across the institution and beyond via the Student Union, student societies, staff groups, trade unions or individual sustainability champions. Performance is reviewed and there is evidence of continual improvement and feedback loops.*

<b>Current Score: 1</b>	<b>Target Score: 2</b>
There is some evidence of staff or student-led initiatives which are restricted to student groups or sustainability champions but not across all of the institution.	There is good evidence of staff and student-led initiatives which are restricted to student groups or sustainability champions but not across all of the institution.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>• Develop Building user guides for staff and students to follow and promote for each major project handed over.</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>• We will encourage and support staff and students' initiatives via the current Environmental Sustainability</li> </ul>

Current Score: 1	Target Score: 2
	Champions, Staff Unions and the Students' Union

### 8. Link to the curriculum

*Sustainable design and construction practices link to, and where appropriate, are embedded into formal and informal curriculum and research.*

Current Score: 2	Target Score: 3
Practice is formally linked to and embedded into some elements of curriculum or research.	There is a draft Policy or senior commitment to drafting a Policy, which ensures that practice, is linked, where appropriate, and embedded into all formal and informal curriculum and research.
<p><b>Score Narrative:</b></p> <ul style="list-style-type: none"> <li>We currently offer all our Students opportunity to enrol for an optional module on sustainable development</li> <li>The Capital Projects Team offer examples of sustainable interventions within its projects to assist in teaching of the sustainable elements of the curriculum.</li> </ul>	<p><b>Target Narrative:</b></p> <ul style="list-style-type: none"> <li>We are optimistic that our curriculum review committee will adopt our commitment to embed environmental sustainability into all curriculum</li> </ul>

## Conclusion and Recommendations

We will continue to monitor our performance against our ESAP as well as the UN SDGs.

That the Sustainability Committee should:

- Take assurance of this SLS' scorecard
- Consider issues that should be escalated
- Approve this SLS' score



## Resource Efficiency and Recycling: Sustainability Leadership Scorecard

<b>Outcome requested:</b>	That the Sustainability Committee should: <ul style="list-style-type: none"> <li>• Take assurance of this SLS' scorecard</li> <li>• Consider issues that should be escalated</li> <li>• Approve this SLS' score</li> </ul>
<b>Executive Summary:</b>	This report presents an overview of Queen Mary waste management through the lens of the Sustainability Leadership Scorecard (SLS).
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act (1995)</li> <li>• The Waste (England and Wales) (Amendment) Regulations 2012 and 2015</li> <li>• Waste Electrical and Electronic Equipment (WEEE) Regulation and Directive</li> <li>• Waste Minimisation Act (1998)</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Scott Keeble, Assistant Facilities Manager
<b>Date:</b>	<i>15 March 2021</i>

## Resource Efficiency and Recycling: Sustainability Leadership Scorecard

### Overview of SLS results – current scores and target scores

Each Framework Area is assessed against eight criteria, outlined in the table below. The estates team has assessed itself and its practices, allocating a score for where we are currently and where we would like to get to over the next year.

Our overall current score is 22/32 and we believe, based on planned activities, we can reach 26/32.

Our key areas of improvement are: Measurements, and implementation and performance.

		0	1	2	3	4
Policy and Strategy	Current	■				
	Target	■				
Stakeholder engagement	Current	■				
	Target	■				
Action planning	Current	■				
	Target	■				
Measurement	Current	■				
	Target	■				
Communication	Current	■				
	Target	■				
Training and support	Current	■				
	Target	■				
Implementation and performance	Current	■				
	Target	■				
Link to the curriculum	Current	■				
	Target	■				

### Details of SLS results

#### 1. Policy & Strategy

*The Institution's Resource and Waste Management Strategy is aligned with the institutions carbon Management strategy and the and supports local and national priorities. Activity is*

*reviewed on a regular basis. There are clear reporting lines into formal institution management structures.*

<b>Current Score: 3</b>	<b>Target: 4</b>
There is an aligned Policy regarding resource and waste, reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned Policy regarding resource and waste reviewed regularly with clear reporting lines within the formal management structure.

**Score Narrative:**

Queen Mary waste strategies have been written and will be regularly review at the sustainability committee meetings.

**2. Stakeholder engagement**

*Key stakeholders (including staff, students and contractors) actively inform the review of the Resource and Waste Management Strategy and shape its development. Development of the Strategy emulates or begins best practice.*

<b>Current Score: 3</b>	<b>Target: 4</b>
Not all relevant stakeholders are actively involved in the Policy review	Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice

**Score Narrative:**

We currently have waste management procedures, however not all stakeholders were involved in developing this procedure.

**Target Narrative:**

- To review the waste process documents regularly at the sustainability committee meeting, with participants actively giving feedback and ideas for the document's development.

**3. Action planning**

*Action Plans, which incorporate objectives and associated targets, drive activity across the institution in relation to resource efficiency and Waste*

Current Score: 3	Target: 4
Action plans incorporate objectives but little evidence of driving activity across the institution	Action plans incorporate objectives and associated targets and clearly demonstrate activity across the institution.

**Score Narrative:**

Quantitative and qualitative resource efficiency and waste management target are included in our ESAP

**Target Narrative:**

- To continue to collate good waste management practices across Queen Mary and incorporate these into the relevant action plans.

**4. Measurement**

*The impacts and benefits of the Resource and Waste Management strategy are routinely monitored and evaluated as part of existing institution practice. There is evidence of continual improvement and feedback loops.*

Current Score: 2	Target: 3
Many impacts and benefits of the Policy are formally routinely monitored as part of existing institutional practices	All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual improvement and feed-back loops

**Score Narrative:**

Most of the waste streams within the waste process document are routinely monitored.

**Target Narrative:**

- Review the Waste Management Strategy and prioritise which items need to begin being formally monitored.
- Continually develop the items, which are being monitored and as the document evolves, ensure any new items are monitored from the outset.
- Ensure that any information gathered is evidenced and documented.



## 5. Communication

*The Resource and Waste management Strategy is in the public domain. There is a planned approach to communicating the strategy to relevant stakeholders together with its associated activities and their implications. The strategy has clear, high-level support within the institution.*

Current Score: 3	Target: 4
There is a Policy for student engagement with clear high level support and a formal communication approach with all stakeholders	There is a policy with clear high-level support and a formal communication approach with all stakeholders.

### Score Narrative:

Waste management, resource efficiency and recycling are integral components of our current Environmental Sustainability Policy (2020) and Environmental Sustainability Action Plan (2020-2023). All relevant stakeholders represented in our Sustainability Committee and members of our Environmental Sustainability Champions have continued to be involved in the delivery of our waste management priorities and objectives

### Target Narrative:

- Review the current waste management strategy and make it accessible in the public domain.
- Set up a formal process for engaging with key stakeholders, through emails, newsletters meetings and reviews. Engaging high-level support to push the strategy through all teams across all campuses.

## 6. Training and Support

*Commitments and/or targets are linked to named individuals or teams within the institution. Staff have either appropriate waste management skills and knowledge, or opportunities to develop them through access to specialist support.*

Current Score: 3	Target: 3
A clear training and support programme is in place for all staff	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are

Current Score: 3	Target: 3
	supported through access to specialist support where and when required

**Score Narrative:**

Various CPD courses and other environmental sustainability courses are available to all staff across Queen Mary.

**Target Narrative:**

- Ensure all staff have completed all relevant waste management training for their role.
- Ensure any colleagues missing training are on the next available courses.
- Ensure all colleagues are booked onto any refresher training should they need it.

**7. Implementation and performance**

*There is evidence of staff and student-led waste reduction initiatives across the institution and beyond via the Student Union, student societies, staff groups, trade unions or individual sustainability champions. Performance is reviewed and there is evidence of continual improvement and feedback loops.*

Current Score: 2	Target: 3
There is good evidence of staff and student-led initiatives which are restricted to student groups or sustainability champions but not across all of the institution	There is good evidence of staff and student-led initiatives across the institution, but it does not go beyond the institution.

**Score Narrative:**

There is evidence of initiatives such as new composting bays for compostable food and garden waste, and the re installation of WARP-IT however these are not installed across the whole institution.

There is some evidence of staff or student lead initiatives which are restricted to student groups or environmental sustainability champions but not across the whole institution.

**Target Narrative:**

- Ensure all initiatives are communicated correctly throughout QM, liaising with key stakeholders who can convey the messages needed to their teams.

- Working together with key stakeholders to ensure any initiatives brought forward work for all departments and stakeholders within the institution, especially with SU to ensure both staff and students have the same messages conveyed to them across university.

### 8. Link to the curriculum

*Waste management and reduction and resource links to, and where appropriate is embedded into the formal and informal curriculum activity.*

<b>Current Score: 3</b>	<b>Target: 4</b>
There is a draft Policy or senior commitment to drafting a Policy which ensures that practice is linked, where appropriate, and embedded into all formal and informal curriculum and research	There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research.

#### Score Narrative:

An optional module on sustainable development is available to all Queen Mary students

#### Target Narrative:

- We are optimistic that our curriculum review committee will adopt the commitment in our ESAP to embed environmental sustainability into all curriculum

### Recommendations

That the Sustainability Committee should:

- Take assurance of this SLS' scorecard
- Consider issues that should be escalated
- Approve this SLS' score



## Staff Engagement and Human Resources: Sustainability Leadership Scorecard

<b>Outcome requested:</b>	That the Sustainability Committee should: <ul style="list-style-type: none"> <li>• Take assurance of this SLS' scorecard</li> <li>• Consider issues that should be escalated</li> <li>• Approve this SLS' score</li> </ul>
<b>Executive Summary:</b>	This report presents an overview of Queen Mary's Staff Engagement & Human Resources through the lens of the Sustainability Leadership Scorecard (SLS).  The current SLS score is 25/32, and with the ongoing initiatives, we anticipate the increase to 32/32.
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act 1995</li> <li>• UN Sustainable Development Goals (UN SDGs)</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Sophie Harris, Assistant Director of Human Resources
<b>Date:</b>	<i>15 March 2021</i>

## Staff Engagement and Human Resources: Sustainability Leadership Scorecard

The current SLS score is 25/32, and with the ongoing initiatives, we anticipate the increase to 32/32.

### Overview of Sustainability Leadership Scorecard (SLS) results: current scores and target scores

Each Framework Area is assessed against eight criteria. The table below details Human Resources' assessment against the definitions provided, allocating a score for where we are currently and where we would like to get to by 31 July 2022.

Our overall current score is 25/32 and we believe, based on planned activities, we can reach 32/32.

Our key area of improvement is: Action planning.

Improvements are based on our plans to further develop and communicate the People, Culture and Inclusion Enabling plan.

		1	2	3	4
Policy and Strategy	Current	■			
	Target	■			
Stakeholder Engagement	Current	■			
	Target	■			
Action Planning	Current	■			
	Target	■			
Measurement	Current	■			
	Target	■			
Communication	Current	■			
	Target	■			

		1	2	3	4
Training and Support	Current	Green			
	Target	Yellow			
Implementation and Performance	Current	Green			
	Target	Yellow			
Link to the curriculum	Current	Green			
	Target	Yellow			

## Details of Sustainability Leadership Scorecard results

### 1. Policy and Strategy

*The institution's policies and strategies for staff engagement and development within sustainability are in place. These cover social mobility and access, equality, internal collaboration, inclusiveness and ownership. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.*

<b>Current Score: 3</b>	<b>Target: 4</b>
There is an aligned Policy for staff engagement and development. It is reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned Policy for staff engagement and development. It is reviewed regularly with clear reporting lines within the formal management structure.
<p><b>Score Narrative:</b></p> <p>We have developed our People, Culture and Inclusion Enabling Plan, which is aligned to Queen Mary's Strategy 2030.</p> <p>A PCI steering group is being established at an institutional level, which is a subgroup of Queen Mary's Strategy Programme Board and has oversight for ensuring the delivery of the plan. Progress against plan are reported to SET ensuring oversight by the Board.</p>	<p><b>Target Narrative:</b></p> <p>The score will move to a 4 once the PCI Steering Group has been established.</p>

## 2. Stakeholder engagement

*Key stakeholders, i.e. staff actively inform the review of relevant HR and staff engagement activity and shape its development.*

Current Score: 3	Target: 4
Not all relevant stakeholders are actively involved in the Policy review	Relevant Stakeholders are actively informing the Policy and help shape its development. The Policy is leading good practice.
<p><b>Score Narrative:</b></p> <p>The Vice Principal People, Culture and Inclusion is currently engaging with key stakeholder groups to consult on the PCI enabling plan.</p> <p>We have also engaged with key stakeholder groups (e.g., the EDI Steering Committee, Faculty Executive teams) and shared our proposals for delivering on the objectives and enablers within the Plan with key stakeholder forums, including the trade unions, such as Values in Action.</p>	<p><b>Target Narrative:</b></p> <p>We will further reflect on opportunities for engaging with the wider workforce, for example through forthcoming staff surveys.</p>

## 3. Action planning

*Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the institution. Plans incorporate SR&S into formal HR policies and procedures.*

Current Score: 2	Target: 4
Only informal action plans incorporating objectives exist.	Action plans incorporate objectives, associated targets, and clearly demonstrate activity across the institution.
<p><b>Score Narrative:</b></p> <p>We have objectives in place to deliver the People, Culture and Inclusion Enabling Plan. Milestones, clear targets and deadlines will be established through the new People,</p>	<p><b>Target Narrative:</b></p> <p>We last ran a staff survey in 2019. We have had more success in delivering progress at institutional level rather than local level, in the main due to pressures and</p>

Current Score: 2	Target: 4
<p>Culture and Inclusion Steering Group and the support of the dedicated Project Manager.</p>	<p>reprioritisation caused by the COVID-19 pandemic.</p> <p>We are exploring how to address this locally, including staff satisfaction and engagement measures. We will also seek to use future staff surveys to determine progress against the People, Culture and Inclusion Enabling plan objectives.</p>

#### 4. Measurement

*The impacts and benefits of the staff development and engagement activities are routinely monitored and evaluated as part of existing institution practice. There is evidence of continual improvement and feedback loops, which shape future HR policy and practice.*

Current Score: 3	Target: 4
<p>All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There us some limited evidence of continual improvement and feedback loops.</p>	<p>All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is significant evidence of continual improvement and feedback loops.</p>
<p><b>Score Narrative:</b></p> <p>We routinely track take up of staff development and engagement activities such as academic promotions opportunities, and continuous professional development.</p> <p>We have an institutional Key Performance Indicator measuring engagement and progress against our diversity targets.</p> <p>We run staff surveys to engage with staff directly and obtain feedback. The surveys identify priority areas. We can demonstrate continual improvement.</p>	<p><b>Target Narrative:</b></p> <p>In terms of feedback loops, we want to use more regular and localised pulse surveys to enable us to have a timelier measure of progress and whether the actions taken are addressing the issues identified.</p> <p>We are undertaking an external audit of the University's interventions and support measures put in place in response to remote working and the pandemic response. This will help us understand via a variety of measures what has worked well and inform any additional future actions as required. We</p>



Current Score: 3	Target: 4
	are working with the sustainability team to identify suitable and value adding SLAs/ KPIs to be included within tender and contracts.

## 5. Communication

*Staff development and engagement strategies and action plans are in the public domain. There is a planned approach to communicating to these to relevant stakeholders. There is clear, high-level support within the institution.*

Current Score: 3	Target: 4
There is a policy with clear high-level support and a formal communication approach with all stakeholders.	There is a policy with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.
<p><b>Score Narrative:</b></p> <p>Our institutional KPIs are already in the public domain. There is a communications strategy and plan deliberately associated with the People, Culture and Inclusion Enabling plan, which shows a clear intention to have a planned approach to communicating with stakeholders.</p> <p>We publish an annual gender pay gap report, and going beyond the scope of current reporting requirements, we also publish an ethnicity pay gap report with associated action plan. We also publish a detailed Annual EDI Report on the breadth of EDI activity over the year.</p>	<p><b>Target Narrative:</b></p> <p>The People, Culture and Inclusion Enabling Plan is currently under consultation and will be in the public domain once finalised. As such, we have a clear plan for moving to level 4.</p>

## 6. Training and Support

*Commitments and/or targets are linked to named individuals or teams within the institution, including HR staff. Staff have either appropriate skills and knowledge, or opportunities to develop them through access to specialist support.*

<b>Current Score: 3</b>	<b>Target: 4</b>
A clear training and support programme is in place for all staff.	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.
<p><b>Score Narrative:</b></p> <p>There is the right level of access to training, but a large proportion of the institutional training budget is devolved, so there is not central oversight in terms of the take up of training.</p> <p>There is a central Professional Development team with a core offering of professional development available to all staff. This is communicated to all staff with clear guidance.</p>	<p><b>Target Narrative:</b></p> <p>We are seeking an approach to gaining greater central oversight of training budgets, with a view to ensuring equality of access and alignment with the University's Values.</p>

## 7. Implementation and performance

*There is evidence of staff and student-led activity across the institution and beyond via the Student Union, student societies, staff groups, trade unions or individual sustainability champions. Performance is reviewed and there is evidence of continual improvement and feedback loops.*

<b>Current Score: 4</b>	<b>Target: 4</b>
There is good evidence of staff and student-led initiatives promoting the Policy across the institution, but it does not go beyond the institution.	There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.
<p><b>Score Narrative:</b></p> <p>There is good evidence of staff and student led initiatives. Faculty Equality, Diversity and Inclusion Committees and the Students' Union lead regular activities and initiatives.</p>	<p><b>Target Narrative:</b></p> <p>We have further work to do to establish improved feedback loops.</p>

Current Score: 4	Target: 4
	<p>Within Professional Services, we are establishing EDI Champions to enable regular feedback. We are also proposing to introduce Staff Survey Champions across the University to support visible progress of actions arising from the 2019 Staff Survey.</p>

### 8. Link to the curriculum

*Where appropriate, staff development and engagement practice link to and is embedded into formal and informal curriculum activity.*

Current Score: 4	Target: 4
<p>There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research.</p>	<p>There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research.</p>
<p><b>Score Narrative:</b></p> <p>We have values and behaviours, which govern across our organisation and are embedded in the University's 2030 Strategy.</p> <p>We have communicated a commitment to the Research Concordat, which formalises our commitment to the development of our research staff. We are also formal signatories of the Technician Commitment, which offers a clear career structure and framework to support our technical staff.</p> <p>We have committed to the UKRI Safeguarding in research policy.</p> <p>Where appropriate, staff development and engagement practice are embedded into the curriculum.</p>	<p><b>Target Narrative:</b></p> <p>Strategy 2030 gives an express documented intention to increase staff engagement and applies across the institution.</p>

## Recommendations

That the Sustainability Committee should:

- Take assurance of this SLS' scorecard
- Consider issues that should be escalated
- Approve this SLS' score



## Health and Wellbeing: Sustainability Leadership Scorecard

<b>Outcome requested:</b>	That the Sustainability Committee should: <ul style="list-style-type: none"> <li>• Take assurance of this SLS' scorecard</li> <li>• Consider issues that should be escalated</li> <li>• Approve this SLS' score</li> </ul>
<b>Executive Summary:</b>	<p>This report presents an overview of Queen Mary's Health and Wellbeing through the lens of the Sustainability Leadership Scorecard (SLS).</p> <p>The current SLS score is 22/32, and with the ongoing initiatives, we anticipate the increase to 32/32.</p>
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act 1995</li> <li>• UN Sustainable Development Goals (UN SDGs)</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Sophie Harris, Assistant Director of Human Resources
<b>Date:</b>	15 March 2021

## Health and Wellbeing: Sustainability Leadership Scorecard

Our current Health and Wellbeing SLS' score is 22/32, and we are optimistic that we will be able to achieve the maximum scores of 32/32 by March 2022.

### Overview of SLS results: current scores and target scores

Each Framework Area is assessed against eight criteria. The table below details Human Resources' assessment against the definitions provided, allocating a score for where we are currently and where we would like to get to by 31 July 2022.

Our overall current score is 22/32 and we believe, based on planned activities, we can reach 32/32.

The main area that require significant improvement is linking our health and wellbeing approaches to our curriculum. The Table below details our current Health and Wellbeing SLS' score as well as the scores we anticipate to attain by March 2022.

		1	2	3	4
Policy and Strategy	Current	■			
	Target	■			
Stakeholder Engagement	Current	■			
	Target	■			
Action Planning	Current	■			
	Target	■			
Measurement	Current	■			
	Target	■			
Communication	Current	■			
	Target	■			
Training and Support	Current	■			
	Target	■			
Implementation and Performance	Current	■			
	Target	■			

		1	2	3	4
Link to the Curriculum	Current				
	Target				

## Details of Sustainability Leadership Scorecard results

### 1. Policy & Strategy

*The institution's policies and strategies for protecting and supporting the Health and Wellbeing of staff, students, and visitors are in place. There are clear links to Healthy Universities, Public Health Charter, and the Okanagan Charter. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.*

Current Score: 3	Target: 4
There is an aligned Policy, reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned policy, reviewed regularly with clear reporting lines within the formal management structure.
<p><b>Score Narrative:</b></p> <p>We have committed to the #UUK Stepchange Mental health framework and have a clear plan for auditing our health and wellbeing and developing and whole University approach.</p> <p>Taking a whole University approach to mental health and wellbeing means that all aspects of university life promote and support student and staff mental health, enabling all students and all staff to thrive and succeed to their best potential.</p>	<p><b>Target Narrative:</b></p> <p>The Universities UK #Stepchange framework helps Universities to plan and implement a whole University approach.</p>

### 2. Stakeholder Engagement

*Key stakeholders (including staff, student and health and wellbeing specialists) actively inform the review of this activity and shape its development. Development of the policy emulates or begins to lead good practice.*

<b>Current Score: 4</b>	<b>Target: 4</b>
Relevant stakeholders are actively informing the review of the Policy and help shape its development The Policy Is leading good practice.	Relevant stakeholders are actively informing the review of the Policy and help shape its development The Policy Is leading good practice.
<p><b>Score Narrative:</b></p> <p>We are establishing a Wellbeing and Mental Health Steering Group, which will be the University-level group with strategic oversight of wellbeing and mental health matters.</p> <p>The membership of a new Wellbeing group will be representative and is currently being developed.</p>	<p><b>Target Narrative:</b></p> <p>We are also establishing a Wellbeing network which will be available to the wider workforce to join and will feed into the Steering Group.</p>

### 3. Action planning

*Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the institution. Plans incorporate health and wellbeing policies and procedures.*

<b>Current Score: 3</b>	<b>Target: 4</b>
Action Plans incorporate objectives but little evidence of driving activity across the institution.	Action Plans incorporate objectives associated targets and clearly demonstrate activity across the institution.
<p><b>Score Narrative:</b></p> <p>The new Wellbeing and Mental Health Steering Group will oversee the completion of the Universities UK #Stepchange self-assessment tool, which will enable Queen Mary to plan and implement a whole university approach to mental health and wellbeing.</p>	<p><b>Target Narrative:</b></p> <p>Based on the outcome of the Universities UK #Stepchange self-assessment tool, we will develop a strategy and action plan for mental health and wellbeing at Queen Mary, aligning student and staff support. The action plan may also be informed by the outcomes of the external audit currently underway.</p>



#### 4. Measurement

*The impacts and benefits of the institution’s commitments are routinely monitored and evaluated as part of existing institutional practices. There is evidence of continual improvement and feedback loops.*

<b>Current Score: 3</b>	<b>Target: 4</b>
<p>All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual improvement and feedback loops.</p>	<p>All impacts and benefits of the Policy are routinely monitored and evaluated as part of existing institutional practices. There is significant evidence of continual improvement and feedback loops.</p>
<p><b>Score Narrative:</b></p> <p>Measurement will be established through the UUK #Stepchange audit and monitored via the Wellbeing and Mental Health Steering Group Steering Group.</p> <p>Impact and benefits are currently routinely formally assessed via the Health and Safety Committee and monthly Occupational Health Account Management reviews.</p> <p>Our response to the COVID-19 pandemic has demonstrated continual improvement and feedback loops. Actions have been taken and delivered based on staff feedback and changes and improvements made as these measures are established.</p>	<p><b>Target Narrative:</b></p> <p>We are planning to run a series of pulse surveys in 2021 with a focus on wellbeing, in addition to EDI and bullying and harassment – this will help us to see the progress of interventions and make any adjustments accordingly.</p>

#### 5. Communication

*Institutional commitments to protecting and supporting health and wellbeing are in the public domain. There is a planned approach to communicating to relevant stakeholders including both staff and students, together with its associated activities and their implications.*

Current Score: 3	Target: 4
There is a Policy with clear high-level support and a formal communication approach with all stakeholders.	There is a Policy with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.
<p><b>Score Narrative:</b></p> <p>We have launched a range of information and support for disabled staff as well and information and resources to increase the visibility of our disabled staff and students and their diverse experiences and perspectives.</p> <ul style="list-style-type: none"> <li>• Staff can join the Staff Disability Network (we currently have informal gatherings on Teams every 6-8 weeks)</li> <li>• We have already published a series of role model profiles, where disabled staff and students have shared a bit about themselves, their experiences and what they want the Queen Mary community to know about disability and disabled people. The profiles seek to increase the visibility of our disabled staff and students and their diverse experiences and perspectives.</li> </ul> <p>Students can access support through the Disability and Dyslexia Service here.</p> <p>We also developed a range of resources to support staff during the coronavirus pandemic.</p>	<p><b>Target Narrative:</b></p> <p>We are establishing a Wellbeing and Mental Health Steering Group, which will be the University-level group with strategic oversight of wellbeing and mental health matters. Through this forum, we will develop a clear communications strategy for engaging with stakeholders.</p>

## 6. Training and Support

*Commitments and/or targets are linked to named individuals or teams within the institution, including healthcare professionals and/or health & wellbeing specialists. Staff have either*

*appropriate skills and knowledge, or opportunities to develop them through access to specialist support.*

<b>Current Score: 3</b>	<b>Target: 4</b>
<p>A clear training and support programme is in place for all staff.</p>	<p>All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.</p>
<p><b>Score Narrative:</b></p> <p>There is clear advice and guidance available for staff and managers on accessing Occupational Health and wellbeing support including tailored support during the COVID-19 pandemic. We have a dedicated in-house Occupational Health service, which has recently been reviewed and a new provider established. We have external counselling support available 24/7/365 for staff available through our confidential external employee assistance programme.</p> <p>We regularly communicate information about mental health and wellbeing support and resources through the staff E-Bulletin.</p> <p>We have offered training in relation to balancing work and caring responsibilities and Wellbeing for Managers as well as a full programme of wellbeing training for staff. We have launched the parents/carers network and a disability network.</p>	<p><b>Target Narrative:</b></p> <p>We will continue to develop our training offering, specifically developing Disability Awareness training and adding to our staff wellbeing programme.</p>

## **7. Implementation and performance**

*There is evidence of health and wellbeing activity across the institution and beyond. Performance of these activities are reviewed and there is evidence of continual improvement and feedback loops.*

<b>Current Score: 3</b>	<b>Target: 4</b>
There is good evidence of staff and student-led initiatives across the institution, but it does not go beyond the institution.	There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.
<p><b>Score Narrative:</b></p> <p>There is significant informal activity across the institution. Our community response to health and wellbeing has been buoyed by the pandemic with a range of interventions across the institution, including through the Students' Union and local Faculty initiatives.</p> <p>There has been an increased focus on disability, including establishing a disability network for staff.</p>	<p><b>Target Narrative:</b></p> <p>Introducing the Universities UK #Stepchange audit through the oversight of the Wellbeing and Mental Health Steering Group will join up these activities.</p>

## 8. Link to the curriculum

*Where appropriate, health and wellbeing link to and is embedded into formal and informal curriculum activity.*

<b>Current Score: 0</b>	<b>Target: 4</b>
Practice is not linked or embedded into curriculum or research.	There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research.
<p><b>Score Narrative:</b></p>	<p><b>Target Narrative</b></p> <p>We have committed to the UUK Stepchange Mental health framework and have a clear plan for auditing our health and wellbeing and developing a whole University approach.</p> <p>Taking a whole University approach to mental health and wellbeing means that all aspects of university life promote and support student and staff mental health,</p>

Current Score: 0	Target: 4
	<p>enabling all students and all staff to thrive and succeed to their best potential. The Universities UK #Stepchange framework helps Universities to plan and implement a whole University approach, including identifying and responding to any gaps in the curriculum.</p> <p>Consider whether the work of the Curriculum Enhancement group should be broadened to include embedding health and wellbeing. This will be explored further as part of the reaccreditation process and PGCAP curriculum refresh.</p>

## Recommendations

That the Sustainability Committee should:

- Take assurance of this SLS' scorecard
- Consider issues that should be escalated
- Approve this SLS' score



## Student Engagement: Sustainability Leadership Scorecard

<b>Outcome requested:</b>	That the Sustainability Committee should: <ul style="list-style-type: none"> <li>• Take assurance of this SLS' scorecard</li> <li>• Consider issues that should be escalated</li> <li>• Approve this SLS' score</li> </ul>
<b>Executive Summary:</b>	<p>This report presents an overview of Queen Mary's Student Engagement through the lens of the Sustainability Leadership Scorecard (SLS).</p> <p>The current SLS score is 26/32, and with the ongoing initiatives, we anticipate the increase to 32/32.</p>
<b>Alignment with:</b>	<ul style="list-style-type: none"> <li>• The Environmental Protection Act 1990</li> <li>• The Environment Act 1995</li> <li>• UN Sustainable Development Goals (UN SDGs)</li> <li>• Queen Mary Environmental Sustainability Policy 2020</li> <li>• Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023</li> </ul>
<b>Consideration of Strategic Risks:</b>	<ul style="list-style-type: none"> <li>• <i>Reputation</i></li> </ul>
<b>Subject to Prior and Onward Approval by:</b>	<i>Not Applicable</i>
<b>Confidentiality and Distribution:</b>	<i>Non-restricted</i>
<b>Equality Impact Assessment:</b>	<i>Not Applicable</i>
<b>Author(s) :</b>	Tom Stockton, Sustainability Coordinator, Students' Union
<b>Date:</b>	15 March 2021

## Student Engagement: Sustainability Leadership Scorecard

### Overview of SLS results – current scores and target scores

Each Framework Area is assessed against eight criteria. The table below details the assessment of the Sustainability Coordinator, based within the University Sustainability Team and Students' Union Student Engagement Team against the definitions provided, allocating a score for current progress and where we hope to get to by 31 July 2022.

Our overall current score is 26/32 and we believe, based on planned activities, we can reach 32/32.

Our key area of improvement is: Link to the Curriculum.

		1	2	3	4
Policy and Strategy	Current	Green	Green	Green	White
	Target	Yellow	Yellow	Yellow	Yellow
Stakeholder Engagement	Current	Green	Green	Green	White
	Target	Yellow	Yellow	Yellow	Yellow
Action Planning	Current	Green	Green	Green	Green
	Target	Yellow	Yellow	Yellow	Yellow
Measurement	Current	Green	Green	Green	White
	Target	Yellow	Yellow	Yellow	Yellow
Communication	Current	Green	Green	Green	Green
	Target	Yellow	Yellow	Yellow	Yellow
Training and support	Current	Green	Green	Green	White
	Target	Yellow	Yellow	Yellow	Yellow
Implementation and Performance	Current	Green	Green	Green	Green
	Target	Yellow	Yellow	Yellow	Yellow
Link to the Curriculum	Current	Green	Green	White	White
	Target	Yellow	Yellow	Yellow	Yellow

## Details of Sustainability Leadership Scorecard results

### 1. Policy & Strategy

*The institution's strategies for student engagement are well developed and aligned with institution social responsibility and sustainability strategies to maximise impact. This includes employment and other postgraduate opportunities. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.*

Current score: 3	Target: 4
<p>There is an aligned Policy for engaging students, reviewed regularly with clear reporting lines but not within the formal management structure.</p>	<p>There is an aligned Policy for engaging students, reviewed regularly with clear reporting lines within the formal management structure. The policy includes support for employment and other postgraduate opportunities.</p>
<p><b>Score Narrative:</b></p> <p>Queen Mary Students' Union's Strategic Plan 2020 features sustainability includes commitments to champion sustainability and social impact, enabling students to be socially responsible and active participants in their communities.</p> <p>Further, the Students' Union as a student led organisation commits to being recognised as an ethical and sustainable organisation. These commitments carry associated KPIs monitored annually.</p> <p>The Queen Mary Environmental Sustainability Action Plan 2020-2023 includes commitments to offer opportunities for students to interact with sustainability through engagement events, the EcoCampus online Sustainable Development module, academic research projects and integration into the curriculum.</p>	<p><b>Target Narrative:</b></p> <p>Queen Mary Students' Union's Strategic Plan 2020 features sustainability includes commitments to champion sustainability and social impact, enabling students to be socially responsible and active participants in their communities.</p> <p>Further, the Students' Union as a student led organisation commits to being recognised as an ethical and sustainable organisation. These commitments carry associated KPIs monitored annually.</p> <p>The Queen Mary Environmental Sustainability Action Plan 2020-2023 includes commitments to offer opportunities for students to interact with sustainability through engagement events, the EcoCampus online Sustainable Development module, academic research projects and integration into the curriculum.</p>



## 2. Stakeholder engagement

*Key stakeholders (including staff and students) review this activity and shape its development.*

Current Score: 3	Target: 4
Not all relevant stakeholders are actively involved in the Policy review.	Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.
<p><b>Score Narrative:</b></p> <p>Significant engagement with staff and students informs Students' Union strategic priorities. Furthermore, students are key to shaping the delivery and progress against strategic aims through our student representative system, which incorporates over 70 full, and part time student representatives.</p>	<p><b>Target Narrative:</b></p> <p>We will ensure that the upcoming development of the new Students' Union Strategic Plan is informed by high levels of meaningful stakeholder engagement.</p> <p>The University will ensure that the development of a longer-term Sustainability Strategy to follow on from Sustainability Action Plan, especially aspects relating to engagement, is informed by meaningful engagement with students, staff and the wider community.</p>

## 3. Action planning

*Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the institution. This includes the development of mutually beneficial links between student engagement and sustainability.*

Current Score: 4	Target: 4
Action plans for student engagement incorporate objectives, associated targets, and clearly demonstrate activity across the institution.	Action plans for student engagement incorporate objectives, associated targets, and clearly demonstrate activity across the institution.
<p><b>Score Narrative:</b></p> <p>Queen Mary Students' Union has objectives within the Student Engagement sections of the Students' Union Strategic Plan.</p>	<p><b>Target Narrative:</b></p> <p>A revised set of objectives and targets for Student Engagement within Students' Union</p>

<b>Current Score: 4</b>	<b>Target: 4</b>
Milestones, clear targets and deadlines are established, and progress is recorded through annual monitoring. They regularly demonstrate outcomes relating to sustainability.	activities will be developed in line with the new Strategic Plan.

#### **4. Measurement**

*The impacts and benefits of student engagement are routinely monitored and evaluated as part of existing institution practice. Student satisfaction is routinely measured and monitored across the institution. There is evidence of continual improvement and feedback loops.*

<b>Current Score: 3</b>	<b>Target: 4</b>
All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. Student feedback is routine but there is some limited evidence of continual improvement and feedback loops.	All impacts and benefits of the Policy are routinely monitored and evaluated as part of existing institutional practices. Student satisfaction is routinely measured and monitored across the institution. There is significant evidence of continual improvement and feedback loops.
<p><b>Score Narrative:</b></p> <p>Feedback mechanisms are regularly employed to evaluate student engagement activities such as student group &amp; society activities, volunteering in the community, sustainability and employability projects across the Students' Union's operations.</p> <p>These mechanisms are used to inform reporting on Key Performance Indicators as part of the Strategic Plan.</p>	<p><b>Target Narrative:</b></p> <p>Opportunities to embed sustainability into wider existing evaluations such as course evaluation surveys, staff surveys, adding sustainability as an optional NSS question, or in alumni surveys will be explored to develop a wider evidence base of the ways in which students positively engage with sustainability at Queen Mary.</p>

#### **5. Communication**

*The strategies are in the public domain. There is a planned approach to communicating to relevant stakeholders the strategies, associated activities and their implications. The agenda has clear, high-level support within the institution.*

<b>Current Score: 4</b>	<b>Target: 4</b>
There is a Policy for student engagement with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.	There is a Policy for student engagement with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.
<p><b>Score Narrative:</b></p> <p>The Environmental Sustainability Policy, Sustainability Action Plan 2020-23 and Students' Union Strategic Action Plan are available in the public domain.</p> <p>Annual reporting will accompany the Sustainability Action Plan.</p>	<p><b>Target Narrative:</b></p> <p>The KPIs underpinning the Sustainability Action Plan continue to be developed and are not yet in the public domain.</p> <p>We will explore opportunities to formalise the communication approach to communicating sustainability across the institution.</p>

## 6. Training and Support

*Commitments and/or targets are linked to named individuals or teams within the institution. Staff have either appropriate sustainability skills and knowledge, or opportunities to develop them through access to specialist support.*

<b>Current Score: 3</b>	<b>Target: 4</b>
A clear training and support programme is in place for all staff to support them in engaging effectively with students on issues related to sustainability.	All key staff have the appropriate training, knowledge and skills for engaging effectively with students on issues related to sustainability. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.
<p><b>Score Narrative:</b></p> <p>We have expanded opportunities available to all staff through training opportunities through the University's corporate partnership with the Institute for Environmental Management (IEMA) and partnership with EcoCampus.</p>	<p><b>Target Narrative:</b></p> <p>We will explore further opportunities to provide student engagement training for staff less experienced in this area but knowledgeable about sustainability.</p>

Current Score: 3	Target: 4
We have a central Professional Development team with a core offering of professional development available to all staff. This is communicated to all staff with clear guidance.	

### 7. Implementation and performance

*There is evidence of student engagement activity across the institution and beyond through the Student Union, student societies, volunteering programmes, staff groups, trade unions or individual sustainability champions. Performance is reviewed and there is evidence of continual improvement and feedback loops.*

Current Score: 4	Target: 4
There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.	There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.
<p><b>Score Narrative:</b></p> <p>There is good evidence of staff and student led initiatives through the Students' Union societies, volunteering in the community and staff Environmental Sustainability. Outcomes are captured and reviewed within Students' Union and Sustainability Action Plan reporting mechanisms.</p>	<p><b>Target Narrative:</b></p> <p>There are opportunities for improvement in evidencing feedback loops and linking lower-level activity to the Policy's key features.</p>

### 8. Link to the curriculum

*Students are actively encouraged to be involved in curriculum development and to support the process of embedding education for sustainable development (ESD) at programme level. Students are engaging with Living Labs concepts and initiatives.*

Current Score: 2	Target: 4
Practice is formally linked to and embedded into some elements of curriculum or research.	There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research. Students are

Current Score: 2	Target: 4
	engaging with Living Labs concepts and initiatives.
<p><b>Score Narrative:</b></p> <p>The Environmental Sustainability Policy commits to embedding the principles of sustainable development and good environmental practices into our teaching, research and other academic activities.</p> <p>Individual subject areas deliver localised good practice, however the approach to embedding education for sustainable development (ESD) at a strategic or departmental level as well as guidance to empower staff to do so is currently limited.</p> <p>All Queen Mary Students are offered the opportunities to participate in an optional CPD course on sustainable development.</p>	<p><b>Target Narrative:</b></p> <p>We will explore opportunities to introduce a strategic approach to embedding education for sustainable development in light of the forthcoming curriculum review.</p> <p>We will learn from best practice at other institutions and ensure students are able to be involved in curriculum development informally and through the existing course rep system.</p> <p>Expand fledgling concepts for Living Lab approaches on campus relating to Food Policy, Biodiversity and the Regent's Canal into a wider programme.</p>

## Recommendations

That the Sustainability Committee should:

- Take assurance of this SLS' scorecard
- Consider issues that should be escalated
- Approve this SLS' score