

Sustainability Committee
15 March 2021

MINUTES

In Attendance	
Philippa Lloyd (PL) Chair	Vice-Principal (Policy and Strategic Partnerships)
Ian McManus (IM) Vice Chair	Director of Estates, Facilities and Capital Development
Philip Tamuno (PT)	Head of Sustainability, Estates and Facilities
John Iveson (JI)	Assistant Director, Estates and Facilities (Commercial Services)
Bronwen Eastaugh (BE)	Student Engagement Manager, Students' Union
Mike Wojcik (MW)	Chief Executive Officer, Students' Union
Garry Pritchard (GP)	Assistant Director, Estates and Facilities (Infrastructure & Maintenance)
Shamima Akter (SA)	Students' Union President
James Bradley (JBr)	Lecturer in Physical Geography, Geography
Caterina Gennaioli (CG)	Senior Lecturer Environmental Economics, Business and Management
Kate Thornton (KT)	Technical Resources Manager, Office of The Principal, Environmental Associate
Martin Sharp (MS)	Data Analyst, Institute of Health Sciences Education, Environmental Associate
Emanuela Nova (EN)	Placement Officer, Economics, Environmental Associate
Martin Donkin (MD)	Points Based Immigration Compliance Officer
Emily Burns (EB)	Director of The Centre for Public Engagement, Office of The Principal
Richard Halsall (RH)	Assistant Director, Estates and Facilities (Capital Development)
Sophie Harris (SH)	Assistant HR Director of Organisational Effectiveness
Kate Heppell (KH)	Professor of Physical Geography, School of Geography
Hannah Drinkwater (HD)	Finance Partner, Estates & Facilities
Mike Digby (MD)	Head of Security and Emergency Planning, Estates and Facilities
Ciaran Donnelly (CD)	UNISON representative, Environmental Associate
Bahar Shahin (BS)	Head of Procurement, Finance
Ramsay Richmond (RR)	Executive Manager, Innovation and Enterprise Unit
Dimi Sopisz (DS)	Grounds and Gardens Supervisor, Estates and Facilities
Michelle Lockwood (ML)	Business Development Manager, Malta Campus
Fiona Wilson (FW)	Director of Operations, Malta Campus
Peter Guy (PG)	Security and Business Continuity, Estates and Facilities
Liam Campling (LC)	Professor of International Business and Development, School of Business and Management
Matteo Mandarini (MM)	Lecturer in Strategy, School of Business and Management
Thomas King (TK)	Assistant Director, Research IT Services
Kristian Hibberd (KHi)	Assistant Director, Marketing and Communications
Maria Cabellero-Blaya (MCB)	PA to Director's Office Team, School of Medicine and Dentistry, Environmental Associate
Sara Caxaria (SC)	Postdoctoral Research Assistant, William Harvey Research Institute, Environmental Associate

Secretary	
Thomas Stockton (TS)	Sustainability Coordinator, Students' Union
Apologies	
Scott Keeble (SK)	Assistant Facilities Manager
Kalpana Chaturvedi (KC)	Assistant Director, Business Development, Innovation and Enterprise Unit
Rebecca Bates (RB)	Lecturer In Environmental Law, School of Law
Nick Davie (ND)	Assistant Director Estates and Facilities (Property and Space Management)
Clare Relton (CR)	Senior Lecturer in Clinical Trials, Blizzard Institute
Agnieszka Jankowska (AJ)	Relationship Manager, Student Experience, IT Services
Aqil Zahid (AZ)	Library Manager (Environment)
Panny Martin (PM)	Head of Directorate Support, Estates and Facilities
Andrew Harmer (AH)	Senior Lecturer in Global Health
Andrew Gladin (AG)	Deputy Director of Finance

1. Apologies	
2021.049	As above.
1.1 Declarations of Interest	
2021.050	There were no declarations of interest.
2. Minutes of the Previous Meeting	
2021.051	No amendments
OUTCOME	Minutes approved
3. Matters Arising/ Actions	
2021.052	The Chair stated that most of the outstanding actions have been included in the agenda of today's meeting and all other outstanding actions will be included in the agenda of the meeting scheduled to be held on 26 April 2021 meeting.
4. Meeting Overview: EcoCampus Silver Award & Sustainability Leadership Scorecard	
2021.053	The Head of Sustainability informed the Committee that the purpose of this scheduled meeting is to take assurance and approve: <ul style="list-style-type: none"> • Queen Mary's 2019/20 Environmental Sustainability Annual Report. • Procedures and toolkits developed in line with relevant ISO 14001:2015 Environmental Management System (EMS) clauses ahead of the scheduled EcoCampus Silver Award audit. • Outstanding areas of Queen Mary's 2019/20 Sustainability Leadership Scorecards.
2021.054	The Head of Sustainability stated that Queen Mary is ready for the scheduled EcoCampus Silver Award certification audit in April.
2021.055	The Head of Sustainability thanked all those that have contributed to Queen Mary's 2019/20 Sustainability Leadership Scores (SLS). Based on the aggregated SLS, Queen Mary attained is Silver.
2021.056	Queen Mary's Environmental Sustainability Annual Report: the Head of Sustainability highlighted that the report included headlines of items previously presented to the committee to summarise all the achievements from the 2019/20 academic year. In addition to discussion at the meeting, detailed feedback should be sent to the Head of Sustainability by Monday 22 March 2021.
5. Environmental Sustainability Annual Report (2019/20) (SC.21/09)	

2021.057	<p>The Head of Sustainability presented a brief summary of the main highlights of the 2019/20 annual report.</p> <p>The Chair stated that the Annual Report would be presented to the Estates Strategy Board (ESB) prior to being made publicly available via the website.</p>
2021.058	<p>BE suggested the inclusion of a section on looking ahead.</p> <p>The Chair stated that this section will be included in the annual report before going to ESB for approval.</p>
2021.059	<p>The Committee recognised that our 2019/20 carbon footprint had been positively affected by the national lock-downs and restriction associated with COVID-19 pandemic.</p> <p>The Head of Sustainability informed members that the lower than expected reduction in our 2019/20 water consumption compared with our 2018/19 baseline was due to the fact that our 2019/20 water invoices included under-estimated water consumption recorded during previous academic years.</p> <p>The Director of Estates, Facilities and Capital Development praised the report as well structured and noted the need to place the Business as Usual (BAU) carbon reduction in the context of the COVID-19 pandemic.</p>
ACTION	Annual Report to be supplemented with a Looking Ahead section to identify conclusions and priorities for the year ahead (PT)
OUTCOME	The Annual Report was approved subject to the minor amendments noted above and will be presented to ESB for approval
6. Environmental Sustainability Overview (Malta Campus) (SC.21/10)	
2021.060	Michelle Lockwood and Fiona Wilson, staff based at Queen Mary's Gozo Medical Campus in Malta, presented an overview of Malta Campus' environmental performance and ask the committee to approve the inclusion of Malta Campus into scope of Queen Mary's ISO 14001:2015 EMS.
2021.061	Further opportunities to include public engagement approaches in Malta within the activities of the Centre for Public Engagement will be further discussed (EB/ML).
OUTCOME	The request was approved pending the Malta Campus completing a gap analysis as well as putting systems in place that would support the delivery of all ISO 14001:2015 EMS certification clauses (ML).
7.1 Environmental Management System (ISO 14001:2015): Stage 2 (SC.21/11)	
2021.062	<p>The Head of Sustainability presented the key documents for the EMS EcoCampus Silver Award certification audit:</p> <ul style="list-style-type: none"> • Environmental Aspects (areas in which we interact with the environment) and Impacts (changes that our operations have on the environment) • Environmental Compliance Obligation • Environmental Objectives, Target and relevant key performance indicators (KPIs). These are aligned with our current Environmental Sustainability Policy (2020) and Environmental Sustainability Action Plan (ESAP 2020-2023) <p>PG enquired if the environmental aspects scores are aligned with Queen Mary's risk management matrix. The Head of Sustainability responded that the environmental aspects scores were developed in line with ISO 14001:2015 EMS.</p>

	IM and PL stated that PT and PG should contact Queen Mary's Strategic Planning Office to explore opportunities of aligning the EMS aspects scores and Queen Mary's risk scoring matrix
ACTION	Head of Sustainability to explore aligning EMS reporting approach with the Strategic Planning Office (PT)
OUTCOME	The committee took assurance of the report and approved the associated EMS documents.
7.2 Non-Hazardous Waste Management Procedure (SC.21/12)	
2021.063	The Head of Sustainability (on behalf of SK) presented the Queen Mary non-hazardous waste management procedure. The documentation was complete subject to including the relevant license numbers in the waste inventory table and recommended for approval.
2021.064	The Chair sought clarification on how we will verify whether the procedure is being followed. The Head of Sustainability stated that internal auditing process will be put in place to monitor our performance against all aspects of this and other procedures and environmental commitments.
2021.065	The committee raised the need to ensure that this documentation links up with everyday knowledge of staff and students on the current recycling processes. (PL/SH). – who is SH and shouldn't this be an action? Approaches from other Universities to boosting understanding of waste processes were noted, such as a generation game style conveyor belt app used at Manchester Metropolitan (IM). GP informed the Committee that Scott Keeble one of the Assistant Facilities Manager is responsible for managing all non-hazardous wastes generated across Queen Mary's UK campuses.
ACTION	All concerned should contact the Assistant Facilities Manager responsible for non-hazardous wastes with their respective ideas. (SK).
OUTCOME	The procedure was approved subject to including the licences and permits of Queen Mary's waste collection services contractors.
7.3 Hazardous Waste Management Procedure (SC.21/13)	
2021.066	The Head of Sustainability (on behalf of SK) presented the hazardous waste management procedure. The documentation was complete subject to including the relevant license numbers and supplier information in the waste inventory table, which will be finalised within the next fortnight. The committee raised the need to include the Health and Safety Directorate's role managing clinical waste streams in the procedure (IM).
OUTCOME	The procedure was approved subject to the inclusion of the responsibilities of the Health and Safety Directorate and details of licences of Queen Mary's hazardous waste collection service contractors.
7.4 Grounds Management Procedure (SC.21/14)	
2021.067	The Grounds and Gardens Supervisor presented the Grounds Management Procedure to the committee. Highlights of current initiatives include: <ul style="list-style-type: none"> • Establishing green waste composting facilities • Creating wildflower meadows • Planting a community orchard created in the Students Village area • Reviewing the Biodiversity Action Plan created in 2014 The committee asked for biodiversity enhancement initiatives to be explored for other premises and Campuses outside Mile End (TK). Work

	is already underway to maintain the living wall at Empire House left by the developer and creating green space on the roof of Department W (DS). Opportunity for DS to visit Chislehurst Campus and consider improvements to this site will be arranged (DS/IM/JI).
ACTION	The Grounds and Gardens Supervisor to present the Biodiversity Action Plan at the October 2021 meeting (DS)
OUTCOME	The procedure was approved.
7.5 Construction, Refurbishment, Conversion and Fit-Out Procedure (SC.21/15)	
2021.068	The Assistant Director Capital Projects (Estates and Facilities) presented the construction, refurbishment, conversion and fit-out procedure.
OUTCOME	The procedure was approved.
8.1 Sustainability Leadership Scorecard: Grounds Management and Biodiversity (SC.21/16)	
2021.069	This agenda item was skipped due to limited time. Comments on this scorecard should be sent to the Head of Sustainability by close of business on Monday 22 March 2021.
OUTCOME	The Sustainability Leadership Scorecard submission was approved, subject to comments received by Monday 22 March 2021
8.2 Sustainability Leadership Scorecard: Construction, Refurbishment, Conversion and Fit-Out (SC.21/17)	
2021.070	This agenda item was skipped due to limited time. Comments on this scorecard should be sent to the Head of Sustainability by close of business on Monday 22 March 2021.
OUTCOME	The Sustainability Leadership Scorecard submission was approved, subject to comments received by Monday 22 March 2021
8.3 Sustainability Leadership Scorecard: Resource Efficiency and Recycling (SC.21/18)	
2021.071	This agenda item was skipped due to limited time. Comments on this scorecard should be sent to the Head of Sustainability by close of business on Monday 22 March 2021.
OUTCOME	The Sustainability Leadership Scorecard submission was approved, subject to comments received by Monday 22 March 2021
8.4 Sustainability Leadership Scorecard: Staff Engagement and Human Resources (SC.21/19)	
2021.072	The Assistant HR Director of Organisational Effectiveness presented the current and target (by March 2022) SLS scores as 22/32 and 32/32 respectively. Progress in this area principally falls within the remit of the People, Culture and Inclusion enabling plan, which is being developed as part of Queen Mary's 2030 Strategy. The Steering group which is being established to deliver the enabling plan will continue to coordinate the delivery of these priorities
OUTCOME	The Sustainability Leadership Scorecard submission was approved.
8.5 Sustainability Leadership Scorecard: Health and Wellbeing (SC.21/20)	
2021.073	The Assistant HR Director of Organisational Effectiveness presented the current and target (by March 2022) SLS scores as 22/32 and 32/32 respectively. The new Wellbeing and Mental Health Steering Group will oversee the completion of the Universities UK #Stepchange self-assessment tool and oversee wellbeing and mental health matters at a strategic level, which will enable Queen Mary to plan and implement a whole university

	<p>approach to mental health and wellbeing. This will include steps to audit current practices, measure progress and develop a future strategy.</p> <p>A wellbeing network will be available to the wider workforce to join and will feed into the Steering Group.</p>
OUTCOME	The Sustainability Leadership Scorecard was approved.
8.6 Sustainability Leadership Scorecard: Student Engagement (SC.21/21)	
2021.074	<p>The Students' Union Sustainability Coordinator reported to the committee that the current scorecard result for Student Engagement was 26/32, with scope to achieve 32/32 through planned actions. The key areas for improvement were identified as linking to the curriculum and communication.</p> <p>The Chair noted that she has flagged sustainability to the team working on the Curriculum Review and will work on achieving a clear commitment in this area.</p>
OUTCOME	The Sustainability Leadership Scorecard was approved.
9.1 Teaching & Research: Embedding Sustainability into the Business and Management Curriculum	
2021.075	<p>Professor Liam Campling and Dr Matteo Mandarini from the School of Business and Management (SBM) presented the approach that SBM is using to embed environmental sustainability into its curriculum.</p> <p>One of the outcomes of the 2019 review of the SBM's curriculum was that environmental sustainability received limited attention and was covered within 2 modules.</p> <p>To address this a number of changes have already been or are currently being implemented:</p> <ul style="list-style-type: none"> • The inclusion of problem-based learning in the Year 1 curriculum allows students to explore real world sustainability issues in relation to business. • A new compulsory Year 2 module on Corporate Strategy and Environmental Change is being developed for 2021/22. • The Year 3 Entrepreneurship and Sustainability Project allows students to work in groups as consultants to external partners.
OUTCOME	<p>There was a consensus among members of the committee that this approach to embedding environmental sustainability into curriculum is commendable and opens up opportunity of mainstreaming the principles of sustainable development into the academic curriculum.</p> <p>KH, LC and MM will be exploring opportunities to promote these courses to other academic schools across Queen Mary.</p>
10.1 AOB	
2021.076	None
Date of next meeting: Monday 26 April 2021 (11:00 Hours to 13:00 Hours)	