



**Sheffield
Hallam University**

SHARPENS YOUR THINKING

SUSTAINABILITY:

**A FRAMEWORK FOR THE FUTURE DEVELOPMENT
OF SUSTAINABILITY AT SHEFFIELD HALLAM
UNIVERSITY 2010 - 2013**

SHEFFIELD HALLAM UNIVERSITY FACILITIES DIRECTORATE

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1 Purpose

A sustainability policy has been in place at the University since 2000. Over the last 10 years the range of subjects and the importance of the sustainability agenda has grown and become more complex. The University has responded to these new challenges by developing a comprehensive range of policies and action plans. Public reporting of our performance against these policies and plans has taken place on an annual basis since 2003.

The purpose of this framework is to draw together these different stands of policy, activity, drivers and future challenges in relation to sustainability into one overarching document in order to improve:

- understanding of the position of the University in relation to this subject
- the University's future performance
- information to enable staff, students, partners and other stakeholders to support the University's objectives
- support of the University's good reputation

2 Scope

Sustainable development at the University currently includes the following activities:

- Continually improving our performance in managing the prevention of pollution from our activities.
- Complying with relevant regulations, legislation and other obligations.
- Continually improving our management of our environmental impacts in relation to energy and water, waste, transport and carbon emissions.
- Procurement and investment including maintaining Fair trade status.
- Improving the environmental performance of our estate, including supporting biodiversity and improving the environment for our staff, students and visitors.
- Social responsibility in particular in relation to the operational impact of our activities and that of our students in the local community.
- Incorporating sustainable development principles in some areas of our curriculum and research activities.
- Raising awareness of sustainable development and the contribution that it can make, to our staff, students, suppliers, business contacts and partners.

The scope and detail of all these activities along with their targets and objectives is too complex to be usefully described in this framework. A series of policies and plans for each of the areas of activity are currently either in place or being developed.

These policies and plans will over time need to underpin how the University operates, functions and presents itself. The impact of this should not be underestimated as it will affect all areas of the University and its activities. Current and emerging regulations, legislation and other obligations will increase the pressure to perform in all areas of sustainability.

Sustainability issues are not abstract concepts but will need to be adopted as key business principles. For example, the climate change and carbon reduction agendas provide increasingly important economic drivers for public expenditure and capital grants which are going to be dependant on our response to Government demands for change.

3 Strategic Drivers

The key external drivers are currently:

- New, increasing and developing regulation and legislation.
- National, regional and local authority strategies and policies such as the Climate Change Act, Carbon Reduction Commitment scheme, Planning conditions and local development opportunities.
- University sector drivers such as the HEFCE sustainable development strategy which intends to link capital funding to institutions' achievements against their sustainability strategy and in particular in relation to carbon emission reduction.

The key internal drivers are currently:

- The Refreshed Corporate Plan 2011 - 2013 (with particular relevance to: strategic aims 10, 12 and 17).
- To make operational cost efficiencies without compromising the University's core business, for example by saving wasted energy and reducing refuse disposal costs
- To deliver a sustainable estate, for example, in terms of our carbon emissions, energy and water management standards, the quality and fit for purpose of our built environment and our relationships with the community (as detailed in our Estates Strategy 2011).
- Supporting and enhancing the University's reputation especially in relation to recruitment and retention of staff, students and other business.
- The need for Faculties and Directorates to develop their growth strategies to achieve their business objectives whilst applying sustainable development principles.
- There is increasing awareness and pressure to perform across a wide range of sustainability agendas expressed by our current and potential future students as well as from other important business streams such as new and existing research and teaching contractors. These have become highlighted by publicly reported league tables (e.g. People and Planet green league table).

There are also opportunities for the University in a number of ways which include: making significant longer term cost savings, enhancing our estate environment and demonstrating our value as a worthwhile neighbour, business partner and place of study.

4 Enablers

Our response to these drivers will be delivered through a range of enablers which include:

1. Developing and implementing individual policies, strategies and/or plans for the different strands of sustainable development so that we articulate clearly the rationale, priorities, objectives and targets and describe how we will monitor, audit, review and report on these.
2. Where necessary, for example in relation to the estate infrastructure, developing "invest to save" plans and lifecycle costing methods which will quantify operational cost savings of planned maintenance projects. Similar methods will be applied, in some cases, to new and existing business activities so that the University can understand the full costs in order to prioritise future cost saving projects. The detail of current projects can be found in the individual subject related plans which are also updated frequently as new opportunities present themselves.
3. Providing induction, training and awareness campaigns in relevant subjects for staff and students and some partners (e.g. suppliers) which in addition to providing information will encourage and reward innovation and participation to help us achieve the objectives of each area of activity. For example, this will include raising awareness amongst all existing members of our community of the need to conserve energy (in the operation of the estate and from transport) and water, reduce waste and carbon emissions.
4. Working closely with Faculties and Directorates (including sections of the Facilities Directorate) to understand their current and future business activities and needs to enable them to align these with the University sustainable development policies.
5. Structuring our business to anticipate and respond effectively to changing external drivers and impacts such as changing Governmental strategies, new and updated regulations and legislation and societal impacts and demands.
6. Where appropriate, benchmarking and auditing our activities as part of our review mechanisms in order to identify gaps in our performance: enable us to set meaningful and worthwhile targets: to reduce reputational risk and provide opportunities to enhance the University's reputation.

5 Targets and Reporting Performance

The individual plans relating to an activity contain a range of targets which are reviewed periodically. These include the following targets:

Overall Target as a result of external drivers	Subsidiary objectives and targets
Reduce overall CO ₂ emissions from	Interim targets by 2015/16 Reducing the kwh/m ² energy consumption of the non residential University buildings by a minimum of 15%
	Reducing normalised water consumption by 10% in non residential

University owned buildings by 30% (using baseline data starting at 2005/6 financial year) by 2020/21 financial year end.	building. Performance to be recorded in terms of cubic metres of water per square metre GIA.
	Reducing waste (refuse) created by the University by 15%.
Measuring CO ₂ emissions and then reduce by 5% staff travel on behalf of business by 2012/13. Extend to travel to and from campus for work and study by 2014/15	Calculate emissions from University owned and leased vehicles to create baseline by 2009/10 year end.
	Conduct staff business and commuter travel surveys to calculate emissions baseline by 2010/11 year end.
	Implement University green travel plans which will be continually updated.
	As University vehicles come up for renewal replace with alternative fuel powered vehicles and/or reduced emissions vehicles on a cost effective basis.
Reducing CO ₂ emissions by 30% in future construction and refurbishment of our buildings. (pre Furnival building as baseline)	To achieve BREEAM Very Good as a minimum standard in 2009 - 2011 construction and refurbishment projects. BREEAM excellent from 2012 financial year.
Implement an externally recognised environmental management system (e.g. EMAS) across internal University activities by 2011 year end.	Conduct environmental audit by December 2010 to provide baseline.
	Create and disseminate register of applicable regulations, legislation and other obligations by July 2010
Develop and implement biodiversity policy by 2011 year end. (Many activities taking place already)	Develop policy in line with anticipated introduction of government regulations relating to Planning and flood mitigation expected during 2011.
Overall Target as a result of internal drivers	Subsidiary objectives and targets
To participate in and continually improve the University's	Completion of Business in the Community Environment Index at least bi annually and to consider CSR index People and Planet league table (annually) In order to inform our improvement activities: using the

performance in a range of external benchmarks	identification of gaps in performance in these benchmarks and frameworks to inform our periodic reviews of objectives and targets.
Maintain the University's status as a Fair Trade organisation	Meet changing Fair Trade criteria for reaccreditation. Continue with successful partnership with Students Union (also assists SU to attain Sound Impact award status)

Reporting will take place on an annual basis and will include information on our performance against objectives and targets. In addition to providing information on other activities and advances in relation to the sustainability performance at the University.

The report will be generated by the Director of Estates and Facilities, with contributions from Faculties and Directorates and made publicly available after approval by the University Executive and Board of Governors.

6 Partnership Working

We need to take an innovative approach in order to achieve our objectives in a cost and resource effective way. This will require us to work in partnership with other agencies (who are carefully selected to ensure that outcomes are mutually beneficial).

For example:

- With the Local Authority so that we can share scarce resources and enhance the offer that the city has to make to future potential students and businesses.
- With the Students Union (to help engage the student population and to make sure that we are mutually supportive of enhancing the student experience)
- With energy suppliers (in order to reduce the risk of miss reporting in the Carbon Reduction Commitment scheme).
- Internal partnership working by using the achievements or challenges posed in our own estate and operations to support research and teaching activities.

7 Gaps and Dependencies

By carrying out risk assessments (for example against legislative requirements), using feedback from benchmarking exercises (some are imposed on the University through freedom of information requests), from the expectation of stakeholders (such as the HEFCE and the Local Authority) placed on us and from the requests made by our own staff and students, a number of gaps and dependencies have been identified as follows:

The University needs to be clear about the importance it places on sustainability and equally clear of the criteria for activities which conflict with it (for example where commercial or research activity becomes less viable from a financial point of view if the costs of carbon allowances and/or fuel is also calculated into the cost of the operation).

These costs will become more transparent as the carbon plan and energy management activities mature over the forthcoming years.

Greater connection is needed between some University processes and the sustainability policies, in particular, in relation to financial processes including procurement and investment.

Investment in training and development of staff, and the wider University community is needed in order to meet our objectives.

The implementation of the framework is dependant upon essential investments being made in some areas: in particular in terms of the investment already identified in individual plans, such as the carbon management plan, where financial investment is needed in the infrastructure as well as the investment in time by relevant staff.

8 Ownership of this Framework

The responsibility for the development, deployment, monitoring and review of this framework belongs to the Director of Estates and Facilities.

The individual activity related policies and plans identify the key owners and areas of responsibility for that activity.

The current reporting structure in relation to our Sustainability activity and performance is through the University Executive and Board of Governors.

Original date of issue	February 2010
Updated	July 2011
Review due date	December 2012