



UN SDGs: Sustainability Leadership Scorecard Template

Outcome requested:	That the Sustainability Committee should consider: <ul style="list-style-type: none"> • The scope of the UN SDGs and • The sustainability leadership scorecard reporting template
Executive Summary:	This report details the scope of the sustainability leadership scorecard as well as the template that we will be using to monitor our performance regarding embedding relevant aspects of the United Nations Sustainable Development Goals (UN SDGs).
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	<ul style="list-style-type: none"> • The Environmental Protection Act 1990 • Clean Air Act 1993 • The Climate Change Act 2008 • The Waste (England and Wales) Regulations 2011 • Water Framework Directive 2015 • The Energy Act 2016 • Clean Air Framework 2017 • Clean Air Strategy 2019 • UN Sustainable Development Goals
Consideration of Strategic Risks:	
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Philip Tamuno, Head of Sustainability Philippa Lloyd, Vice Principal Policy and Strategy Partnership
Date:	<i>22 July 2020</i>

UN SDGs: Sustainability Leadership Scorecard (SLS)

The UN's 2030 Agenda for Sustainable Development sets out 17 goals and 169 underpinning targets. These 17 goals call for action by all countries to promote prosperity while protecting the natural environment and are referred to as the UN sustainable development goals (UN SDGs). **Error! Reference source not found.** details the scopes of the UN SDGs.

Figure 1: The United Nation's Sustainable Development Goals (UN SDGs)







Poverty, inequality, climate change, environmental degradation, prosperity and peace are the main challenges that the UN SDGs were designed to address. Therefore, as a higher education institution, we will continue to support the delivery of the UN SDGs by continue to actively embed the fundamental principles of sustainable development and corporate social responsibility into our teaching, research and all aspects of our operations.



In conjunction with the above, we have decided to use the EAUC and AUDE sustainability leadership scorecard (SLS) to monitor our performance against the 17 UN SDGs as well as the principles of sustainable development. Table 1 details the scope and description of the sustainability leadership scorecard.





Table 1: Sustainability Leadership Scorecard: Overview



Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Leadership</p> 	<ul style="list-style-type: none"> • Appointed Executive Lead / Sponsor • Up to date environmental sustainability policy that is aligned with QMUL’s strategy with governance and reporting structure • Actively engage with all relevant stakeholders • KPIs, objectives and targets used to monitor and report performances • Evidences of embedding the principles of UN SDGs and environmental sustainable development across all aspects of QMUL’s operations • Access to formal and informal training, support and development opportunities available to all staff and students 	<p>VP Strategic Partnerships & Director of Estates and Facility (Senior Executive Team)</p>
<p>Risk</p> 	<ul style="list-style-type: none"> • Up to date risk register and strategy that include efficiencies and value for money • Actively engage with all relevant stakeholders • Initiatives and programmes that are underpinned by ethical principles, UN SDGs and environmental sustainable development • KPIs, objectives and targets that are used to regularly monitor and report QMUL’s performances (responsible risk and financing activity) • Access to formal and informal training and development opportunities available to all staff and students 	<p>VP Strategic Partnerships & Director of Estates and Facility (Finance and Investment Committee)</p>

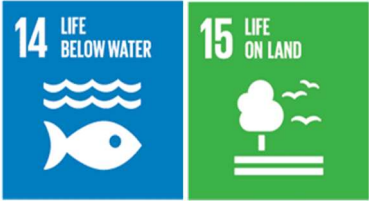

Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Health and Wellbeing</p> 	<ul style="list-style-type: none"> • Up to date health and wellbeing strategy that are linked to Health Universities, Public Health Charter and the Okanagan Charter (An International Charter for Health Promoting University and Colleges, which calls upon post-secondary schools to embed health into all aspects of campus culture and to lead health promotion action and collaboration locally and globally) • Actively engage with all relevant stakeholders and partners • KPIs, objectives and targets that are regularly monitored and reported • Access to health and wellbeing services that are available to all staff and students • Access to formal and informal training and development opportunities available to all staff and students 	<p>VP Sheila Gupta MBE</p>
<p>Community and Public Partnership</p> 	<ul style="list-style-type: none"> • Up to date public and community engagement strategy that is aligned with QMUL's environmental sustainability policy • Actively engage with all relevant stakeholders and partners (such as local companies and community groups) • KPIs, objectives and targets used to monitor performances • Accessible formal and informal training and sharing good practices on the benefits of embedding UN SDGs and the principles of environmental sustainable development 	<p>Director of the Centre for Public Engagement</p>



Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Business and Industry Interface</p> 	<ul style="list-style-type: none"> • Up to date business engagement strategy that is aligned with QMUL's environmental sustainability policy • Actively engage with all key stakeholders and partners • Embed UN SDGs and the principles of environmental sustainable development into relevant business and industry collaboration • Optimise partnership and collaboration opportunities that support the delivery of the UN SDGs and the principles of environmental sustainable development • KPIs, objectives and targets that are regularly monitored • Access to formal and informal training and development opportunities available to all staff and students 	<p>Director Business Development, Innovation and Enterprise</p>
<p>Procurement and Supplier Engagement</p> 	<ul style="list-style-type: none"> • Up to date sustainable procurement policy, strategy and guide • Embed ethical and responsible procurement principles into all its commissioning and procurement activities • Actively engage with all relevant stakeholders • KPIs, objectives and targets monitoring and reporting • Access to formal and informal training, development and support for all staff and students 	<p>Head of Procurement</p>





Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Food and Drink</p> 	<ul style="list-style-type: none"> • Up to date sustainable catering policy • Actively engage with all relevant stakeholders • KPIs, objectives and targets that are regularly monitored and reported • Ethical and responsible sourcing of catering and associated products and services • Access to formal and informal training in the areas of sustainable food and catering available to all staff and students 	<p>Head of Catering Services</p>
<p>Research</p> 	<ul style="list-style-type: none"> • Appoint an Executive Lead / Sponsor • Embed the principles of sustainable development and good environmental sustainability practices into relevant aspects of research across all QMUL's faculties • Integrate the Living Labs concept into relevant research activities • Actively engage with all relevant stakeholders • Promote and disseminate research in the areas of environmental sustainability and sustainable development • Engage with Research Excellence Framework (REF) and Key Exchange Framework (KEF) schemes as a measure of research quality and knowledge exchange • Research grants and activities in the area of sustainable development and UN SDGs 	<p>VP Research and Innovation & VP Strategic Partnerships</p>

Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Learning, Teaching and Development</p> 	<ul style="list-style-type: none"> • Appoint an Executive Lead / Sponsor • Adopt Living Labs concept into learning and teaching strategies • Actively engage with relevant stakeholders • Integrate the principles and application of sustainable development into all curriculum • Engage with TEF scheme as a measure of its teaching outcomes • Access to formal and informal training in the areas of environmental sustainable development and UN SDGs opportunities available to all staff and students. 	<p>VP Education & VP Strategic Partnerships</p>
<p>Staff Engagement and Human Resources</p>   	<ul style="list-style-type: none"> • Ongoing human resources initiatives that covers: social mobility and access; equality; internal collaboration; inclusiveness and ownership • Actively engage with key stakeholders during the review of relevant HR and staff engagement activities • KPIs, monitoring and performance management • Formal and informal training and specialist support accessible to all staff • Support environmental sustainability champions and relevant volunteering opportunities 	<p>Human Resources, Internal Communications & Head of Sustainability</p>

Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Student Engagement</p> 	<ul style="list-style-type: none"> • An up to date student engagement strategy that is aligned with the UN SDGs and environmental sustainable development • Actively engage with all relevant stakeholders including the Student Union • Implement initiatives and programmes, which offers QMUL's students opportunities to be actively involves environmental sustainability initiatives • KPIs, Student satisfaction survey and evidence of continual improvement • Formal and informal trainings in the areas of environmental sustainable development and UN SDGs • Evidence of students being engaged with the Living Labs concepts and initiatives 	<p>SU Chief Executive, Internal Communications & Head of Sustainability</p>
<p>Resource Efficiency and Waste</p> 	<ul style="list-style-type: none"> • Up to date waste management strategy that is aligned with QMUL's carbon reduction target and value for money priorities • Actively engaging with key stakeholders on the benefits of resource efficiency and good waste management practices • Actions implemented that support embedding good waste management practices • Participation in national and international waste and resource efficiency campaigns and events 	<p>Waste Manager</p>

Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
	<ul style="list-style-type: none"> • KPIs and evidence of continual performance monitoring, management and improvement • Designated waste management lead • Good waste management and resource efficiency training delivered to all relevant staff and students 	
<p>Biodiversity</p> 	<ul style="list-style-type: none"> • Up to date biodiversity action plan aligned with national priorities • Actively engage with all relevant stakeholders • Participation in national and international campaigns on events • Implement initiatives aimed at biodiversity enhancement and promoting the benefits of biodiversity and conservation • KPIs, monitor and report performance • Organise and deliver formal and information training sessions on the benefits of biodiversity and appropriate conservation practices 	<p>Head of Sustainability and Facilities Manager</p>
<p>Construction and Renovation</p> 	<ul style="list-style-type: none"> • Initiatives and projects aligned with supporting the delivery of QMUL's carbon reduction target • Actively engage with all relevant stakeholders • KPIs, monitor and report performances • Embed sustainable procurement and corporate social responsibility principles into all new-build and renovation projects 	<p>Assistant Director Capital Development</p>

Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
	<ul style="list-style-type: none"> • Access to trainings and development opportunities in the areas of sustainable design, construction and project management available to all relevant staff. 	
<p>Water</p> 	<ul style="list-style-type: none"> • Implement initiatives that are aligned with QMUL's carbon reduction target • Actively engage with all relevant stakeholders on the benefits of water efficiency • KPIs, monitor and report performance • Access to formal and informal training on water efficiency and water management opportunities available to all staff and students 	<p>Assistant Director Estates and Facilities Operations</p>
<p>Travel and Transport</p> 	<ul style="list-style-type: none"> • Up to date sustainable travel plan aligned with QMUL's carbon reduction target • Actively engage with all relevant stakeholders • Participate in national and international sustainable travel and transportation campaigns and events • Promote the public health and environmental benefits of sustainable travel • Implement initiatives that support sustainable travel and transportation • KPIs, monitor and report performances • Access to formal and informal training on sustainable travel and transportation opportunities available to all staff and students 	<p>Deputy Director of Finance, Financial Control, Assistant Director Security and Business Continuity & Head of Sustainability</p>

Aspects & UN SDGs Icons	Overview and Indicators	Responsibility / Lead
<p>Climate Change Adaptation</p>  	<ul style="list-style-type: none"> • Climate change adaptation integrated into QMUL's environmental sustainability strategy and policy • Actively engage with all relevant stakeholders • Embed climate change adaptation into all relevant aspects of QMUL's operations • KPIs, monitor and report performances in the area of embedding climate change adaptation into all relevant aspects of QMUL's operations • Access to formal and information training in the areas of climate change adaptation opportunities available to all staff and students 	<p>Head of Sustainability</p>
<p>Energy</p>  	<ul style="list-style-type: none"> • Energy efficiency initiatives that support the delivery of QMUL's carbon reduction target • Actively engage all relevant stakeholders • Explore and support renewable power generation sources • Implement heating de-carbonisation initiatives and projects • KPIs, monitor and report energy efficiency and carbon reduction performances • Access to formal and information training and development on energy efficiency, good energy practices and carbon reduction opportunities available to all staff and students • Publish annual energy and carbon reduction performances 	<p>Head of Sustainability</p>



Sustainability Leadership Scorecard: Community & Public Engagement

Outcome requested:	That the Sustainability Committee should: <ul style="list-style-type: none"> • Take assurance of this report • Consider issues that should be escalated
Executive Summary:	<p>This report presents an overview of Queen Mary’s community and public engagement through the lens of the Sustainability Leadership Scorecard (SLS). Queen Mary has excellent support for public and community engagement and impressive examples of engagement happening across the university. However, a strategic direction is currently lacking.</p> <p>The Centre for Public Engagement (CPE) is leading three pieces of work over the next year to help improve this:</p> <ol style="list-style-type: none"> 1. A Public Engagement Enabling Plan 2. A Civic University Agreement 3. A Public Engagement Leadership Forum <p>We anticipate this work increasing our SLS score from 15/32 to 27/32.</p>
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	Not Applicable
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Consideration by:	Vice Principal for Policy & Strategy Partnerships
Confidentiality and Distribution:	<i>Non-restricted</i>

Equality Impact Assessment:	<i>Not applicable</i>
Author(s) :	Sarah Barnes, Public Engagement Manager Emily Burns, Director of the Centre for Public Engagement
Date:	<i>7 October 2020</i>

Sustainability Leadership Scorecard: Community & Public Engagement

Executive summary

This report presents an overview of Queen Mary's community and public engagement through the lens of the Sustainability Leadership Scorecard (SLS). Queen Mary has excellent support for public and community engagement and impressive examples of public and community engagement happening across the university, with some embedded within the curriculum and research. However, a strategic direction – developed in collaboration with key internal teams, with agreed objectives and leadership buy-in – to guide public and community engagement and support better communication is currently lacking.

The Centre for Public Engagement (CPE) is leading three pieces of work over the next year to help improve this:

1. **A Public Engagement Enabling Plan.** A strategic direction for public engagement will be launched by the end of the 2020/21 academic year, based on stakeholder insight and the results of an assessment by the National Coordinating Centre for Public Engagement (NCCPE).
2. **A Civic University Agreement.** A commitment to our local area, outlining the ways in which we will contribute to the local economy and society as an anchor institution, will be published by the end of the 2020/21 academic year. Following a period of community listening in Oct-Dec 2020, key internal teams will be involved in its development.
3. **A Public Engagement Leadership Forum.** A new forum of staff and students across the university, who lead on aspects of public engagement, will be created to shape the Public Engagement Enabling Plan and support its delivery.

We anticipate this work increasing our SLS score from 15/32 to 27/32. Further improvements would require closer working between Sustainability and the CPE, as well as wider areas of the university, which we hope will be enabled through the development of the future Sustainability Strategy.

Sustainability Leadership Scorecard

The Sustainability Leadership Scorecard (SLS) is a planning and self-assessment tool specifically for colleges and universities to improve social responsibility and environmental performance through a whole institution approach. The SLS is composed of four priority areas, with a total of 18 framework areas focusing on different aspects of university

business – all contributing to the EU Sustainable Development Goals (SDGs). This paper will focus on the Framework Area of Community & Public Engagement, as assessed by the Centre for Public Engagement. In the context of Community & Public Engagement, the SLS assigns SDGs 10 (reduced inequalities), 11 (sustainable cities and communities), and 17 (partnerships for the goals).

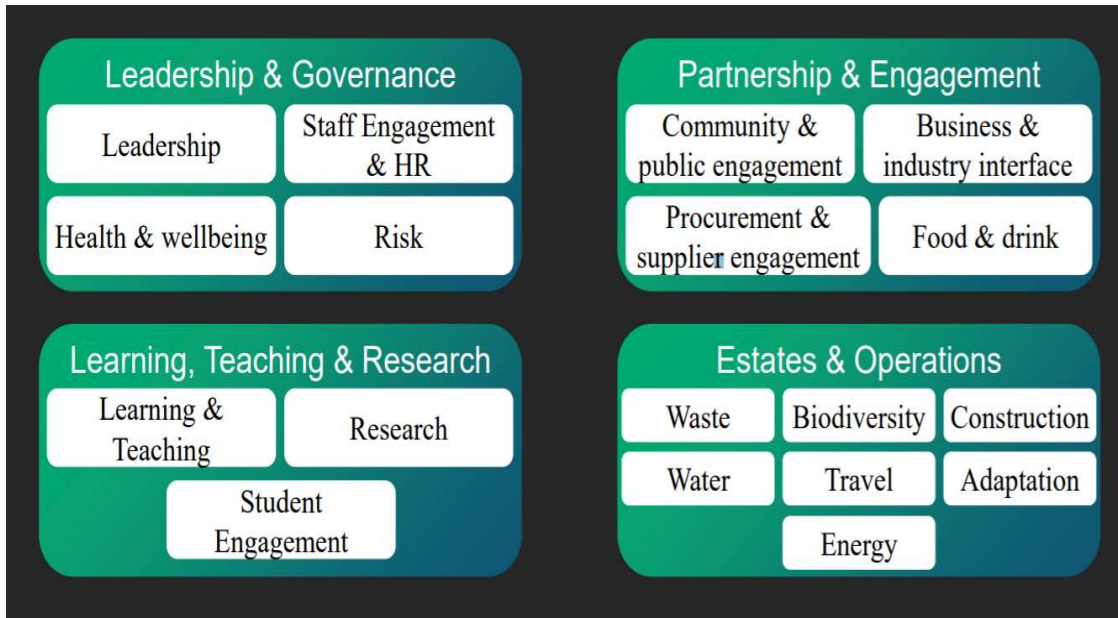


Figure 2 SLS Priority Areas & Framework Areas

Public & community engagement at Queen Mary

Public engagement is defined as [interactions with mutual benefits](#). In other words, the different ways in which students and staff interact with and listen to people outside of Queen Mary, leading to benefits for both parties.

Queen Mary started life as the People’s Palace in 1887, a philanthropic centre bringing education and culture to east London. The ethos of connecting with people outside of the university – including communities who live and work locally – is embedded within our DNA.

The [Centre for Public Engagement](#) was set up in 2012, with the vision of embedding public and community engagement across Queen Mary. The CPE aims to create an environment where Queen Mary’s research, teaching and core business can be shaped, conducted and shared with the public as partners in this process. The CPE provides [advice and support](#), [training](#), [reward and recognition](#), and [funding](#) for all students and staff to engage with people outside of the university.

Some excellent examples of high quality public and community engagement at Queen Mary include:

- The Student Union’s [community sport](#) programme
- The [Centre of the Cell](#)

- The [People's Palace Projects](#)
- The annual [Festival of Communities](#)
- Research: the [CHILL study](#), [ChessWatch](#), [protecting endangered turtles](#)
- Teaching: the School of Politics & International Relations has a Community Organising module delivered in collaboration with Citizens UK

Overview of SLS results – current scores and target scores

Each Framework Area is assessed against eight criteria, outlined in the table below. The CPE has assessed Queen Mary's public and community engagement against the definitions provided, allocating a score for where we are currently and where we would like to get to over the next academic year.

Our overall current score is 15/32 and we believe, based on planned activities, we can reach 27/32. Our key areas of improvement are the first three criteria: Policy & Strategy, Stakeholder engagement, and Action planning.

Improvements are based on our plans to develop and launch a Public Engagement Enabling Plan, a Civic University Agreement, and a new Public Engagement Leadership Forum.

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

Details of SLS results

1. Policy & Strategy

The institution's strategies for community and public engagement are well developed and aligned with institution social responsibility strategies. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.

Current score: 1 There is a policy for community and public engagement but it is not aligned to the Sustainability Strategy and/or Carbon Management Plan.	Target: 4 There is an aligned policy for community and public engagement, reviewed regularly with clear reporting lines within the formal management structure.
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We are in the process of developing both a Public Engagement Enabling Plan and a Civic University Agreement for Queen Mary, both to be launched by the end of the 2020/21 academic year. We will ensure that the Sustainability team feeds into their development.

2. Stakeholder engagement

Key stakeholders (including staff, students, and the relevant community representatives) review this activity and shape its development. There is evidence of a commitment to using local companies and suppliers to strengthen community ties.

Current score: 2 Public and community engagement is reviewed but does not yet involve relevant stakeholders.	Target: 4 Relevant stakeholders are actively informing the review of public and community engagement and help shape its development. The policy is good practice.
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We currently have members of each faculty represented on the Centre for Public Engagement's funding panels. We are improving this representation by inviting [nominations](#) for future panels, and introducing paid opportunities for community representatives to contribute to funding panel decisions also.

We are in the process of establishing a Public Engagement Leadership Forum, for individuals leading public and community engagement across Queen Mary to shape and support the delivery of the new Public Engagement Enabling Plan. We plan to introduce community representatives to this Forum.

We are in the process of developing a Civic University Agreement, which involves a programme of local listening – across residents, faith or community groups, businesses and other large anchor institutions. This insight will be used to shape the Agreement, which will include commitments to local procurement.

3. Action planning

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

Current score: 2 Formal action plans for community and public engagement are in place but do not incorporate objectives and targets.	Target: 4 Action plans for community and public engagement incorporate objectives and associated targets and clearly demonstrate activity across the organisation.
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The CPE’s activity is mapped out in an annual planning dashboard, and the team produces a Year in Review. The development of the Public Engagement Enabling Plan and corresponding Public Engagement Leadership Forum will support improvements in action planning and collaboration across Queen Mary.

4. Measurement

The impacts and benefits of linking community and public engagement to social responsibility and sustainability are routinely monitored and evaluated as part of existing institution practice. There is evidence of continual improvement and feedback loops.

<p>Current score: 1 Some impacts and benefits are informally monitored and evaluated.</p>	<p>Target: 2 Many impacts and benefits of linking community and public engagement to social responsibility and sustainability are formally monitored as part of existing institutional practice.</p>
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With the current development of the Sustainability Action Plan and the Public Engagement Enabling Plan, it is likely that we will need a year to embed communications and reporting before looking to improve further on this score.

5. Communication

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

<p>Current score: 1 There is a policy and an informal approach to communicating with stakeholders.</p>	<p>Target: 3 There is a policy with clear high level support and a formal communication approach with all stakeholders.</p>
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The CPE website hosts updates, and a CPE e-newsletter reaching ~700 students and staff. A recently developed CPE Year in Review will be shared with relevant internal teams. Public and community engagement is supported by the Vice Principal for Policy & Strategic Partnerships.

The new Public Engagement Enabling Plan and Public Engagement Leadership Forum will allow for a more formal and structured approach to communicating progress and outcomes.

6. Training and Support

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

Current score: 3 A clear training and support programme is in place for all staff.	Target: 3 A clear training and support programme is in place for all staff.
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The CPE has a robust public and community training programme in place, accessed by around 300 students and staff each year. With the development of the Enabling Plan and Leadership Forum, we don't envisage focussing significant extra resource beyond our current offer in the 2020/2021 academic year.

7. Implementation and performance

There is evidence of staff and student-led community and public engagement activity across the institution and beyond via 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: 3 There is good evidence of staff and student-led initiatives promoting community and public engagement across the institution but it does not go beyond the institution.	Target: 3 There is good evidence of staff and student-led initiatives promoting community and public engagement across the institution and beyond the institution.
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We have excellent examples of public and community engagement happening across Queen Mary. Alongside flagship initiatives like the Centre of the Cell and the Barts Pathology Museum, and the leadership of the Student Union, the CPE provides annual support for around 60 staff and students through tailored support, 300 through training, and 35 projects through funding.

The very nature of engagement involves the world 'beyond the institution', but we could always do more to extend our reach into communities outside of Queen Mary in meaningful ways.

8. Link to the curriculum

Community and public engagement practice links to, and where appropriate is embedded into, the formal and informal curriculum activity and research agenda.

Current score: 2 Community and public engagement is formally linked to and embedded into some elements of curriculum or research.	Target: 3 There is a draft policy or senior commitment to drafting a policy which ensures community and public engagement is linked, where appropriate, is embedded into all formal and informal curriculum and research.
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There are excellent examples of embedded engagement within research and the curriculum, as highlighted earlier in this paper.

Both the Public Engagement Enabling Plan and the Civic University Agreement will enable a more formal approach to senior leadership support for and embedding of engaged research and learning.

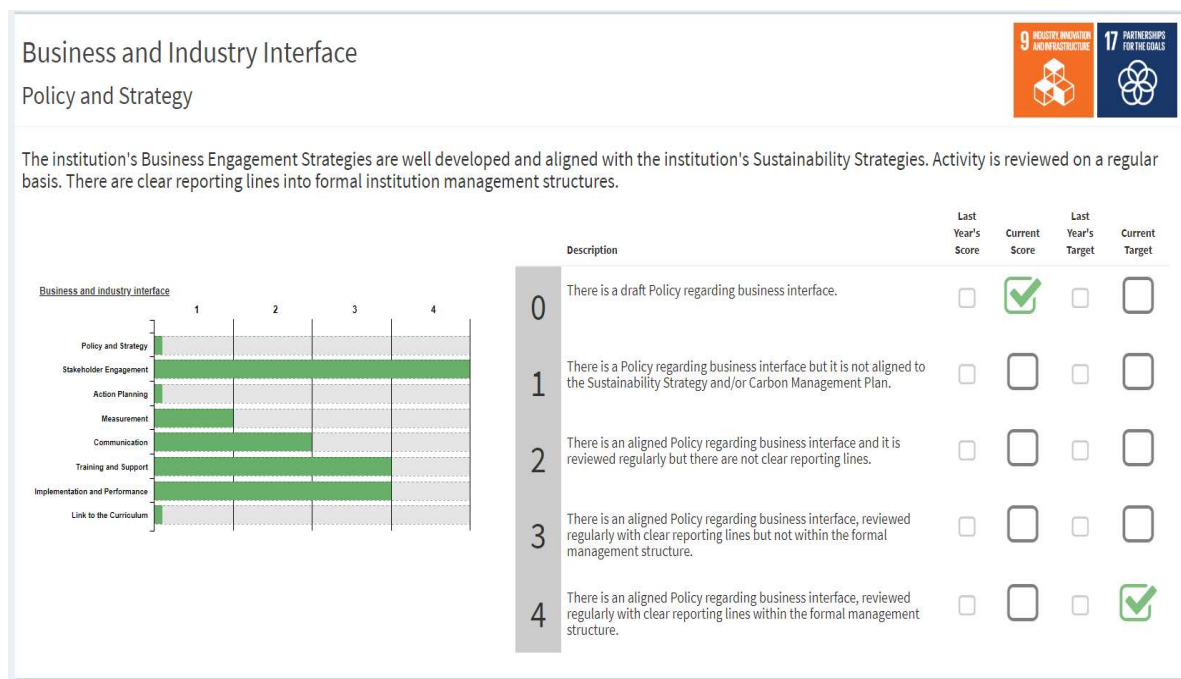


Leadership Scorecard: Business and Industry Interface

Outcome requested:	That the Sustainability Committee should: <ul style="list-style-type: none"> • Take assurance of this report • Consider issues that should be escalated
Executive Summary:	This report contain the outcome of the preliminary assessment of QMUL's performance in the Business and Industry Interface aspect of the Sustainability Leadership Scorecard.
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	Not Applicable
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Consideration by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not applicable</i>
Author(s) :	Kalpana Chaturvedi, Assistant Director, Business Development, Innovation And Enterprise Unit
Date:	<i>7 October 2020</i>

Sustainability Leadership Scorecard: Business & Industry Interface

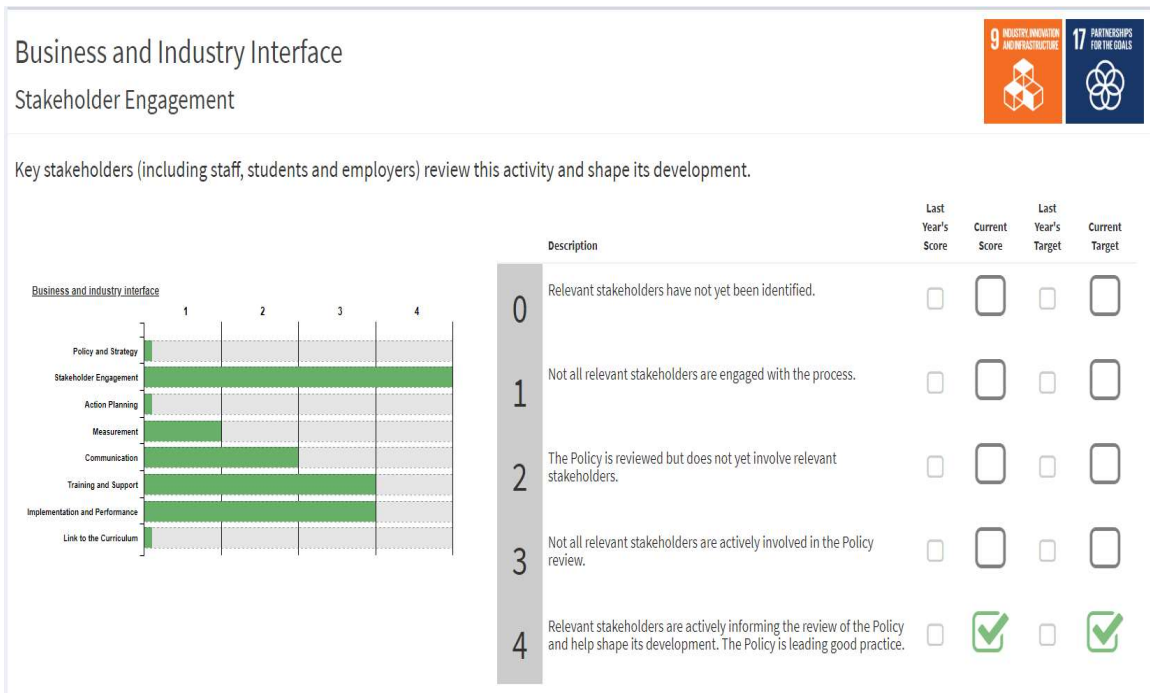
Business and Industry Interface: Policy & Strategy



Comment / Evidence: At 27/09/2020 BD's current score = 3; BD's target score = 4

- Business Development (BD) promotes QMUL sustainability to collaborators, but will aim to further increase its prominence in future commercial discussions. BD will aim to bring industrial engagement strategy in line with QMUL sustainability goals.
- Currently, sustainability activities within BD are informally reviewed. BD will aim to establish infrequent, formalised meetings with the aim of generating new ideas, improving staff engagement and compliance.
- Within BD, the following reporting line is well known to staff:
 - Staff --> BD Office Manager (post vacant) -->BD management --> QMUL sustainability committee. BD will aim to designate a department sustainability champion to act as a point of contact for BD staff.
- QMUL PR on sustainability initiatives will likely increase enquiries to BD, resulting in new projects with environmentally conscious companies. Because the actions of QMUL and BD feed into one another, it is vital that our sustainability efforts are coordinated and complimentary.

Business and Industry Interface: Stakeholder Engagement



Comment / Evidence: At 27/09/2020 BD's current score = 4; BD's target score = 4

Stakeholders: 1) Business Development Leadership team; 2) Business Development staff; 3) QMUL as an organisation

- Stakeholder engagement is high within BD, with it commonly known that management is receptive to new sustainability ideas (open door policy).
- Implementation of BD sustainability initiatives is both top-down and bottom-up and includes the following examples:
 - Reduction in printing, especially of emails
 - Switch to digital rather than paper promotional materials
 - Virtual meetings to save time, money and emissions associated with physical meetings
 - Increased recycling (paper, plastic, glass, batteries & cartridges).

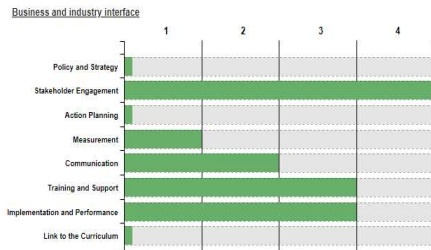
Business and Industry Interface: Action Planning

Business and Industry Interface

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 business engagement and sustainability.



Description	Last Year's Score	Current Score	Last Year's Target	Current Target
0 There are only informal/ ad hoc action plans.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 Only informal action plans incorporating objectives exist.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Formal action plans are in place but do not incorporate objectives and targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Action plans incorporate objectives but little evidence of driving activity across the institution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Action plans incorporate objectives and associated targets and clearly demonstrate activity across the institution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comment / Evidence: At 27/09/2020 BD's current score = 2/3; BD's target score = 4

- Currently action planning is ad-hoc and informal. As explained previously, BD plans to hold infrequent more formalised meetings with sustainability stakeholders, with the aim of generating new ideas, improving staff engagement and compliance.

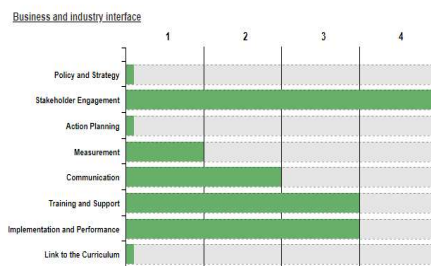
Business and Industry Interface: Measurement

Business and Industry Interface

Measurement



The impacts and benefits of linking business engagement to social responsibility and sustainability are routinely monitored and evaluated as part of existing institution practice. There is evidence of continual improvement and feedback loops.



Description	Last Year's Score	Current Score	Last Year's Target	Current Target
0 Policy impacts and benefits are unmonitored.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 Some impacts and benefits are informally monitored and evaluated.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Many impacts and benefits of the Policy are formally routinely monitored as part of existing institutional practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Comment / Evidence: At 27/09/2020 BD's current score = 2; BD's target score = 4

- After a period of personnel change, BD now has stable team and can dedicate more resources to capturing and nurturing engagement with socially conscious businesses. BD has recently completed a sector analysis where sustainability prioritisation was discussed and considered.
- Recent engagement with companies such as **Cambridge Carbon Capture and Loop** have shown the willingness of green companies to engage with QMUL and visa versa.
- QMUL engagement with its community in East London is a great source of pride for the university. Projects such as the flagship East London Genes & Health, promote positive media attention and community good will, which act to attract new socially responsible clients, especially from the local area.

Business and Industry Interface: Communication

Business and Industry Interface

Communication

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

		Last Year's Score	Current Score	Last Year's Target	Current Target																																													
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Comment / Evidence: At 27/09/2020 BD's current score = 3; BD's target score = 4



- The strategy for how to communicate QMUL's sustainability goals is partially defined. Business development team will schedule a meeting to discuss the best approach moving forward. Care must be taken to emphasise QMUL's green practices without diluting the core business proposal.

Business and Industry Interface: Training and Support

Business and Industry Interface

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.

Description	Last Year's Score	Current Score	Last Year's Target	Current Target
0 There are no or little training or support opportunities available to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 There are ad hoc training opportunities available as required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Training and support requirements have been identified but not all staff have access to these.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 A clear training and support programme is in place for all staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comment / Evidence: At 27/09/2020 BD's current score = 3; BD's target score = 4



- QMUL offers well publicised training opportunities including i) Environmental Sustainability Course for staff; ii) Eco Campus Online Sustainability course for students; iii) Sustainable Development module for students. BD staff are encouraged to attend relevant courses.
- New staff inducted into BD are given basic training in where and what to recycle, as well as waste reduction strategies.
- These processes could be improved by appointing a volunteer BD sustainability champion (Office Manager).

Business and Industry Interface: Implementation and Performance

Business and Industry Interface

Implementation and Performance

There is evidence of staff and student-led business engagement 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.

Description	Last Year's Score	Current Score	Last Year's Target	Current Target
0 There is limited activity but no evidence of staff or student-led initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 There is good evidence of staff and student-led initiatives across the institution but it does not go beyond the institution.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comment / Evidence: At 27/09/2020 BD's current score = 3; BD's target score = 4

- There is good evidence of engagement with sustainability initiatives across all parts of QMUL. BD specific achievements have been highlighted on previous slides, but across the university the following examples are noted:

- QMUL highlighted by Salix Finance as a sustainability leader amongst HEIs. QMUL's installation of LED lights, boiler replacement, draft proofing/insulation and building management systems have helped to reduce CO₂ emissions by 3000 tonnes a year, saving £600,000.
- QMUL promotion of cycling, including free lessons and bike maintenance
- Green Mary Donate and Re-use event, has helped to re-use 2.3 tonnes of electrical items, bedding etc since 2017.
- Sustainable fashion event
- Student's Union-led sustainability awards.
- Reduction in food waste by working with the Too Good to Go App and Olleco.
-
- As mentioned earlier these activities are being noticed (for example by Salix) and will undoubtedly contribute to increased engagement with environmentally conscious commercial partners moving forward.

Business and Industry Interface: Link to the Curriculum

Business and Industry Interface

Link to the Curriculum




The institution is actively linking employer and business engagement with social responsibility, sustainability, employability and the student experience.

		Last Year's Score	Current Score	Last Year's Target	Current Target	
 <p><i>Business and Industry Interface</i></p> <p>1 2 3 4</p> <p>Policy and Strategy</p> <p>Stakeholder Engagement</p> <p>Action Planning</p> <p>Measurement</p> <p>Communication</p> <p>Training and Support</p> <p>Implementation and Performance</p> <p>Link to the Curriculum</p>	0	Practice is not linked or embedded into curriculum or research.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	Practice is informally linked to and embedded into some elements of curriculum or research.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2	Practice is formally linked to and embedded into some elements of curriculum or research.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3	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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4	There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comment / Evidence: At 27/09/2020 BD's current score = 1; BD's target score = 4

- BD activities in this area are in their infancy, but following on from this report BD will aim to conduct infrequent, formalised meetings and to appoint a department sustainability champion, to better integrate our practices with those of the QMUL strategy.



Queen Mary Students' Union Sustainability Update: July – September 2020

Outcome requested:	Sustainability Committee is asked to note the attached paper.
Executive Summary:	An update on recent sustainability activities undertaken by Queen Mary Students' Union and student groups.
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	Not Applicable
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Tom Stockton, Sustainability Coordinator
Date:	<i>7 October 2020</i>

NUS Green Impact Accreditation Results 2019/20

Every year, Queen Mary Students' Union takes part in the national Green Impact environmental accreditation scheme run by Students Organising for Sustainability an offshoot from the National Union of Students. Throughout the year, we aim to improve our environmental performance by progressing through a workbook of actions and implementing as many as possible.

Having just received the results from the 2019-20 Green Impact Scheme, we were delighted to receive the 'Excellent' level for a second year in a row.

Although it's called Green Impact the scheme covers much more than recycling and planting trees, incorporating the wider approach that sustainability requires, touching on issues of equality, community, curriculum reform, campaigning and much more. Therefore, this award marks the culmination of hard work from staff and students involved in all sorts of Students' Union activities.

Achievements in 2019-20 that we're particularly proud about include:

- Over 2000kg items saved from going to waste across our Reuse Fairs in September and January
- Successful trials of online student finance systems so that a paper-free system can be rolled out in 2020-21
- 658 meals at QMSU outlets saved from going to waste via the Too Good to Go app
- Our student groups championing sustainability through their activities such as championing reusable cups at their events, holding food drives for Bow Foodbank, raising money for climate charities and even a climate themed drag performance as part of LGBT+ History Month
- Over 20 sustainability related volunteering opportunities offered to students including:
 - Bulb & Wildflower planting with Friends of Tower Hamlets Cemetery Park
 - Our monthly student led canal clean-ups on the Regent's Canal

- Transporting food donations from Students' Union shops to Hackney Winter Night Shelter

However, there's still much more work to be done and we hope to continue to enhance sustainability at Queen Mary throughout the year ahead even in somewhat different circumstances.

Ultimately, our hope is that through getting involved in sustainability initiatives on campus alongside the content of the taught curriculum, students will graduate from Queen Mary equipped to respond to the challenges posed by striving for sustainable development and responding to the climate emergency in their later lives.

Reuse Scheme September 2020

Over move-in weekend, the Students' Union and University once again collaborated to deliver our Reuse Fair. With extra precautions in place and a reduced amount of donations owing to the abrupt end of semester 2 we were very happy to be able to give 516kg of items a new home with the 126 students who attended the Fair and local charities.

Feedback showed that 100% of respondents were either satisfied or very satisfied with the event and items collected. 94% of students enjoyed the fair and agreed that the event saved them money whilst 82% felt it eased their move to University.

Sustainability & Student Groups

As part of this year's September training sessions for student group committee members, the Sustainability Coordinator delivered a 'Sustainability, Ethics & Climate Action' session and Q&A attended by over 50 students. The session covered ways in which students can ensure that they deliver their societies activities in line with the United Nations Sustainable Development Goals, ways in which they could get involved in Students' Union sustainability campaign as well as promoting the Sustainable Development Course for Students offered by the University.

In 2020/21, we will have 3 environmentally focussed student groups affiliated to the Students' Union whose activities members of the committee are encouraged to support where possible:

- The Environmental Society led by students at Mile End
- Sustain @ BL run by students based at our Whitechapel Campus
- Green Mary Group, led by our elected Sustainability Officer Grace McMeekin

We will also soon be electing a 'Sustainability Board' within the Students' Union governance structure. The role of this board made up of current students and chaired by our Sustainability Officer Grace will be to guide the sustainability activities of the Students' Union as well as creating a consultation body on sustainability matters.



Queen Mary Students' Union Sustainability Update: July – September 2020

Outcome requested:	Sustainability Committee is asked to: <ul style="list-style-type: none"> • Consider the benefits of using the Laboratory Efficiency and Assessment Framework (LEAF) • Approve QMUL's participation in LEAF during the 2020/21 academic year including provision of funding to cover QMUL's membership of LEAF
Executive Summary:	This paper provides an overview of the paper of the Laboratory Efficiency and Assessment Framework (LEAF) and well as the annual cost associated with QMUL using this framework from the 2020/21 academic year.
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	Aligned with QMUL's environmental sustainability policy
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Kate Thornton, Technical Resources manager (Principal's Office)
Date:	<i>7 October 2020</i>

LEAF Cost Proposal – Publicly Funded Institutions

Background

Developed by Sustainable UCL, LEAF is a user-friendly standard in sustainable laboratory operations. It consists of a framework and set of calculators which may be accessed online. Supporting those who implement LEAF is a toolkit consisting of various technical and procedural guides. Laboratories that apply LEAF have been evidenced to achieve significant carbon reductions and savings, with the average lab group achieving £3,700 in energy, waste, and procurement savings per annum. In recognition of the investment made by Sustainable UCL, as well as the positive impact it has on the sector, a costing proposal has been developed to facilitate the long-term sustainability of the LEAF programme.

LEAF 2020/2021

In recognition of the challenges with budgeting for any institution in 2020 due to the Covid-19 Pandemic, as well as the recent development of the LEAF website, Sustainable UCL have proposed that rather than mandate set costs for the initial year of LEAF, a suggested contribution is requested. Below, you may find a summary of the range of contributions based on the number of groups using LEAF. Privately funded companies seeking to implement LEAF would be charged on a separate pricing structure:

LEAF Uptake:	1-4 Groups	5-10 Groups	10+ Groups
Suggested Contribution:	£500	£1,000	£2,000

Implementing LEAF, you will receive:

- Access to the LEAF tool for however many lab groups you decide, for one year
- Tool support and guidance from UCL
- Technical and Implementation guides
- Auditing and Assessment guides
- Certificates for laboratories which have achieved their accreditation
- Access to the LEAF community and discussion board

Outcomes & Benefits

As evidenced from piloting the LEAF programme between 2018 – 2020, each lab team within an institution which participates may expect an average of £3,700 in savings per annum, derived from a combination of waste, energy, and procurement efficiencies. The average group reported an average 2.9 tCO₂e (tonnes of carbon dioxide equivalent) avoided per annum.



Environmental Sustainability Champions Terms of Reference

Outcome requested:	That the Sustainability Committee should note the environmental sustainability champions (ESC) terms of reference
Executive Summary:	This report contain the ESC's TOR
Alignment with:	Not Applicable
<ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Emanuela Nova & Martin Sharp
Date:	<i>7 October 2020</i>

Environmental Sustainability Champions Working Group

Terms of Reference

Draft Version 1.7, July 2020

Aim

Following the public commitment made by Queen Mary University of London (QMUL) to incorporate sustainability principles and practices throughout its core activities (of teaching, research and operations) a Sustainability Committee was created (January 2020). This group - the **Environmental Sustainability Champions (ESC) working group** - informs that committee (allowing it to deliver leadership, coordination & guidance to manage sustainability risks, responsibilities & opportunities across all areas of the College). It communicates this through representation, sharing the group activities of the Sustainability Champions whose purposes & responsibilities are outlined here.

Purpose

The Environmental Sustainability Champions working group (ESC-WG) exists to:

- **Create & maintain open channels** for dialogue within workplaces
- **Signpost colleagues** towards the relevant services and initiatives where these already exist
- **Promote the introduction of new behaviours & ideas** for re-thinking and redesigning unsustainable activity in the workplace
- **Ensure support is made available** for developing and implementing green causes and initiatives at QM
- **Assist in the ongoing assessment** of existing processes & resources
- **Encourage the improvement of existing measures** to ensure sustainability is embedded and maximised by all staff
- **Maintain awareness through active discussions** around comparative sustainability goals of departments' at QMUL, by sharing feedback received and departmental input.
- **Assist with enabling & empowering** staff and students to make positive changes beyond their immediate work environment

- **Help create a proactive environment** that celebrates ongoing improvement, collecting feedback on issues and new initiatives for sharing across QM and beyond

Membership Roles

The Environmental Sustainability Champion group is made up of the following (ESC) roles:

- Sustainability Champion & Group Representative – engaged with **policy**
- Sustainability Champion & Group Representative – engaged with **issues**
- Environmental Sustainability Champion (by department / unit)

Meetings will be facilitated as agreed before each meeting, and using agreed tools to keep to time, these duties can be rotated.

Guests (with specific sustainability-related concerns) may also be invited to attend by anyone on the existing ESC working group.

Membership Responsibilities

Members of the ESC-WG should:

1. Contribute to scheduled meetings - nominating a deputy to represent them when their input is expected but they are unable to attend.
2. Be seen as a contact point who is aware of - and therefore able to feed back / input on the engagement of - their particular department / service area.
3. Monitor the active and planned sustainability initiatives in their department / service area - and bring advice, observations and/or recommendations to the ESC-WG about such initiatives.
4. Ensure their department / service area is updated around changes and instructions arising from discussions and decisions with the Sustainability Committee as they impact the effectiveness and application of the goals of each working environment.
5. Consider and communicate resource implications including positive impacts on staff & morale.

Meeting Schedule

The full ESC WG will meet every two months. Whenever possible, these meetings will be conducted online, to minimise time loss through travel, to mitigate health- and childcare concerns, and to minimise transport costs – environmental, as well as financial.

Internal Reporting

Turnaround & notification – please try to send papers & documents to the ESC-WG at least 3 working days prior to scheduled meetings, for distribution in advance of meetings. Minutes will be distributed within three working days of each meeting.

External Reporting

Two Environmental Sustainability Representatives will report to the Sustainability Committee on behalf of the Group.

Role Descriptions

Environmental Sustainability Champions

Queen Mary's Environmental Sustainability Champions (ESCs) serve as a catalyst to ensure that the principles of sustainable development are integrated into all aspects of QMUL's operations as well as departments, faculties, Institutes and Schools.

Some responsibilities include:

- Provide support in green causes and initiatives at QM by exploring new and more sustainable changes to implement and leading on projects to ensure Queen Mary staff and students work in a sustainable working environment.
- Create open dialogue within their workplaces, empowering staff and students to make positive changes beyond their work environment as well as collecting feedback on issues and new initiatives.
- Signpost colleagues towards the relevant services and initiatives.
- Regularly meet with the ESC group to actively discuss the state of sustainability at QMUL, feedback received and new ideas.

There is some time commitment required for this role (to attend meetings for example), however this is not every week and is flexible. Therefore, ESC are highly encouraged to discuss the role with their line managers.

Environmental Sustainability Representatives

Environmental Sustainability Representatives are two members from the ESC Group who join the Sustainability Committee and play an active role in the sustainability strategy and

decisions of QMUL. In order to share responsibilities but also provide different perspectives, the two roles are split as follows:

- Rep 1) Enthusiasm focussed: the post would suit someone who's passionate and enthusiastic about sustainability and who is keen to champion the issues and solutions identified by the ESC Group.
- Rep 2) Policy focussed: the post would suit someone who is already directly involved in sustainability matters in their daily job.

Representatives are appointed annually by the ESC Group.

Because the role requires more time commitment than a regular ESC, Representatives are highly encouraged to discuss the role with their line managers.



Car Parking Permit Scheme

Outcome requested:	That the Sustainability Committee should note the current QMUL's car parking permit scheme
Executive Summary:	This report details QMUL's current car parking permit scheme
Alignment with:	<ul style="list-style-type: none"> • Environmental Sustainability Policy (Draft)
<ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Steven Exley, Assistant Director Security and Business Continuity
Date:	<i>7 October 2020</i>

Car Parking Permit Scheme: 10 September 2020 Update

The increasing pressure on the availability of parking spaces on campus coupled with a likely rise in demand for permits driven by Covid-19 means that Queen Mary University London (QM) has had to review how parking permits are allocated.

The permit scheme to be adopted is being developed to:

- Ensure that those who are able to evidence the greatest need are prioritised to receive a permit
- Ensure that the operational needs of QM are supported
- Ensure the eventual charges are fair and based on income levels
- Ensure the delivery of a safe parking environment
- Support green initiatives related to transport and travel
- Ensure that the parking solution is financially self-sufficient

As you are probably aware, the roll-out process to move QM to a new parking permit process commenced on Monday 7 September. In line with other universities QM is adopting a scheme for car parking on our campuses that will ultimately involve all drivers paying a fee to park on campus.

We appreciate that the introduction of the scheme has been very quick and that in order to deliver it successfully, staff will need time to fully understand the process to be followed and apply for the new Authorisation to Park.

Whilst you go through the process of applying, if you still require to park on campus, please contact Security on mile-end-security@qmul.ac.uk giving your car registration and the dates that you require to park.

If you currently have a parking permit, which expired on 31 July 2020, you will be required to apply for a new 'Authorisation to Park' Permit.

If you have any questions about the below guidance or changes to parking on campus, please email carparking@qmul.ac.uk

You will need to apply for a new ‘Authorisation to Park’ Permit

The demand for parking is well above the capacity that QM is able to meet. At Mile End there are only 158 spaces and at Charterhouse there are 60. For permit holders to have a good chance of being able to book a space when they need to the maximum number of permits to be issued at the start will be 250 at Mile End and 75 at Charterhouse.

There is an obvious obligation on the part of QM to prioritise the use of parking spaces for those who have an issue such as those illustrated in the bullet point list of criteria below. It is possible that qualifying applicants with an enhanced criteria will use up most if not all of the Authorisation to Park Permits to be allocated.

Individuals without any of the listed criteria who would wish to park are encouraged to apply but are advised that their chances of being issued an Authorisation to Park Permit are lower. Individuals who can evidence that they have one of the listed issues or some other factor of significance that would enhance their case are to follow the process below must include as part of their submission the written support of their line manager.

1. You are expected to meet at least one of the criteria below before you can apply:
 - Essential vehicle user (Staff member with an employment contract that includes obligations of using a private motor vehicle as a routine part of their job that attracts the payment of mileage allowance)
 - Blue badge holders (The documentation must be in date and support the needs of the driver of the vehicle wishing to park and not for a family member for example)
 - Health issues validated and supported by Occupational Health including the outcomes of a person’s Covid-19 health assessment
 - Carer-based needs for dependents and very close relatives including childcare etc. (To be evidenced and assessed by a panel on a case by case basis)

Since communicating some details about the new scheme, there has been feedback from staff and we would like to address some of the concerns:

1. Those staff who have children in the University nursery and need to drive to work on the days that their children attend will be approved for an Authorisation to Park and would be allowed to book their spaces termly

2. Staff who are required as an occasional part of their employment role to use their private vehicle to conduct University business on campus, would need to make contact with Security to arrange parking
3. Charges for parking will not apply until 1 January 2021.
4. Charges for parking will be both reduced and tiered based on income levels

Your line manager will be required to complete a Supporting Statement Proforma (download below). This statement needs to accompany your online application.

[Authorisation to Park Managers Supporting Statement \[DOC 44KB\]](#)

Motorcycle users

We are currently reviewing the location and quality of all the motorcycle parking facilities across our campuses. Until this review has been completed, no parking charge will be applied for motorcycles. The Authorisation to Park will still apply however and motorcyclists are required to complete the application process.

Once you have your supporting statement, please complete the online [Authorisation to Park permit application form](#).

1. Your application will be presented to the Authorisation to Park Approval Panel. Please allow up to seven working days for your permit to be processed.
2. If your permit is approved, you will be sent access to the online booking system.

An Authorisation to Park Permit is valid per calendar year. The permit will entitle you to book a parking space for either a half or full day on campus in advance.

To book a parking space

1. To book a space you will need to complete the online Parking Booking Form at least five working days before you need the space.
2. You will receive an email confirmation within 24-hours confirming that a space has been booked. If spaces are not available, you will receive an email informing you of this.

Those staff who have children in the Nursery and need to drive to work for this purpose are permitted to book their spaces termly.

In order to allow fair access to parking, you can only book up to two weeks (10 working days) at a time. You must book 5 days in advance if you wish to park on campus.

Parking charges (Not to be applied until 1 January 2021)

An Authorised to Park permit holder can book a space for a half or full day. The salary related costs for parking are:

	Pay Grades 1 - 4	Pay Grades 5 - 6	Pay Grades 7 - 8
Car – Full Day	£4	£5	£6
Car – Half Day	£2	£2.50	£3
Motorcycle Full Day	£2	£2.50	£3
Motorcycle Half Day	£1	£1.25	£1.50

NB: Full day: 7am – 7pm Half day: (am) 7am–1pm, (pm) 1–7pm

If your permit has not been approved

You may appeal against the decision by emailing carparking@qmul.ac.uk It will be presented to the Authorisation to Park Appeals Panel and you will receive a decision on your appeal within 21 working days.

The aim of the new process is to ensure that the use of parking spaces is optimised and prioritised for those with the greatest need. Usage levels will be monitored daily to ensure the full capacity is used effectively. Adjustments in process will be quickly put in place where required to ensure that this valuable QM resource is put to the best possible use.

Whilst the parking scheme is being rolled out there will be a grace period until the 18th September 2020, thereafter you must have applied for an Authorisation to Park Permit before you are allowed to park on campus.



Waste Management Performance Report 2019/20

Outcome requested:	The soft services team requests the sustainability committee considers any issues that should be escalated within this report
Executive Summary:	The report contains an overview of Queen Mary's soft services engagement with sustainability, the team are currently running multiple projects with 3 of the projects looking to be completed in the next 6 months.
Alignment with:	<ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements
• QMUL Strategy	
• Internal Policies/Regulations	
• External Statutory Requirements	
Consideration of Strategic Risks:	Not Applicable
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Scott Keeble, Post and Portering Manager also currently managing Grounds Team and Waste, Susan Sabeva, Facilities Manager, also currently managing Waste
Date:	<i>7 October 2020</i>

Waste management

Switch from Bywaters to QMU bins

QMU has switched most of the 1200L bywaters bins round the mile end campus to our own branded bins which we now tow (using electrical buggies) and put into either a GW compactor or Mixed recycling compactor. This has led to a decrease in the number of collections bywaters need to make and a better financial stand point having to rent les bins.

We will be looking to install towable QMU bins Charterhouse sq campus where they would have the space for a compactor. Unfortunately, Whitechapel does not have a suitable space for any compactors.

Main Benefits

- **Financial** – A large reduction in bin numbers means we are paying much less rental for example our invoice that included bradwell st and some academic areas has decreased for £13,000 to just over £6,000
- **Environmental**
 - Decrease in the bywaters bins means les collections and less fuel consumption from them to attend campus. Using the compactors means bywaters only now attend site on average 3-4 times a week compared to 7-8 times previously.
 - Putting bins into the compactors ourselves allows us to rectify human error, if someone has mistakenly put recycling in the general waste we can catch the mistake before the waste is taken away.

Cardboard Baler

A recently installed cardboard baler at our porters yard on bradwell st means we can now segregate cardboard from the rest of the dry mixed recycling, cardboard is the bulkiest recycling waste we have and takes up a large amount of room in a compactor, by removing as much as we can we will save room therefore the compactor will not fill-up quickly reducing collection frequency.

We will be bringing in towable bins in selected areas that have a high cardboard volume such as the curve and Student village shop so they can easily segregate the cardboard. A job can then be logged onto ivanti for cleaning porters to take this cardboard away once the bin is full to bale.

Main Benefits

- Decrease in the volume of waste being put into the recycling compactor therefor less collection frequency and a decrease in emissions from vehicles being used for those collections.
- Financial benefit from less tip and return costs of the recycling compactor.

New Internal/External bins

External Bins

We are looking into decreasing the number of external general waste bins we have on the mile end campus and instead using a trio bin system which would include GW, DMR and cardboard, we can then strategically place these bins around high footfall areas on campus and will encourage staff and students to recycle more.

Picture below of the style we would look to create, possibly adding a top cover to decrease the amount of rain water that could get into the bins. Discussions will be held between estates and student union on the relevant artwork.



We would look to do a trial in a specific part of the campus first of all such as library sq and the curve where there is high student and staff traffic.

Internal Bins

The internal bins would work the same way, we would look to eliminate the bins we have in every classroom and create more central waste locations in corridors, this will save a huge amount of labor through the cleaning department who currently have to empty every used bin around campus each day.

High footfall area to trial the internal bins could be the library and Grad center.

Main Benefits

- Increase in recycling across campus.
- Increase knowledge to staff and student of what should be recycled through the artwork on the bins.
- Decrease in the amount of general waste we send for incineration.
- Saved labor within the cleaners and grounds team as there will be less bins to empty.

Current/New Waste Locations

- **New Waste Areas Added Mile end**
- **Mile End**
 - Front of Pooley house 2x 1100L DMR Bins, 2x 1100L GW Bins
 - Cardboard Baler has been added to the porters yard
 - The GW compactor has been moved to the porters yard

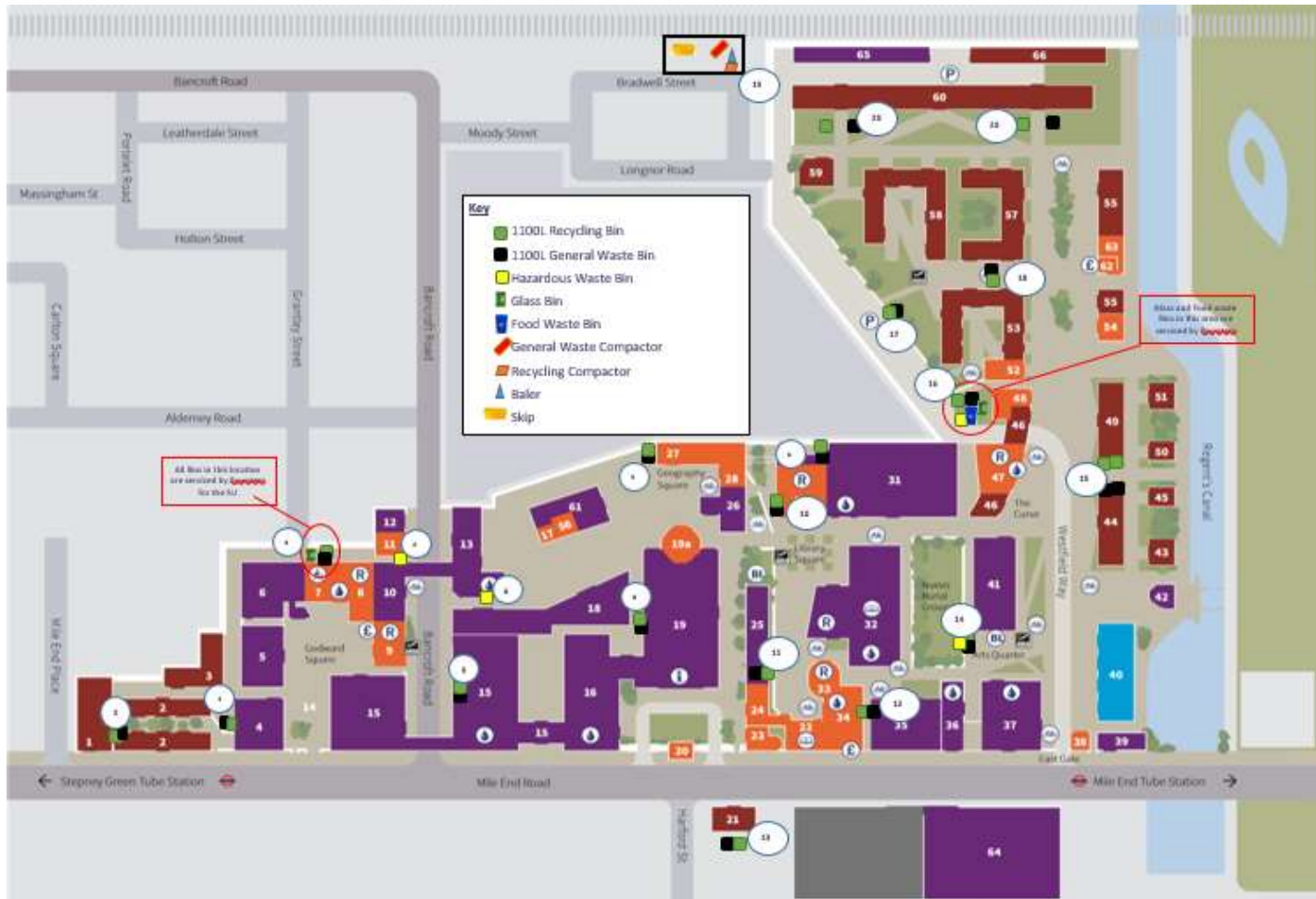
Mile End Bin Location



<u>Waste Stream</u>	<u>Picture</u>
<p>General Waste (Checked daily and emptied when necessary)</p>	
<p>General Waste and Recycling (Checked daily and emptied when necessary)</p>	
<p>General Waste, Recycling and Glass (Checked daily and emptied when necessary)</p>	

<p>Cigarette Bins</p>	
<p>Smoking Area Bancroft road SU shop</p>	
<p>Smoking Shelter Library Sq.</p>	
<p>Smoking shelter Arts Sq.</p>	
<p>Smoking Shelter Residential</p>	

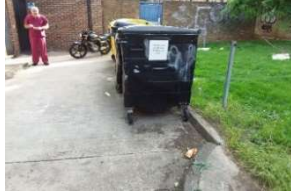
Mile End recycling





Whitechapel Bin Location



Key
1100L Recycling Bin
1100L General Waste Bin

Location	Waste Streams	Collected By	Collection Frequency	Pictures of Area
Blizard Yard (4)	4 x General	T Hamlet	Daily	
Blizard Yard (4)	4 x Recycle	T Hamlet	2 x weekly Mon-Wed	
Wingate (7)	1 x General	T Hamlet	Daily	
Student Union (3)	3 x General	T Hamlet	Daily	




Floyer House (10)	3 x General	T Hamlet	2 x weekly Tue-Thurs	
Floyer House (10)	3 x Recycle	T Hamlet	2 x weekly Mon-Wed	

Charterhouse Square

Charterhouse Square Campus

Educational/Research		Residential	Facilities	
John Vane Science Centre	1	Dawson Hall	4 The Shield @	4
Wolfson Institute	2		Gym	4
Wolfson The William Harvey Heart Centre	3		Post Room	Institute
Dawson Hall	4		Security	4
Joseph Rotblat Building	5		Staff car park	
Old Anatomy Building	6		Bicycle parking	
Dean Rees House	7			
Lodge House	8			



Location	Waste Streams	Collected By	Collection Frequency	Pictures of Area
Dawsons Hall(1)	3x General 4x Recycling	Islington council		
John Vane (2)	4 x Recycle 1 GW Compactor	Islington council		 
Education/ research building (3)	1 x External General	N/A it is emptied into the GW 1200l bins		

Grounds Management Performance Report

Irrigation Systems

Irrigation Systems

The ground have recently source a new supplier for irrigation equipment, the scheme will introduce drip feed and sprinkler systems across the flower beds, first of all across mile end and eventually expanding to Whitechapel and Charterhouse Sq.

The first irrigation system to be added will be a manual (tap physically turned on) drip feed system in front of Arts 2 on the raised courtyard next to the cemetery. This area already has a water source although the water pressure is not high enough for sprinklers.

The next system we would look to add would be an automated sprinkler system in the flower beds at the front of Queens using a timer tap, decreasing the need for ground porters to spend time walking to and from the queens building to turn on/off the taps. This would also let us water the plants at more efficient time of the day such as evening/overnight when the water is not going to be evaporated.

We plan to continue this around the university using automated systems where practical and where the timers are hidden/locked away.

A much larger goal will be to try and create an underground irrigation system for larger areas of grass such as the front of queens building, again using timer taps to water the areas at the most efficient times.

What are the main benefits?

- **Water Conservation**
 - Decrease in the amount of water used on the plants, the automated systems can water the plants at cooler times of the day therefor needing to use less water before the plants have been sufficiently treated. Drip feed irrigation systems will also water the plants at the root therefor less water is needed before the plant is sufficiently treated.
- **Financial Saving**
 - The decrease in water usage will see a saving in the water bills, as we increase the number of irrigation systems the more money we will save.
 - We will also be able to save money through hours worked, putting these into areas we need them most, with already installed irrigation systems it will negate the need to constantly take out and put away sprinklers across the university or

even manually water the areas ourselves where there is not an adequate tap for the sprinkler, staff will just need to go to location to turn them on or off. In the locations we can install timer taps this will be, even more beneficial further negating the need for staff members to even go to location.

- **Biodiversity**

- Drip feed systems and mini sprinklers stop water from getting left of leaves decreasing the chances of blight or leaf disease.
- Using an irrigation system will preserve soil nutrients and will reduce soil compaction from using a hose.

Wild Flowers

We will be looking to install turf around selected points in the campus which are seeded with wild flowers, this turf would be low maintenance only needing to be cut once a year or so and would produce flowers all year round. The company we would like to procure offers wide variety of option including options for shaded locations which can be vital in areas of the university where sunlight is blocked by the large building.

The first location we would look to install this would be the arts 1/ Law square with in the triangled areas. An examples of the areas has been attached below.



We would look to turf an estimated half of each triangular space leaving the areas with the trees free from the turf and instead, laying down bark and installing dead wood habitats for bugs and other wildlife from cuttings we make from trees around campus.

Other Potential locations.

- Geography Sq
- Grad Sq
- Green Area outside ground café

- Green Area Behind Creed Court

What are the Main Benefits?

- **Biodiversity**
 - The Wildflowers chosen are native to the British isles and will replace current grass land which currently has flowers planted.
 - The wildflowers will also attract local wildlife such as bees and other smaller insects.
 - The bark areas and dead wood habitats will also attract natural wildlife
- **Time Saving**
 - As the wild flowers will replace the grass, there will be less areas that need mowing thus freeing up time during warmer time of the year to keep on top of de-weeding and making the campus look presentable.
- **Decrease in emissions**
 - Having less need to use the petrol mowers will also see a decrease in emissions output.

Compost Bays

Working with the maintenance team 3 bays will be created out of used pallets from deliveries we have received at the University, 2 will be for compost and 1 will be for any wood chippings we create by putting branches through the woodchipper, they will then be allowed to naturally de compose, this will decrease the amount of green waste that we are currently putting into the General waste compactor.

Once the compost bays are fully functional (this can take around 6 months) we will look to start introducing food waste onto the compost bays, working alongside the catering outlets to separate compostable food waste from disposable food waste.

We will also look at ways we can introduce bins for compostable waste into buildings which is something raised by the sustainability champions, we would also hope to add these to our compostable bays.

What are the main Benefits?

- **Low cost - The bays will be made out of re used pallets, the only cost should be to order some small parts to make bays, as well as some starter compost at the beginning of the process.**
- **Decrease in food waste we put into the bins for collections.**
- **Decrease in the amount of green waste being put into the general waste.**
- **Increasing is green recycling around the university.**

Wood Chipper

We have recently purchased a wood chipper for the department, the benefits of this will be to hugely reduce the amount of green waste that we put into the General waste compactor.

The team can now shred down any branches from any cut backs and pruning then re-use them back into the beds they have come from to act as a compost, if they have a large amount of cutting they can then be shredded into the bay previously spoken about.

Creed Court Wildlife Area

As well as eventually adding the some wild flowers to the creed court green area, there is a small square at the back of the green that we have begun to turn into a large dead wood habitat for bugs and small mammals using the cut branches from the surrounding trees.

The main objective for this is along with the wildflowers and a future project turn the space into a huge biodiversity positive area.

Future Goals

Other Sustainability Ideas and goals for the grounds team include:

- Transferring as much equipment and machinery as possible to electrical use.
- Removing the 'bland' shrub areas across campus and replacing them with bulbs, plants or more vibrant biodiverse shrubs for example replacing the bush areas Infront of Hatton house down to Maurice court with roses.
- Creed court pond – A more adventurous idea from the grounds team is to try and install a small pond within the creed court area along with the wildflowers and the Wildlife area.
- Create willow structures/sculptures around campus.
- Creating woodland stumperies across campuses in shaded areas which flowers struggle to bloom in.
- Planting fruit trees across campus, possible Orchard
- Crafts Workshop using natural materials for staff and students
- Zen Garden in Geography Sq

Porters Team

Upgraded Vehicles

We are currently in the process of upgrading our current fleet to conform with the ULEZ guidelines.

This Includes:

1 van for Charterhouse Sq
1 van for Mile end

1 Electric van for Whitechapel – as this is a slightly smaller campus they can afford to use an electrical van day to day and can borrow the larger Whitechapel van when necessary.

As well as this are looking to add an electrical buggy to the porters fleet so that will no longer have to use the van for smaller trips around the campus.

Main Benefits

- **Reduced emissions emitted by using electrical vehicles for smaller jobs and journeys.**

- **Reduce in fuel costs for using the van in mile end la lot less and eliminating the use of the petrol van in Whitechapel.**

Upgraded Equipment

We have purchased better equipment for the porters to transfer items across campus, the new trolleys they have allow them to fit more items into a lift, using less trips to complete the work and therefor decreasing the energy output for the university.

Postal Team

Less couriers

The post team are working with procurement to try and bring all the mailing options under one supplier (Likely to be parcel force). As well as parcel force scoring a maximum a score of 6/6 for sustainability on the LUPC framework for both International and Domestic UK services, organizing collections through less couriers means will see a decrease in fuel emissions used by couriers facilitating QMU needs.

Lot 1 – UK Domestic Courier Services

	Maximum Score	Parcelforce	DHL	Citysprint	Fedex	Deltec
Sustainability	6	6	6	6	4.8	2.4
Added Value	5	3	4	3	3	0
Service Delivery	20	17.2	14.4	13.2	11.2	8.8
Contract Management	9	7.4	6.3	4.7	3.7	0
Price	60	53	36.21	27.61	39.41	22.9
Final Score	100	86.6	66.91	54.51	62.11	34.1
Rank		1	2	4	3	5

Lot 2 – International Courier Services

	Maximum Score	Parcelforce	DHL	Citysprint	YSDS	Deltec	Logstica	
Sustainability	6	6.00	6	6		2.4	2.4	3.6
Added Value	5	3.00	4	3		1	0	1
Service Delivery	24	16.80	16.80	14.80		13.60	11.20	10.40
Contract Management	5	4.10	3.50	2.90		2.00	2.60	0.70
Price	60	52.30	37.5	25.61		29.71	37.21	40
Total Score	100	82.2	67.8	52.31		48.71	53.41	55.7
Rank		1	2	5		6	4	3



Carbon Reduction Performance and 2019/20 Energy Performance

Outcome requested:	<p>That the Sustainability Committee:</p> <ul style="list-style-type: none"> • Consider our 15-year 34% carbon reduction performance • Consider our 2019/20 building energy performance compared to our 2018/29 consumption • Consider issues that should be escalated
Executive Summary:	<p>This report sets out:</p> <ul style="list-style-type: none"> • Our performance against our 15-year 34% carbon reduction target against the GHGs emitted from the electricity and gas we used during the 2005/06 academic year (23,058 tCO₂e) • Our performance against our forecast 2019/20 energy cost savings of £740,769 • Update on the implementation of the Salix Tranche 3 loan of £2,465,509
Alignment with:	<ul style="list-style-type: none"> • The Environmental Protection Act 1990 • Clean Air Act 1993 • The Climate Change Act 2008 • The Energy Act 2016
Consideration of Strategic Risks:	This forms part of the QMUL Value for Money (VfM) and compliance work.
Subject to Prior and Onward Approval by:	Not Applicable
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Philip Tamuno, Head of Sustainability

	Garry Pritchard, Assistant Director Estates and Facility Operations Ian McManus, Director of Estates and Facility
Date:	<i>7 October 2020</i>

Carbon Reduction Performance and 2019/20 Energy Performance

1. Report Index

This report sets out:

- Our performance against our 15-year 34% carbon reduction target against the GHGs emitted from the electricity and gas we used during the 2005/06 academic year (23,058 tCO₂e)
- Our performance against our forecast 2019/20 energy cost savings of £740,769
- Update on the implementation of the Salix Tranche 3 loan of £2,465,509

2. Fifteen-Year, 34% Carbon Reduction Performance Review

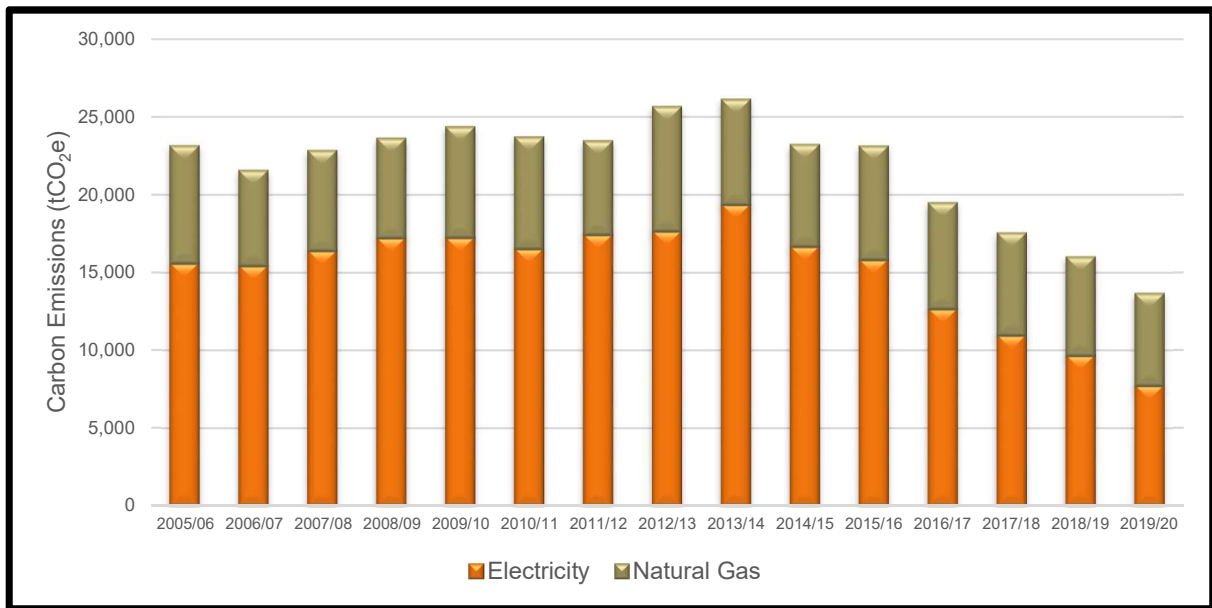
At the end of the 2019/20, we successfully reduced the carbon footprint associated with our electricity and gas consumption by 41% (compared to the 2005/06 15 year target of 34%).

The main factors that underpinned our carbon reduction performance over the last 15 years are:

- Our investment in energy efficiency projects
- Reduction in GHG conversion factors (**Appendix 1** show the historic trend of UK's GHG conversion factors):
 - 51% reduction in the electricity GHG conversion factor
 - 6% reduction in the gas GHG conversion factor by 6%

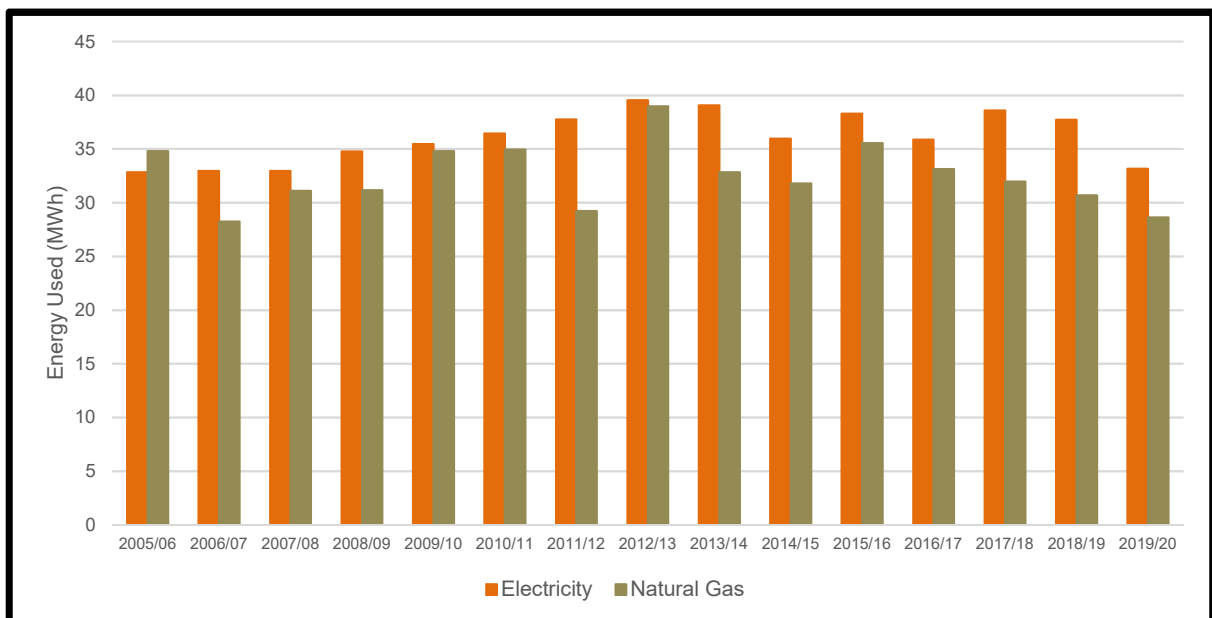
Figure 3 shows that the carbon footprint associated with the electricity and gas used across our campuses reduced from 23,058 tCO₂e in 2005/06 to 13,529 tCO₂e at the end of the 2019/20 academic year.

Figure 3: Trend in QMUL's Gas and Electricity Carbon Footprint (2005/06 to 2019/20)



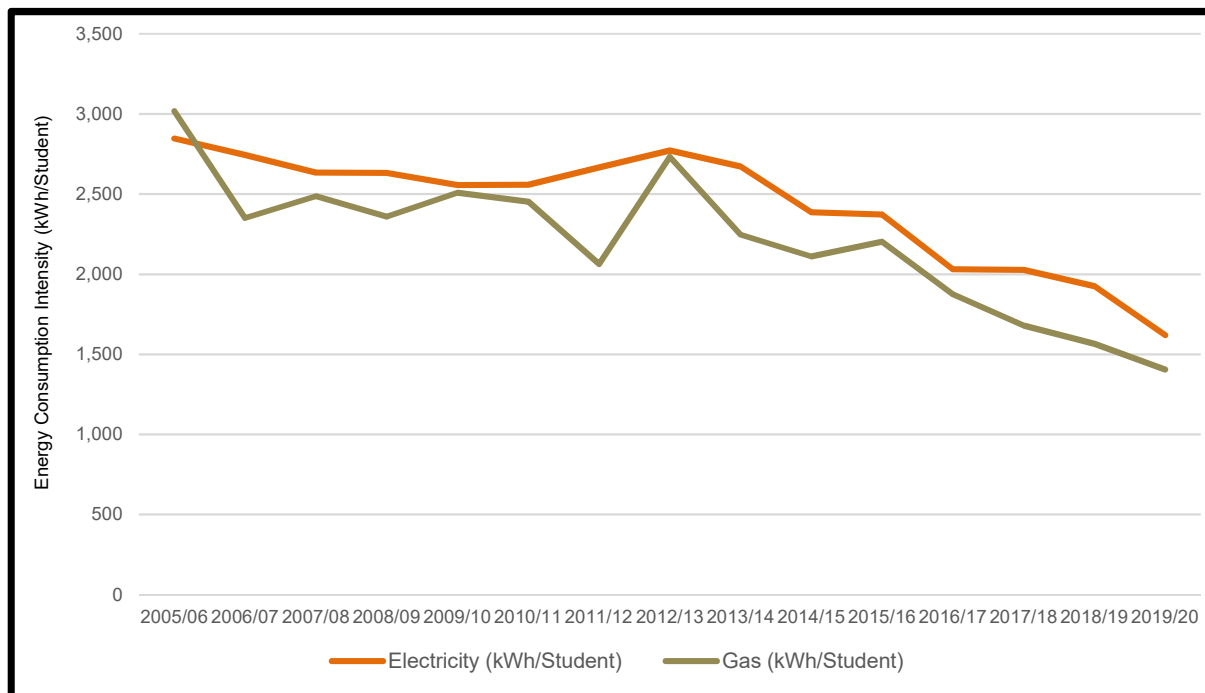
As seen in Figure 4 our electricity consumption increased by 1% from 32,830 MWh in 2005/06 to 33,146 MWh during the 2019/20 academic year, while the gas we used during the 2019/20 academic year was 18% lower than our 2005/06 consumption (reduced from 34,796 MWh to 28,640 MWh).

Figure 4: Trend of QMUL's Gas and Electricity Consumption (2005/06 to 2019/20)



Further analysis of our electricity and gas consumption show that while our student population creased by 77% over the last 15 years, we successfully reduced our electricity and gas consumption by 43% and 53% respectively over this period (See Figure 3).

Figure 3: QMUL's Electricity and Gas Consumption Intensity



3. 2019/20 Energy Consumption Performance

This section contains an overview of our 2019/20 electricity and gas performance against budget and our 2018/19 consumption as well as progress towards the implementation of the Salix Tranche 3 projects.

We used 33,031,653 kWh and 28,640,549 kWh of electricity and gas respectively across our UK campuses as well as 7,660 litres of burning oil to heat our Chislehurst Sport Ground during the 2018/19 academic year. Appendix 2 contains campus-level comparison between our 2018/19 and 2019/20 energy performances.

In summary, the gas and electricity used across our campuses reduced by 4,565 MWh and 1,413 MWh respectively. Our 2019/20 energy performance implies that we realised a total savings of £731,164 during the 2019/20 academic year compared to our 2018/19 performance as well as achieved a £254,102 budget underspend.

As seen in Figures 4 and 5, the above performance is attributed to the partial lock-down of our campuses due to the COVID-19 pandemic.

Figure 4: Electricity Consumption Performance against Budget (2019/20)

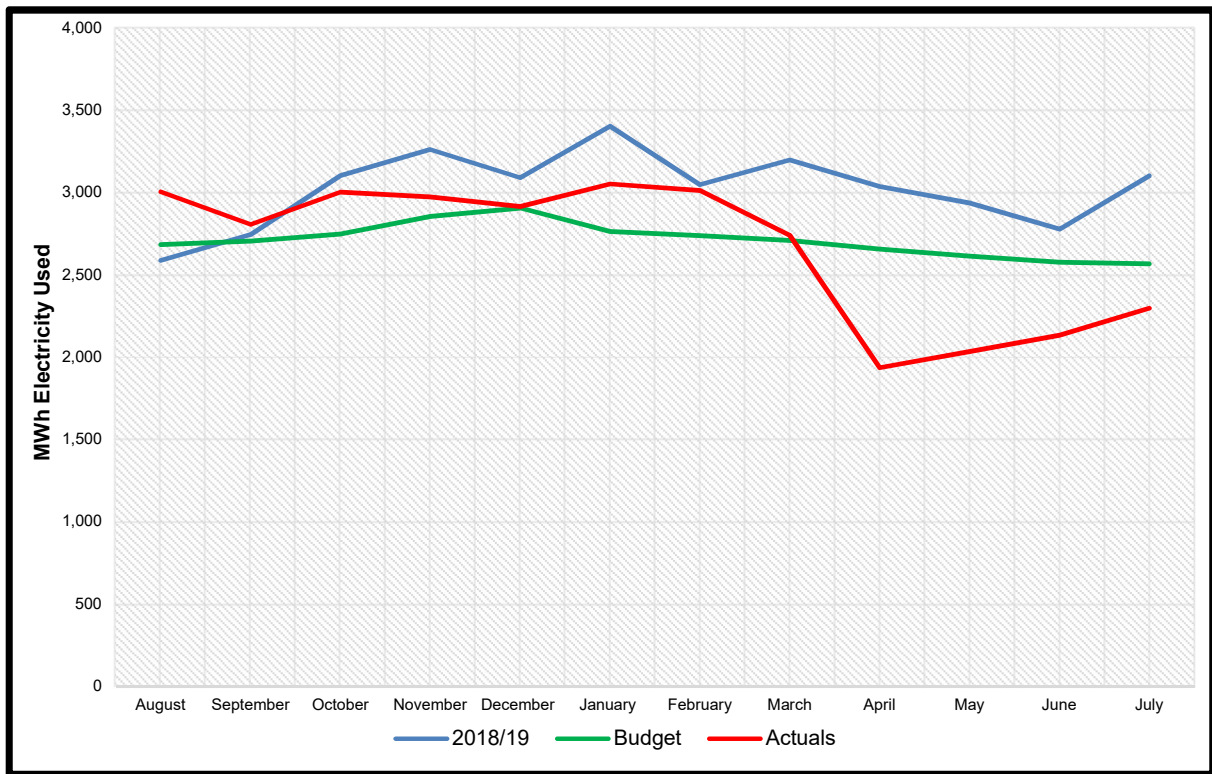
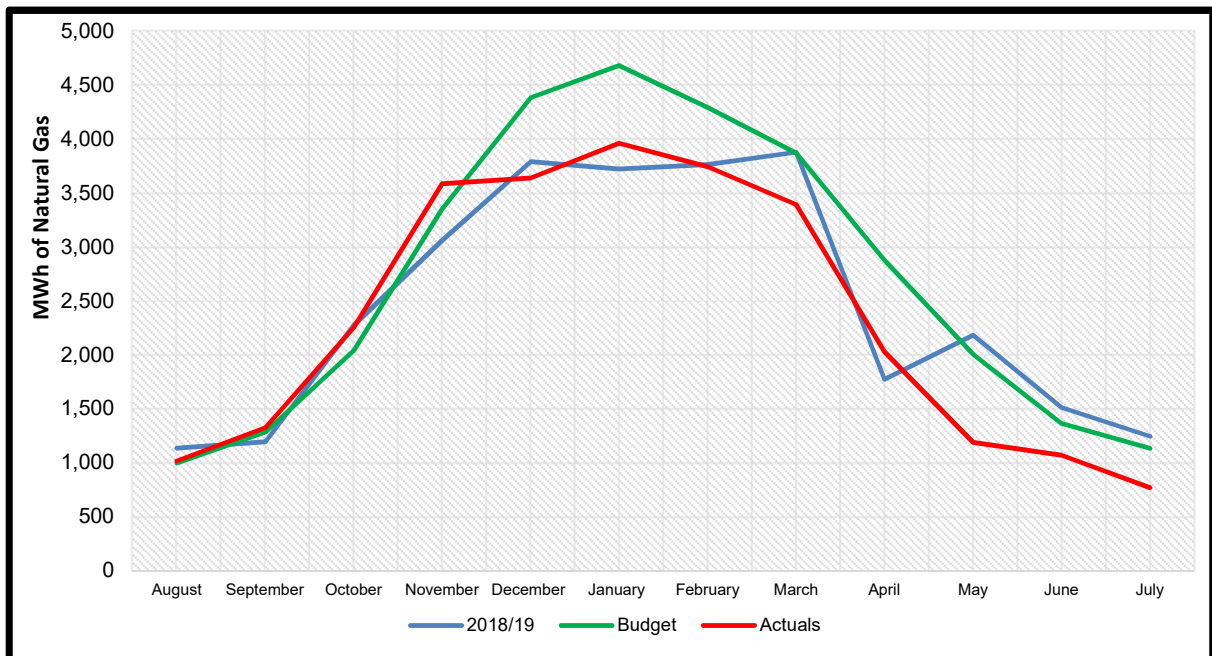


Figure 5: Natural Gas Consumption Performance against Budget (2019/20)



4. Salix Tranche 3 (£2,465,509): Project Implementation

As part of our commitment to continue to reduce our carbon footprint, we secured a £2.46 Million energy efficiency loan from the Salix (see Table 1 for details of these projects). The projected

2,321,808 kWh (electricity) and 4,157,720 kWh (gas) savings from the implementation of these projects has been guaranteed by our Building Management Service (BMS) contractor (Carbon Number Ltd.).

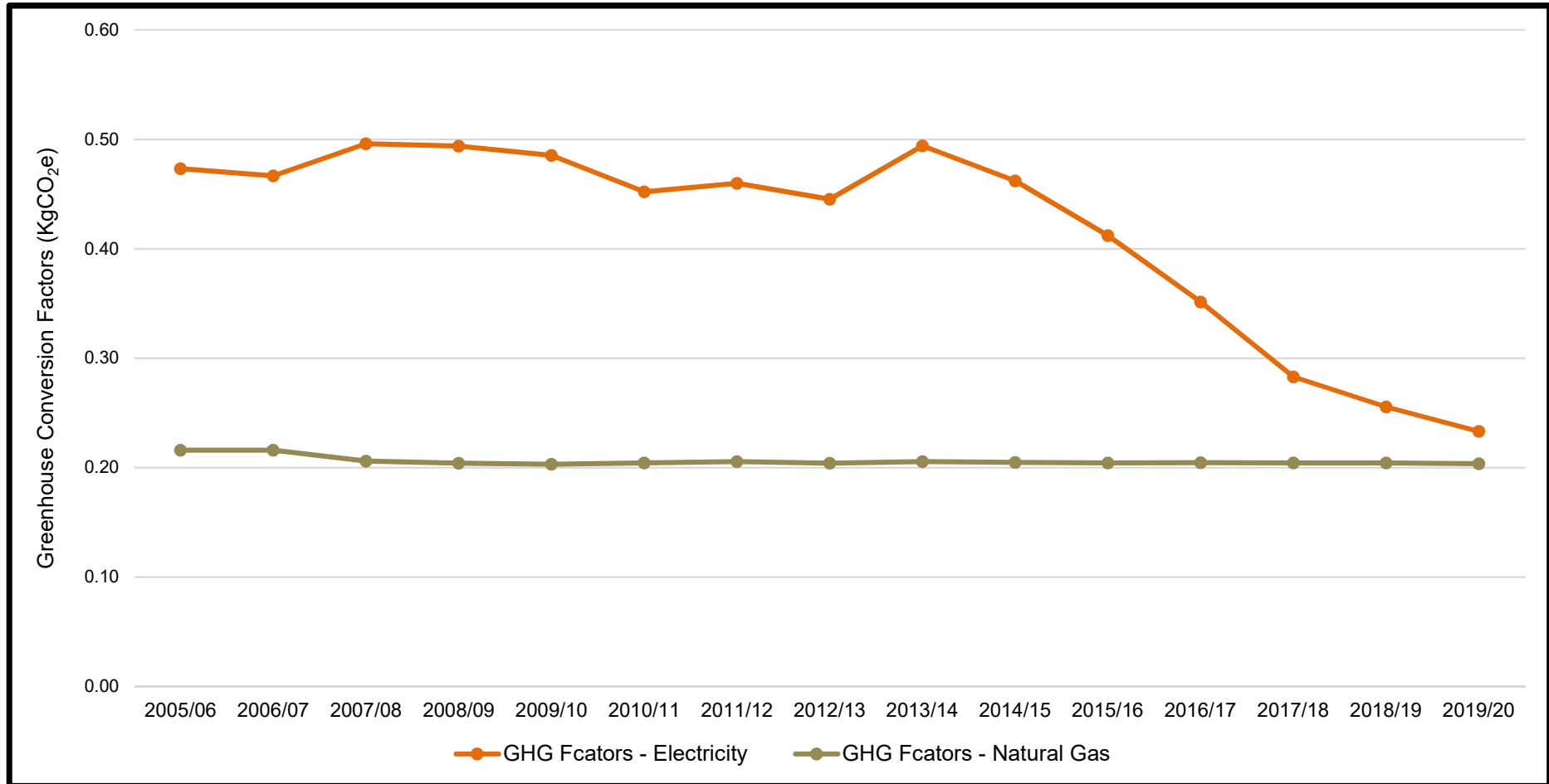
Table 2: Salix Tranche 3 Project Overview

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
BMS Upgrade: Peoples Palace Building	£105,017	85,970	435,906
Whitechapel Lighting Upgrade	£1,170,000	914,929	NA
Total	£2,465,509	2,321,808	4,157,720

As at the end of business on 17 September 2020, we have paid the contractor responsible for delivering these projects £1,204,755.47 (48.9%) of the loan amount and we have received an interim loan payment of £922,758 from Salix. Appendix 3 contain an overview of the progress towards the delivery of our Salix Tranche 3 projects.

Appendices

Appendix 1: Trend in Greenhouse Conversion Factors (2005/06 and 2019/20)



Appendix 2: 2018/19 and 2019/20 Electricity and Gas Consumption and Budget Performance

Campus	Electricity (kWh) 2018/19	Electricity (kWh) 2019/20	Difference (kWh)	Gas (kWh) 2018/19	Gas (kWh) 2019/20	Difference (kWh)
Charterhouse	6,904,126	6,039,770	-864,356	6,281,653	6,358,588	76,935
Whitechapel	7,940,688	7,371,128	-569,560	7,949,153	6,906,288	-1,042,865
Mile End	21,159,202	18,063,566	-3,095,637	14,328,854	14,279,255	-49,599
West Smithfield	319,650	241,016	-78,634	441,949	446,314	4,365
Lincoln's Inn Field	284,944	240,505	-44,439	Not Applicable	Not Applicable	Not Applicable
Chislehurst Sports Ground	50,234	36,287	-13,947	Not Applicable	Not Applicable	Not Applicable
Other Buildings	937,993	1,039,382	101,389	1,051,814	650,103	-401,711
Total	37,596,837	33,031,653	-4,565,184	30,053,423	28,640,549	-1,412,874
Total Energy Savings			£688,919			£42,245

Appendix 3: Salix Tranche 3 Project Delivery: Status 17 September 2020

Project	Total Loan Amount (£)	Loan Payment Received (£)	Total Invoices Paid (£)	Percentage Paid (%)	Loan Received (%)	Project Completed (%)
Joseph Priestley – Plate-heat Exchanger	£397,907	£119,372	£141,331.98	35.5%	30.0%	40%
Arts 2 - BMS Upgrade	£32,573	£83,440	£720.00	2.2%	28.3%	2%
Computer Science - BMS Upgrade	£16,629		£480.00	2.9%		2%
Engineering - BMS Upgrade	£83,025		£16,376.36	19.7%		30%
G E Fogg - BMS Upgrade	£48,783		£6,484.94	13.3%		2%
G O Jones - BMS Upgrade	£8,629		£0.00	0.0%		2%
Peoples Palace - BMS Upgrade	£105,017		£43,120.75	41.1%		30%
Whitechapel BMS Upgrade	£602,946		£502,722.40	83.4%		100%
Whitechapel Lighting Upgrade	£1,170,000	£719,946	£493,519.04	42.2%	40.6%	33%
Total	£2,465,509	£922,758	£1,204,755.47	48.9%	37.4%	