

Sustainability Committee Meeting

Date: 24 January 2022

Time: 15:00 to 17:00 Hours

AGENDA

SN	Items	Paper	Lead	Overview
1.	Apologies	NA	P. Lloyd	<ul style="list-style-type: none"> Information
2.	Draft Minutes	NA	P. Lloyd	<ul style="list-style-type: none"> Approval
3.	Action Log & Matters Arising	NA	P. Lloyd	<ul style="list-style-type: none"> Discussion Approval
4. Energy Management and Road to Net Zero				
4a.	Road to Net Zero: Heat Decarbonisation Plan (Draft)	Presentation	Hysopt & Silver EMS	<ul style="list-style-type: none"> Information Discussion Assurance
4b.	Road to Net Zero: Building Profile and Energy Efficiency Opportunities	SC.22/01	L. Pasichnichenko	<ul style="list-style-type: none"> Information Discussion Assurance
5. Environmental Sustainability Action Plan (ESAP)				
5a.	Sustainable Catering Policy	SC.22/02	J. Cornwall-Walker and Matt Weston	<ul style="list-style-type: none"> Information Discussion Approval
5b.	Environmental Sustainability Performance: Update	SC.22/03	P. Tamuno	<ul style="list-style-type: none"> Information Discussion
6. UN SDGs: Sustainability Leadership Scorecard 2020/21				
6a.	Community and Public Engagement	SC.22/04	E. Burns	<ul style="list-style-type: none"> Information Discussion Approval
6b.	Catering (Food and Drink)	SC.22/05	J. Cornwall-Walker	<ul style="list-style-type: none"> Information Discussion Approval
6c.	Business and Industry Interface	SC.22/06	D. Collier	<ul style="list-style-type: none"> Information Discussion Approval
6d.	Staff Engagement and Human Resources	SC.22/07	S. Harris	<ul style="list-style-type: none"> Information Discussion Approval
6e.	Health and Wellbeing and Human Resources	SC.22/08	S. Harris	<ul style="list-style-type: none"> Information Discussion

SN	Items	Paper	Lead	Overview
				<ul style="list-style-type: none"> • Approval
7. Other Business				
7a.	Any Other Business	NA	P. Lloyd	<ul style="list-style-type: none"> • Information • Discussion • Actions
Date of Next Meeting: Friday 1 April 2022 (11:00 to 13:00 Hours)				



Road to Net Zero: Building Profile and Carbon Reduction Opportunities

<p>Outcome requested:</p>	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> ● Take assurance of this report ● Consider issues that should be escalated
<p>Executive Summary:</p>	<p>Preliminary energy audits were conducted during December 2021 across Lincolns' Inn Fields, West Smithfield Centre and Chislehurst Sports Ground sites.</p> <p>This paper contain a summary as well as energy efficiency opportunities that were identified during these audits. In addition, this report detail:</p> <ul style="list-style-type: none"> ● Description of the buildings audited including the Gross Internal Area (GIA), year of construction, energy use intensity (energy consumption per m²) and Display Energy Certificate (DEC) ratings ● Description of the existing situation and findings in the light of: <ul style="list-style-type: none"> ○ Building envelope (walls, windows, roof) ○ Heating system (installed boilers, heating devises, condition of heating pipes insulation) ○ Lighting system: type of luminaires / light fittings and availability or non-availability of passive infrared sensors (occupancy sensor) ○ Water consumption equipment: availability or non-availability of the water mixing taps with aerators and dual flush toilet) ● Recommended energy efficiency measures

Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	<ul style="list-style-type: none"> • Queen Mary Environmental Sustainability Policy 2020 • Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023
Consideration of Strategic Risks:	<ul style="list-style-type: none"> • Regulatory compliance • Reputation
Subject to Prior and Onward Approval by:	<i>Not Applicable</i>
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s):	<i>Liudmyla Pasichnichenko, Sustainability and Energy Manager</i>
Date:	<i>24 January 2022</i>

Road to Net Zero: Building Profile and Carbon Reduction Opportunities

Executive Summary

Preliminary energy audits were conducted during December 2021 across Lincolns' Inn Fields, West Smithfield Centre and Chislehurst Sports Ground sites.

This paper contain a summary as well as energy efficiency opportunities that were identified during these audits. In addition, this report detail:

- Description of the buildings audited including the Gross Internal Area (GIA), year of construction, energy use intensity (energy consumption per m²) and Display Energy Certificate (DEC) ratings
- Description of the existing situation and findings in the light of:
 - Building envelope (walls, windows, roof)
 - Heating system (installed boilers, heating devises, condition of heating pipes insulation)
 - Lighting system: type of luminaires / light fittings and availability or non-availability of passive infrared sensors (occupancy sensor)
 - Water consumption equipment: availability or non-availability of the water mixing taps with aerators and dual flush toilet)
- Recommended energy efficiency measures

Overview

The trend of the DECs of these buildings covered during these audits are shown below:

Building	2020/21	2019/20	2018/19
Centre for Commercial Law (Lincolns' Inn Fields)	B	C	C
Chislehurst Sports Ground	A	B	B
Robin Brooke Centre (West Smithfield Centre)	D	C	-

These DECs are indication of the heat resistance (insulation) of the envelope of these buildings, efficiency of the heat generation and distribution systems, lighting systems and

heating, ventilation and air conditioning (HVAC) systems compared to the GIAs of these buildings. The most recent DEC ratings may have been impacted by the partial operations of these premises as a result of COVID-19 restrictions and lock-downs.

The DEC ratings and the outcome of these audits are the basis on which the recommendations within this report have been proposed.

Recommendations

The Table below contain a summary of the recommended energy efficiency opportunities as a result of these audits.

Name of Building	Replacement of the windows	Roof insulation	Boiler replacement	Water mixing taps	Dual flush toilets	Upgrade to LED lighting	Occupancy sensor
Centre for Commercial Law (Lincolns' Inn Fields)	Yes (small part)	Yes	-	-	Yes	-	-
Chislehurst Sports Ground	Yes (small part)	Yes	Yes (old heating oil boiler)	Yes	Yes	Yes	Yes (toilet, corridors)
Robin Brooke Centre (West Smithfield Centre)	Yes	Yes	-	-	Yes	-	-

Specifically, the improvement of the envelopes of these buildings will significantly reduce the energy consumption and wastage, reduce heat load and enhance the suitability of these buildings for low-carbon heating interventions.

Taking into consideration the age of these buildings, it is assumed that the thermal resistance of the roof does not meet the current standards, therefore roof insulation have been recommended for these buildings. In addition, upgrading all single glazed to double glazed windows or installation of secondary glazing will improve the energy performances of these buildings.

Heating systems across these three premises were investigated. The older the boiler, the less efficient the boilers and it has been recommended that all the boilers that are coming to the end of their useful life (15 years) are replaced. In addition, older boilers are generally associated with higher maintenance costs and higher probability of failure. Therefore, it is recommended that:

- The old heating oil boiler located within the Chislehurst Sports Ground West Block be replaced.

The heating and ventilation systems were also investigated across these premises. Generally, the thermostatic radiator valves (TRVs) were at the time of this audits in acceptable working condition. Moreover, all pipes across unheated areas were well insulated, therefore pipe insulation is currently not an energy efficiency and carbon reduction priority across these three sites.

The majority of lighting systems across these premises are light emitting diode (LED) and fluorescent luminaires. Passive infrared sensors (PIRs) are installed and functional across all the corridors and within the toilets at the Centre for Commercial Law and Robin Brooke Centre.

Upgrading the current lighting system across Chislehurst Sports Ground to LED with PIRs are recommended to improve the energy performance of this site.

The installation of water mixing taps with tap aerators, upgrading to dual flush toilets and more efficient urinary systems will significantly water consumption and wastage across these three premises.

In addition to the technical options above there is the need to continue to run energy awareness campaigns focused on promoting good energy housekeeping and behaviour (soft energy efficiency measures).

See Appendices 1 to 3 for the reports of the energy audits conducted across these three premises during December 2021.

Conclusion and Recommendation

That the Sustainability Committee should:

- Take assurance of this report
- Consider issues that should be escalated

Appendix 1: West Smithfield Campus: Robin Brooke Centre



Building Energy Profile Report

West Smithfield Campus: Robin Brooke Centre

Executive Summary

Preliminary Energy audit was conducted at the West Smithfield Campus (Robin Brooke Centre) during December 2021.

The Display Energy Certificate (DEC) rating of this building during the 2019/20 academic year was **D**.

This rating of D is an indication of the low level of thermal resistance (insulation) of the envelope of this building, the demand associated with energy consuming equipment and the impact of the heating, ventilation and air-conditioning (HVAC) systems. Inefficient buildings contribute to our carbon footprint and significantly affect our energy budgets.

Building Overview

The West Smithfield campus is primarily the Robin Brooke Centre, marked as Building 1 in the map below.



Table 1 show a summary of Robin Brooke Centre

Table 1 – General information related to the buildings in West Smithfield campus

#	Building name	Building Type	Building Address	GIA (m ²)	Year of Construction	Electricity kWh/m ² /Year*	Fossil Fuel kWh/m ² /Year*	DEC Rating
1	Robin Brooke Centre	Non-Residential	West Smithfield	3,404	1980	98.49	117.09	D

***2019-2020 academic year**

Description of Current Status and Findings

Building Envelope

The walls of the building are in satisfactory condition. This building was constructed and commissioned in 1980. Considering the age of this building and its current condition, it is assumed that the u values of these walls may not meet the current national standard. The current England u-value expected standard for Non-domestic buildings is a max. $U = 0.22 \text{ W/m}^2\text{K}$ for new buildings and $0.3 \text{ W/m}^2\text{K}$ for the refurbishment.



Figure 1: Examples of outside walls in buildings of the Robin Brooke Centre

The thermal properties of the windows and doors across this building do not meet the minimum national standards. The current England norms require max. $U = 1.4 \text{ W/m}^2\text{K}$ for the windows, roof windows, glassed roof-lights and glassed doors, $U=1.0 \text{ W/m}^2\text{K}$ for opaque doors, and $U=1.2 \text{ W/m}^2\text{K}$ for Semi glassed doors.

Most of the windows are single glazed with old wooden frames. It is therefore recommended that these inefficient windows are replaced with a minimum of double glazed windows or secondary glazing.



Figure 2: Examples of windows/doors in buildings of the Robin Brooke Centre

Heating Systems

The Robin Brooke Centre receives heating from its own gas district heating boiler. There are three gas-fired boilers, two of which are Hoval ULTRAGAS 3000 with capacity 3000 kW used for space heating (installed in 2018) and one Beaumont Minimaster 110 with output capacity 29.3 kW, which is used for hot water. The replacement of these boilers are not current priority because they have not yet reached the end of their expected lifetime (between 10 and 15 years).

In general, the heating accessories installed within the boiler room, such as the boiler, pumps, pipes, and valves are in an acceptable condition. The pipes are also properly insulated.



Figure 3: Installed boilers in the Robin Brooke Centre

Most of the radiators are double panel convectors and the thermostatic radiator valves are in working condition. The figures below show a sample of these radiators.



Figure 4: Examples of heating devices in the Robin Brooke Centre



Figure 5: Examples of heating pipes insulation

Water Consumption Equipment

All the taps across this building are water mixing, however water closet system are single-stage flushing tanks. It is recommended that the single-stage flushing tanks are replaced with

two-stage flushing systems. Figures below show sample of the water systems across Robin Brooke Centre



Figure 6: Examples of water mixing taps

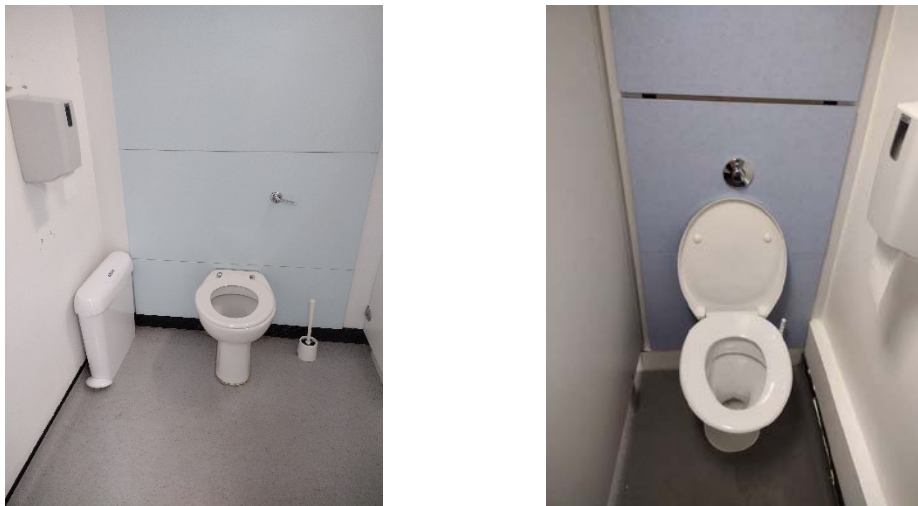


Figure 7: Examples of the one and two-stage toilet tanks

Lighting System

Majority of lighting systems within the Robin Brooke Centre are LEDs and fluorescent lighting without lighting passive infrared sensors (PIRs). Therefore, it is recommended that PIRs are installed across the corridors and toilets of Robin Brooke. Installing PIRs will significantly contribute to our achieving our six year 30% carbon reduction target and net zero aspiration. The figures below show samples of lighting systems across Robin Brooke Centre.

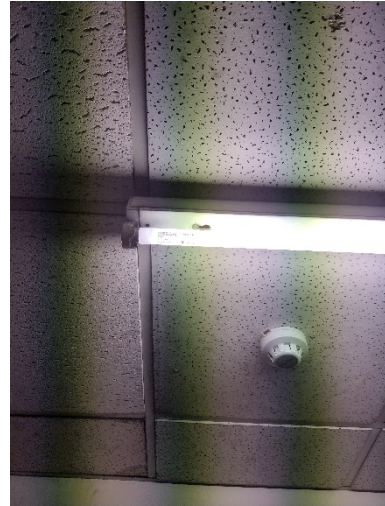


Figure 8: Examples of the lighting equipment in the Robin Brooke Centre

Recommendations

The Table below contain a summary of the recommended energy efficiency measures for the Robin Brooke Centre.

Name of Building	Replacement of the windows	Roof insulation	Boiler replacement	Water mixing taps	Dual flush toilets	Upgrade to LED lighting	Occupancy sensor
Robin Brooke Centre (West Smithfield Centre)	Yes	Yes	-	-	Yes	-	-

Appendix 2: Athletics Ground (Chislehurst Sports Ground)



Building Energy Profile Report

Athletics Ground (Chislehurst Sports Ground)

Executive Summary

Energy audit was carried out across Chislehurst Sports Ground during December 2021. The Display Energy Certificate (DEC) of rating of this Building during the 2019/20 academic year was **B**. This implies among many others that the thermal resistance of this building envelope (mainly upgraded to double glazed and secondary glazed) at an acceptable level.

Building Overview

The Chislehurst Sports Ground is made up of two buildings. The profile of these buildings are summarised in Table 1.

Table 1: General information related to the building in Chislehurst Sports Ground Pavilion

#	Building name	Building Type	Building Address	GIA (m ²)	Year of Construction	Electricity kWh/m ² /Year*	Fossil Fuel kWh/m ² /Year*	DEC Rating
1	Athletics Ground (Chislehurst Sports Ground)	Non-Residential	Perry Street, Chislehurst	1,539	1939	23.6	65.2	A

***2020-2021 academic year**

Description of Current Status and Findings

Building Envelope

The walls of these building are in satisfactory condition. The buildings were built in 1939. Taking into consideration the age of this building, it is assumed that the walls of these buildings may not meet the current u-value standard. However, a more detailed analysis of the thermal characteristics of this building will be required to determine the current u-values.

The current u-value expected standard for Non-domestic buildings require max. $U = 0.22$ W/m²K for new builds and 0.3 W/m²K for all refurbishments.



Figure 1: Examples of outside walls in buildings of the East Block in Chislehurst Sports Ground Pavilion



Figure 2: Examples of outside walls in buildings of the West Block in Chislehurst Sports Ground Pavilion

A significant proportion of the single glazed windows have been partially replaced by modern ones. However, small part of the windows have not been replaced. It is recommended to upgrade these sections of the single glazed windows.

The current standard require max. $U = 1.4 \text{ W/m}^2\text{K}$ for the windows, roof windows, glassed roof-lights and glassed doors, $U=1.0 \text{ W/m}^2\text{K}$ for opaque doors, and $U=1.2 \text{ W/m}^2\text{K}$ for Semi glassed doors.





Figure 3: Examples of outside windows/doors in buildings of the East Block



Figure 4: Examples of outside windows/doors in buildings of the West Block

Heating Systems

The Chislehurst Sports Ground's heating is from its own district heating boiler houses.

There are five gas fired boilers within the East Block building, two of these boilers type Purewell VariHeat Hamworthy and the other three are Thermo WRAS BFC 80 G with capacity 78 kW. Domestic hot water (DHW) is also derived from these boilers.

Two heating oil boilers are located within the West Block building. One of these is a type Potterton NXR3 with capacity 250 kW (Year of manufacture 2003) and the other is a Sime 1R8 Freestanding boiler with capacity 93.8 kW (Year of manufacture 2003). This boiler house serves the purposes of heating and DHW.

Currently, the replacement of these five boilers is not a priority because they have not reached the end of their expected lifetime (10-15 years).



Figure 5: Boilers in the East Block



Figure 6: Boilers in the West Block and oil tank

Across the East Block building most of the radiators are single or double panel convector radiators with functional thermostatic radiator valves.

Across the Western Block, most of the heating devices are cast iron radiators with radiator valves or non-insulated heating pipes without controls. The pipes in unheated areas are usually well insulated. The figures below show samples of installed heating equipment.



Figure 7: Examples of heating devices in East Block



Figure 8: Examples of heating devices in West Block



Figure 9: Examples of heating pipes insulation in East Block

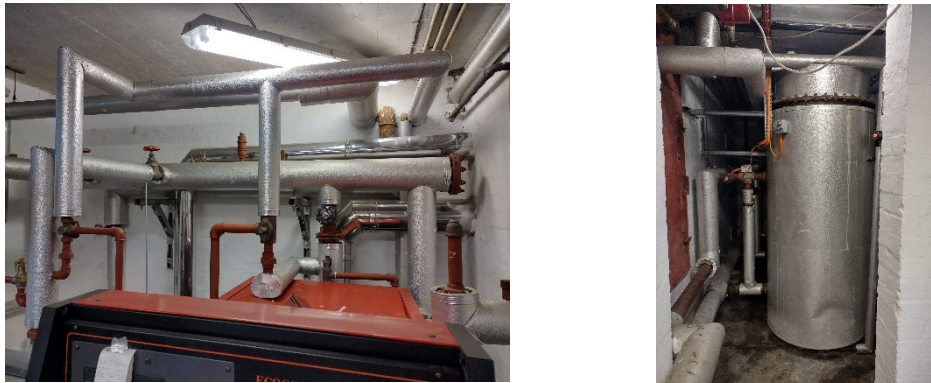


Figure 10: Examples of heating pipes insulation in West Block

Water Consumption Equipment

Across the East Block water mixing taps are generally installed. Also, there is one swimming pool and several shower rooms. All toilet tanks are single stage flushing tanks. It is recommended to replace separate cold and hot water taps with water mixing taps with water aerator and timer flow. As well as single-stage tanks with two-stage flushing. The figures below contain samples of water consumption equipment devices.



Figure 11: Examples of water equipment in East Block



Figure 12: Examples of the one -stage toilet tanks in East Block

Across the West Block water mixing taps are not commonly installed. Also, there are two swimming pools, several shower rooms. All toilet tanks are single stage flushing tanks. It is recommended to replace separate cold and hot water taps with water mixing taps with water aerator and timer flow. As well as single-stage tanks with two-stage flushing. The figures below contain samples of water consumption equipment devises.



Figure 13: Examples of water equipment in West Block



Figure 14: Example of the one -stage toilet tanks in West Block

Lighting System

The majority of lighting systems across these premises comprise of LED and fluorescent lighting. Passive infrared sensors (PIRs) are not insulated. It is proposed to install PIRs across the corridors and toilets of both blocks. Such intervention will contribute to the delivery of our six-year 30% carbon reduction target and net zero aspiration. The figures below contain samples of lighting systems across Chislehurst Sports Ground.

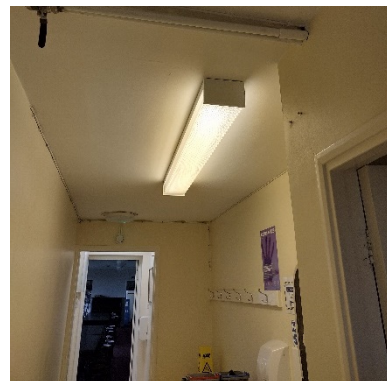


Figure 15: Examples of the lighting equipment in East Block

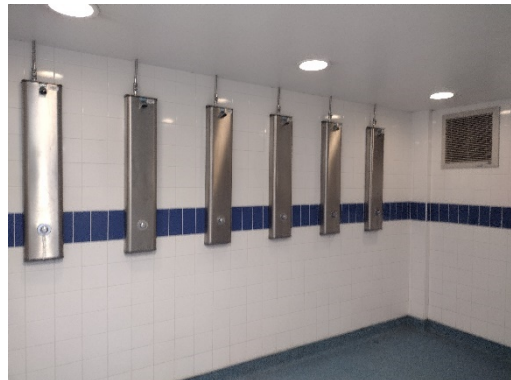
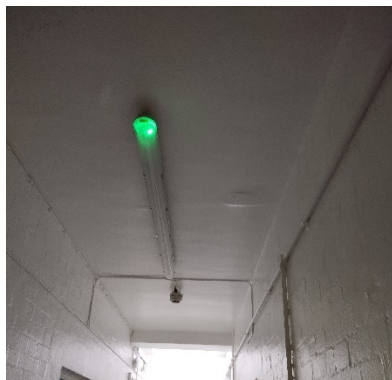


Figure 16: Examples of the lighting equipment in West Block

Recommendations

The Table below contain an overview of the energy efficiency recommendations from this audit.

Name of Building	Replacement of the windows	Roof insulation	Boiler replacement	Water mixing taps	Dual flush toilets	Upgrade to LED	Occupancy sensor
East Block	Yes (small part)	Yes	-	Yes	Yes	Yes	Yes
West Block	Yes (small part)	Yes	Yes (old heating oil boiler)	Yes	Yes	Yes	Yes

Appendix 3: Lincoln's Inn Fields Campus



Building Energy Profile Report

Athletics Ground (Chislehurst Sports Ground)

Executive Summary

Preliminary energy audit was carried out at Lincoln's Inn Fields during December 2021. Current Display Energy Certificate (DEC) rating of this building is **B**. This may imply that the thermal resistance of this building envelope (mainly upgraded to double glazed by installing secondary sashes) are at an acceptable level.

Building Overview

The Lincoln's Inn Fields composed for one building called the Centre for Commercial Law (1).



The table below contains a summary of the characteristics of this building.

Table 1: General information related to the building in Lincoln's Inn Fields campus

#	Building name	Building Type	Building address	GIA (m ²)	Year of construction	Electricity kWh/m ² /Year*	Fossil Fuel kWh/m ² /Year*	DEC Rating
1	Centre for Commercial Law	Non-Residential	Lincoln's Inn Fields	2,797.29	1939	71.99	-	B

*2020-2021 academic year

Description of Current Status and Findings

Building Envelopes

The walls of this building appear to be in satisfactory condition. The building was built in 1939. Taking into considering the age of this building, it is assumed that the walls would not meet the u-value standards. Further technical analysis will be required to determine the current u-value of the walls of the Lincoln Inn's Field building.

The current u-value standard for Non-domestic buildings require max. $U = 0.22 \text{ W/m}^2\text{K}$ for new builds and $0.3 \text{ W/m}^2\text{K}$ for all refurbishments.



Figure 1: Examples of outside walls

Majority of the single glazed windows have been upgraded to double glazed with secondary sashes. However, small part of the windows have not been replaced. It is recommended that these sections are upgraded.

The current England norms require max. $U = 1.4 \text{ W/m}^2\text{K}$ for the windows, roof windows, glassed roof-lights and glassed doors, $U=1.0 \text{ W/m}^2\text{K}$ for opaque doors, and $U=1.2 \text{ W/m}^2\text{K}$ for Semi glassed doors.



Figure 2: Examples of windows/doors in buildings

Description of Current Status and Findings

Heating and Ventilation Systems

The Centre for Commercial Law receives heating energy from its own electric radiators and fan coil units. The building receives Domestic hot water (DHW) from its own electric heaters.

The figures below contain sample of the heating systems across Lincoln Inn's Field:

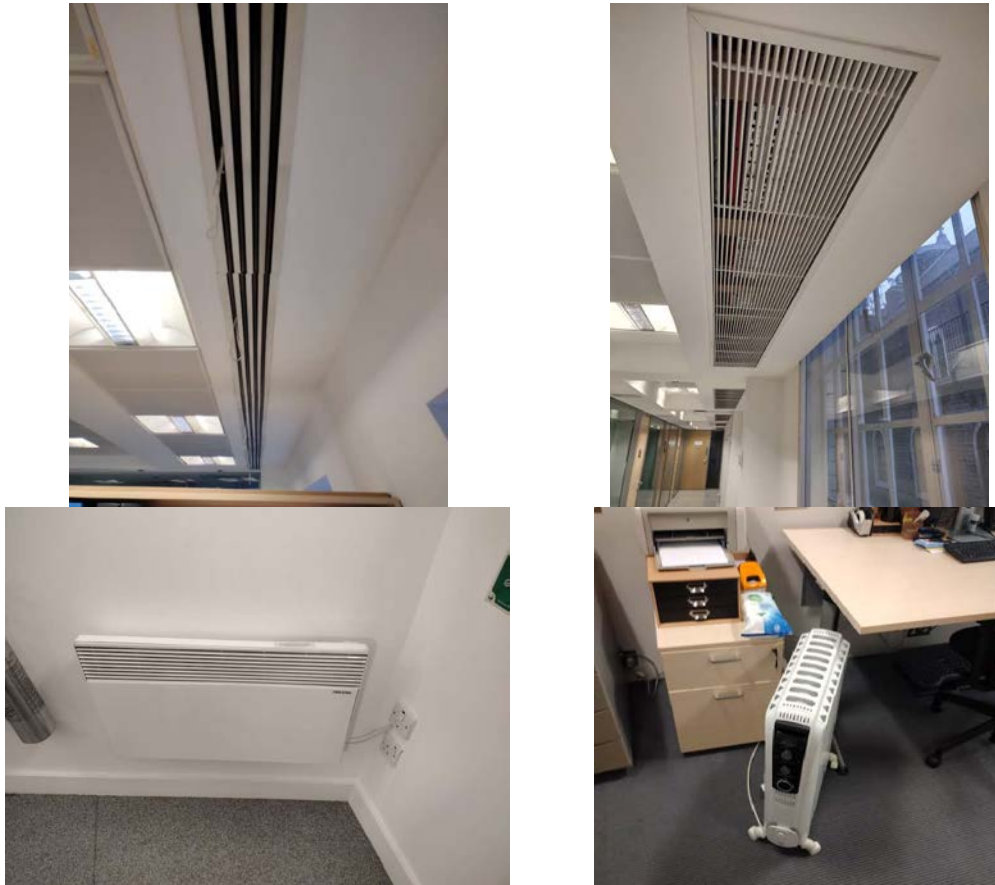


Figure 3: Examples of heating devices

Water Consumption Equipment

Water mixing taps are installed across this building, however toilet tanks are single-stage flushing tanks. It is recommended that single-stage tanks are upgraded to two-stage flushing. The figures below contain samples of water systems across Lincoln Inn's Field.



Figure 4: Examples of water mixing taps



Figure 5: Examples of the one and two-stage toilet tanks

Lighting System

Most of the lighting systems within this building are LED with passive infrared sensors (PIRs). The figures below contain samples of the lighting systems across Lincoln Inn's Field.

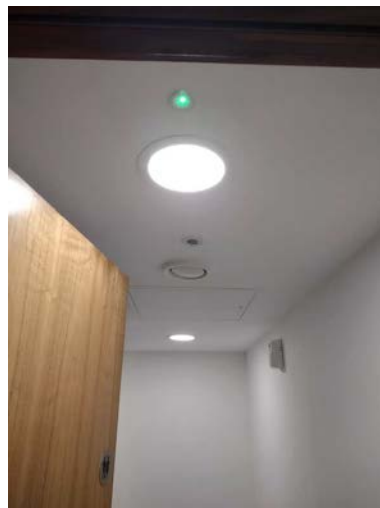


Figure 6: Examples of the lighting equipment

Recommendations

Below are the recommended interventions for the Lincoln Inn's Field:

- Wall insulation (after technical evaluation)
- Roof insulation (after technical evaluation)
- Upgrade windows across single glazed sections
- It is recommended to replace the one-stage tanks with two-stage flushing (not a high priority)
- Install PIRs across the Lincoln Inn's Field



Sustainable Food and Catering Policy

Outcome requested:	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> • Review this updated Sustainable Catering Policy • Approve this policy
Executive Summary:	<p>The sustainable catering policy sets out the sustainable food and catering priorities of Queen Mary, University of London (Queen Mary). The content of this updated policy have not significantly been changed.</p> <p>We have included some specific targets and objectives.</p>
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	<ul style="list-style-type: none"> • Queen Mary's Environmental Policy 2021 • Queen Mary's Environmental Sustainability Action Plan (2020-23) • The Environmental Protection Act 1990 • The Environment Act 1995 • The Clean Air Act 1993 • The Climate Change Act 2008 • Environmental Permitting Regulation (England and Wales) 2016
Consideration of Strategic Risks:	<ul style="list-style-type: none"> • Regulatory compliance • Reputation
Subject to Prior and Onward Approval by:	<ul style="list-style-type: none"> • Not Applicable
Confidentiality and Distribution:	Not Restricted
Equality Impact Assessment:	Not Applicable
Author(s) :	James Cornwall-Walker, Head of Catering Services
Date:	24 January 2022

Sustainable Catering Policy

Queen Mary University of London (Queen Mary) is a Russell Group University and one of UK's leading research-focused higher education institutions. We offer our students a stimulating, supportive and high quality learning experience.

Queen Mary is committed to exploring all opportunities, which ensures that all food bought, consumed and prepared across our catering outlets have as little as possible impact on the environment, including growing and making use of fruit and vegetables from our own allotments and fruit trees planted on the Mile End Campus.

We are committed to:

- Become a member of the Sustainable Restaurant Association, and using the available resources to focus greater effort on the production and service of lower carbon menus.
- Use local, seasonally available ingredients as standard, to minimise food transport and storage
- Exclude fish species identified as most at risk by the Marine Conservation Society and specifying fish only from sustainable sources
- Ensure that meat, dairy and egg products are produced to high environmental, ethical and animal welfare standards, for example Red Tractor certified UK produce.
- Buy fair-trade and certified products for foods and drinks imported from poorer countries to ensure a fair deal for disadvantaged producers, and continuing to work with companies that have a strong corporate social responsibility
- Specify produce from farming systems that have minimal environmental harm and under ethical standards, such as Paddy & Scotts coffee which invest in educational schemes for farm workers.
- Continue to deliver and increase the proportion of meals rich in fruit, vegetables, pulses and nuts, while reducing foods of animal origin, especially grazing ruminants.
- Embed energy efficiency and good energy management practices across all our catering processes
- Continue to ensure that free tap water is available across our campuses as well as sell our drinks in infinitely recyclable cans, avoiding single use plastic
- Ensure that all major catering and food suppliers have certified environmental management system (EMS) such as ISO 14001:2015 EMS



Ian McManus
Director of Estates, Facilities and Capital Development



ESAP Update: Environmental Sustainability Performance

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 some highlights of our environmental sustainability performances: <ul style="list-style-type: none"> • We are pleased to report that we moved up 47 places from 83 to 36 in the 2021 People & Planet University Sustainability League Table • Ten colleagues between our Malta and London campuses successfully completed the foundation certificate in environmental management (FCEM) • These colleagues have been admitted as Associate members of the Institute of Environmental Management and Assessment (IEMA) and are currently actively supporting the delivery of our commitment to attaining ISO 14001:2015 EMS by July 2022 as well as continue to improve our environmental performance • An overview of our 2021 Sustainability Week and our responses to the suggestions we received from diverse stakeholders across our University • Some recent initiatives that we have implemented to support the delivery of our current environmental objectives
Alignment with: <ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	<ul style="list-style-type: none"> • Queen Mary's Environmental Policy 2021 • Queen Mary's Environmental Sustainability Action Plan (ESAP) 2020-2023
Consideration of Strategic Risks:	<ul style="list-style-type: none"> • <i>Regulatory compliance</i> • <i>Reputation</i>

Subject to Prior and Onward Approval by:	<i>Not Applicable</i>
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Philip Tamuno, Head of Sustainability
Executive Leads:	Ian McManus, Director of Estates and Facilities Philippa Lloyd, Vice Principal Policy and Strategy Partnerships
Date:	<i>24 January 2022</i>

ESAP Update: Environmental Sustainability Performance

Executive Summary

This report contains some highlights of our environmental sustainability performances:

- We are pleased to report that we moved up 47 places from 83 to 36 in the 2021 People & Planet University Sustainability League Table
- Ten colleagues between our Malta and London campuses successfully completed the foundation certificate in environmental management (FCEM)
- These colleagues have been admitted as Associate members of the Institute of Environmental Management and Assessment (IEMA) and are currently actively supporting the delivery of our commitment to attaining ISO 14001:2015 EMS by July 2022 as well as continue to improve our environmental performance
- An overview of our 2021 Sustainability Week and our responses to the suggestions we received from diverse stakeholders across our University
- Some recent initiatives that we have implemented to support the delivery of our current environmental objectives

Environmental Performance: 2021 People & Planet Sustainability Table

We are pleased that the coordinated initiatives that we implemented over the last two years to support the delivery of our commitment to respond to current and emerging environmental challenges and integrate the principles of sustainable development into all aspects of our operations contributed to our current position in the People & Planet University League Table.

We moved up 47 places from ranked 83 (Second Class Lower) in 2019 to 36 (Second Class Upper) in the 2021 Sustainability League Table (no assessment was conducted in 2020).

The People & Planet's League Table is the only comprehensive and independent assessment of the environmental and ethical performances of all UK universities and colleges.

In recognition of the continuing professional development (CPD) sustainable development courses that we currently offer to all our students and staff and our current approach in integrating sustainability across all our academic offering, we were ranked joint 10th on education for sustainable development. We are also currently ranked 10th out of 24 Russell Group Universities and 8th out of 35 London based Universities.

We are proud of the progress that we have made over the last two years and we will continue to work towards becoming one of UK's leading environmentally friendly Universities.

The Table below summarises our performance 2019 and 2021 performances.

Table: Queen Mary: People & Planet Sustainability Performance (2019 and 2021)

Scope	Weighting	2019 Score	2019 %	2021 Score	2021 %
Environmental Policy and Strategy	4	0.8	20%	3.6	90%
Human Resources for Sustainability	8	0.0	0%	4.4	55%
Environmental Auditing and EMS	10	0.0	0%	10.0	100%
Ethical Investment	7	2.8	40%	1.8	25%
Carbon Management	7	5.3	75%	3.9	55%
Workers' Right	6	4.5	75%	4.8	80%
Sustainable Food and Catering	4	1.6	40%	2.0	50%
Staff and Student Engagement	5	1.3	25%	4.0	80%
Education for Sustainable Development	10	1.4	13.5%	9.9	99%
Energy Sources	8	1.4	17.5%	1.4	17.5%
Waste and Recycling	8	2.0	25%	1.0	13%
Carbon Reduction	15	11.3	75%	10.1	68%
Water Reduction	8	2.7	33.5%	1.3	16.8%
Percentage	100%	34.9%		58.2%	
Classification & Rank		2 ² & Ranked 83		2 ¹ & Ranked 36	

- Environmental Policy, Strategy and leadership: A member of the Senior Executive Team (SET) is Our Executive Sustainability Lead. In addition, we have a current environmental policy and environmental sustainability action plan (ESAP 2020-23)
- Human Resources for Sustainability: We demonstrated that we have staff with defined responsibilities to support the delivery of our environmental policy and ESAP 2020-23

- Environmental Audit and Environmental Management System (EMS): We currently have an external certified EMS via EcoCampus.
- Staff and Student Engagement: Currently membership of our Sustainability Committee is represented by staff, staff groups, Trade Unions and the Students Union. In addition:
 - We currently have a network of Environmental Sustainability Champions
 - Active participation of staff and students in our environmental sustainability journey. Such as our Environmental Associates
 - Currently our Centre of Public Engagement actively engaged with and supported relevant partners and stakeholders
- Education for Sustainable Development: We currently offer all Staff, Students and Researchers CPD courses on environmental sustainability and sustainable development. We are also show-casing (on our web site) various research and teaching initiatives in the area of sustainable development
- Workers' Right: We are currently a London Living Wage Employer and we demonstrated our commitment to equality for staff and monitoring of our supply chain (such as being a member of London Universities Purchasing Consortium)

We will want to use this opportunity to commend 6 of our 12 first cohort of Environmental Associates. These 6 colleagues significantly contributed to Queen Mary attaining EcoCampus Gold Environmental Management System (EMS) certification award in July 2021.

We are also pleased that these colleagues have continued to be actively involved in our network of environmental sustainability champions and in promoting the benefits of good environmental practices across our University. These Environmental Associates are:

- Maria Caballero-Blaya, PA To Director's Office Team, Blizard Institute Of Cell And Molecular Science
- Emanuela Nova, Industrial Experience and Study Abroad Manager, School of Economics
- Ciaran Donnelly, Library Supervisor and Unison Representative
- Martin Sharp, Data Analyst, Institute of Health Sciences Education
- Kate Thornton, Technical Resource manager and Coordinator of Queen Mary's Laboratory Efficiency and Assessment Framework (LEAF)
- Thomas Stockton, Sustainability Coordinator, Students' Union

Inaugural Sustainability Week 2021

Our Maiden Sustainability Week was held between 18 and 22 October 2021. During this week, we hosted a wide range of activities, events and presentations to highlight the risks associated with climate change and other major environmental challenges. We also showcased our operational responses to these challenges and a selection of research across our University.

See Appendix 1 for the full programme of our 2021 Sustainability Week and we hope that more stakeholders will contribute and participate in our 2022 Sustainability Week.

Over 150 staff, students and partners attended (in-person) various events that we hosted during this week and a conservative estimate of those that joined these events remotely is approximately 500 participants.

We received a retinue of contributions, pledges and suggestions from staff and students during this week and one of our responses to these pledges is that we will be launching a GreenMary Fund (during February 2022). The GreenMary fund will be open to all staff and students to apply for a maximum of £500 to support the delivery of any initiatives within the scope of our environmental sustainability action plan (ESAP 2020-23) and / or specific outcomes associated with the United Nations Sustainable Development Goals (UN SDGs). Email sustainability@qmul.ac.uk for further information about the GreenMary fund, in addition the call for applications will be announced and shared via e-bulletin and all our social media platforms.

Responding to Climate Crisis: Campaign

One of our recent practical responses to the challenges associated with climate change is that we launched a campaign tagged “Climate Crisis: Let Us Stop Wasting Energy”. This campaign is being coordinated by our Sustainability and Energy Manager. This campaign is aimed at promoting the benefits of good energy practices as well as a call to all staff and students to stop energy wastage as part of their individual contribution and response to the current climate crisis.

As part of this campaign, we have:

- Published energy saving messages within our November 2021, December 2021 and January 2022 pay slips
- An article on "[Climate Crisis: Let use Stop wasting Energy](#)" was include in one of our December 2021 e-bulletins (this article can also be accessed via our www.qmul.ac.uk/sustainability)
- Shared messages via the Residential Services newsletter (Roundup) energy savings tips. In addition, our Sustainability and Energy Manager shared energy saving tips with a group of students from the School of Engineering and Material Science (SEMS)
- We used the opportunity to feature our Sustainability and Energy Manager profile to promote the benefits of good energy practices and our recent carbon reduction interventions
- We will soon be rolling out energy saving tips on computer lock screens and digital display screens across our campuses.
- The contractor appointed to deliver our heat decarbonisation plan (HDP) have completed the survey of 56 buildings. This HDP is funded from the grant of £124,399.20 that we received as part of the Government's Low carbon Skills Fund. The HDP will be used as the framework on which we will deliver our net zero aspiration.

Embedding Sustainability

We have continued to engage with all relevant stakeholders as well as provide opportunities for all staff and students to be involved in our environmental sustainability journey and to embed good environmental practices across all areas of our operations.

Below are some initiatives that we are implementing to embed good environmental practices across Queen Mary:

- Between May 2020 and January 2022, 547 students have registered for our CPD online course on sustainable development.
- Over the last 18 months, 137 staff and PhD research Scholars and 3 partners have completed the CPD IEMA Environmental Sustainability Skills for the Workforce Course. Some of these colleagues are currently involved in our Environmental Sustainability Champion network and LEAF programme.
- The Sustainability Coordination (SU) have continued to coordinate the ReUse scheme focused on resource efficiency and waste avoidance

- The used-book return service that we provide from our Mile End campus have continued to be popular among all staff, students and visitors
- Our Residential Services Team has continued to support and collaborate with the Sustainability Team in implementing various initiatives that are aligned to our overriding purpose of building a Queen Mary community with support and empathy on campus to allow students to achieve their potential while studying at Queen Mary. Below are some of these initiatives:
 - Following feedbacks from students during the 2020/21 academic year. A dedicated environmental sustainability module now exists within our welcome package for all students. Over 700 residents have completed this module.
 - Supported the Queen Mary Reuse campaign (a joint initiative between the Students Union and the Sustainability Team). Donated items during June 2021 move out were sorted and available for new and returning students in September 2021. In addition, food or other items were donated to the Bow Foodbank. This is an on-going campaign.
 - Delivered series of connected wellbeing and mental health initiatives to connect residents to our local community. For example, the “Pick, Paint and Plant” banner event, in which they used paint to express themselves.
 - “Make Sustainable Food Choices” campaign was carried out at the Curve Restaurant during October 2021.
 - During January 2021 we have been promoting the “Zero Waste Shop” that will be opening in February 2022, “Veganuary” via student blog as well as promoting tips about local vegan restaurant.

In addition to the above initiatives implemented to embed good environmental practices across our campuses, we recently delivered the five-day Foundation Certificate of Environmental Management (FCEM) course to colleagues between our Malta and London campuses. Ten of these staff that successfully complete this course have been admitted as Associate Members of IEMA. These colleagues would be actively involved in the implementation of our ISO 14001:2015 EMS and promoting the benefits of good environmental management practices across all areas of our operations

We want to use this as an opportunity to congratulate the colleagues below that are currently Associate Members of IEMA:

- Justin Agius, Operations Manager (Malta Campus)

- Daniela Attard, Communications and Continuous Improvement Officer (Malta Campus)
- Peter Milewski, Crime Prevention Manager
- Carl Galloway, Security Officer
- Syed Sher (Junaid), Patrol Officer
- Muhammad Rafiq, Patrol Officer
- Caterina Larosa, Executive Assistant
- Bronwen Eastaugh, Student Engagement and Partnership Manager
- Barbara Kenya, Sustainability and Environment Manager
- Liudmyla Pasichnichenko, Sustainability and Energy Manager

Environmental Management System (Certification)

As part of our commitment to continue to improve our environmental performance; we are currently working towards our ISO 14001:2015 and EcoCampus Platinum EMS certification audit. This audit is scheduled to take place between 11 and 14 April 2022 across our London and Malta campuses.

In preparation for this audit, we commissioned Loreus to conduct pre-ISO 14001:2015 EMS audits across our Mile End, Whitechapel and Charterhouse Square campuses as well as to deliver training sessions on environmental regulatory compliance, environmental auditing and environmental management system (EMS).

We are currently reviewing and updating all our environmental management procedures and supporting tools. These tools and procedures will be used to provide assurance of our environmental performance as well as to continue to embed good environmental practices across all areas of our operations.

Conclusion and Recommendations

That the Sustainability Committee should:

- Take assurance of this report
- Consider issues that should be escalated

Appendix 1: Sustainability Week 2021: Programme of Event

Throughout the Week

- Art Installation: OCA RED: Living Beyond the End of the World
 - Art installation and video projection by Takumã Kuikuro, Gringo Cardia, and Paul Heritage which will become part of the official “green zone” at COP26
 - All week, 10am-4pm, Room G.34, Arts One Building, Mile End Campus
- Art Installation: Natural Future Museums
 - What would it mean to confer museum status on existing Indigenous lands that play a key role in climate action? Art installation and video projection exploring the indigenous, communal world of the Brazilian Amazon by Takumã Kuikuro and Thiago Jesus from the team at People's Palace Projects which will become part of the official “green zone” at COP26
 - All week, 10am-4pm in the Mathematical Sciences Building Foyer, Mile End Campus
- One Planet Plate- How Green is Your Meal?
 - Head to The Curve between 18 October and 26 November to sample the sustainable ‘One Planet Plate’ options available each week to lower your carbon footprint and learn about eating sustainably. This event is part of Queen Mary's participation in the SU-EATABLE LIFE project.
 - All week- 8am-7:30pm, The Curve Restaurant, Mile End Campus
- International Business and Sustainability Essay Contest
 - Take part in the School of Business and Management's essay contest, open to students from all courses designed to channel the initiative and creativity of the University's students in exploring the relationship between international business and the promotion of a sustainable planet. The essay theme is: 'What is the relationship between business operations and environmental sustainability?' Prizes are available to the best entries including a £100 book voucher and certificates. Please refer to QMplus for further details.
 - Entries must be received via QMplus by 23:59 on Tuesday 19 October 2021
- Opening soon- Zero Waste Shop on Mile End Campus
 - A new retail store will be opened in January 2022 offering a wide range from pasta, rice and grains to cleaning products, beauty essentials, all the way to lifestyle products, all with no or limited packaging. Just bring or purchase your container, weigh up your product and pay via our designated Zero Waste Shop app. Sustainability is key in this concept store even in our Deli Section. From vegan snacks to salads, everything is packaged in recyclable materials. The

new store will be located in the old Book Shop near the Student Union Hub. Keep your eyes peeled for more information coming soon.

Monday Day 1: 18 October 2021

- Sustainability Week 2021 Opening Ceremony (4pm-4.45pm)
 - To launch our Sustainability Week, Dr Philip Tamuno, Head of Sustainability and esteemed guests will be talking you through our events for the week and how we can all make a difference in combatting climate change.
 - Speakers will include:
 - Dr Philippa Lloyd- Vice Principal Policy and Strategic Partnerships
 - Climate Crime and Justice- Dr Thomas MacManus, Acting Director of the International State Crime Initiative
 - Climate Change and Water Resources- Professor Kate Heppell, Professor of Physical Geography
 - People's Palace Projects Events- Professor Paul Heritage

The Octagon, Queens' Building, Mile End Campus & streaming online

- Marking the Impact of the Pandemic: Tree Planting
 - As part of a series of activities across Tower Hamlets to mark the local impact of the Covid-19 pandemic, we will be planting fruit trees at the Charterhouse Square, Whitechapel and Mile End campuses alongside a time for reflection, remembering and thanking all those affected during the past 18 months.
 - Please join us for the planting events;
 - Charterhouse Square: meet 9:55am at the central lawn (15mins)
 - Whitechapel: meet 11:25am outside Floyer House (15mins)
 - Mile End: meet 2pm at the Green Mary Garden (situated behind village shop)

Tuesday Day 2: 19 October 2021

- Research Showcase: Sustainable Materials for Energy Storage Devices
 - Join Dr Ana Sobrido, Reader in Sustainable Energy Materials to learn how Queen Mary research is turning paper waste into batteries. Attendees will be able to witness the steps involved in turning lignin, a form of biomass waste into electrodes for edox flow batteries, used in renewable energy storage
 - Lab 143, First Floor, School of Engineering and Materials Science
 - Tours last 30 minutes, booking slots available 10am-12pm & 2pm-4pm

- Physics and Astronomy Society: Climate change, International development, and Renewable Energy Talk
 - Join students from the PsiStar Society and Professor Alan Drew from the School of Physical and Chemical Sciences for a talk on Indonesia's approach to a 'green energy revolution' and related social, political and financial considerations. You'll be able to hear about Professor Drew's research and have the opportunity to ask questions.
 - G.O. Jones Lecture Theatre, 5pm

Wednesday Day 3: 20 October 2021

- Campus Biodiversity Volunteering
 - Join the sustainability team to help enhance our campus green spaces
 - 11am–1pm- meet at the Green Mary Garden, Mile End Campus (behind Village Shop- building 52 on campus map).
- Industry Spotlight Series: Sustainability
 - The School of Business and Management welcome students from the school to this virtual careers session with professionals in the sustainability sector. The speakers will provide an insight into their roles, how they got there and answer any questions that you may have.
 - 4–5pm taking place virtually
 - School of Business and Management (SBM) students will have received a calendar invite for the session, please follow the link provided
- Equity and Sustainable Healthcare: A Panel Discussion
 - The Community Based Medical Education (CBME) team will be hosting a Virtual panel discussion on 'Equity and Sustainable Healthcare'. Join the group to discuss a collaborative vision for the sustainable provision of fairer environments, community initiatives and supportive endeavours to deliver sustainable healthcare.
 - 4–5pm taking place virtually via Zoom
- Film screening of Yamiyhex: As Mulheres Espírito + Q&A
 - Preview screening of Yãmiyhex (women-spirit) plus a Q&A session with Paul Heritage (Queen Mary University of London); Lucia Sá (University of Manchester) and Sueli Maxakali (Yãmiyhex Indigenous film-maker) ahead of the 1st Brazil Indigenous Film Festival UK
 - 6-8pm at the Hitchcock Cinema, Arts One, Mile End Campus

Thursday Day 4: 21 October 2021

- Campus Foraging Walk
 - Our campuses are home to a range of edible plants, berries and herbs. Join Queen Mary's Grounds and Gardens Supervisor Dimitrisz Sopisz for a foraging tour of campus.
 - 12-1pm- meet at the Green Mary Garden, Mile End Campus (behind Village Shop- building 52 on campus map).
- Embedding Sustainability in the Curriculum Workshop
 - This workshop offers an introduction to ways in which sustainability can be integrated into the curriculum which is open to staff and students. Queen Mary's Sustainability Action Plan includes the aim to 'Embed sustainable development and good environmental management into our curriculum'; therefore, the workshop will enable you to explore the relevance of sustainability to your own disciplinary area. You will also have the opportunity to explore examples of ways of including sustainability within curricula and to generate, share and discuss ideas for integrating sustainability within your own course.
 - 1.00 - 2:30pm, taking place online
- Canal Clean-Up
 - Help us to keep the Regent's Canal alongside campus clean and support local wildlife. All equipment provided including nets, gloves and litter pickers.
 - 1.00 - 3pm – meet outside the Students' Union Hub at 1pm
- The Role of Women in Managing Climate Change
 - The Energy & Climate Change Institute, Queen Mary, University of London and Clifford Chance are delighted to invite you to the Annual Lecture on Climate Change. We will hear from our keynote speaker, Emma Howard Boyd, Chair, Environment Agency, with a follow-up discussion with Claire Perry O'Neill, Managing Director for Climate and Energy at the World Business Council for Sustainable Development, as we discuss the key themes and developments shaping the area, with a special focus on the role of women as instigators of change, and the disproportionate impact of climate change on women. With COP26 around the corner, now is the perfect opportunity to help shape the conversation. The session will be introduced by Clare Burgess, Partner and ESG Board Member at Clifford Chance, and will finish with the opportunity to pose your questions to the panel.
 - 5:30–7:30pm – Clifford Chance, Canary Wharf and streaming online

Friday Day 4: 21 October 2021

- Sustainability Week 2021 Closing Ceremony (3pm-3.45pm)
 - Opening Comments: Dr Philippa Lloyd
 - Highlights of Sustainability Week & Pledges from the Queen Mary Community:
Dr Philip Tamuno
 - International Business and Sustainability Essay Competition Winners
Announcement: Dr Fernando Barrio, Adi Sawalha, Radhika Thiagarajan and
Saynab Sharif
- Closing Remarks: Dr Philip Tamuno
- The Octagon, Queens' Building, Mile End Campus & streaming online
- 1st Brazil Indigenous Film Festival UK
 - In the lead-up to the UN Climate Summit, COP26, People's Palace Projects, Queen Mary University of London and The University of Manchester, in partnership with the ICA and APIB, present 12 productions by Indigenous filmmakers from Brazil, home to the world's largest remaining rainforest. The three-day festival features shorts films, documentaries and animations that raise Indigenous voices. The programme celebrates their rituals and heritage and asserts their rights to their lands and to cultural expression, which have been brazenly dismantled and vilified under Brazil's current government.
 - Begins 6:15pm, Institute of Contemporary Arts



Sustainability Leadership Scorecard: Public & Public Engagement

Outcome requested:	That the Sustainability Committee should: <ul style="list-style-type: none"> • Take assurance of this report • Consider issue(s) that should be escalated and • Approve this SLS' score
Executive Summary:	This report presents an overview of Queen Mary's Public & Community Engagement through the lens of the Sustainability Leadership Scorecard (SLS). In 2020, the SLS score was 15/32. This has increased to a current SLS score of 27/32, and with ongoing initiatives we anticipate this increasing to 31/32.
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 • The Environment Act 1995 • UN Sustainable Development Goals (UN SDGs) • Queen Mary Environmental Policy 2021 • Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023 • Queen Mary Public Engagement Action Plan 2022 • Queen Mary External & International Engagement Enabling Plan
Consideration of Strategic Risks:	<ul style="list-style-type: none"> • Reputation
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) :	Emily Burns, Director of the Centre for Public Engagement
Date:	24 January 2022

Sustainability Leadership Scorecard: Public and Public Engagement

Executive Summary

This report presents an overview of Queen Mary's Public & Community Engagement through the lens of the Sustainability Leadership Scorecard (SLS). In 2020, the SLS score was 15/32. This has increased to a current SLS score of 27/32, and with ongoing initiatives we anticipate this increasing to 31/32.

Overview of SLS results: Current scores and target scores

Each Framework Area is assessed against eight criteria. The table below details the assessment of the Centre for Public Engagement (CPE) against the definitions provided, allocating a score for where we are currently and where we would like to be by 31 July 2023.

In 2020, the SLS score was 15/32. This has increased to a current SLS score of 27/32, and with ongoing initiatives we anticipate this increasing to 31/32.

Our key areas of improvement are: Action Planning, Measurement, Communication & Implementation/Performance.

The Table below summarises the trend in our SLS performance scores.

Criteria	Academic Year	1	2	3	4
Policy and Strategy	2019/20				
	2020/21 Target				
	Current				
	2021/22 Target				
Stakeholder Engagement	2019/20				
	2020/21 Target				
	Current				
	2021/22 Target				
Action Planning	2019/20				
	2020/21 Target				

Criteria	Academic Year	1	2	3	4
	Current	■			
	2021/22 Target	■			
Measurement	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Communication	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Training and Support	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Implementation and Performance	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Link to the Curriculum	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			

Details of SLS results

1. Policy and 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: 4	Target Score: 4
There is an aligned policy for community and public engagement, reviewed	There is an aligned policy for community and public engagement, reviewed

Current Score: 4	Target Score: 4
regularly with clear reporting lines within the formal management structure.	regularly with clear reporting lines within the formal management structure.
<p>Score Narrative:</p> <p>The CPE has developed a Public Engagement Action Plan, based on feedback as part of becoming the first university to be awarded the Platinum Engage Watermark by the NCCPE. This Action Plan forms part of the wider External & International Engagement Enabling Plan.</p> <p>The CPE reports to the VP Policy & Strategic Partnerships, is supported by the Deputy VP Impact (Civic, Culture & Community), and has an established cross-university Public Engagement Leadership Forum.</p>	<p>Target Narrative:</p> <p>Maintain this standard</p>

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: 4	Target Score: 4
Relevant stakeholders are actively informing the review of public and community engagement and help shape its development. The policy is good practice.	Relevant stakeholders are actively informing the review of public and community engagement and help shape its development. The policy is good practice.
<p>Score Narrative:</p> <p>The CPE has established a Public Engagement Leadership Forum, where individuals leading public and community engagement across Queen Mary come</p>	<p>Target Narrative:</p> <p>Maintain our current performance and continue to engage with all relevant stakeholders.</p>

Current Score: 4	Target Score: 4
<p>together to share accountability for Queen Mary's public and community engagement. This group will work together to implement the new Public Engagement Action Plan.</p> <p>The development of Queen Mary's Civic University Agreement has involved over 200 internal and external stakeholders, including residents, faith or community groups, businesses and other large anchor institutions.</p>	<p>The Civic University Agreement will have ongoing touch points with internal and external stakeholders, in the form of appropriate advisory/steering groups or networks (TBC).</p>

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: 3	Target Score: 4
<p>Action plans incorporate objectives but little evidence of driving activity across the institution.</p>	<p>Action plans for community and public engagement incorporate objectives and associated targets and clearly demonstrate activity across the organisation.</p>
<p>Score Narrative:</p> <p>The CPE now has a Public Engagement Action Plan, with specific objectives linked to team members. The Public Engagement Leadership Forum will this year identify specific objectives within the Action Plan to work together on as cross-university group.</p>	<p>Target Narrative:</p> <p>The Action Plan contains KPIs, so more formal measurements around continued progress will become clearer from 2022/23.</p> <p>There is further opportunity to link the wider work of Sustainability to public and community engagement.</p>

4. Measurement

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

Current Score: 3	Target Score: 4
All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual improvement and feedback loops.	All impacts and benefits of community and public engagement are formally routinely monitored and evaluated as part of existing institutional practices. There is significant evidence of continual improvement and feedback loops.
<p>Score Narrative:</p> <p>The quality and outputs of public and community engagement are assessed via the NCCPE Engage Watermark process (awarded the first Platinum Watermark in 2021) and the Research England Knowledge Exchange Framework.</p> <p>The new Public Engagement Action Plan has KPIs, which will be monitored annually by the CPE.</p>	<p>Target Narrative:</p> <p>Evidence of continual improvement and feedback loops will become more apparent as the Public Engagement Action Plan is implemented.</p>

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.

Current Score: 3	Target Score: 4
There is a policy with clear high-level support and a formal communication approach with all stakeholders.	There is a policy with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.
Score Narrative:	Target Narrative:

Current Score: 3	Target Score: 4
<p>The CPE produces an internal annual review of team activity, and shares regular updates with the Public Engagement Leadership Forum.</p> <p>The new Public Engagement Action Plan has been announced (Dec '21) and will be published in due course.</p>	<p>The Public Engagement Action Plan, and the institutional External & International Engagement Enabling Plan that it forms part of, will be published in due course.</p>

6. Training and Support

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

Current Score: 4	Target Score: 4
<p>All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.</p>	<p>All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.</p>
<p>Score Narrative:</p> <p>A suite of public and community engagement training courses are available via CPD for Queen Mary staff and students (~300 trained each year). Bespoke training is available upon request, and holders of CPE funding receive specific mentoring and support.</p>	<p>Target Narrative:</p> <p>The CPE is working with teams in other areas of knowledge exchange and impact to ensure training offers are holistic and complimentary where possible.</p>

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	Target Score: 4
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.	There is good evidence of staff and student-led initiatives promoting community and public engagement across the institution and beyond the institution.
<p>Score Narrative:</p> <p>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.</p>	<p>Target Narrative:</p> <p>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.</p> <p>In 2022, this will include launching a CPE e-newsletter for local community organisations and exploring a 'civic champions' network as part of the Civic University Agreement.</p>

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: 3	Target Score: 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.	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.
<p>Score Narrative:</p> <p>There are examples of high quality embedded engagement within research and the curriculum across Queen Mary, with strengths more in the research agenda than curriculum.</p>	<p>Target Narrative:</p> <p>Rather than proposing to ensure practice is embedded into all formal and informal curriculum and research (score 4), we propose focusing on existing objectives of improving opportunities/removing barriers.</p>

Current Score: 3	Target Score: 3
The importance of linking research and teaching to engagement is central to the new Public Engagement Action Plan, with specific objectives linked to team members.	

Further Information

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

Conclusion and Recommendation

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

That the Sustainability Committee should:

- Take assurance of this performance report
- Consider issue(s) that should be escalated and
- Approve this report



Sustainability Leadership Scorecard: Food and Drink (Catering)

Outcome requested:	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> • Take assurance of this report • Consider issues that should be escalated and • Approve this SLS report
Executive Summary:	<p>This report presents an overview of QM Food & Hospitality through the lens of the Sustainability Leadership Scorecard (SLS). Catering & Hospitality has recently been re-branded as QM Food & QM Hospitality to re-inforce the food and drink offer as core to the student and staff community. The QM food team has developed a number of environmental and sustainability initiatives with a new and clear strategic direction is required for 2022 and beyond.</p> <p>The focus for the QM Food team will be on the three 'R's of Reduce, Re-use and Recycle with a greater use of low food miles produce, less use of ruminant meat, plant based (compostable) packaging, and a higher ratio of plant based food options.</p> <p>Previous Score</p> <p>The score for 2019/20 was 10/32, the target score for 31 July 2021 was 24/32.</p> <p>Current and Predicted Score</p> <p>The score for the 2020/21 academic year is 24/32 and the target score for 31 July 2022 based on planned activities is 29/32.</p>
<p>Alignment with:</p> <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 • The Environment Act 1995 • UN Sustainable Development Goals (UN SDGs) • Queen Mary Environmental Policy 2021 • Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023 • Queen Mary Public Engagement Action Plan 2022

	<ul style="list-style-type: none"> Queen Mary External & International Engagement Enabling Plan
Consideration of Strategic Risks:	<ul style="list-style-type: none"> Reputation
Subject to Prior and Onward Approval by:	<i>Not Applicable</i>
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	James Cornewall-Walker, Head of Catering Services
Date:	24 January 2022

Sustainability Leadership Scorecard: Food and Drink (Catering)

Executive Summary

This report presents an overview of QM Food & Hospitality through the lens of the Sustainability Leadership Scorecard (SLS). Catering & Hospitality has recently been re-branded as QM Food & QM Hospitality to re-inforce the food and drink offer as core to the student and staff community. The QM food team has developed a number of environmental and sustainability initiatives with a new and clear strategic direction is required for 2022 and beyond.

The focus for the QM Food team will be on the three 'R's of Reduce, Re-use and Recycle with a greater use of low food miles produce, less use of ruminant meat, plant based (compostable) packaging, and a higher ratio of plant based food options.

Previous Score

The score for 2019/20 was 10/32, the target score for 31 July 2021 was 24/32.

Current and Predicted Score

The score for the 2020/21 academic year is 24/32 and the target score for 31 July 2022 based on planned activities is 29/32.

Criteria	Academic Year	1	2	3	4
Policy and Strategy	2019/20				
	2020/21 Target				
	Current				
	2021/22 Target				
Stakeholder Engagement	2019/20				
	2020/21 Target				
	Current				
	2021/22 Target				

Criteria	Academic Year	1	2	3	4	
Action Planning	2019/20					
	2020/21 Target					
	Current					
	2021/22 Target					
Measurement	2019/20					
	2020/21 Target					
	Current					
	2021/22 Target					
Communication	2019/20					
	2020/21 Target					
	Current					
	2021/22 Target					
Training and Support	2019/20					
	2020/21 Target					
	Current					
	2021/22 Target					
Implementation and Performance	2019/20					
	2020/21 Target					
	Current					
	2021/22 Target					
Link to the Curriculum	2019/20					
	2020/21 Target					
	Current					
	2021/22 Target					

Details of SLS results

1. Policy and Strategy

The institution's Sustainable Food and Drink Policy and Action Plan is produced in support of sustainable food and drink provision, health options and local suppliers. Activity is reviewed on a regular basis. There are clear reporting lines into formal university management structures.

Current Score: 4	Target: 4
There is an aligned Policy for sustainable food and drink. It is reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned Policy for sustainable food and drink. It is reviewed regularly with clear reporting lines within the formal management structure.
Score Narrative: Sustainable Catering policy is aligned to Queen Mary's Environmental Sustainability Action Plan (ESAP 2020-23) and Environmental Policy 2021. The sustainable catering policy is reviewed annually	Target Narrative: Maintain current performance, procedure and system

2. Stakeholder Engagement

Key stakeholders (including staff, students and contractors) actively inform the review of the Sustainable Food and Drink Policy and Action Plan and shape its development.

Current Score: 4	Target: 4
Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.	Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.
Score Narrative: The membership of the Sustainability Committee reflects all relevant stakeholders and the Sustainability Committee is the Governance responsible for approving the sustainable catering policy.	Target Narrative: Maintain current performance

3. Action planning

Action Plans, which incorporate objectives and associated targets, drive the cycles of activity across the institution in relation to sustainable food and drink provision.

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

Current Score: 3	Target: 4
Score Narrative: Objectives and targets incorporated into Queen Mary's ESAP and Environmental Policy.	Target Narrative: Work towards achieving Sustainable Restaurant Association and Catering awards and attain Fair Trade standard

4. Measurement

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

Current Score: 2	Target: 3
Many impacts and benefits of the Policy are formally routinely monitored as part of existing institutional practices.	All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual improvement and feed-back loops.
Score Narrative: Food waste avoidance, enhance recycling and the use of produce from Queen Mary community garden are integrated into policy monitoring	Target Narrative: Use external certification such Fair Trade, SRA and any other environmental certification to monitor our performance

5. Communication

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

Current Score: 4	Target: 4
There is a Policy with clear high level support and a formal communication approach with all stakeholders to be found in the public domain.	There is a Policy with clear high level support and a formal communication approach with all stakeholders to be found in the public domain.
Score Narrative:	Target Narrative:

Current Score: 4	Target: 4
The sustainable catering policy, environmental policy and environmental sustainable action plan (ESAP) are accessible in the public domain.	Maintain the current performance

6. Training and Support

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

Current Score: 3	Target: 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.	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.
<p>Score Narrative:</p> <p>There is a training support programme in place to ensure all colleagues have the appropriate level of knowledge about good environmental practices. A Tool Box training session was developed and delivered to Catering staff and CPD courses on sustainable development are available to all staff and students</p>	<p>Target Narrative:</p> <p>Maintain current performance</p>

7. Implementation and performance

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

Current Score: 2	Target: 3
There is good evidence of staff and student-led initiatives which are restricted to student groups or sustainability champions but not across all of the institution.	There is good evidence of staff and student-led initiatives across the institution but it does not go beyond the institution.
Score Narrative: Practice is formally linked to and embedded into some elements of curriculum or research.	Target Narrative: Ensure all new sustainable catering initiatives (Such as Zero Waste Shop) are promoted across and beyond Queen Mary

8. *Link to the Curriculum*

Sustainable food and drink practice links to, and where appropriate, is embedded into formal and informal curriculum activity.

Current Score: 2	Target: 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.	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.
Score Narrative: There are academic programmes in which environmental management and sustainable development are integrated. There are some ongoing research on sustainable food and resource efficiency across our University	Target Narrative: To use the current graduate attribute review process to integrate all aspects of sustainable development into all our academic offerings.

Conclusion and Recommendation

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

That the Sustainability Committee should:

- Take assurance of this performance report
- Consider issue(s) that should be escalated and
- Approve this SLS report



Sustainability Leadership Scorecard: Business and Industry Interface

Outcome requested:	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> • Take assurance of this report • Consider issues that should be escalated and • Approve this SLS report
Executive Summary:	<p>This report presents an overview of Queen Mary’s Business and Industry Interface, through the lens of the Sustainability Leadership Scorecard (SLS). This report refers to the 2020/21 academic year.</p> <p>Previous Score</p> <p>The score for 2019/20 was 15/32, the target score for 31 July 2021 was 32/32. The key area for improvement was Action Planning.</p> <p>Current and Predicted Score</p> <p>The score for 2020/21 is 19/32, and the target score for 31 July 2022 is 32/32. We predict more progress in the year ahead, in light of:</p> <ul style="list-style-type: none"> • Appointment of a BD Sustainability champion • The return to office working. <p>The key area for improvement remains: Action Planning.</p>
<p>Alignment with:</p> <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 • The Environment Act 1995 • UN Sustainable Development Goals (UN SDGs) • Queen Mary Environmental Policy 2021 • Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023 • Queen Mary Public Engagement Action Plan 2022

	<ul style="list-style-type: none"> Queen Mary External & International Engagement Enabling Plan
Consideration of Strategic Risks:	<i>Reputation</i>
Subject to Prior and Onward Approval by:	<i>Not Applicable</i>
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	David Collier, Sustainability Champion, Business Development Team
Date:	24 January 2022



Sustainability Leadership Scorecard: Business and Industry Interface

Executive Summary

Each Framework Area is assessed against eight criteria. The table below details the assessment of the Sustainability Champion, based within the University’s Business Development Team against the definitions provided, allocating a score for current progress and where we hope to get to by 31 July 2022.

Previous Scores

The score for 2019/20 was 15/32, the target score for 31 July 2022 at this stage was 32/32. The key area for improvement was: Action Planning.

Current and Predicted Scores

The score for 2020/21 is 19/32, as the Covid-19 pandemic resulted in minimal progress towards the goals set out in last year’s report. The target score for 31 July 2022 is 32/32, with more rapid progress predicted in the year ahead due to:

- Appointment of a BD Sustainability champion
- The return to office working.

The key area for improvement remains: Action Planning.

Overview of SLS results – current scores and target scores

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

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

Criteria	Academic Year	1	2	3	4
Policy and Strategy	2019/20				
	2020/21 Target				

Criteria	Academic Year	1	2	3	4
	Current	█			
	2021/22 Target	█			
Stakeholder Engagement	2019/20	█			
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			
Action Planning	2019/20				
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			
Measurement	2019/20	█			
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			
Communication	2019/20	█			
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			
Training and Support	2019/20	█			
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			
Implementation and Performance	2019/20	█			
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			
Link to the Curriculum	2019/20	█			
	2020/21 Target	█			
	Current	█			
	2021/22 Target	█			

1. Policy and Strategy

The institution's Business Engagement Strategies are well developed and aligned with the institution's Sustainability Strategies. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.

Current Score: 2	Target Score: 4
<p>There is an aligned policy regarding business interface, and it's reviewed regularly but there are no clear reporting lines</p>	<p>There is an aligned Policy regarding business interface, reviewed regularly with clear reporting lines within the formal management structure.</p>
<p>Score Narrative:</p> <ul style="list-style-type: none"> • A score of 2 demonstrates noticeable improvement from last year. • Further work could be done to improve reporting lines and formal management structures. 	<p>Target Narrative:</p> <ul style="list-style-type: none"> • Business Development (BD) is making active efforts to engage with local companies (Tower Hamlets and London more widely). Staying local is a way to create sustainable research ecosystems that reduce emissions associated with transport / storage. • Currently, sustainability activities within BD are reviewed informally. The new BD sustainability champion will aim to convene infrequent, formalised meetings between department sustainability stakeholders. The aim is to generate new ideas, improve staff engagement and compliance. • The BD sustainability champion will aim for a high degree of familiarity with QMUL's Sustainability Strategy & Carbon Management Plan, with the aim of better aligning BD and university policies. • Within BD, the following reporting line will be actively promoted to staff: • Staff --> BD sustainability champion --> QMUL sustainability committee. • BD will make further efforts to bring industrial engagement strategy in line with QMUL sustainability goals.

Current Score: 2	Target Score: 4
	<ul style="list-style-type: none"> • New targets are being discussed including trying to achieve My Green Lab accreditation • BD has actively de-prioritised travel to company sites, in favour of virtual meetings. Many of the grant schemes we support are changing their policies to reduce the travel burden.

2. Stakeholder Engagement

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

Current Score: 4	Target Score: 4
<p>Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading to good practice.</p>	<p>Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading to good practice.</p>
<p>Score Narrative:</p> <ul style="list-style-type: none"> • Performance maintained at the maximum level 	<p>Target Narrative:</p> <ul style="list-style-type: none"> • Stakeholders: Business Development staff; QMUL and Industry partners • Mirroring wider national/international paradigms, BD stakeholders are becoming increasingly woke to sustainability issues. The new BD sustainability champion will aim to engage with staff and to harness their creative input to further drive the BD sustainability agenda. • Implementation of BD sustainability initiatives is both top-down and bottom-up and includes the following examples: • A switch from paper to digital e.g. reduction in printing of legal documents

Current Score: 4	Target Score: 4
	<p>which was formerly mandatory but by working with QMUL partners has gone digital.</p> <ul style="list-style-type: none"> • Virtual meetings/events to save time, money and emissions associated with physical meetings • Increased recycling (paper, plastic, glass, batteries & cartridges). • BD will consider facilitating seminars / networking events with company partners on the theme of sustainability in science to increase traction internally and externally. • The BD sustainability champion will aim to connect with QMUL academics who have a sustainability focus, to collect case studies for publication, hear their experiences & ideas relating to green industry engagement

3. Action Planning

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

Current Score: 1	Target Score: 4
Only informal actions plans incorporating objectives exist	Action plans incorporate objectives and associated targets and clearly demonstrate activity across the institution
<p>Score Narrative:</p> <ul style="list-style-type: none"> • A score of 1 demonstrates some improvement from last year. Further progress was not possible due to working from home / BD moving offices. 	<p>Target Narrative:</p> <ul style="list-style-type: none"> • Now that a BD sustainability champion has been appointed, steps have been taken to hold more frequent and more formalised meetings with sustainability stakeholders, with the aim of generating

Current Score: 1	Target Score: 4
<ul style="list-style-type: none"> Further work could be done to set targets, and define mutually beneficial links between business & sustainability. 	<p>new ideas, improving staff engagement and compliance.</p>

4. 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.

Current Score: 1	Target Score: 4
<p>Some impacts and benefits are informally monitored and evaluated</p>	<p>All impacts and benefits of the Policy are routinely monitored and evaluated as part of existing institutional practices. There is significant evidence of continual improvement and feedback loops</p>
<p>Score Narrative:</p> <ul style="list-style-type: none"> Performance maintained at a low level Further work could be done to improve monitoring/evaluation and to create feedback improvement loops 	<p>Target Narrative:</p> <ul style="list-style-type: none"> With the new sustainability champion in place and with more settled teams across the department, BD can focus increasing amounts of resources on engaging environmentally responsible industry partners. BD has recently completed a sector analysis where sustainability prioritisation was discussed and considered. BD will aim to work with the QMUL Sustainability Committee to identify / capture / analyse sustainability KPIs BD will work with academics to collect case studies on sustainability action.

5. 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.

Current Score: 2	Target Score: 4
There is a policy and formal approach to communicating with stakeholders.	There is a Policy with clear high level support, and a formal communication approach with all stakeholders to be found in the public domain.
Score Narrative: <ul style="list-style-type: none"> • Performance maintained at a medium-low level • Further work could be done to formalise and publicise the communication procedures 	Target Narrative: <ul style="list-style-type: none"> • Now that the BD sustainability champion is in-place, BD will convene a meeting to fully define its communications strategy. High on the agenda will be BD / QMUL's current and potential future use of internal media (QM Bulletin / BD website) and external media (Linked In, MedCity & Newable bulletins).

6. Training and Support

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

Current Score: 3	Target Score: 4
A clear training and support programme is in place for all staff.	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are given access to specialist support as needed.
Score Narrative: <ul style="list-style-type: none"> • Performance maintained at a medium-high level • Further work could be done to develop & advertise sustainability training, and provide signposting to specialist support where required. 	Target Narrative: <ul style="list-style-type: none"> • David Collier has been named as the BD sustainability champion. Commitments and objectives will be established by him and his team. David will be a point of contact for sustainability issues & ideas, and queries regarding training opportunities.

Current Score: 3	Target Score: 4
	<ul style="list-style-type: none"> • QMUL offers well publicised training opportunities including: <ul style="list-style-type: none"> ○ Environmental Sustainability Course for staff ○ EcoCampus Online Sustainability course for students ○ 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.

7. 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.

Current Score: 4	Target Score: 4
<p>There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond.</p>	<p>There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond.</p>
<p>Score Narrative:</p> <ul style="list-style-type: none"> • A score of 4 demonstrates noticeable improvement, and promotion to the top level of performance in this category. 	<p>Target Narrative:</p> <ul style="list-style-type: none"> • £195k of the total £720k EPSRC IAA funding 2017-2022 has been for environmental sustainability projects, including projects on: solar power, air filtration, and Brazilian deforestation.

8. Link to the Curriculum

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

Current Score: 2	Target Score: 4
Practice is formally linked to and embedded into some elements of the curriculum or research.	There is a ratified Policy which ensures that practice is linked to and where appropriate embedded into all formal and informal curriculum and research.
Score Narrative: <ul style="list-style-type: none">• This category has been re-scored in recognition that it represents links to research as well as the curriculum. Note that research falls within BD remit, while the curriculum falls outside BD remit.• Further work could be done to gain support for ratification of a link between the Policy, and research operations.	Target Narrative: <ul style="list-style-type: none">• To be developed in due course.

Conclusion and Recommendation

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

That the Sustainability Committee should:

- Take assurance of this performance report
- Consider issue(s) that should be escalated and
- Approve this SLS report



Sustainability Leadership Scorecard: Staff Engagement and Human Resources

Outcome requested:	That the Sustainability Committee should: <ul style="list-style-type: none"> • Take assurance of this report • Consider issues that should be escalated and • Approve this SLS report
Executive Summary:	<p>This report presents an overview of Queen Mary's Staff Engagement and Human Resources through the lens of the Sustainability Leadership Scorecard (SLS).</p> <p>There was a slight change between the 2019/20 and 2020/21 scores. The area for improvement is on Policy. The current score is 26/32, and with the ongoing initiatives, we anticipate the increase to 32/32 by July 2022.</p>
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 • The Environment Act 1995 • UN Sustainable Development Goals (UN SDGs) • Queen Mary Environmental Policy 2021 • Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023 • Queen Mary Public Engagement Action Plan 2022 • Queen Mary External & International Engagement Enabling Plan
Consideration of Strategic Risks:	<ul style="list-style-type: none"> • <i>Reputation</i>
Subject to Prior and Onward Approval by:	<i>Not Applicable</i>
Confidentiality and Distribution:	<i>Non-restricted</i>
Equality Impact Assessment:	<i>Not Applicable</i>
Author(s) :	Sophie Harris, Assistant Director of Human Resources
Date:	24 January 2022

Sustainability Leadership Scorecard: Staff Engagement and Human Resources

Executive Summary

This report presents an overview of Queen Mary's Staff Engagement and Human Resources through the lens of the Sustainability Leadership Scorecard (SLS).

There was a slight change between the 2019/20 and 2020/21 scores. The area for improvement is on Policy. The current score is 26/32, and with the ongoing initiatives, we anticipate the increase to 32/32 by July 2022.

Criteria	Academic Year	1	2	3	4
Policy and Strategy	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Stakeholder Engagement	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Action Planning	2019/20	■			
	2020/21 Target	■			
	Current	■		■	
	2021/22 Target	■			
Measurement	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Communication	2019/20	■			
	2020/21 Target	■			

Criteria	Academic Year	1	2	3	4
	Current	■			
	2021/22 Target	■			
Training and Support	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Implementation and Performance	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			
Link to the Curriculum	2019/20	■			
	2020/21 Target	■			
	Current	■			
	2021/22 Target	■			

Details of SLS results

1. Policy and Strategy

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

Current Score: 4	Target: 4
There is an aligned Policy for staff engagement and development. It is reviewed regularly with clear reporting lines within the formal management structure.	There is an aligned Policy for staff engagement and development. It is reviewed regularly with clear reporting lines within the formal management structure.
<p>Score Narrative:</p> <p>We have developed our People, Culture and Inclusion Enabling Plan, which is aligned to Queen Mary's Strategy 2030.</p> <p>A PCI steering group been established at an institutional level, which is a subgroup of Queen Mary's Strategy Programme Board</p>	<p>Target Narrative:</p> <p>Maintain current performance.</p>

Current Score: 4	Target: 4
and has oversight for ensuring the delivery of the plan. Progress against the plan are reported to SET ensuring oversight by the Board.	

2. Stakeholder Engagement

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

Current Score: 3	Target: 4
Not all relevant stakeholders are actively involved in the Policy review.	Relevant Stakeholders are actively informing the Policy and help shape its development. The Policy is leading good practice.
<p>Score Narrative:</p> <p>The Vice Principal People, Culture and Inclusion is engaged with key stakeholder groups to consult on the PCI enabling plan.</p> <p>We have also engaged with key stakeholder groups (e.g., the EDI Steering Committee, Faculty Executive teams) and shared our proposals for delivering on the objectives and enablers within the Plan with key stakeholder forums, including the trade unions, such as Values in Action.</p>	<p>Target Narrative:</p> <p>We have appointed a People, Culture and Inclusion Engagement Manager who will join us in Spring 2022. The post holder will conceive, design and implement projects that contribute to the successful delivery of the People, Culture and Inclusion Enabling Plan from diagnosis and embedding, to measuring and celebrating successes.</p> <p>The role holder will play a leading role in a range of projects, including embedding our values through engagement with our networks, communities and whole organisation; supporting the Organisational and Professional Development and EDI teams to foster a culture of learning, and increase the diversity of participation with our learning & development programmes; and mobilising research and insight to strengthen and engagement with the People Culture and Inclusion Enabling Plan</p>

Current Score: 3	Target: 4
	(including staff engagement surveys) to build Queen Mary's reputation as an exemplar institution.

3. Action planning

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

Current Score: 2	Target: 4
Only informal action plans incorporating objectives exist.	Action plans incorporate objectives, associated targets, and clearly demonstrate activity across the institution.
Score Narrative: We have objectives in place to deliver the People, Culture and Inclusion Enabling Plan. Milestones, clear targets and deadlines will be established through the new People, Culture and Inclusion Steering Group and the support of the dedicated Project Manager.	Target Narrative: We last ran a staff survey in 2019. We have had more success in delivering progress at institutional level rather than local level, in the main due to pressures and reprioritisation caused by the COVID-19 pandemic. We are exploring how to address this locally, including staff satisfaction and engagement measures. We will also seek to use future staff surveys to determine progress against the People, Culture and Inclusion Enabling plan objectives. The People, Culture and Inclusion Manager will play a central role in leading action planning.

4. Measurement

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

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

5. Communication

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

Current Score: 3	Target: 4
There is a policy with clear high-level support and a formal communication approach with all stakeholders.	There is a policy with clear high-level support and a formal communication approach with all stakeholders to be found in the public domain.
<p>Score Narrative:</p> <p>Our institutional KPIs are already in the public domain. There is a communications strategy and plan deliberately associated with the People, Culture and Inclusion Enabling plan, which shows a clear intention to have a planned approach to communicating with stakeholders.</p> <p>We publish an annual gender pay gap report, and going beyond the scope of current reporting requirements, we also publish an ethnicity pay gap report with associated action plan. We also publish a detailed Annual EDI Report on the breadth of EDI activity over the year.</p>	<p>Target Narrative:</p> <p>The People, Culture and Inclusion Enabling Plan has been finalised and published The People, Culture and Inclusion Manager will join us in Spring 2022 and will be responsible for conceiving, designing and implementing projects that contribute to the successful delivery of our People, Culture and Inclusion Enabling Plan from diagnosis and embedding, to measuring and celebrating successes.</p>

6. Training and Support

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

Current Score: 3	Target: 4
A clear training and support programme is in place for all staff.	All key staff have the appropriate training, knowledge and skills. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.
<p>Score Narrative:</p> <p>There is the right level of access to training, but a large proportion of the institutional</p>	<p>Target Narrative:</p> <p>We are seeking an approach to gaining greater central oversight of training budgets,</p>

Current Score: 3	Target: 4
<p>training budget is devolved, so there is not central oversight in terms of the take up of training.</p> <p>There is a central Professional Development team with a core offering of professional development available to all staff. This is communicated to all staff with clear guidance.</p>	<p>with a view to ensuring equality of access and alignment with the University's Values.</p>

7. Implementation and performance

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

Current Score: 4	Target: 4
<p>There is good evidence of staff and student-led initiatives promoting the Policy across the institution, but it does not go beyond the institution.</p>	<p>There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.</p>
<p>Score Narrative:</p> <p>There is good evidence of staff and student led initiatives. Faculty Equality, Diversity and Incision Committees and the Students' Union lead regular activities and initiatives.</p>	<p>Target Narrative:</p> <p>We have further work to do to establish improved feedback loops.</p> <p>Within Professional Services, we are establishing EDI Champions to enable regular feedback. We are also proposing to introduce Staff Survey Champions across the University to support visible progress of actions arising from future Staff Surveys.</p>

8. Link to the curriculum

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

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

Conclusion and Recommendation

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

That the Sustainability Committee should:

- Take assurance of this performance report
- Consider issue(s) that should be escalated and
- Approve this SLS report



Sustainability Leadership Scorecard: Health and Wellbeing

Outcome requested:	<p>That the Sustainability Committee should:</p> <ul style="list-style-type: none"> • Take assurance of this performance report • Consider issue(s) that should be escalated and • Approve this SLS report
Executive Summary:	<p>This report presents an overview of Queen Mary's Health and Wellbeing through the lens of the Sustainability Leadership Scorecard (SLS).</p> <p>There are no changes from 2019/20 SLS score and target. The current score is 22/32, and with the ongoing initiatives, we anticipate the increase to 32/32 by July 2022.</p> <p>Our key area of improvement is: Link to the curriculum.</p>
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 • The Environment Act 1995 • UN Sustainable Development Goals (UN SDGs) • Queen Mary Environmental Policy 2021 • Queen Mary Environmental Sustainability Action Plan (ESAP) 2020-2023 • Queen Mary Public Engagement Action Plan 2022 • Queen Mary External & International Engagement Enabling Plan
Consideration of Strategic Risks:	<ul style="list-style-type: none"> • <i>Reputation</i>
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) :	Sophie Harris, Assistant Director of Human Resources

Date:	24 January 2022
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Sustainability Leadership Scorecard: Health and Wellbeing

Executive Summary

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

There are no changes from 2019/20 SLS score and target. The current score is 22/32, and with the ongoing initiatives, we anticipate the increase to 32/32 by July 2022.

Our key area of improvement is: [Link to the curriculum](#).

Overview of SLS results: current scores and target scores

Criteria	Academic Year	1	2	3	4
Policy and Strategy	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				
Stakeholder Engagement	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				
Action Planning	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				
Measurement	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				
Communication	2019/20 Score				
	2020/21 Target				
	Current Score				

Criteria	Academic Year	1	2	3	4
	2021/22 Target				
Training and Support	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				
Implementation and Performance	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				
Link to the Curriculum	2019/20 Score				
	2020/21 Target				
	Current Score				
	2021/22 Target				

Details of SLS results:

1. Policy and Strategy

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

Current Score: 3	Target: 4
There is an aligned Policy, reviewed regularly with clear reporting lines but not within the formal management structure.	There is an aligned Policy, reviewed regularly with clear reporting lines within the formal management structure.
<p>Score Narrative:</p> <p>We have committed to the Mental Health Charter and have a clear plan for auditing our health and wellbeing and developing and whole University approach.</p> <p>Taking a whole University approach to mental health and wellbeing means that all aspects of university life promote and</p>	<p>Target Narrative:</p> <p>The Mental Health Charter helps Universities to plan and implement a whole University approach.</p>

Current Score: 3	Target: 4
support student and staff mental health, enabling all students and all staff to thrive and succeed to their best potential.	

2. Stakeholder Engagement

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

Current Score: 4	Target: 4
Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.	Relevant stakeholders are actively informing the review of the Policy and help shape its development. The Policy is leading good practice.
<p>Score Narrative:</p> <p>We have established a Wellbeing and Mental Health Steering Group, which will be the University-level group with strategic oversight of wellbeing and mental health matters.</p> <p>The membership of this Wellbeing group is representative and includes both staff and student representatives.</p> <p>We are also establishing a Wellbeing network which will be available to the wider workforce to join and will feed into the Steering Group.</p>	<p>Target Narrative:</p> <p>Maintain current performance</p>

3. Action Planning

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

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

4. Measurement

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

Current Score: 3	Target: 4
All impacts and benefits of the Policy are formally routinely monitored and evaluated as part of existing institutional practices. There is some limited evidence of continual and feedback-loops	All impacts and benefits of the Policy are routinely monitored and evaluated as part of existing institutional practices. Student satisfaction is routinely measured and monitored across the institution. There is significant evidence of continual improvement and feedback loops.
<p>Score Narrative:</p> <p>Measurement will be established through the Mental Health Charter audit and monitored via the Wellbeing and Mental Health Steering Group Steering Group.</p> <p>Impact and benefits are currently routinely formally assessed via the Health and Safety Committee and monthly Occupational Health Account Management reviews.</p>	<p>Target Narrative:</p> <p>We will run a series of pulse surveys in 2022 with a focus on wellbeing, in addition to EDI and bullying and harassment – this will help us to see the progress of interventions and make any adjustments accordingly.</p>

Current Score: 3	Target: 4
<p>Our response to the Covid pandemic has demonstrated continual improvement and feedback loops. Actions have been taken and delivered based on staff feedback and changes and improvements made as these measures are established.</p>	

5. Communication

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

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

Current Score: 3	Target: 4
<p>seek to increase the visibility of our disabled staff and students and their diverse experiences and perspectives.</p> <p>Students can access support through the Disability and Dyslexia Service here.</p> <p>We also developed a range of resources to support staff during the coronavirus pandemic.</p>	

6. Training and Support

Commitments and/or targets are linked to named individuals or teams within the institution, including healthcare professionals and/or health & wellbeing specialists. Staff have either appropriate skills and knowledge, or opportunities to develop them through access to specialist support.

Current Score: 3	Target: 4
<p>A clear training and support programme is in place for all staff</p>	<p>All key staff have the appropriate training, knowledge and skills for engaging effectively with students on issues related to sustainability. All staff are aware of opportunities available to them. Staff are supported through access to specialist support where and when required.</p>
<p>Score Narrative:</p> <p>There is clear advice and guidance available for staff and managers on accessing Occupational Health and wellbeing support including tailored support during the Covid pandemic. We have a dedicated in-house Occupational Health service, which has recently been reviewed and a new provider established. We have external counselling support available 24/7/365 for staff available</p>	<p>Target Narrative:</p> <p>We will continue to develop our training offering, specifically developing Disability Awareness training and adding to our staff wellbeing programme.</p>

Current Score: 3	Target: 4
<p>through our confidential external employee assistance programme.</p> <p>We regularly communicate information about mental health and wellbeing support and resources through the staff E-Bulletin.</p> <p>We have offered training in relation to balancing work and caring responsibilities and Wellbeing for Managers as well as a full programme of wellbeing training for staff. We have launched the parents/carers network and a disability network.</p>	

7. Implementation and performance

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

Current Score: 3	Target: 4
<p>There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.</p>	<p>There is good evidence of staff and student-led initiatives promoting the Policy across the institution and beyond the institution.</p>
<p>Score Narrative:</p> <p>There is significant informal activity across the institution. Our community response to health and wellbeing has been buoyed by the pandemic with a range of interventions across the institution, including through the Students' Union and local Faculty initiatives.</p>	<p>Target Narrative:</p> <p>Introducing the Mental Health Charter audit through the oversight of the Wellbeing and Mental Health Steering Group will join up these activities.</p>

Current Score: 3	Target: 4
There has been an increased focus on disability, including establishing a disability network for staff.	

8. *Link to the curriculum*

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

Current Score: 0	Target: 4
Practice is not linked or embedded into curriculum or research	There is a ratified Policy which ensures that practice is linked to an where appropriate embedded into all formal and informal curriculum and research
<p>Score Narrative:</p>	<p>Target Narrative:</p> <p>We have committed to the Mental Health Charter framework and have a clear plan for auditing our health and wellbeing and developing and whole University approach.</p> <p>Taking a whole University approach to mental health and wellbeing means that all aspects of university life promote and support student and staff mental health, enabling all students and all staff to thrive and succeed to their best potential. The Mental Health Charter helps Universities to plan and implement a whole University approach, including identifying and responding to any gaps in the curriculum.</p> <p>Consider whether the work of the Curriculum Enhancement group should be broadened to include embedding health and wellbeing. This will be explored further as part of the reaccreditation process and PGCAP curriculum refresh.</p>

Conclusion and Recommendation

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

That the Sustainability Committee should:

- Take assurance of this performance report
- Consider issue(s) that should be escalated and
- Approve this SLS report