



UNIVERSITY ENVIRONMENT AND SUSTAINABILITY STEERING GROUP

Thursday 23rd March 2017 at 2pm
in CM2.02 Claus Moser Building

AGENDA

1. **Apologies and Absences**
2. **Actions List – 11th January 2017**
Actions list **attached**
3. **Chair's Remarks**
4. **Internal and External Communications re. Energy, Environment and Sustainability**
Russell Reader, Head of PR & Communications, to attend for this item

Key Projects

5. **Keele University Smart Energy Network Demonstrator (SEND)**
To receive an update on SEND, including update on staffing

Estates and Operations

6. **Environmental Manager's Update**
Oral report
7. **People and Planet's Universities League**
Report to follow
8. **Green Week 2017**
Oral report
9. **Energy Management Strategy**
Report for sign off (**Report to Follow**)
10. **Energy Management Update**
Report (**Report to Follow**)

11. Estates Management Record 2015/16

Report **attached** for information

12. Responsible Procurement Strategy

Report **attached** for sign off

13. Sustainability Forum

Discussion of issues arising from the Sustainability Forum

Leadership and Governance

Education and Research

14. Education for Sustainability Developments

To receive an update from the Director of Education for Sustainability

15. Educational component of SEND

16. Sustainability Research and Business engagement

To receive an update on sustainability-related research and business engagement activity

International Activities

17. International Activities

To receive an update on recent sustainability-related international activities

18. Any Other Business

19. Dates of Next Meeting

Thursday 18th May - 10am - 12noon, CM 2.02

Thursday 22nd June - 11am - 1pm, CM 2.02

University Environment and Sustainability Steering Group (ESSG)

Actions List Wednesday 11th January 2017 at 11am

Attendance:

Professor Mark Ormerod (MO)	Deputy Vice-Chancellor and Provost (Chair)
Jane Barker (JB)	Head of Grounds, Estates and Development
Huw Evans (HE)	Environmental Manager, Estates and Development
Dr Sharon George (SG)	Sustainability Hub Manager
Sam Gibbons (SGi)	Environment and Campus Officer, Keele SU
Elliot Jones (EJ)	Energy Manager, Estates and Development
Ian Madley (IM)	Head of Partnership Development (Natural Sciences), Engagement and Partnerships
Dr Zoe Robinson (ZR)	Director of Education for Sustainability, School of Geology, Geography and Environment
Linda Sutton (LS)	Procurement Manager, Finance
Dr John White (JW)	Deputy Director of IT
Howard Bell (HB)	Executive Support Officer, Vice-Chancellor's Office (Secretary)

Apologies:

Phil Butters (PB)	Director of Estates and Development
Susan Warrender (SW)	Head of Catering and Retail

Item	Decisions/Actions	Responsibility
Actions List – 3rd Nov 2016	<ul style="list-style-type: none"> • An organisational space on the KLE will be created in time for the circulation of the agenda for the Group's next meeting on 23rd March 2017. • Internal Communications and Sustainability: The group agreed that the recently appointed Head of PR and Communications should be invited to the next group meeting in March. • Sustainability Strategy will need to be updated to take account of SEND and HyDeploy. • Behavioural Change Strategy: LS and HE to look at what scope there was for Keele to improve its performance with reference to workers' rights, an area specifically featured in the People and Planet Universities League, for the next meeting of the group. • Education for Sustainability Developments – the Portfolio and Curriculum Development Steering Committee has discussed establishment of a Sustainability minor. • Sustainability Staffing – It was noted that as a result of a successful bid for HEFCE Catalyst funding for the "Unmaking Single Perspective – Listening Project" led by ZR, that funding would be available for a sustainability project officer post. • International Activities - ZR confirmed that discussions had taken place involving Richard Luther 	<p style="text-align: center;">HB</p> <p style="text-align: center;">HB</p> <p style="text-align: center;">LS & HE</p>

Item	Decisions/Actions	Responsibility
	and Michael Musgrave regarding potential International partnerships in Africa re. sustainability.	
Terms of Reference	<ul style="list-style-type: none"> The group discussed and agreed the boundaries between the group’s responsibility with regard to “produce, monitor and review” carbon management and the role of the Project Executive Groups such those involved with the SEND and Hy Deploy projects. 	
Chair’s Remarks	<ul style="list-style-type: none"> SEND and HyDeploy: The group noted the securing of £15m investment for SEND and Keele’s involvement in the HyDeploy project, a collaboration to deliver blended hydrogen into the existing natural gas grid. IM and ZR to meet to discuss how best to promote the SEND and HyDeploy projects to the HE sustainability sector. People and Planet Universities League Table: The group noted Keele was placed 15th position in the new table and achieved a First Class award for its environment and ethical performance. The Chair thanked HE, ZR and EJ for their forensic approach to maximising Keele’s return to People and Planet. A report to be produced to highlight Green League criteria that requires action to maintain and enhance the table position. The 2016 UI Green Metric Ranking: The group noted that Keele had been ranked the number one university in the world for its green setting and campus infrastructure, and 8th overall, in the 2016 UI Green Metric Global sustainability league table. Dave Emely - British Empire Medal: The group noted the award received by Dave Emely in the New Years’ Honours List for services to higher education and natural history. Green Gown Awards - The group noted Keele’s achievement of winning its greatest number of awards to date at the Green Gown Awards: Dave Emley, Sustainability Champion Award- Staff; Keele was highly commended for its Trojan Mouse of Sustainability work led by Zoe Robinson. Ulrich Pohanka was highly commended Sustainability Champion Award –Student. Atrium Wall Chancellor’s Building - The group noted the new mural designed to highlight sustainable food at Keele. 	<p>IM & ZR</p> <p>HE</p>

Item	Decisions/Actions	Responsibility
<p><u>Key Projects</u></p> <p><i>Keele University Smart Energy Network Demonstrator (SEND)</i></p>	<ul style="list-style-type: none"> IM updated the group regarding the SEND project. The contract had been signed and procurement process had been begun. The project was stimulating a great deal of interest attracting requests for visits to the campus. It was hoped securing funding for the SEND Project will make it easier to appoint to the post of Director of the SEND. The HyDeploy project was due to start 1st April 2017. 	
<p><u>Estates and Operations</u></p> <p><i>The Environmental Manager's Update</i></p>	<ul style="list-style-type: none"> HE updated the group on: Green Impact and the awards ceremony on 22nd November, the Environmental Management System / Eco Campus and Green Week 2017. HE and LS to work on developing a new Green Impact criteria relating to procurement. It was noted that Green Week 2017 would be held the week beginning 6th March 2017. The group discussed ways in which Green Week could be used to disseminate information about the SEND project. It was agreed that the Department of Energy & Climate Change (DECC) 2050 Energy Model should be showcased during Green Week. 	<p>LS & HE</p> <p>HE & IM</p>
<p>Energy & Carbon Management Update Report</p>	<ul style="list-style-type: none"> EJ provided the group with an update on Energy and Carbon management. The group was informed that a paper on Thermal Comfort in University buildings was endorsed at UEC on 10th January. Changing behaviour was key, together with good internal communications that highlighted messages relating to economic savings and sustainability. The group discussed thermal comfort in university buildings with regard to providing students with the optimum conditions for teaching and learning and the possible impact of over-heated teaching rooms on student attainment. The group agreed that the energy management projects cited in the report should be used in internal communications to illustrate the tangible economic savings that can result from energy conservation projects The group agreed that Energy Management Projects should also indicate the financial saving that has been made. 	<p>EJ</p> <p>EJ</p>
<p>Energy Management Strategy</p>	<ul style="list-style-type: none"> EJ invited comments on the draft Energy Management Strategy. It was agreed that Figure 1, The Keele University Sustainability Framework, should include Education 	<p>EJ</p>

Item	Decisions/Actions	Responsibility
	and Research. <ul style="list-style-type: none"> • It was agreed that group members should submit any further comments on the strategy to EJ within a week of the meeting. He would circulate the final draft to the group for Chair's Action. 	Members
Carbon Reporting Scope 3	<ul style="list-style-type: none"> • It was agreed that HE would circulate the outline report to the group for comment. 	HE
Education for Sustainability Developments	<ul style="list-style-type: none"> • Defer to the March 2017 meeting of the group. 	
Sustainability Research and Business Engagement Report	<ul style="list-style-type: none"> • Adverts for Director of SEND and Professor of Practice Business Engagement re sustainability were due to be published. 	
Date of Next Meeting	Thursday 23 rd March 2017, 2pm – 4pm, CM2.02	

KEELE UNIVERSITY

People and Planet Universities League

Review of 2016 score and actions required

Huw A. Evans

3/20/2017

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2016 METHODOLOGY

The 2016 University League was assessed with information taken from the following places:

- 50% from information made public on the university website
- 50% from information published within the Higher Education Statistics Agency (HESA) Estates Management Record (EMR) data set for 2014/15 and other independent and external verification agencies.

Guidance on the methodology can be found at people and Planets website. Scores are given against a number of criteria in each section.

Summary of Scores

Section	Worth	Keele Uni 2016 score	Details
1. Environmental Policy	4%	4%	
2. Human Resources	8%	8%	
3. Environmental Audits & EMS	10%	6%	<i>[majority of universities scored from EMR data return]</i>
4. Ethical Investment	7%	1.4%	
5. Carbon Management	7%	3.85%	
6. Workers Rights	5%	0.75%	
7. Sustainable Food	4.5%	1.8%	
8. Staff & Student Engagement	5%	4.5%	
9. Education	10%	10%	
10. Energy Sources	8%	8%	<i>[all universities scored from EMR data return]</i>
11. Waste and Recycling	8%	4.08%	<i>[all universities scored from EMR data return]</i>
12. Carbon Reduction	15%	8.7%	<i>[all universities scored from EMR data return]</i>
13. Water Reduction	8%	0.8%	<i>[all universities scored from EMR data return]</i>

Policy section

Section 1 (4% of overall score) - Environmental Sustainability Policy and Strategy

Criteria / score

1. Keele University scored: **50** / 50% for an active environmental policy
2. Keele University scored **50** / 50% for an action plan with targets.

Clarifications

SMART targets in all 8 of these key areas:

- Construction & Refurbishment
- Emissions & Discharges
- Community involvement
- Biodiversity
- Waste management
- Travel and Transport
- Sustainable procurement
- Water

Potential changes to score and/or criteria:

Further scrutiny of implementation of strategy and targets

Action required for preserving the score:

1. Environmental Policy must be reported to a senior level of the university annually. The current Environment & Energy Policy was approved at UEC on the 26th of July 2016 therefore a report is required to be presented at a senior level before this date in 2017.
2. The Sustainability Strategy 2015 – 2020 contains some tenuous objectives and targets and also some of the content requires updating. An updated Sustainability Strategy is required to ensure full points are achieved.

Action required for improving the score:

n/a

Section 2 (8% of overall score) - Human Resources for Sustainability

Criteria / score

- Keele University scored **15/15%** for senior responsibility for sustainability
- Keele University scored **55/55%** for employing contactable sustainability staff
- Keele University scored **15/15%** for providing a budget for sustainable development
- Keele University scored **15/15%** for supporting staff engagement with sustainability.

Clarifications

- Sustainability included within portfolio of responsibilities of a member of the University senior management team.
- Points are awarded per number of dedicated sustainability staff.

Number of students (teaching FTE) Between 5-10,000

No. sustainability staff	Score
1	10%
2 to 3	20%
4 to 5	30%
7 to 7	40%
8 or more	55%

Potential changes to score and/or criteria:

- Further scrutiny of the sustainability lead role.

Action required for preserving the score:

- Regular reporting of sustainability at senior management level
- Improved Governance and transparency and/or reporting thereof
- Full score for staffing expected, based on:
 - X2 sustainability project officers
 - X1 environmental Manager
 - X1 energy manager
 - X4 FTE from SEND project

Action required for improving the score:

n/a

Section 3 (10% of overall score) – Environmental Auditing and Management Systems

Criteria / score

Keele University is accredited to an externally verified environmental management system (EMS). It scored **60/100%** for the level and coverage of its EMS.

Clarifications

Points are awarded on the level of an externally verified environmental Management System:

Environmental Management System					Percentage of University GIA covered by EMS	
BS8555	Green Dragon Award	Eco Campus	EMAS	ISO14001	Part of estate	Full Estate
Phase 1/Partial	Level 1				20%	30%
Phase 2/Partial	Level 2	Bronze			30%	50%
Phase 3/Partial	Level 3	Silver			40%	75%
Phase 4/Full	Level 4	Gold			50%	85%
Phases 5, 6/Full	Level 5	Platinum	EMAS registered	ISO14001 certified	70%	100%

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

Maintain Eco-Campus EMS accreditation.

Action required for improving the score:

Eco-Campus Silver award is in place for the Full estate. Progress to Gold expected in early 2018.

Section 4 (7% of overall score) – Ethical Investment

Criteria/ score

- scored **10/10%** for having a publicly available ethical investment policy
- **0/60%** for extra effort in this area
- **0/10%** for making progress on the policy's objectives
- **10/10%** for providing opportunities for staff and students to engage with the policy
- **0/10%** for making a public announcement that it won't invest in fossil fuels

Clarifications

- Policy applies to the full scope of institution's investments
- Policy clearly outlines a clear, annual reporting structure, including lines of responsibility for staff roles and committees

- Reporting on progress against the objectives of the policy has occurred at a senior level (ie. university council, investment committee)
- This should include a framework or process to track changes and or progress against each objective within the policy.

- The institution website advertises live and ongoing opportunities provided by the university for staff, students and other stakeholders to engage with the institution's investment approach OR the university has uploaded consultation responses or minutes of meeting with student/staff representatives

Additional scores will be added for each of the following areas included in the policy

- The university commits to including student representation on its investment committee(s) 10%
- The university outlines a clear process by which stakeholders can make representations about sectors/companies that breach ethical policy and a process for divestment decisions. AND a commitment to publicly list all investments annually (at minimum, what percentage invested in different sectors), evidence required: financial report and/or third party annual report for most recent financial year. 5%
- Commitment to screen out specific sectors:
 1. **Fossil fuel companies:** partial commitment (i.e. coal and tar-sands) 5% or Fossil fuel companies: full commitment to all fossil fuel companies 20%
 2. **Arms companies** 10%
 3. **Corporations complicit in the violation of international law** 10%
- Commitment to use ethical fund manager (eg. % of investments placed in “socially and environmental funds”) or to increasing its proportion of positive investments - this would be contained within the policy 5%

Potential changes to score and/or criteria:

Potential for higher scoring of criteria

Action required for preserving the score:

Review and update the Ethical Investment code of practice

Action required for improving the score:

Consider implementing the criteria

Section 5 (7% of overall score) – Carbon Management

Criteria / score

- **25/25%** for having a publicly available carbon management plan that meets set standards
- **5/5%** for including scope 3 emissions within the university Carbon Management Plan
- **5/5%** for reporting the university scope 3 emissions to the Higher Education Statistics Agency
- **5/5%** for publishing carbon emission data related to both in-house and externally provided student accommodation
- **15/30%** for including baseline figures for scope 3 carbon emissions
- **0/30%** for including targets to reduce scope 3 carbon emissions

Clarifications

Baseline and reduction targets for scope 3 emissions calculated in the following areas:

- Waste (including construction) - 10%
- Water - 10%
- Procurement (supply chain) - 10%
- Staff and student business trips e.g. flights to conferences and field trips - 10%
- Staff and students commuting to university on a daily basis - 10%
- Carbon emissions associated with the travel between students' homes and the university at the start and end of term (including international students' travel to and from their home country) - 10%

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

Produce a scope 3 carbon management plan

Action required for improving the score:

Produce a scope 3 carbon management plan

Section 6 (5% of overall score) – Workers Rights

Criteria / Score

- 0/20% for being a Living Wage accredited employer.
- 15/15% for being a Fairtrade status University
- 0/5% for using Fairtrade cotton for university staff uniforms
- 0/40% for improving workers rights in the university's ITC supply chain by working with Electronics Watch
- 0/20% for improving workers rights in another product category of the university supply chain

Clarifications

- 1st April 2016 saw the introduction of a new statutory minimum wage for over 25's, which the government is referring to as the 'national living wage' (NLW). This is not to be confused with the Living Wage which is a voluntary payment by employers at a higher rate than the NLW, and which applies to all working adults above the age of 18.

Potential changes to score and/or criteria:

The score is likely to increase

Action required for preserving the score:

Maintain Fairtrade status

Action required for improving the score:

- Consider becoming an accredited living wage employer
- Consider procuring fairtrade cotton for University staff uniforms
- Consider affiliating to Electronics Watch
- Consider improving workers rights in another product category of the university supply chain

Actions might include;

- Mapping the supply chain and manufacturing locations of university suppliers
- Supporting civil society organisations to organise systems inside the factories
- Supporting civil society organisations to conduct investigations which include site visits and off-site worker interviews.

Section 7 (4.5% of overall score) – Sustainable Food

Criteria / score

- **10/10%** for having a publicly available sustainable food policy meeting set standards
- **15/50%** for continual improvement in sustainable food across university catering outlets and conference services
- **0/10%** for specifying that contract caterers and supplies adhere to the requirements of the university sustainable food policy
- **0/5%** for university food outlets with Marine Stewardship Council certification - ensuring traceability of sustainable fish all the way to your plate
- **0/5%** for using local food in university catering or campus to kitchen food projects
- **0/5%** for providing free access to drinking water across the university and for highlighting where this can be found on the university website
- **15/15%** for providing space or other resources for student and staff led growing schemes or sustainable food projects

Clarifications

People & Planet will look for a statement on the university website as to the progress against an externally verified sustainable catering framework. This information should include how many catering outlets the university has AND how many outlets are covered by the Catering Mark scheme (or similar scheme or framework) and where catering outlets are covered by the Catering Mark (or similar scheme or framework/ accreditation) and what level has been achieved.

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

- Finalise draft sustainable food policy and supporting action plan
- Report on progress of the sustainable food policy to a senior level of the University

Action required for improving the score:

- Consider progressing with the Food For Life Catering mark
- Consider implementing other criteria

Section 8 (5% of overall score) – Staff and Student Engagement

Criteria / Score

- **60/60%** for having a strategy in place for student and staff engagement that includes a framework to track progress against smart targets and for including the following engagement actions.
- **10/10%** for including sustainability policy in staff inductions
- **0/10%** for engaging trade unions in its sustainability policy
- **10/10%** for including student representation on setting sustainability policy
- **10/10%** for students' union progress towards environmental sustainability.

Clarifications

- Oversight and involvement of students and staff in the development and ongoing monitoring of the university Carbon Management Plan.
- Oversight and involvement of students and staff in the development and ongoing monitoring of the university environment or sustainability policy / plan / strategy.
- Engagement opportunities for sustainability are a component of student induction processes.
- University actively supports an annual Go Green Week or environment / sustainability week.
- The university runs environmental sustainability campaigns that reach all students and staff.
- Availability of university funds and / or resources /support for student or staff-led practical sustainability projects

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

Review and update student and staff engagement strategy and supporting action plan

Action required for improving the score:

Engaging trade unions in the sustainability policy

Section 9 (10% of overall score) – Education

Criteria / Score

- 20/20% for its public commit to education for sustainable development (ESD)
- 50/50% for having a framework or strategy for ESD
- 10/10% for providing suitable support and training for ESD
- 10/10% for evidence of student coursework linked to sustainability projects to improve the environmental management of the university (often called the Living Lab)
- 10/10% for supporting or highlighting School, Faculty or Research team projects for Sustainability, including the pedagogy of sustainability

Clarifications

- The university demonstrates commitment to education for sustainable development at a high level of strategy or senior responsibility.
- Universities could use an existing tool or externally verified scheme.

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

Further assessment required

Action required for improving the score:

n/a

Performance section

Section 10 (8% of overall score) – Energy Sources

Criteria / Score

- 45/45% for using combined heat and power (CHP) energy.
- 35/35% for generating its own electricity
- 20/20% for use of renewable electricity tariffs.

Clarifications

Data taken from Estates Management Records (EMR)

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

- Maintain renewable electricity tariff
- Increase percentage of renewable energy generated onsite compared to consumption of grid electricity

Action required for improving the score:

n/a

Section 11 (8% of overall score) – Waste and Recycling

Criteria

- 38/50% for recycling 56.31% of its waste.
- 13/50% for waste mass per head compared to the rest of the sector.

Clarifications

- The percentage waste recycled, composted or anaerobically digested, excluding construction waste (that classified as “other” in the EMR)
- The FTE total is taken as the sum of student, research and staff FTE.

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

Maintain recycling levels and waste reduction actions

Action required for improving the score:

Implement new waste recycling initiatives and waste reduction initiatives

Section 12 (15% of overall score) – Carbon Reduction

Criteria

- 20/50% for carbon intensity change since the last University League.
- 38/50% for achieving a 25.82% reduction in its carbon emissions since a 2005 baseline.

Clarifications

This section is based on data from the Estates Management Record (EMR) 2014/15

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

- Carbon Management Plan and SEND projects have set targets for carbon reduction

Action required for improving the score:

- Carbon Management Plan and SEND projects have set targets for carbon reduction

Section 13 (8% of overall score) – Water Reduction

Criteria / Score

- 0/67% for its use of water per head compared to other universities
- 11/33% for use of grey water

Clarifications

This section is based on data from the Estates Management Record (EMR) 2014/15

Potential changes to score and/or criteria:

Unknown

Action required for preserving the score:

Further assessment required

Action required for improving the score:

Further assessment required

End

Environment and Sustainability Steering Group (ESSG)

Energy & Carbon Management Update Report

March 2017

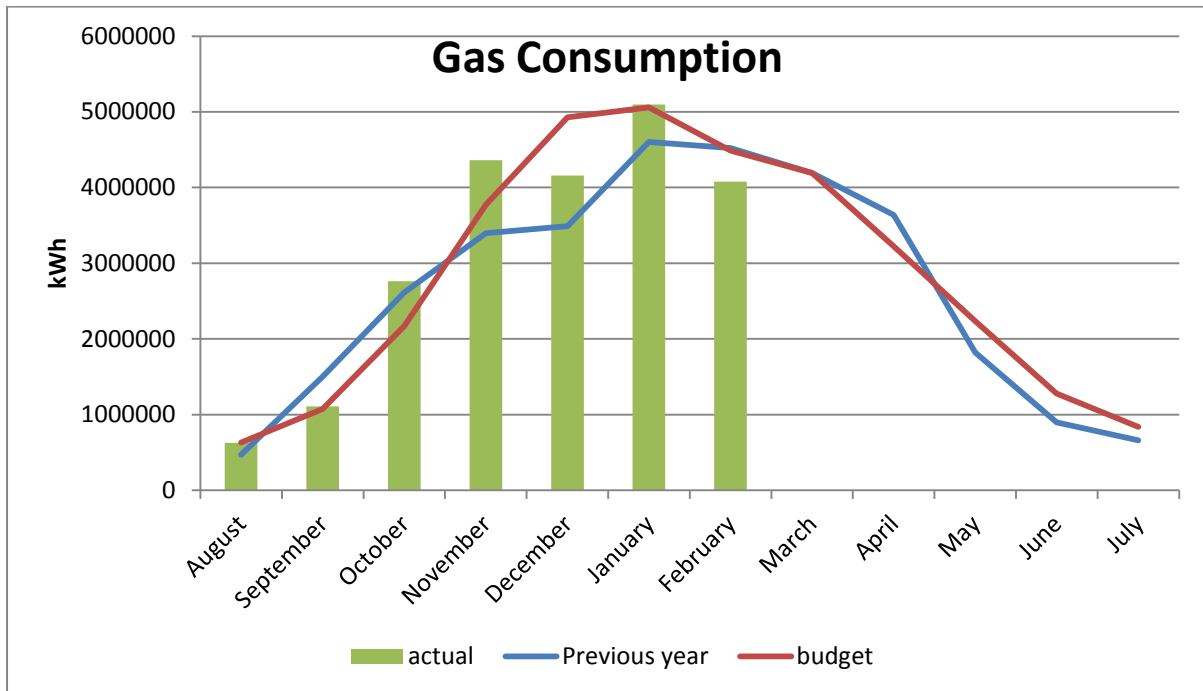
1. 2016/17 Energy & Water Performance to Date

Carbon

No interim update available as consumption and recharge data is only consolidated once per year.

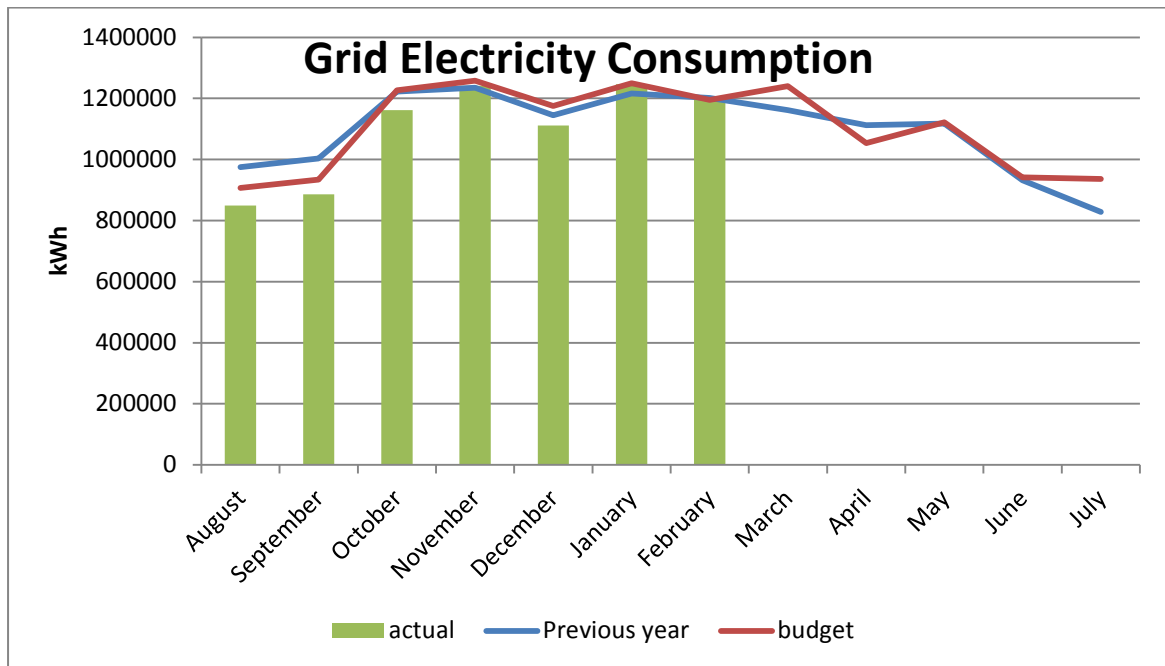
Energy

Gas



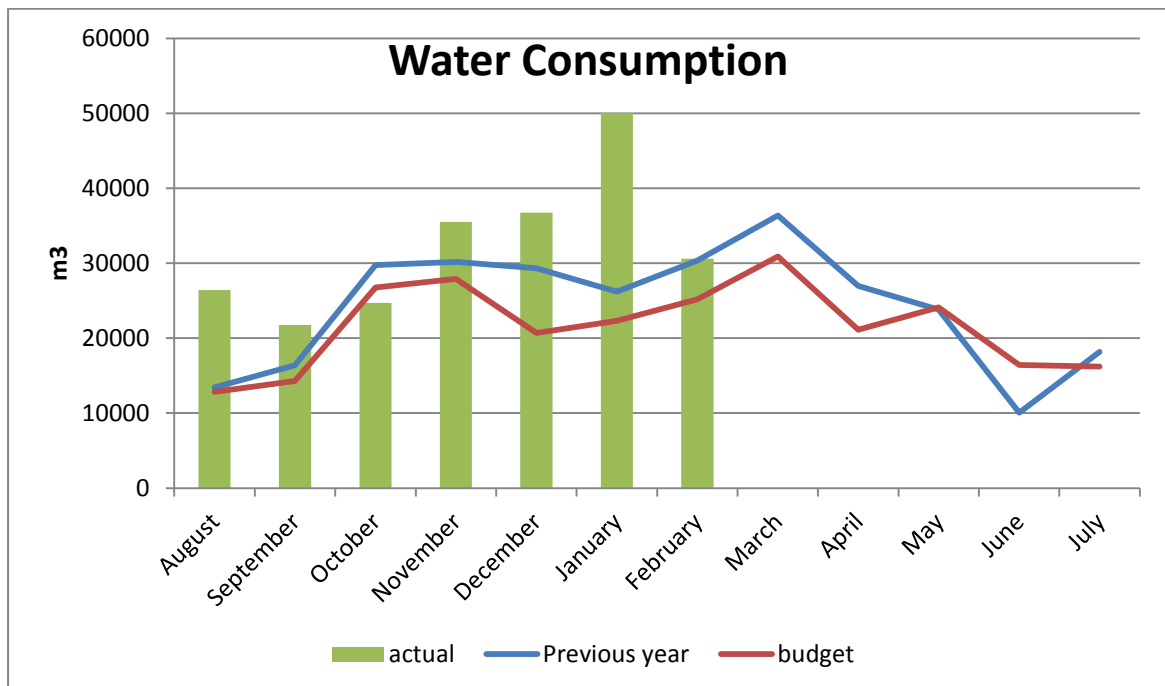
Year to date consumption of gas is tracking around 2.5% above expected inclusive of weather correction. This is down against previous months and outturn for the academic year is now expected to meet the budget forecast. February consumption was lower than budget, likely the result of the reduction in internal building temperatures although a longer assessment period is required to determine if this is case.

Electricity



Grid electricity consumption for the academic year to date is down by 3% against the projection, compared to 10% at last ESSG meeting. This is partially due to the CHP creating more electricity than expected when the budget was set, however the unit has been down for maintenance for five days in February therefore the month on month comparison shows a negative trend.

Water



Water consumption to date continues to track more than 50% higher than forecast due to a several large leaks including a significant burst in December. The largest leak was fixed on

the 10th of February and consumption since that point is comparable to the original forecast consumption. A major project has been approved to replace much of the reservoir main pipework this year and a three year plan is being developed to replace the remaining cast iron pipework which largely dates back to the 1960's.

2. Energy Management Strategy EnPI's

	2016/17	Q1 (Aug-Oct)	Q2 (15/16)	Q2 (Nov – Jan)	Q3 (Feb – April)	Q4 (May – July)
Monitoring, Targeting & Control						
EnPI01	Number of core sub meters which are reporting data automatically (AMR)	142	n/a	142		
EnPI02	Percentage of core non-AMR meters which have been read at least twice a year	94%	n/a	94%		
Behaviour Change						
EnPI03	Number of students/staff directly engaged in behavioural change programmes	TBD	n/a	734		
Energy Efficiency						
EnPI04	Number of feasible projects identified	58	n/a	93		
EnPI05	Percentage of projects achieving or surpassing the expected savings	100%	n/a	100%		
EnPI06	Percentage of buildings formally audited within the last three years	48%	n/a	48%		
EnPI07	Percentage of Display Energy Certificates with Operational Ratings better than 100	92%	n/a	93%		
EnPI08	Total qualifying electricity consumption ¹	2,787,388	3,596,501	3,599,199		
EnPI09	Total qualifying gas consumption	4,499,981	11,633,765	13,615,894		
Energy Generation from Low-Zero carbon sources						
EnPI10	Percentage of total generation delivered on-site	9%	3.9%	4.4%		
EnPI11	kWh of electricity from CHP	224,342	216,741	273,546		
EnPI12	kWh of heat from CHP	375,800	363,000	454,200		
EnPI13	kWh of electricity from Solar PV	34,416	6,881	9,807		
EnPI14	kWh of biomass	2,352	2,170	8,650		
EnPI15	kWh of additional LZC sources employed on site	2,061	8,097	9,051		

¹ Including domestic housing and recharged tenants

3. Energy/water Management Projects

One energy/water conservation measure has been implemented since the last period:

Building	Measure	Cost	Energy Saving	CO2 Saving	Payback
Innovation Centre 2	Communal Area & Office lighting refurbishment	£22,000	54,317 kWh	26.53t per annum	2.99 years

4. Procurement

The procurement of the new gas, electricity and water contracts is now complete and will be in place for April 2017. The electricity tariff is confirmed as 100% from renewable sources at an additional cost of £3,500 per year. As this is significantly lower than expected, the UEC paper discussed at the last ESSG has been deemed unnecessary.

Author and Sponsor	Peter Keir Potts, Head of Estates Planning and Compliance. Phil Butters, Director of Estates & Development.	Date of meeting	21 st March 2017
Title of Item	Estates Management Record 2015/16	Category (use only one box)	
		Unrestricted Business	✓
		Restricted Business	
		Discussion Forum	
Category (use only one box)			
For formal approval and/or discussion			
Item for consideration at Council/Senate/Business Review Committee			
For information			
✓			
Executive Summary of paper:			
<p>All higher education providers with England, Wales and Northern Ireland are required to submit an Estates Management Record (EMR) to the Higher Education Statics Agency (HESA) on an annual basis.</p> <p>The EMR is a data collection initiative established to provide the Higher Education sector with standardised, reliable and useful property information to help managers understand current performance, promote sharing of best practice and drive improvements.</p> <p>Data for the Estates record is collected retrospectively, thereby reporting on activity which has taken place in the previous academic year, in this case between 1st August 2015 and the 31st July 2016.</p> <p>The return date for initial submission is always 28th February following which HESA have the opportunity to analyze the submitted data and if necessary seek further clarification form the respective provider.</p> <p>In conjunction with key stakeholders, Keele’s draft submission was committed on the 21st February 2017, HESA confirming the data as credible on the 16th March and subsequent “sign off” by the Vice Chancellor anticipated w/c 20th March.</p> <p>Key stakeholders and contributors include:</p> <ul style="list-style-type: none"> • Anthony Armstrong - Planning and Academic Administration • Charles Phillips – Human Resources • Diane Green, Katherine Hazelton, Lee Bestwick - Finance and IT Directorate • Andrew Carnell, Elliot Jones, Huw Evans, Peter Potts, Thelma Norwood - Estates and Development Directorate • Ian Williamson, Chris Bromley, Bernadette Scanlon – Occupational Health and Safety <p>Other data on Student Numbers and Finance have been drawn into the report by HESA from other sources using information previously supplied by the University for other HEFCE returns.</p> <p>Attached is a copy of the Key Ratio Report from the Estates Management Record return to HESA.</p> <p>A more detailed review of the return will be presented to University Executive Committee when comparator organisation data is published later in 2017.</p>			
Resource Implications:			
(please include a clear statement to identify any resource implications associated with the paper):			

n/a

Action required from University Executive Committee:

(Please include a clear indication where formal approval is required)

University Executive Committee is asked to note the contents of the attached Key Ratio Report.

At which Committee (if any) has this paper been considered previously? n/a

Committee of Council: (Please specify)		Committee of Senate: (Please specify)	
Budget and Resources Group		Student Numbers and Fees Group	
Other: (please specify)			

At which Committee (if any) will this paper be considered at next? n/a

Committee of Council: (Please specify)		Committee of Senate: (Please specify)	
Budget and Resources Group		Student Numbers and Fees Group	
Other: (please specify)			

Communication/Next Steps: n/a

Estates Management Record (C15042): Ratio Report for transaction number 00816471

Category	Section	Ratio ID	Ratio Description	Unit	Current Value	Historic Ratios			Sector 2014		
						2014	2013	2012	Median	Lower Quartile	Upper Quartile
Key Ratio	Analysis of maintenance	042C01S06R18	Maintenance costs per metre ² of gross internal area	£	26.16	30.13	33.27	34.00	28.60	22.98	37.35
Key Ratio	Analysis of maintenance	042C13S09R15	Expenditure on major and minor capital works and recurrent repairs and maintenance as a percentage of insurance replacement value	£	4.02	3.28			4.16	2.59	6.57
Key Ratio	Condition and suitability	042C13S03R01	Building condition as percentage of gross internal area Condition A and B	%	79.5	92.7	92.7	90.9	83.3	71.6	92.0
Key Ratio	Condition and suitability	042C13S03R07	Proportion of space with functional suitability grades 1 and 2	%	88.0	87.2	87.2	89.4	89.3	81.1	96.3
Key Ratio	Condition and suitability	042C13S03R08	Cost to upgrade condition C and D to B as a proportion of total non-residential income	%	16.1	6.6	6.9	8.2	9.6	2.7	18.0
Key Ratio	Energy costs, consumption and emissions	042C01S07R16	Energy costs per metre ² of gross internal area	£	10.87	12.82	12.11	13.12	16.30	14.27	19.24
Key Ratio	Energy costs, consumption and emissions	042C13S10R13	Scope 1 and 2 carbon emissions per HEP total non-residential income		0.00	0.00	0.01	0.01	0.01	0.00	0.01
Key Ratio	Energy costs, consumption and emissions	042C13S10R14	Scope 1 and 2 carbon emissions per student and staff full-time equivalent (FTE)		0.6	0.6	0.6	0.6	0.7	0.5	1.2
Key Ratio	Energy costs, consumption and emissions	042C13S10R18	Scope 1 and 2 carbon emissions per HE student and staff full-time equivalent (FTE)		0.6	0.6	0.6	0.6	0.7	0.5	1.2
Key Ratio	Linking property to business	042C01S03R09	HEP income per metre ² of net internal area	£	1,258	1,123	1,041	990	1,493	1,281	1,865
Key Ratio	Linking property to business	042C13S05R01	Ratio of total Property costs to HEP income		0.081	0.083	0.085	0.092	0.087	0.073	0.105
Key Ratio	Linking property to business	042C13S05R17	Insurance replacement value as a percentage of Non-residential income	%	203.9	193.9	203.4	219.8	217.0	176.8	268.4
Key Ratio	Linking property to business	042C14S04R05	HEP income per bedspace	£	5,889.00	2,300.49	2,435.01	2,454.69	6,392.26	5,568.95	8,604.38
Key Ratio	Space allocation	042C13S02R12	Gross internal area in metre ² per student and staff full-time equivalent (FTE)	m ²	11.4	9.7	9.4	9.3	9.5	7.2	12.6
Key Ratio	Space allocation	042C13S02R13	Gross internal area in metre ² per HE student and staff full-time equivalent (FTE)	m ²	11.4	9.7	9.4	9.3	9.6	7.2	12.6
Key Ratio	Total property costs	042C13S07R01	Total property costs per metre ² of net internal area	£	156.88	152.90	147.14	149.18	160.77	141.21	209.47
Key Ratio	Total property costs	042C13S07R03	Total property costs per student FTE	£	1,273.57	1,358.05	1,251.49	1,248.90	1,265.70	932.94	1,759.17
Key Ratio	Utilisation ratios	042C13S06R01	Total non-residential net internal area per student FTE		8.1	8.9	8.5	8.4	7.7	5.6	10.7
Key Ratio	Utilisation ratios	042C14S05R06	Total property costs per bedspace	£	1,588.74	1,527.29	1,660.39	1,506.42	1,605.82	1,212.08	2,137.66
Key Ratio	Waste	042C01S09R04	Waste mass per student and staff FTE		0.160	0.155	0.143	0.205	0.106	0.063	0.208
Key Ratio	Waste	042C01S09R06	Waste mass per HE student and staff FTE		0.160	0.155	0.143	0.205	0.110	0.064	0.208
Key Ratio	Water costs and consumption	042C01S08R05	Water consumption per student and staff FTE		29.09	21.79	21.76	22.04	9.63	5.62	15.06
Key Ratio	Water costs and consumption	042C01S08R08	Water consumption per HE student and staff FTE		29.09	21.79	21.76	22.04	9.76	5.67	16.11
Total HEP (C01)	Analysis of maintenance	042C01S06R08	Grounds maintenance costs per grounds area	£	5,018	9,182	9,075	6,569	6,585	4,016	11,792
Total HEP (C01)	Analysis of maintenance	042C01S06R09	Playing fields maintenance costs per playing fields area	£	3,345	3,549	3,531	3,220	5,275	1,902	9,635
Total HEP (C01)	Analysis of maintenance	042C01S06R15	Maintenance costs per metre ² of gross internal area commercial space	£	1,677.07	4,716.48	5,341.97	1,187.31	2,260.43	670.24	4,013.05
Total HEP (C01)	Analysis of maintenance	042C01S06R16	% of HEPs' income spent on repairs and maintenance	%	3.1	3.6	4.2	4.5	2.6	1.8	3.3
Total HEP (C01)	Analysis of maintenance	042C01S06R17	Ratio of maintenance costs and capital expenditure to insurance replacement value		0.0	0.0	0.0	0.0	0.0	0.0	0.1
Total HEP (C01)	Capital expenditure and value	042C01S02R07	Insurance replacement value per metre ² of gross internal area commercial space	£	144,097.93	375,688.25	365,121.56	81,564.21	175,642.38	54,333.55	407,568.76
Total HEP (C01)	Component revenue costs	042C01S05R02	Operating costs per student FTE	£	1,246	1,333	1,320	1,308	931	620	1,457
Total HEP (C01)	Component revenue costs	042C01S05R10	Operating costs per metre ² of net internal area	£	88	87	88	89	93	75	112
Total HEP (C01)	Component revenue costs	042C01S05R11	Cleaning costs per metre ² of net internal area	£	21.06	19.59	18.32	17.98	17.30	14.18	23.31
Total HEP (C01)	Component revenue costs	042C01S05R12	Total cleaning costs per metre ² of gross internal area	£	13.91	14.79	13.94	13.97	12.46	10.29	16.50
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R02	Energy costs per 100 kWh consumption	£	4.81	5.23	4.97	4.69	6.81	5.91	7.74
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R03	Electricity costs per 100 kWh consumption	£	10.91	11.49	10.38	9.90	11.37	9.88	12.59
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R04	Gas costs per 100 kWh consumption	£	2.20	2.60	2.72	2.79	3.31	2.83	3.64
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R05	Energy costs gas as percentage of total energy costs	%	33.6	35.7	38.4	43.4	26.0	20.5	33.8
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R06	Energy costs electricity as percentage of total energy costs	%	66.3	64.2	61.4	56.4	70.3	62.9	76.7
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R08	Energy consumption kWh per student FTE		4,860	4,974	4,813	5,315	3,307	2,148	5,809
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R11	Notional energy emissions (kg CO ₂ e) per student FTE		1,204	1,313	1,329	1,353	932	643	1,777
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R13	Energy costs per metre ² of gross internal area commercial space	£	696.64	2,006.28	1,943.82	458.22	1,127.42	352.64	2,006.28
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R14	Notional energy emissions (kg CO ₂ e) per metre ² of gross internal area commercial space		3,590	10,120	10,794	2,484	5,009	1,552	9,940
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R15	Energy consumption kWh per metre ² of gross internal area commercial space		14,493	38,336	39,093	9,762	16,345	4,973	30,641
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R17	Energy consumption kWh per metre ² of gross internal area		226	245	244	280	238	199	281
Total HEP (C01)	Energy costs, consumption and emissions	042C01S07R18	Notional energy emissions (kg CO ₂ e) per metre ² of gross internal area		56	65	67	71	71	62	86
Total HEP (C01)	Estate structure	042C01S01R04	Total non-residential net internal area as percentage of total net internal area	%	56.0	57.5	56.1	55.0	76.8	66.3	93.1
Total HEP (C01)	Estate structure	042C01S01R07	Ratio of net internal area commercial space to gross internal area commercial space		0.890	0.935	0.935	0.806	0.852	0.767	0.954
Total HEP (C01)	Estate structure	042C01S01R08	Listed building coverage as percentage of gross internal area commercial space	%	269.6	743.0	743.0	165.4	337.1	67.2	1,471.3
Total HEP (C01)	Estate structure	042C01S01R09	Ratio of net internal area to gross internal area		0.661	0.755	0.761	0.777	0.710	0.678	0.756
Total HEP (C01)	Linking property to business	042C01S03R01	Ratio of total property costs to HEP income		0.104	0.113	0.121	0.127	0.098	0.083	0.114
Total HEP (C01)	Linking property to business	042C01S03R02	Ratio of total property costs to HEP Expenditure		0.107	0.120	0.126	0.133	0.104	0.088	0.122
Total HEP (C01)	Linking property to business	042C01S03R06	Total backlog affordability score		3.18	4.04	3.87	3.88	8.08	4.24	18.78
Total HEP (C01)	Linking property to business	042C01S03R08	Capital expenditure as % of HEP Income	%	7.1	4.7	9.4	8.5	7.1	3.7	12.2

Total HEP (C01)	Linking property to business	042C01S03R10	Total income per metre² of gross internal area	£	831.22	848.37	792.07	761.64	1,057.72	911.13	1,331.75
Total HEP (C01)	Property Management costs	042C01S10R02	External Property Management costs as percentage of Total Property Management costs	%	34.0	39.1	27.9	19.5	23.3	4.1	45.7
Total HEP (C01)	Total property costs	042C01S04R03	Total property costs per student FTE	£	1,854	1,953	1,897	1,834	1,541	1,101	2,152
Total HEP (C01)	Total property costs	042C01S04R09	Total property costs per metre² of net internal area	£	131	127	126	124	148	126	189
Total HEP (C01)	Total property costs	042C01S04R10	Total property costs per metre² of gross internal area	£	86.22	96.14	95.96	96.48	104.41	91.67	131.64
Total HEP (C01)	Waste	042C01S09R01	Waste mass (tonnes) per student FTE	£	0.192	0.188	0.171	0.244	0.121	0.071	0.236
Total HEP (C01)	Waste	042C01S09R03	Recycled waste proportion	%	43.5	36.6	38.3	44.0	55.5	35.9	68.5
Total HEP (C01)	Waste	042C01S09R05	Waste mass (tonnes) per metre² gross internal area commercial space	£	0.574	1.452	1.387	0.449	0.549	0.144	1.624
Total HEP (C01)	Waste	042C01S09R07	Waste mass (tonnes) per metre² gross internal area	£	0.009	0.009	0.009	0.013	0.008	0.006	0.015
Total HEP (C01)	Water costs and consumption	042C01S08R06	Water and sewerage costs per metre² of gross internal area commercial space	£	158.41	368.58	364.38	83.17	135.03	59.45	271.14
Total HEP (C01)	Water costs and consumption	042C01S08R07	Water consumption (metre³) per metre² of gross internal area commercial space	£	104.3	204.1	211.7	48.2	54.0	19.8	122.1
Total HEP (C01)	Water costs and consumption	042C01S08R09	Water and sewerage costs per metre² of gross internal area	£	2.47	2.35	2.27	2.38	2.17	1.67	2.74
Total HEP (C01)	Water costs and consumption	042C01S08R10	Water consumption (metre³) per metre² of gross internal area	£	1.6	1.3	1.3	1.4	0.8	0.5	1.1
Non-residential (C13)	Analysis of maintenance	042C13S09R01	Maintenance costs per metre² of gross internal area	£	28.83	37.74	37.25	40.45	29.56	22.17	39.95
Non-residential (C13)	Analysis of maintenance	042C13S09R12	% of HEP's income spent on repairs and maintenance	%	2.5	2.7	2.9	3.3	2.3	1.6	2.9
Non-residential (C13)	Analysis of maintenance	042C13S09R14	Ratio of maintenance costs and capital expenditure to insurance replacement value	%	0.0	0.0	0.1	0.0	0.0	0.0	0.1
Non-residential (C13)	Capital expenditure and value	042C13S04R01	Insurance replacement value per metre² of gross internal area	£	2,339.90	2,692.87	2,651.44	2,691.27	2,867.87	2,436.77	3,524.11
Non-residential (C13)	Component revenue costs	042C13S08R01	Non-residential operating costs per metre² of net internal area	£	93.30	94.74	91.56	97.31	94.52	75.08	120.89
Non-residential (C13)	Component revenue costs	042C13S08R02	Non residential operating costs per student FTE	£	757.44	841.50	778.80	814.70	711.80	504.34	1,125.18
Non-residential (C13)	Component revenue costs	042C13S08R10	Cleaning costs per metre² of net internal area	£	13.56	14.37	13.86	14.04	17.16	13.39	22.73
Non-residential (C13)	Component revenue costs	042C13S08R11	Internal cleaning costs per metre² of area cleaned	£	10.40	11.55	11.22	10.86	13.98	10.63	17.24
Non-residential (C13)	Component revenue costs	042C13S08R14	Rates paid as percentage of total property costs	%	2.5	2.2	2.7	1.9	2.8	2.3	3.4
Non-residential (C13)	Component revenue costs	042C13S08R15	Net service charges as percentage of total property costs	%	5.0	5.7	4.5	5.3	0.0	0.0	0.9
Non-residential (C13)	Component revenue costs	042C13S08R16	Maintenance costs as percentage of total property costs	%	31.0	32.7	33.6	35.8	27.0	18.9	32.2
Non-residential (C13)	Component revenue costs	042C13S08R17	Non-residential cleaning costs per metre² of gross internal area	£	8.04	10.85	10.45	10.64	11.83	9.78	15.57
Non-residential (C13)	Condition and suitability	042C13S03R02	Building condition as percentage of gross internal area Condition D	%	0.6	0.3	0.3	0.3	0.2	0.0	1.9
Non-residential (C13)	Condition and suitability	042C13S03R04	Cost to upgrade condition C and D to B as percentage of insurance replacement value	%	7.9	3.4	3.4	3.7	4.4	1.6	8.5
Non-residential (C13)	Condition and suitability	042C13S03R06	Non residential backlog affordability score	£	6.2	15.2	14.4	12.2	9.9	5.3	25.7
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R01	Non-residential energy costs per metre² of gross internal area	£	10.37	12.57	12.05	12.78	17.48	14.72	20.57
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R02	Average Energy costs per 100 kWh consumption	£	5.49	5.32	4.99	4.89	7.21	6.27	8.06
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R04	Energy costs electricity as percentage of total energy costs	%	75.7	64.1	61.4	56.3	71.7	65.2	77.3
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R05	Energy costs (oil, coal, steam and hot water, other) as percentage of total energy costs	%	0.0	0.0	0.0	0.0	0.0	0.0	1.6
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R06	Energy consumption kWh per metre² of gross internal area	£	189	236	241	272	239	199	305
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R08	Energy consumption kWh per student FTE	£	2,584	2,780	2,723	3,009	2,567	1,680	4,287
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R10	Notional energy emissions (kg CO2e) per metre² of gross internal area	£	50	63	66	69	73	61	93
Non-residential (C13)	Energy costs, consumption and emissions	042C13S10R11	Notional energy emissions (kg CO2e) per student FTE	£	683	737	749	764	756	524	1,383
Non-residential (C13)	Estate structure	042C13S01R03	Ratio of net internal area to gross internal area	%	0.593	0.755	0.754	0.758	0.705	0.667	0.738
Non-residential (C13)	Estate structure	042C13S01R07	Tenure as percentage of gross internal area freehold/long-leasehold	%	100.0	100.0	100.0	100.0	98.0	94.3	100.0
Non-residential (C13)	Estate structure	042C13S01R08	Construction date as percentage of gross internal area Pre-1940	%	7.9	7.9	7.9	7.9	16.0	7.5	28.9
Non-residential (C13)	Estate structure	042C13S01R09	Construction date as percentage of gross internal area built since 1980	%	23.9	23.9	23.9	23.9	37.8	25.0	50.3
Non-residential (C13)	Estate structure	042C13S01R10	Proportion of teaching area centrally timetabled	%	99.8	97.5	97.5	84.6	61.5	33.6	89.4
Non-residential (C13)	Estate structure	042C13S01R11	Listed building coverage as percentage of gross internal area	%	6.5	8.1	8.0	5.6	7.1	1.1	18.4
Non-residential (C13)	Linking property to business	042C13S05R02	Ratio of total property costs to HEP expenditure	£	0.086	0.090	0.090	0.100	0.092	0.078	0.108
Non-residential (C13)	Linking property to business	042C13S05R03	HEP income per student FTE	£	15,719.91	16,333.51	14,708.42	13,528.12	12,602.64	10,524.99	20,614.55
Non-residential (C13)	Linking property to business	042C13S05R04	HEP income per metre² of net internal area	£	1,936.44	1,838.98	1,729.30	1,615.90	1,907.22	1,548.43	2,233.07
Non-residential (C13)	Linking property to business	042C13S05R05	Teaching HEP income per metre² of net internal area	£	2,948.76	2,791.07	2,756.64	2,631.17	3,193.02	2,595.60	4,045.41
Non-residential (C13)	Linking property to business	042C13S05R06	Research HEP income per metre² of net internal area	£	2,641.90	3,026.04	2,511.65	2,469.77	1,985.40	1,439.82	2,904.06
Non-residential (C13)	Linking property to business	042C13S05R07	Other HEP income per metre² of net internal area	£	2,817.12	2,935.22	2,781.82	2,379.49	3,658.61	1,654.25	6,792.46
Non-residential (C13)	Linking property to business	042C13S05R13	Non-residential income per metre² of gross internal area	£	1,147.67	1,388.70	1,303.62	1,224.23	1,326.30	1,089.13	1,518.79
Non-residential (C13)	Linking property to business	042C13S05R14	Teaching income per metre² of gross internal area	£	720.46	850.28	830.63	796.08	924.56	771.22	1,195.47
Non-residential (C13)	Linking property to business	042C13S05R15	Research income per metre² of gross internal area	£	211.43	272.42	223.64	213.11	79.22	28.85	311.18
Non-residential (C13)	Linking property to business	042C13S05R16	Other non-residential income per metre² of gross internal area	£	215.78	266.01	249.35	215.03	119.85	80.71	201.76
Non-residential (C13)	Linking property to business	042C13S05R18	Capital expenditure as % of HEP Income	%	5.9	4.0	7.8	5.2	6.6	3.2	11.4
Non-residential (C13)	Space allocation	042C13S02R01	Teaching net internal area as percentage of total net internal area	%	41.2	40.3	40.0	39.9	45.5	29.7	56.4
Non-residential (C13)	Space allocation	042C13S02R02	Research net internal area as percentage of total net internal area	%	13.5	11.9	11.8	11.4	6.3	1.8	26.6
Non-residential (C13)	Space allocation	042C13S02R03	Support net internal area as percentage of total net internal area	%	32.3	35.7	35.4	35.6	30.8	23.5	36.2
Non-residential (C13)	Space allocation	042C13S02R04	Other net internal area as percentage of total net internal area	%	12.9	12.0	11.9	11.9	4.5	1.8	8.9
Non-residential (C13)	Space allocation	042C13S02R05	Vacant net internal area as percentage of total net internal area	%	0.0	0.0	0.9	1.1	1.9	0.0	5.0

Non-residential (C13)	Space allocation	042C13S02R06	Office net internal area as percentage of total net internal area	%	31.3	31.0	30.7	29.9	24.7	21.4	29.1
Non-residential (C13)	Space allocation	042C13S02R08	Specialist academic area as percentage of all academic net internal area	%	23.7	27.6	31.9	34.4	47.8	31.8	58.8
Non-residential (C13)	Space allocation	042C13S02R09	Specialist teaching net internal area as percentage of core teaching space	%	16.4	20.6	26.0	24.6	39.1	24.2	53.3
Non-residential (C13)	Space allocation	042C13S02R10	Specialist research net internal area as percentage of core research space	%	49.2	55.5	55.5	74.0	77.2	46.9	94.2
Non-residential (C13)	Space allocation	042C13S02R11	Learning centre net internal area as percentage of support net internal area	%	36.7	36.6	36.6	36.4	30.1	24.2	36.5
Non-residential (C13)	Total property costs	042C13S07R10	Non-residential property costs per metre² of gross internal area	£	92.98	115.46	110.92	113.02	115.18	100.40	141.95
Non-residential (C13)	Utilisation ratios	042C13S06R02	Academic space per student FTE		4.4	4.6	4.4	4.3	4.2	3.1	6.4
Non-residential (C13)	Utilisation ratios	042C13S06R03	Core teaching space per taught student FTE		2.1	2.1	2.0	2.0	2.5	2.0	3.2
Non-residential (C13)	Utilisation ratios	042C13S06R04	Academic office net internal area per academic staff FTE		15.2	16.6	17.5	18.5	12.4	9.4	16.1
Non-residential (C13)	Utilisation ratios	042C13S06R05	Support office net internal area per support office staff FTE		17.7	15.5	15.4	14.3	12.2	9.3	15.6
Non-residential (C13)	Utilisation ratios	042C13S06R06	Frequency rate teaching space	%	56.1	62.9	69.2	66.8	58.7	51.0	65.3
Non-residential (C13)	Utilisation ratios	042C13S06R07	Occupancy rate teaching space	%	53.3	61.4	66.0	66.1	47.5	38.3	60.2
Non-residential (C13)	Utilisation ratios	042C13S06R08	Utilisation rate teaching space		0.299	0.386	0.457	0.442	0.281	0.211	0.354
Non-residential (C13)	Utilisation ratios	042C13S06R09	Frequency rate coverage as percentage of core teaching net internal area	%	25.3	92.1	92.1	79.8	53.6	31.4	79.8
Non-residential (C13)	Utilisation ratios	042C13S06R11	Catering net internal area per student FTE		0.4	0.3	0.3	0.3	0.2	0.2	0.4
Non-residential (C13)	Utilisation ratios	042C13S06R15	Learning centre net internal area per student FTE		1.0	1.2	1.1	1.1	0.7	0.5	0.9
Non-residential (C13)	Water costs and consumption	042C13S11R01	Water and sewerage costs per metre² of gross internal area	£	2.19	2.31	2.26	2.32	1.72	1.32	2.27
Non-residential (C13)	Water costs and consumption	042C13S11R02	Water and sewerage costs per metre² of consumption	£	1.52	1.81	1.72	1.73	2.70	2.14	3.29
Non-residential (C13)	Water costs and consumption	042C13S11R03	Water consumption metre³ per metre² of gross internal area		1.4	1.3	1.3	1.3	0.6	0.5	0.9
Non-residential (C13)	Water costs and consumption	042C13S11R05	Water consumption metre³ per student FTE		19.8	15.0	14.8	14.8	6.8	4.2	11.9
Residential (C14)	Analysis of maintenance	042C14S07R01	Maintenance costs per metre² of gross internal area	£	20.58	19.38	27.59	23.45	21.41	15.28	34.27
Residential (C14)	Analysis of maintenance	042C14S07R12	% of HEP's income spent on repairs and maintenance	%	7.8	18.8	25.1	20.9	6.3	2.5	10.6
Residential (C14)	Analysis of maintenance	042C14S07R13	Ratio of maintenance costs and capital expenditure to insurance replacement value		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Residential (C14)	Component revenue costs	042C14S06R07	Cleaning costs per metre² of net internal area	£	29.60	26.28	23.72	21.65	16.37	11.07	24.06
Residential (C14)	Component revenue costs	042C14S06R08	Net service charges as percentage of total property costs	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Residential (C14)	Component revenue costs	042C14S06R09	Maintenance costs as percentage of total property costs	%	28.9	28.3	36.8	34.1	35.2	25.0	46.3
Residential (C14)	Component revenue costs	042C14S06R10	Residential cleaning costs per metre² of gross internal area	£	23.23	19.92	18.32	17.40	13.57	8.22	17.94
Residential (C14)	Condition and suitability	042C14S02R01	Building condition as percentage of gross internal area Condition A and B	%	64.1	69.3	69.3	70.5	74.8	20.1	98.2
Residential (C14)	Condition and suitability	042C14S02R02	Building condition as percentage of gross internal area Condition D	%	5.2	5.2	5.2	4.2	0.0	0.0	0.0
Residential (C14)	Condition and suitability	042C14S02R05	Functional suitability as percentage of gross internal area Grade 1 and 2	%		0.0		0.0	88.3	46.7	99.9
Residential (C14)	Condition and suitability	042C14S02R06	Residential backlog affordability score		0.7	0.3	0.3	0.4	3.0	1.0	6.4
Residential (C14)	Energy costs, consumption and emissions	042C14S08R01	Energy costs per metre² of gross internal area	£	11.26	12.96	12.02	12.73	12.02	9.85	13.45
Residential (C14)	Energy costs, consumption and emissions	042C14S08R02	Energy costs per 100 kWh consumption	£	4.03	5.12	4.95	4.69	5.50	4.84	6.80
Residential (C14)	Energy costs, consumption and emissions	042C14S08R03	Energy costs gas as percentage of total energy costs	%	48.2	35.7	38.5	43.5	35.7	21.6	47.5
Residential (C14)	Energy costs, consumption and emissions	042C14S08R04	Energy costs electricity as percentage of total energy costs	%	51.8	64.3	61.5	56.5	63.0	51.1	72.8
Residential (C14)	Energy costs, consumption and emissions	042C14S08R05	Energy consumption kWh per metre² of gross internal area		280	253	243	271	209	160	259
Residential (C14)	Energy costs, consumption and emissions	042C14S08R08	Notional energy emissions (kg CO2e) per metre² of gross internal area		63	65	66	69	59	49	69
Residential (C14)	Estate structure	042C14S01R04	Tenure as percentage of gross internal area, freehold/long-leasehold	%	100.0	100.0	100.0	100.0	100.0	59.9	100.0
Residential (C14)	Estate structure	042C14S01R05	Construction date as percentage of gross internal area Pre-1940	%	1.2	1.2	1.2	1.2	0.0	0.0	11.3
Residential (C14)	Estate structure	042C14S01R06	Construction date as percentage of gross internal area built since 1980	%	30.2	30.2	30.2	30.1	62.9	9.1	84.0
Residential (C14)	Estate structure	042C14S01R07	Listed building coverage as percentage of gross internal area	%	0.1	0.1	0.1	0.1	0.0	0.0	4.2
Residential (C14)	Linking property to business	042C14S04R02	Ratio of total property costs to HEP Expenditure		0.231	0.495	0.553	0.429	0.250	0.079	0.377
Residential (C14)	Linking property to business	042C14S04R03	Ratio of residential HEP income to HEP Expenditure		0.857	0.745	0.810	0.700	1.185	1.000	1.470
Residential (C14)	Linking property to business	042C14S04R04	HEP income per metre² of net internal area	£	336.83	136.17	142.34	139.48	354.63	305.84	475.32
Residential (C14)	Linking property to business	042C14S04R08	Residential and catering income per metre² of gross internal area	£	264.28	103.20	109.95	112.14	274.62	229.79	348.13
Residential (C14)	Linking property to business	042C14S04R09	HEP expenditure per bedspace	£	6,872.86	3,087.97	3,004.70	3,508.01	5,118.64	3,774.78	7,094.41
Residential (C14)	Linking property to business	042C14S04R10	Capital expenditure as % of HEP Income	%	16.1	17.6	33.2	55.7	0.6	0.0	12.7
Residential (C14)	Total property costs	042C14S10R01	Residential property costs per metre² of gross internal area	£	71.30	68.52	74.97	68.82	66.34	48.99	84.95
Residential (C14)	Utilisation ratios	042C14S05R02	Residential net internal area per bedspace		17.5	16.9	17.1	17.6	18.4	16.5	20.6
Residential (C14)	Utilisation ratios	042C14S05R03	Average provision of bedspaces per student FTE		0.37	0.39	0.39	0.39	0.14	0.05	0.22
Residential (C14)	Utilisation ratios	042C14S05R04	Occupancy rate residential	%	98.9	93.6	98.9	97.0	97.0	77.7	98.4
Residential (C14)	Water costs and consumption	042C14S09R01	Water and sewerage costs per metre² of gross internal area	£	2.84	2.39	2.26	2.32	3.19	2.15	4.18
Residential (C14)	Water costs and consumption	042C14S09R03	Water consumption metre³ per metre² of gross internal area		1.9	1.3	1.3	1.3	1.3	0.9	1.7

Keele University

Responsible Procurement Strategy

2017 – 2020

Responsible Procurement Strategy

Context

This Responsible Procurement Strategy has been developed to ensure that all staff involved in the procurement of goods and services within the University routinely consider how we can enhance and protect the shared environment that we all work in, contribute to the health and well-being of society and build a sustainable economy through our procurement decisions.

This strategy reflects the commitment of procurement team to help enable the university to achieve its financial, educational and research targets as well as support the delivery of Our Vision 2020.

The Role of Procurement

Our overarching objective is to provide a transparent and fair procurement service that promotes value for money, adopts best practice and ensures the University operates within the legal framework for public procurement. We will ensure this is achieved whilst taking a long term view on behalf of the university and procuring in a responsible manner.

Keele is a well-respected provider of excellent teaching, learning and research. The University is also wholly committed to providing leadership in environmental sustainability in all that we do. This strategy aims to support Keele University by providing a procurement service which helps create the conditions for excellence in a sustainable manner.

Within Procurement we have identified the following key questions that we will use as a touchstone over the duration of this strategy. We will ask ourselves and others the following:

- Are we delivering Value for Money?
- Are we embedding sustainability into our purchasing activities?
- Are we delivering a legally robust service?
- Are we assisting in the enabling of excellence in Teaching Learning and Research through the service we provide?

Affirmative answers to these questions will ensure we are delivering Responsible Procurement.

Our Focus

To help deliver Responsible Procurement we have identified 9 strategic areas of focus which we will deliver against over the next 3 years. As well as delivering Responsible Procurement and contributing to Our Vision 2020 these areas of action have also been mapped against best practice procurement across Higher Education and the public sector.

1. Governance
2. Reporting and Key Performance Indicators
3. Organisational Development
4. Resource and Skills
5. Sustainability
6. Collaboration
7. Information Systems
8. Supplier Strategy and Policy
9. Category Management

For each of areas of focus we have identified 3 strategic actions which we will deliver on.

1. Governance and Strategy

Governance in procurement relates to establishing a procurement strategy with accompanying cohesive policies, guidance, processes and decision-rights for purchasing activity across the institution. It creates a clear link to the Institution's strategic plan.

- 1.1 Monitor the effective implementation of the Responsible Procurement Strategy
- 1.2 Produce an annual procurement report to effectively communicate the contribution of procurement.
- 1.3 Develop the procurement section of the Value for Money Action plan and ensure outputs are achieved.

2. Reporting and Key Performance Indicators

Establishing clear objectives and targets and reporting on Key Performance Indicators to provide evidence of performance. Cascading these objectives through the organisation such that individual staff objectives reflect the wider organisation's objectives

- 2.1 Report Quarterly on a range of Key Performance Indicator (See Appendix 1)
- 2.2 Review our Key Performance Indicators on an Annual Basis
- 2.3 Explore the development new Key Performance Indicators for procurement which focus on social and economic impact within our supply chain.

3. Organisational Development

Relates to the way in which responsibility for the procurement activities are directed, organised and managed across the Institution.

- 3.1 Utilise a range of communication channels to inform and engage internal and external stakeholders in Responsible Procurement
- 3.2 Refresh the procurement website quarterly and undertake a full review on an annual basis.
- 3.3 Ensure the quarterly Procurement Working Party meetings are efficient, effective and valuable

4. Resource and Skills

Staffing and other resources directly or indirectly a part of the procurement process in the organisation.

- 4.1 All procurement staff to complete the HEPA competency framework
- 4.2 Develop a skills development and training plan for each member of the procurement team.
- 4.3 Deliver Responsible Procurement, Whole Life Cost and Modern Slavery training to devolved procurers

5. Sustainability

The goal of sustainability is to embrace responsibility for the Institution's actions and encourage a positive environmental and social impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public.

- 5.1 Ensure sustainability is embedded within the procurement systems within Keele University

- 5.2 Achieve Level 4 on the Flexible Framework
- 5.3 Review our progress on procurement excellence undertaking a further Procurement Maturity Assessment.

6. Collaboration

Collaboration within procurement relates to working together within an institution, with other institutions and across the public sector to maximise the procurement performance and outcomes for all parties

- 6.1 Work with the North Western Universities Purchasing Consortium and its members to share best practice and support a HE collaborative approach to procurement.
- 6.2 Take opportunities to work with regional Higher and Further Education institutions including the West Midlands Procurement group
- 6.3 Build strong links with local authority and regional non HE partners.

7. Information Systems

Information Systems including Procure to Pay systems relates to the use of technology and communications in the procurement field

- 7.1 Develop functionality of e-procurement systems
- 7.2 Explore ways to utilise new technology to in our procurement activity.
- 7.3 Maintain up to date knowledge of e-tendering system

8. Supplier Strategy and Policy

Our approach to engaging with our supply base including a segmenting of suppliers and establishing a differentiated approach depending upon the spend and risk profile and in line with the Procurement Strategy.

- 8.1 Identify high risk suppliers
- 8.2 Support our high risk suppliers to develop their sustainability action plans
- 8.3 Continuously develop high risk suppliers, ensuring contract compliance through review meetings

9. Category Management

We will organise the resources of the procurement team in such a way as to focus externally onto the supply markets of an organisation in order to fully leverage purchasing decisions. Category management is the sourcing process used to manage these categories to satisfy business needs while maximising the value delivered from the supply base

- 9.1 Explore how category management could be implemented within Keele and the contribution it could make to Responsible Procurement.
- 9.2 Research approaches to category management within Higher Education.
- 9.3 Identify ways in which we can implement category management within existing resource levels.

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