

Estates & Campus Services Annual Review 2019-2020



Foreword from the Director of Estates & Campus Services

The Coronavirus pandemic and the resulting restrictions introduced throughout the year dominated the work of Estates & Campus Services in 2019/2020. We grappled with huge challenges in responding to the pandemic and preparing for the new academic year, all against the backdrop of increasing infection rates, threat of local lockdowns and late or inadequate national guidance. However, we rose to that challenge, supporting hundreds of students who remained in university owned accommodation, assisting the local community through a number of projects and initiatives, and preparing our campus for the safe return of staff and students.

Whilst challenges this year have tested our resolve, there has also been much to celebrate; our staff refurbished previously mothballed student accommodation to provide nearly 600 bedrooms to the NHS and other emergency service key workers, providing a vital resource for those who were unable to stay at home with their families whilst working in at risk professions, repurposed accommodation at St Johns House to provide facilities in partnership with the Northampton's Single Homelessness Forum to accommodate 26 individuals who were previously sleeping rough, and introduced social distancing arrangements across a large and complicated estate to keep our students and staff safe. Furthermore, teams provided round the clock front line support to those students who decided not to return home whilst also relocating belongings and assisting those who were unwell or isolating.

The start of 2020/2021 is going to be as, if not more, challenging than the year we leave behind. However, we have demonstrated that we are able to respond quickly and effectively when needed, supporting one another to provide truly excellent service delivery, even in periods of uncertainty.

I am incredibly proud of our achievements this year and am privileged to have led the department through this period. Thank you for the hard work, dedication, perseverance and above all, optimism, demonstrated throughout the department this year; I will remember 2020 as one of the most rewarding for the department.

Becky Bradshaw

Contents

Foreword from the Director of Estates & Campus Services	2
Contents.....	3
Facilities Services	4
1st Degree Facilities.....	4
Space Management.....	6
Building & Quality	6
Accommodation Services	6
Projects & Capital Development.....	7
2019/2020 Capital Projects.....	7
Security & Community Safety	8
Campus Security	8
Security Incidents 2019-2020	9
Campus Police Team	11
Safety and Business Continuity	12
Health & Safety Management Policy.....	12
Health & Safety Performance	12
Water Safety Arrangements.....	14
Fire Safety Arrangements	15
Environment and Sustainability.....	17
Carbon Management Plan	17
Biomass and Renewable Energy	17
Resource Efficiency.....	18
UpForTheCup Project Update	18
People & Planet League Table	18
Sustainability Leadership Scorecard (SLS) and the UN Sustainable Development Goals (SDGs).....	19
University Travel Plan.....	19
Sustainable Travel Initiatives.....	19
The impact of the pandemic on Travel.....	20
Catering and Commercial.....	21
Conference & Events	21
Student Accommodation Use	21
Catering Contract.....	22

Facilities Services

Although well acquainted with the dynamic approach needed to successfully manage Facilities Services, the challenges this year were unprecedented, and have required all members of the team to fully utilise their problem solving, organisation and communication skills.

Work to relocate both staff and teaching from St Georges Avenue to the Development Hub has continued, with the remit extending to include professional service staff in Newton and additional movement of teams at Waterside; service delivery and staffing levels have remained under review throughout to ensure the most effective solution upon completion.

Formal objective setting through the PDR process saw all functional areas in 1st Degree tasked to develop spaces and processes to support commercialisation of the estate, with assistance and direction provided by the University team. This work has been strengthened by ongoing activity to understand space usage and occupancy.

To further focus on the strategic direction of Estates & Campus Services, a restructure provided opportunity to create roles such as the Space Manager and Service Delivery Manager, addressing key focusses of the department. The Accommodation team were also transferred from Student & Academic Services to align the building operations with contractual allocation to improve student experience and to better utilise our accommodation stock during dips in demand.

The COVID-19 outbreak has significantly changed priorities during the second half of the year, with many staff furloughed, self-isolating or shielding, but a large proportion took on multiple roles to ensure the comfort and welfare of remaining students, to facilitate staff and students working remotely, to support COVID related initiatives within the community and to establish service standards to prepare buildings for safe reoccupation.

1st Degree Facilities

Building Services

- Introduction of a robust handover process between the Projects and Operational team to provide continuity of service/maintenance and create ownership for systems and equipment has been a work in progress. There has been improved communication and collaboration, but the format and content of information to be handed over still needs to be agreed and formalised to prevent misunderstandings in responsibility.
- Where possible contracted services have been awarded to cover both the retained and new estate under a single maintenance plan, with a comprehensive review of specification in all areas to ensure procurement of the most cost effective and responsive service. All key contracts have been confirmed, and work with the procurement team is ongoing to secure longer term agreements.
- Reporting has been developed to assist both the operational and University teams, to focus activity, quickly identify and resolve issues with business critical systems, and improve availability of work status information. Interpretation and verification of data can still be time consuming and over reliant on individuals, but prior to the COVID outbreak reports were regular and useful.
- Increased event support has been provided to ensure power is available both internally and externally for theatre performances, food stalls, displays or exhibitions, and have improved the way we can use the estate for both university and commercial purposes.

- Commencement of the redecoration plan, with amendments to acknowledge areas of concern. There have been fewer issues in teaching and meeting rooms than expected, but the lower footfall on campus in the latter half of the year has enabled the team to focus on toilets and walls adjacent to lifts.
- The HASMAP Audit completed in the middle of 2019, and focussing on Health & Safety Leadership, Risk Assessment, Competence and Statutory Checks, produced 19 recommendations for improvement in these areas. Contractor management, training and statutory compliance processes were all strong, with the main areas of concern related to Risk Assessment and team understanding of responsibilities under Health & Safety. Work to complete the recommendations is ongoing.

External Services

- Development of the Sports hire booking provision to support commercial activity, with additional work to create a robust booking platform for academic sessions, student union societies and recurring dates for external sports teams.
- Collaboration with community and local authority groups to improve weather response plans, for example liaison with the Environment Agency to develop flood warning communications, and introduction of volunteer placements from St Andrews.
- Review and further development of the Flood Preparation Plans, with completion of practical and theoretical exercises following a number of flood alerts.
- Support provided for set up of "Up for the Cup" recycling project and engagement with/contribution to OJEU process for Waste & Recycling Services.

Front of House

- Restructure and relocation of staff to the Development Hub; liaison with Projects team to support space preparation for scheduled relocation activity.
- Development of supporting processes for commercial events, with greater levels of flexibility introduced within the team to ensure availability out of normal working hours.
- Support for an increasing number of large scale events, such as the Uni Days fayre, ensuring optimal use of the university estate.
- Introduction of environmentally sensitive and sustainable products including Tersano (electrolised water system) throughout the estate.



Accommodation & Resource Centre

- Development of operational models to support summer schools and commercial letting within Halls of Residence, including procurement of linen services, creation of kitchen packs to support self catering arrangements and engagement with agencies to support short term staff increases.
- Procurement and implementation of a new postal services including the introduction of an X Ray machine to improve post security protocols and a parcel tracking system to improve traceability of important documents, resources and equipment.
- Management of new UUK training modules for 1st Degree Facilities team and collation of documentation to support internal audit against UUK standard.
- Improved stock control and ordering systems to enable a quick response to shortages as a result of Brexit.

Space Management

Following the restructure within Estates & Campus Services, the role of Space Manager was created, continuing some of the tasks previously undertaken by the Integrated Workplace Systems Manager to support space/room bookings whilst also informing effective and efficient space planning and management.

Building & Quality

Building upon work completed in the first year of occupation to understand space utilisation, the Building & Quality Coordinators developed room hire and event management systems and processes to support a variety of internal and external activities. With increasing activity in this area, a new Events Coordinator role was created during the restructure, to allow us to capitalise on commercialisation of the university estate.

Space occupancy audits were completed early in the academic year, providing a clearer picture of how Academic/Professional Services work spaces, teaching rooms and meeting rooms are used to assist with relocation plans. There were also a number of key observations made around the use of space to help improve both staff and student experience throughout the buildings e.g. relocation of furniture, addition of facilities (IT, water fountains etc).

Accommodation Services

Accommodation Services were transferred to Estates & Campus Services shortly before lockdown, meaning the working relationship had to evolve quickly to ensure adequate support could be provided to students remaining in university owned student accommodation.

The volume of calls to Accommodation increased significantly requiring additional support to be provided via the Placements team to allow the core team to focus on contractual issues. This was a particularly challenging period given our decision to allow early termination of accommodation contracts to take account for an increasing student body that wanted to return home during the lockdown period. These students were supported through this period and their belongings packed and relocated to allow for reallocation of their room.



Projects & Capital Development

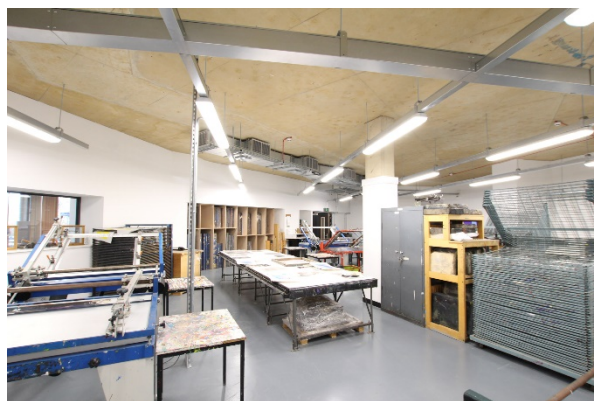
This year was a pivotal one for the Projects and Capital Development team, who despite many high profile projects linked to the Waterside development, received minimal uplift in resources available to them, making the successful completion of these even more impressive.

2019/2020 Capital Projects

Creative Hub Conversion

The closure of catering facilities on the ground floor of the Creative Hub enabled this space to be repurposed to facilitate a new precision engineering space and print room facility, needed to replace the facilities that would be lost following the disposal of Avenue Campus

These facilities, can be used by multiple subject groups in the Faculty of Arts, Science & Technology providing a central resource area for courses studied across all locations at Waterside.



Sports Pavilion Conversion

A small conversion to the teaching spaces within the Sports Pavilion followed successful recruitment to the sports rehabilitation programme which started in September 2019. This facility benefits from flexible space configuration to enable use for a variety of purposes and a roller partition allows this and the adjoining room to be opened up to accommodate large classes.

ASSIST and Counselling & Mental Health Relocation to Waterside

Retention of the Counselling & Mental Health and ASSIST team at St Georges Avenue was always intended to be a short term solution to the unavailability of space for this function at Waterside. However, early vacation of Jamaica Blue from the commercial unit they were leasing provided an ideal environment for these teams to relocate with very minimal impact on income but positive influence on the overall student experience, particularly for students with accessibility needs or those experiencing mental ill health, who had to travel from Waterside to St Georges Avenue for appointments.

Development Hub



Despite a break in activity due to national lockdown measures Phase 1 of the Development Hub project was delivered towards the end of the 2019/2020 academic year.

The 6,964m² building, leased from St Andrews Healthcare, has benefitted from a substantial refurbishment programme which included improvements to the fire alarm system, fixed wired systems, fire compartmentalisation, lighting standards and external environment. Specialist spaces were created to provide facilities for the academic subjects taught here, which includes music, creative practice and fine art.

The building also accommodates the University of Northampton International College (UNIC), the Needs Assessment Centre (NAC) and a facility for staff development activity.

Security & Community Safety

Campus Security

Security remains a priority for the Higher Education sector, with students statistically more likely to be victims of theft or violent crime and the growing mental health crisis putting added pressure on Universities to protect the mental wellbeing of students as well as their physical safety. Security standards and quality pastoral care play a significant role in the decisions made by young people and their parents and universities with a reputation for safety and student support enjoy greater recruitment success both domestically and internationally.

At the start of 2019/2020, the Campus Security Management Team made a commitment to train their operatives to become better. For the new academic year, we are looking at them becoming the best.

Work undertaken to enhance the quality of the service and equip colleagues with the skills required to support students experiencing mental health crisis, earned the Campus Security Team a Certificate of Excellence from the Association of University Chief Security Officers and the super supportive care, dedication and commitment given to students struggling with their mental health, especially out of hours, is commended.

The Security & Community Safety Manager, appointed in 2019, continues to develop all aspects of the service including procedural robustness, training and staff competence, risk profiling, inspection and auditing, and business resilience.

The team worked extremely hard to ensure all recommendations identified during the 2018 security review were now implemented, whilst also taking part in numerous multi-agency training exercises such as a white powder attack on a VIP, acid attack, weapons and fire arms hostage training and room searches. This scenario-based training allowed the department to test procedures and plans to ensure their robustness.

As intended the Campus Police team delivered a variety of training sessions for the Campus Security team in an effort to enhance certain skills such as record keeping, interview practice and investigation methods. Our partnership with the Campus Police team builds upon the fundamentals of strength and unity with joint patrols and community engagement, combined courses and direct expert training given.

When lockdown restrictions were introduced in March the team used the opportunity to test lockdown procedures and review processes for the relocation of the primary control room if ever this was compromised, establishing our operations in the secondary control room smoothly.

The Campus Security Team continued to deliver services throughout the lockdown period and ensured the campus kept functioning, providing vital support to the 540 students still in on site accommodation.

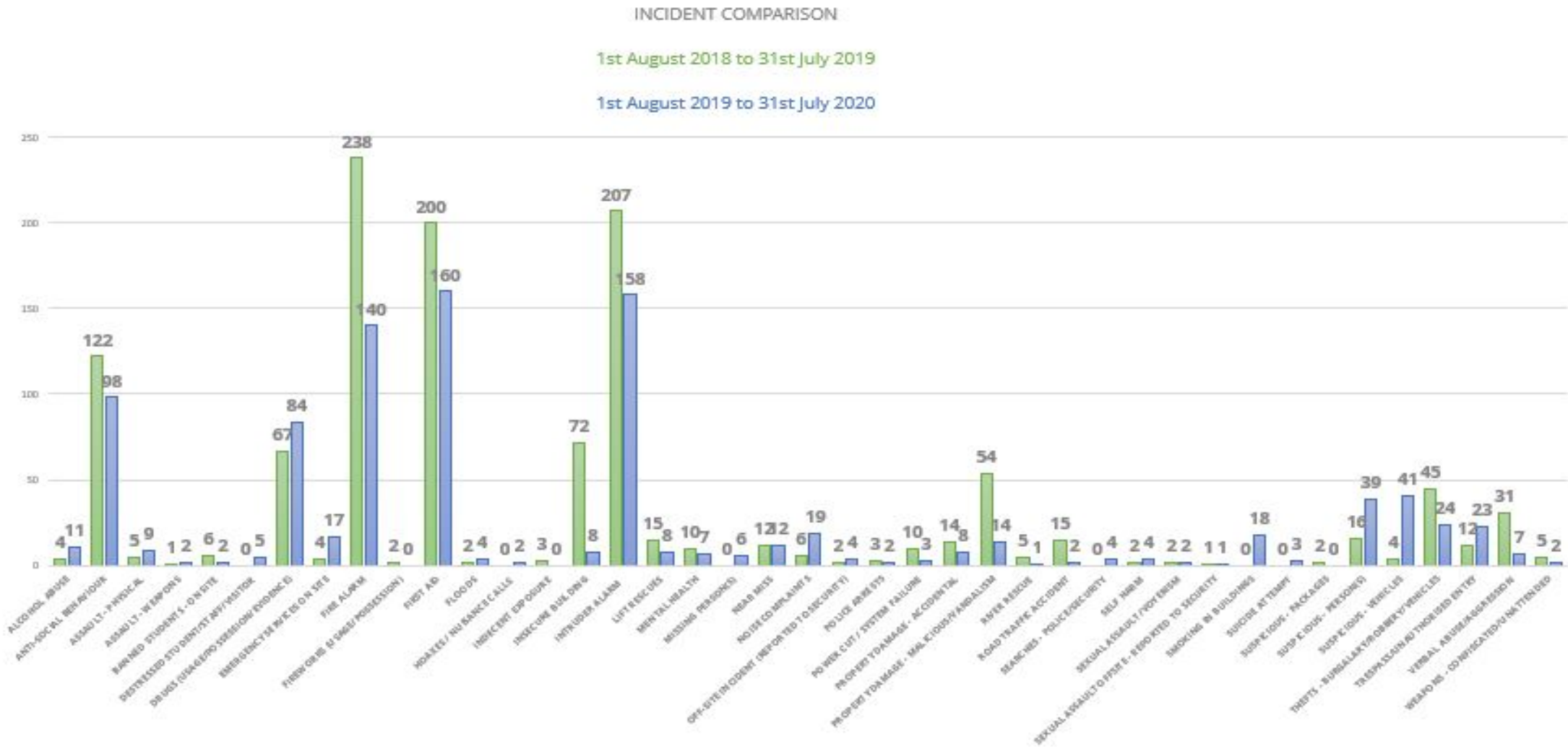
With University buildings shut, and fewer people around, the potential for opportunistic crime was high meaning there was greater need to monitor the physical estate whilst also providing personal safety, physical health and mental wellbeing support.

The weeks and months that the country spent in lockdown took its toll on some of our students with many in university owned student accommodation contacting the team for support during periods of mental ill health. Whilst these individuals were referred on to specialist teams such as the Counselling & Mental Health team, the Mental Health First Aid training undertaken by the team earlier in the year helped enormously.

In total the Campus Security Team responded to 954 incidents in 2019/20, the detail of which can be seen in figure 1. This year compares to 1,199 incidents in 2018/19. This reduction can be explained by the limited on site activity from April onwards and it is not thought that a reduction will have been seen in normal circumstances.

Figure 1.

Security Incidents 2019-2020



Students Said..... We did.....

“Safety and security is not taken seriously at UoN and students feel vulnerable in halls of residence”

Raise the audience numbers on social media

Direct e-comms

Introduce a security safety forum for the students

Introduce a patrol system in halls ensuring all vulnerable risk areas are covered

Pop up stands on safety

Student safety newsletter

Representative within halls

Drop in sessions to speak to the police team



Campus Police Team

Despite the Coronavirus pandemic 2019/20 was another busy year for the Campus Police team and the retention of officer numbers from year one of the project (5) proved to be the right decision.

Initiatives set by the Campus Police Team have helped to develop communication streams through numerous departments across the institution, linking in with the student body and internal departments. These initiatives helped to build trust within the University community, which in turn, resulted in a good flow of intelligence from students and staff alike allowing the team to act on intelligence before an issue arose thereby preventing crimes from being committed.

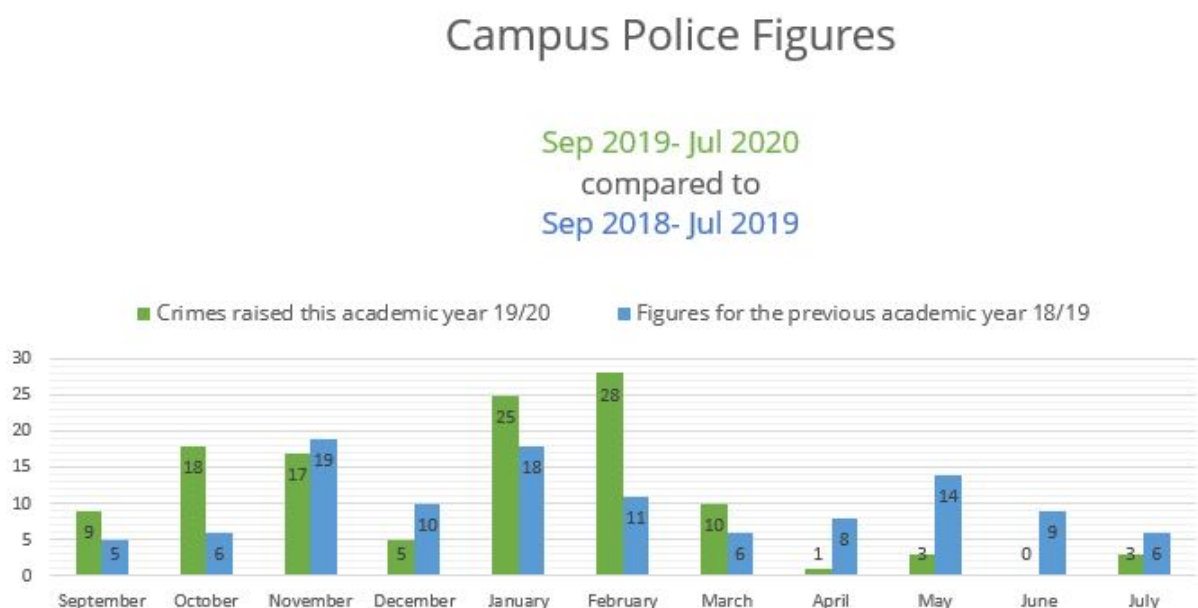
The team have been allocated their own Intelligence Officer at Force Headquarters enabling all cases associated with the university or its activities to be linked, allowing greater oversight of the volume of crimes and their interconnectivity.

Early indications suggested the Campus Police Team would experience similar issues to the previous academic year with regards to fraud, drug use and drug dealing, which was spread across all University sites. The team initiated an undercover operation at the beginning of the academic year which was hugely successful, resulting in numerous arrests and encouraging students to report suspicious activity. This approach was welcomed by the overwhelming law-abiding student population.

Crimes reported and investigated throughout the year include Possession with Intent to Supply Class A, Both Class A and Class B Possession, Money Laundering, Burglary, Rape, Sexual Assault, Voyeurism, GBH/ABH and Common Assaults, Criminal Damage, Traffic offences, Harassment, Section.5 Public order, Theft and Fraud.

The Campus Police team activity altered during April and was defined by the COVID-19 restrictions, meaning performance figures are significantly lower than the previous academic year, however the team continued to work from Waterside throughout, supporting the Campus Security Team on patrols, assisting with scenario training and accompanying the wider force with enforcement of the “stay at home message”.

Figure 2.



Safety and Business Continuity

The Estates & Campus Services restructure in early 2020 presented an opportunity to split the previous Safety, Health & Environment team, giving strategic focus to environment and sustainability matters and enabling the creation of a new Safety & Business Continuity function, leading on health & safety management and business continuity and emergency preparedness throughout the institution.

Health & Safety Management Policy

The Health and Safety Management Policy is reviewed and updated prior to the start of every academic year to reflect organisational change, updates to health and safety legislation and advances in best practice.

The following risk specific policies and procedures were reviewed and approved by the Health, Safety, Security and Environment Committee during this academic year:

- Safety of Children on Campus Policy
- Management of Contractors Policy
- Field trips and Offsite Activities Policy
- Asbestos Management Policy
- Display Screen Equipment Policy

Health & Safety Performance

During 2019/20 the Safety and Business Continuity Team received **63** accident reports and **193** incident reports compared with **106** accidents and **304** incident reports for the same period in 2018/19. Further comparison year on year can be seen in Table 1.

Whilst this significant reduction would normally be congratulated, it is a result of the reduction in on site activity and not a response to our intervention to reduce the number of accidents associated with university activities.

Table 1.

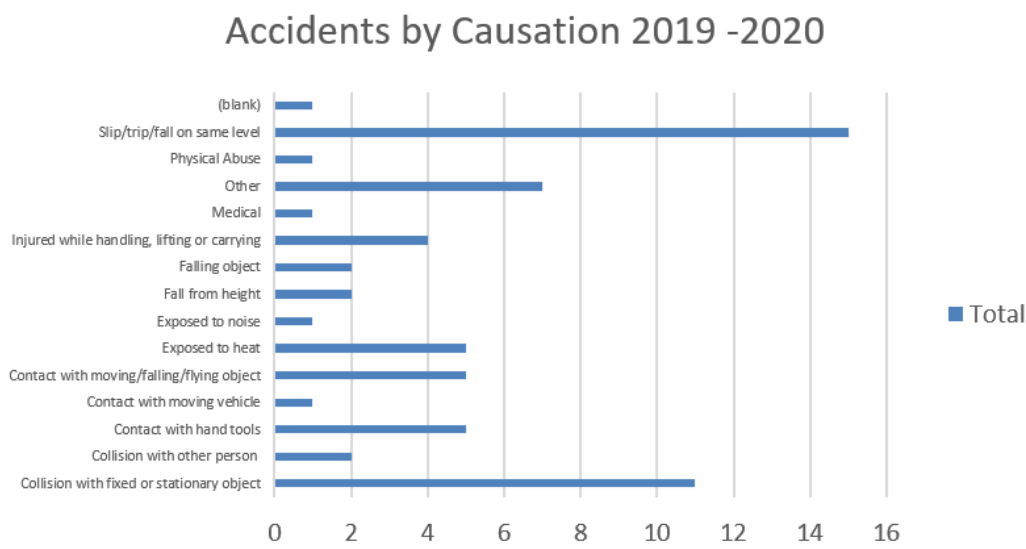
Year	No. of Accidents	No. of Incidents
2019/2020	63	193
2018/2019*	106	304
2017/2018	80	248
2016/2017	71	222
2015/2016	107	240

* 2018/2019 was the year our Waterside Campus opened and an increase in the number of incidents and accidents reported is not unusual for a project of this size.

As can be seen in Figure 3, slips, trips and falls on the same level were the largest cause of accidents (**15**) during the academic year and this is consistent with the previous year and sector overall.

Most of the accidents were minor slips and trips on same level, with two of the accidents resulted in major injuries with a full investigation completed by the Safety and Business Continuity Team for both accidents.

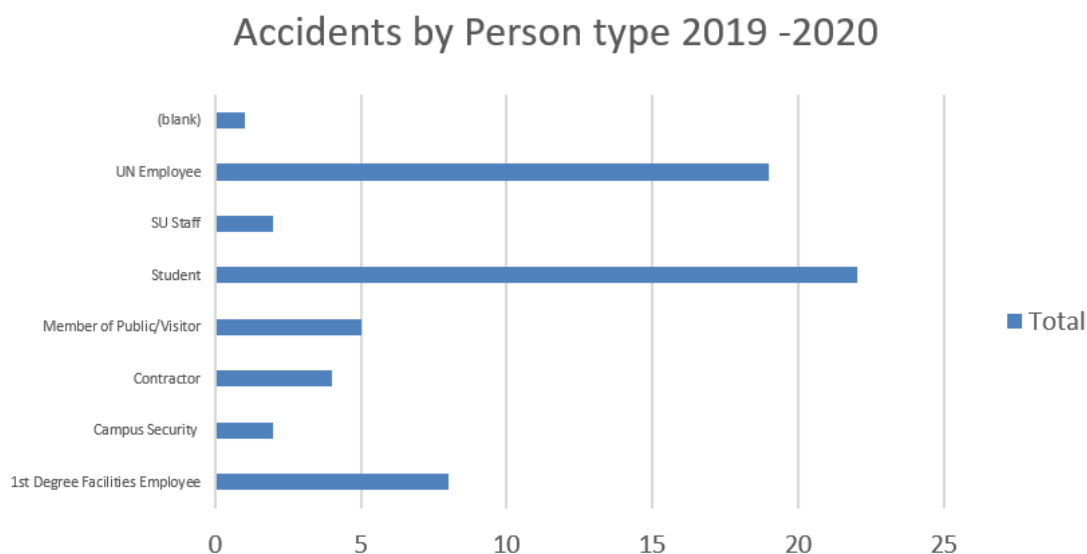
Figure 3.



The second largest cause of accidents over this year was collision with fixed or stationary objects with no obvious trends identified.

It is encouraging to note that accidents caused by manual activities dropped considerably from **14** in 2018/19 to **4** in 2019/20, especially given the large scale movement of furniture and student belongings required during and after the national lockdown period. This reduction is thought to be in direct correlation with the additional manual handling risk assessments and training delivered to staff during this period.

Figure 4.



Students accounted for 22 accidents and staff accounted for 31 during the reporting period and from a total of 63 accidents.

Reportable Accidents

Four accidents were reported to the Health & Safety Executive this academic year, in line with requirements set by the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013. This was an increase from three reportable accidents from the previous year. Further comparison year on year can be seen in Table 2.

All reportable injuries were thoroughly investigated with preventative actions taken where necessary.

- Injury 1. A member of staff fell when a lift car did not ground fully resulting in a major injury
- Injury 2. A member of staff tripped on a drain cover lip resulting in a major injury
- Injury 3. A member of staff was injured handling tables (Over 7-day absence)
- Injury 4. A member of staff was injured climbing down from a hire van (Over 7-day absence)

In addition, one student suffered a fracture whilst on placement which was investigated and reported to the HSE by the host placement events company.

Table 2.

Year	No. of accidents reported under RIDDOR
2019/2020	4
2018/2019	3
2017/2016	Data not available
2016/2017	4
2015/2016	3

Health & Safety Training

The successful implementation of health and safety policies and procedures relies on employees receiving suitable and sufficient information, instruction and training to ensure they are competent for the roles in which they are expected to perform.

The Safety and Business Continuity Team continues to offer a wide selection of in-house and external training to meet the demands of the institutional health and safety training matrix. In 2019/2020 this training included:

- Emergency Warden Training
- Manual Handling and Manual Handling Risk Assessment Workshops
- First aid Training
- Asbestos Awareness Training
- Legionella awareness Training
- Risk Assessment Workshop

The existing **BritSafe** e-Learning platform still requires staff to complete their mandatory H&S induction and refresher training.

Water Safety Arrangements

In recognition of the risk associated with water adjacent to the new campus, work with the Royal Life Saving Society UK (RLSS UK) started back in 2016 on the production of the University's Water Safety Strategy. RLSS UK is a registered charity with over 125 years of experience in water safety management and are the governing body and leading provider of training and consultancy in water safety management, lifesaving, lifeguarding and life support skills in the UK and the only provider of the 'Don't Drink and Drown' programme.

The following action was completed in 2019/20 to ensure our arrangements continued to minimise the risks associated with water:

- Update to the water safety risk assessment with recommendations for drowning prevention
- Continued delivery of National Water Safety Management Programme training for Security and Grounds Maintenance Staff
- Providing students with Water Safety information in conjunction with the RLSS UK.

Fire Safety Arrangements

Fire Alarm Activations

There were **137** fire alarm activations across the University estate compared to **218** in 2018/2019. The apparent cause for each activation is shown in Table 3.

Table 3.

Apparent Activation Cause	2016/2017	2017/18	2018/19	2019/20
Accidental (aerosol, call points and detectors)	14	20	29	14
Candles / incense	4	1	2	0
Contractors	2	5	3	3
Cooking Related	56	65	48	29
Damage to system	-	-	-	0
Electrical Equipment	4	3	3	3
Manual Call Point - Genuine	-	0	3	4
Hairdryer/Hair Straightener Steam*	18	28	47	29
Heating Related	4	1	1	0
Malicious (call points, detectors)	52	12	11	10
Other	1	0	2	5
Shower Steam	11	9	6	2
Smoking	17	33	36	22
System Fault	37	36	2	4
Unknown	9	5	25	12
Total	229	218	218	137

Table 1 – Annual Comparison of Fire Alarms by Apparent Cause

* Hairdryer/Hair straightener steam activations have previously been included in 'Other' activations prior to 2017/18.

There has been a significant reduction in fire alarm activations, but we must take account of the significant drop in occupation across the estate between March and August.

These activations resulted in attendance by Northamptonshire Fire and Rescue Service on **10** separate occasions compared to **19** in the previous year.

The use of CCTV equipment to identify offenders before taking them through the student disciplinary process has continued to be an effective method of reducing malicious call point activations with only **11** activations caused by malicious activity.

Actual Fires

We experienced one actual fire this year which was a significant reduction on the previous year (five actual fires). The fire occurred at St. Johns Halls of Residence and was caused by unattended cooking. Whilst the kitchen experienced smoke and fire damage there were no injuries or ill health effects that arose from the incident.

Fire Safety Review and Education

In November 2019 a large scale fire broke out at a halls of residence in Bolton, injuring 2 people and causing the evacuation and relocation of 200+ students. Initial indications suggested there were similarities between this fire, and the Grenfell Tower tragedy in 2017 which initiated considerable media interest and prompted the then Secretary of State for Homes, Communities and Local Government to write to HEIs requesting a wholesale review of their fire safety arrangements.

We were part way through the construction of Waterside when the Grenfell Tower tragedy occurred encouraging us to complete a thorough review of fire safety arrangements in across the Waterside Campus and student accommodation throughout the town, and we were therefore well placed for the request that followed the Bolton Cube fire.

The review of arrangements across our existing estate was completed in the Spring, with no significant failings identified. We will be reviewing all cladding systems in the Autumn of 2020 to take account of changes in guidance and to make sure building fabric in our student accommodation does not contribute to the spread of fire.

Initial reports from evacuees of the Bolton fire suggested a large volume of false alarms had led to complacency which slowed evacuation and the absence of fire safety information or instruction was cause for concern. We have worked hard over the last few years to reduce the number of false alarms and unwanted fire calls in student accommodation and whilst removing false alarms altogether in accommodation of multiple occupancy would be impossible, we have introduced measures such as 5 minute silent activation to allow for confirmation of fire, and Stove Guard devices to reduce the number of false alarms. Our students also receive a significant amount of fire safety information upon arrival, including:

- Bespoke [Student Safety](#) and [Fire Safety Videos](#);
- Face to face fire and personal safety kitchen talk delivered by Northamptonshire Fire & Rescue Service and Northants Police to over 1300 students this year;
- Safety campaigns during Subject Futures & Student Safety week;
- Emergency action notices containing evacuation arrangements within each bedroom;
- Fire safety arrangements poster displayed in each kitchen; and
- Regular fire safety information shared on social media.

Whilst it would be wrong to suggest the risk of a large scale fire is non-existent at Northampton, the arrangements we have in place minimises that risk considerably, and provides a robust system for safe evacuation should that risk ever materialise.

Environment and Sustainability

Environment & Sustainability are a newly formed team resulting from the restructure of the Safety, Health & Environment team during 2019/2020. The team consists of an Environment & Sustainability Manager (new role), Environment Adviser (existing role), Sustainable Travel Officer (existing role), Energy Officer (fixed term contract) and Travel Coordinator (new role).

The Environment & Sustainability team are dedicated to developing and demonstrating our commitment to environmental management and sustainability at an institutional, local and national level.

Carbon Management Plan

The second revision of our Carbon Management Plan produced in 2017 made a commitment of a 30% reduction in our CO₂ emissions by 2020, compared to our 2005/2006 baseline. This plan was developed in line with the reduction target set for HE in England as a response to the 2008 Climate Act.

It is difficult to understate the size of this commitment from the perspective of changes to behaviour and wholesale infrastructure replacement. Especially given the growth of the university since 2005/2006, when the baseline for this reduction target was set.

Interventions introduced to the estate to reduce carbon production have managed to offset the increased energy demand inline with our larger estate and increased student numbers. In isolation these steps have in fact led to a 1.6% reduction in carbon emissions against 2005/2006 figures. This is not to say these interventions were not essential, but it leaves us a long way from our 30% target.

The current pandemic will have had an impact on reducing our energy demand and therefore favourably affect our carbon figures, exactly quantifying this is challenging given that we do not have a nominal year data (by which we mean our estate remaining unchanged for 12 months). However informal calculations estimate this to be between 4-8%.

By far the largest contributor to our reduction in carbon emissions is the decarbonising of the grid (greening of the grid). The reduction in the use of fossil fuel and the increase in renewables and nuclear to generate electricity has reduced the carbon emissions associated with energy generation. In short, every kWh supplied to the grid in 2019/2020 has produced 42% less carbon than it would have in 2005. This one change would have secured 26% of 30% target.

The cumulative effect is an overall reduction of **31.95%** achieving our target of 30%. Before this achievement is run to press, it needs to be recognised that there is a potential margin for error in these figures and without the changes in demand as a result of the pandemic, most modelling assumptions would result in missing our 30% target by 4-6%.

Biomass and Renewable Energy

The University's biomass boiler has been in use for 18 months and during the AY 2019/2020 the biomass boiler generated 22,193,44 kWh of renewable heat energy. The carbon emissions associated with this energy source are 42 tonnes CO₂e. Using biomass as a heat source saves 366 tonnes of carbon emissions when compared to using the equivalent heat energy from natural gas.

St Johns Hall PV solar system has generated 5,554 kWh of renewable electricity during the academic year, which has resulted in an income of £1,733 via incentivised payments received from the governments Feed-In-Tariff.

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Resource Efficiency

Total waste produced between August 2019 to May 2020 was 530 tonnes of which 373 (71%) was recycled with 157 tonnes of waste sent for energy recovery. This is a reduction of 136 tonnes of waste when compared to same time period of the last academic year. Recycling rates have improved by 2%, up from the previous year's 68%.

Waste reductions made during this academic year are likely to be a direct result of the lockdown and no tenable strategies had been implemented to achieve reduction.

We are likely to see an increase in waste rates and potentially new materials entering the waste stream, examples here are single use packaging from grab and go catering, single use coffee cups, PPE, increase in plastic packaging from hand sanitiser and anti-bacterial wipes. Forthcoming opportunities here is working closely with our new waste contractor on the how best to dispose of these, options for recycling or alternative grab and go packaging.

UpForTheCup Project Update

Following the award of funding from environmental charity Hubbub to finance a coffee cup recycling initiative, the UpForTheCup project went live in January 2020. The first collection from Waterside Campus took place on 27th January 2020, using the Cawley's Infinity Recycling Scheme. A total of 8 bins have been placed across key campus buildings with 1 external bin situated along with the recycling station opposite the Visitor Centre and Creative hub. Active partners with bin's in place across the town centre include, The Grosvenor Shopping Centre, The Royal & Derngate Theatre and Northampton General Hospital. All partners began their coffee cup collections in February along with the Innovation Centre.

Approx. 8,000 cups were calculated to have been collected by Cawleys on 24th January from Waterside Campus. However, we are not certain how accurate this is due to the levels of contamination reported by Cawleys being much lower than the "Leeds by Example" pilot project. There is currently an on-going discussion with Cawleys to clarify the definition of "contamination", the data will be re-calculated once we are satisfied with the information we have.

Students from Waste Management, Digital Marketing and Gaming Art courses have been fully engaged throughout the project and have played an active role in raising the awareness of cup recycling which has been included as part of module assignments.

Unfortunately, due to COVID-19 and the lockdown, collections have been minimal over the last few months. Whilst the hospital has remained operational and cup bins in place the change in priority and less hospital estate staff on site has led to the use of the bins not being monitored or correctly used. Discussions are now underway with Hubbub and partners to enable us to relaunch the project at the start of the academic year.

People & Planet League Table

People & Planet is a student campaign network which annually compiles a league table on universities commitment to improved environmental performance.

We are currently ranked at 102 out of 154 universities resulting in a 3rd Class ranking, with the cut off point for failure is at rank 124. Actions to significantly improve our ranking have included; analysing the People & Planet methodology creating an action plan, complete redesign of the UoN sustainability webpages with improvement to content to include better highlighting of initiatives in place and greater relevance to stakeholders. Work will continue throughout the next A/Y to improve and enhance the sustainability webpages and communications via social media.

People & Planet have announced there will be no 2020 league as a result of the Covid-19 pandemic, so there is no way to directly measure impact until next year.

Sustainability Leadership Scorecard (SLS) and the UN Sustainable Development Goals (SDGs)

The Sustainability Leadership Scorecard has been developed for universities to self-assess their current sustainability performance, understand where efforts need to be focused and can be used to benchmark performance against other universities. A key aspect of the SLS is its aligned to the UN SDGs in its assessment approach. The first round of assessment using the SLS has been undertaken and a report has been produced. Aspects of our academic activities are to be completed. A resultant action plan is due to be created by August for use in assessing our impact against the SDGs.

University Travel Plan

The University Travel Plan aims to:

- Reduce the environmental impact of travel associated with the University;
- Reduce parking congestion on campus and in the locality during term-time;
- Improve the options available for travel to the University, and between sites;
- Improve the safety and accessibility of travel within and to the University.

A Framework Travel Plan covering the Waterside Development was produced to meet the Planning Conditions for Waterside Campus. The conditions set required the University to take this forward and produce a University-wide Travel Plan with implementation plan and officer before first occupation.

The University of Northampton Travel and Car Park Management Plan was developed in 2018 and outlines how the University intends to implement and promote specific measures to help staff, students and visitors commute to the University's sites via sustainable measures and aims to reduce single occupancy journeys by 20% in 5 years.

Sustainable Travel Initiatives

The University has its own park and ride scheme for staff and students. Situated on the edge of town, the Sixfields Park and Ride can hold up to 1500 vehicles. Staff and students can park for free and just pay for the bus journey, which is highly subsidised resulting in the user paying only £0.50 to Waterside. The University has also opened this facility up to the Northants County Council Staff.

The University part owns a bus company, Uno Buses Ltd, which provides not only routes for our staff and students to travel between sites and to the town but also a lifeline for many of the town residents, particularly in Kingsthorpe. The 19 route in particular is so heavily used it had to be kept as a commercial venture during the relocation to Waterside, despite the particular section not being used for University associated travel. The Uno Bus routes are subsidised to allow for a cheap rate for our staff and students, this is just 50p within the inner town and £1 to Kingsthorpe and suburbia.

The University continued its partnership with 'Cycle CoNNect', the NCC Highways cycle hire initiative, during the relocation, including a large capital spend to install a dock on site. However, this sadly ceased at the end of 2019. The University is currently in talks with Beryl Bikes as an alternative alongside our town partners involved in the Northampton Town Working Group.

The University partnership with Cycle Solutions continues to provide our tax-free bike purchase scheme. Cycle Solutions administer the scheme free of charge including providing all promotional material and face to face

events. Since our sign up, we have arranged for Cycle Solutions to visit our old campuses in order to assist with the transition to Waterside, and to Waterside itself on 3 occasions. Cycle Solutions were due to come in for a 4th time, in April 2020, but this was cancelled due to the lockdown, instead Cycle Solutions provided us with some webinars. Between 1st August 2019 – end of July 2020 we have had 11 requests for a tax-free bike, some of these were cancelled resulting in 6 full orders for the year. This is a low number for the University, but it was likely to be hindered by the lockdown and the lack of commute during the summer months for most of our staff.

2019/2020 saw our second year with Liftshare, for both staff and students – both having their own community group, which they could also cross over should they wish. However, this scheme has not proved popular at the University with very few sign ups and even fewer actual journeys. Therefore, this scheme will not be renewed. Instead residents of Northampton can use the Northampton generic Liftshare scheme that exists.

Information has been regularly provided to our student and staff community, including:

- Social media updates relating to the UNO bus and sustainable transport options;
- Travel and Uno messages on our Waterside Real Time Passenger Information Units;
- Internal communication channels, such as TV screens, Energy Tower and eNewsletters used regularly to promote all our travel initiatives and communicated changes and deadlines;
- Staff and student travel roadshow In January 2020 including a Dr Bike session and bike marking in conjunction with the UON Policing team and UON Campus Security;
- Maps and website content have been regularly produced and updated to inform staff and students of changes;
- Bike User Group made up of staff and students to help develop new ideas, improvements and spread information to departments and faculties;
- Liaison with the student union on changes and updates, including having an Elected Officer present out our Uno Operational Meetings.

The impact of the pandemic on Travel

The Coronavirus pandemic affected many aspects of Travel at the University, some positive and some negative.

Positive changes have been:

- More working from home and utilisation of virtual conferencing solutions, resulting in less private vehicle travel and therefore less carbon, as well as less stress for our staff as a result of no commute.
- Cycling and walking has been at the forefront of national news, with Local Authorities receiving large grants as part of an Emergency Active Travel Fund – of which the University has fed in to the consultation process.
- A chance to change the culture of travel within the town and the UK.

Negatively, the pandemic has meant some students fear public transport and this has resulted in an increase in requests for parking permits. We have resolved this by moving to a pay as you go approach, rather than a set termly fee, which means our parking space usage will be more fluid, enabling us to award more permits. Public transport has been discouraged by government causing many issues for Uno Bus Ltd, plans are in place to increase frequencies and look to resume to a more typical service for the new academic year.

Catering and Commercial

At the start of the academic year a new role of Business Development Manager was created within the Estates and Campus directorate. The core objective of the role was to generate commercial revenue by introducing new revenue streams, new business initiatives and managing the existing commercial activities such as the 3rd party managed catering outlets. This post was later joined by the Conference & Events Co-ordinator to form the Catering & Commercial team.

The main areas of focus for the Catering and Commercial team for 2019/2020 were;

- Increase revenue generated through Conference, Events & Summer Schools
- Capitalise on empty student accommodation outside of term time
- Effectively manage the 3rd party catering contract with CH & Co.

Conference & Events

The campus at Waterside boasts stunning facilities, views and state of the art teaching rooms and event spaces, complimented by exceptional IT and AV support making the campus a perfect venue for events, training and conferences. However, little promotion of these facilities was being undertaken prior to the start of the academic year leading to a local marketing firm, HUT3, being commissioned to develop a promotional campaign to showcase the campus and the facilities available for hire to both new and existing customers. Unfortunately campaign has been postponed as a result of the pandemic, until the conference and events industry is operating again. However, despite the setback there have been a number of new external bookings hiring the facilities including, wedding fairs, training programs, commercial advertising shoots, photography shoots, TV programs and more.

During lockdown the team adapted their approach, looking for alternative methods of income generation such as utilising the outside space for small scale events or photoshoots in spaces that could be kept vacant. This has helped to build up a client base even whilst the industry is effectively on hold.

Student Accommodation Use

A partnership was formed between Match Accommodation and Silverstone Race Circuit which resulted in the university becoming an official accommodation partner for the British Grand Prix 2020. We offered all of our student accommodation at both Waterside and Boughton Green Road, making UON the largest single provider of accommodation for the Grand Prix in the county. To compliment the accommodation offer, a large scale fan village was also planned. Running Thursday to Sunday with food, drink and live entertainment, giant screen and free bus shuttle to and from the track.

Bookings were being taken and over 300 rooms had been sold when the national lockdown was announced in March. Subsequently, the Grand Prix could not be held with a public audience and all plans were unfortunately cancelled.

A partnership has been developed with Northamptonshire Football Association, with their adult training courses being held at Waterside. This will see up to 20 coaches qualifying from each course and then taking their learning into local football clubs within the county to work with 100's of young boys and girls.

Catering Contract

For this academic year the catering for all sites and the Sunley Hotel were managed by 3rd party company CH&CO. This was the second year of them running the catering offer within the Waterside Campus, Avenue Campus, Innovation Centre and Icon building.

There had been numerous changes implemented to the catering offer after the first year as a result of general customer feedback and the National Student Survey, however, the overall performance of CH & Co did not improve.

With outlets closed following the national lockdown it was an opportunity to conduct a review of the provision and propose a long term plan that included catering coming back in house. The TUPE process and associated restructure was undertaken in July 2020 with a new streamlined catering model introduced ready for students return in September.