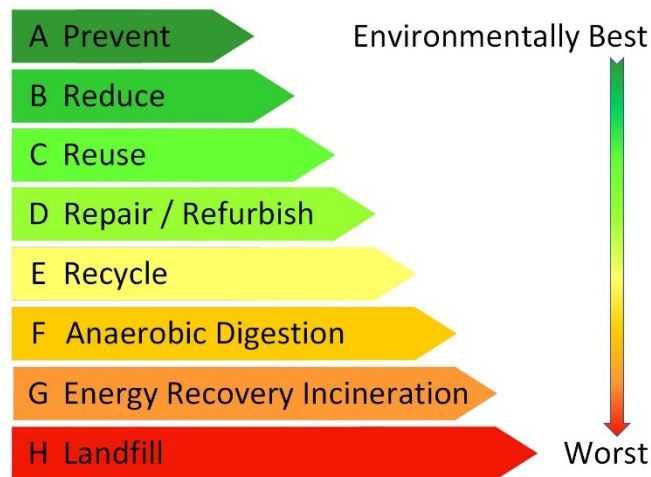




Waste Management Strategy

2020-2025



| Record of Changes. Date, reason for and author of changes to the Strategy: |
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1.0 Executive Summary

This Strategy covers both Loughborough University campuses as well as the imago facilities. It introduces the definition of waste and highlights fifteen key historical waste and recycling performance and achievement facts. It supports legislative compliance; reduced environmental impact; improvements to reputation and image; implementation of internal policy and strategy commitments; cost minimisation and revenue enhancement; the achievement of stakeholders' environmental expectations; and our corporate social responsibilities. It identifies our waste management strengths and weaknesses, opportunities for improving our approach, and the threats to achieving these. Setting out the ambition, vision and strategic objectives for the next five years (2020 – 2025) for the sustainable management of waste and resources, it details the nine overarching goals which will be used to deliver these. Furthermore, it indicates the five core methods of communication which will be used to promote the strategy and its goals as well as recognising the ten partnerships which will be instrumental to their delivery. It suggests how the success of the nine goals will be measured and considers the challenges to delivering this strategy and its goals. It establishes the need for an Annual Action Plan which will support the delivery of this strategy and includes Appendices with further supporting information on performance, waste types, and the role of staff and students.

2.0 Introduction

- What is waste?** Waste can be defined as “Any substance or object the holder discards, intends to discard or is required to discard”. We all produce waste and therefore waste, recycling and resource management is one of the most visible areas in the sustainability agenda.
- Loughborough University** Is committed to the principles and practice of environmental sustainability and this is reflected in the University’s strategic ambition (detailed below). The Loughborough campus is one of the largest in the UK and is home to c5,500 students in its halls of residence. Overall, we have over 18,400 students, 3,800 staff and over 2,500 tenants.
- Loughborough University London** This strategy applies equally to our campus in London although the management of waste in this location does differ slightly.
- imago** This strategy also applies to our imago Burleigh Court, Sir Dennis Rooke and The Link, Hotel and Conference facilities.

3.0 Our achievements

- Waste data** We now have over 10 years of recorded waste data to draw upon.
- Total tonnage** Has varied between 1800 and 2500 tonnes per annum.
- Recycling** Onsite recycling has increased from 9 to 49%.
Overall recycling has increased from 9 to 75%.
- Food waste segregation** We have been segregating food waste for 9 years and in that time, we have diverted over 2000 tonnes from landfill.
- Energy recovery** Was adopted in 2010/11 and on average 18-19% of our waste is diverted from landfill for energy recovery.
- Waste diversion** Landfill has decreased from 91% to 5%.
- Bins** Have been standardised both within buildings and across the campus landscape.
- Recycling compound** We have created a dedicated recycling compound on Holywell Park.
- Waste campaigns** Have been developed to help promote waste management and include:
“Waste... Let’s Get It Sorted”
“Waste... Let’s Ditch the Disposable”
- Waste contract** We have a market-leading Waste Contract which includes onsite engagement by our contractor to help promote best practice. This is run in conjunction with three other East Midlands Universities.
- Waste streams** We have segregated recycling solutions for many key streams including metal, wood, paper, plastics, inert, cardboard, food, cups, garden waste, lightbulbs, batteries, WEEE, toner cartridges, books and clothes
- Source segregation** Our source segregation approach across the academic and operational areas (excluding halls of residence) assists with keeping costs down.

- Halls of residence** By working with Charnwood Borough Council, the recycling from our halls of residence is collected free of charge. This therefore offers great opportunities around social responsibility, environmental impact and cost saving.
- Garden waste** All our garden waste is composted onsite, and this is fully utilised on our gardens.
- Working with charities** We have worked with charities since 2013 supporting their activities with donations of furniture, crockery and clothing. **We have donated over 8,000 bags of clothing to the BHF in the last 3 years alone worth over £100K.**

4.0 Guiding Principles (Drivers)

- The benefits of effective waste and resource management** Include reducing demands on finite natural resources and the associated environmental impacts of the extraction, harvesting and processing of these; minimising greenhouse gas emissions associated with waste collection, transportation and treatment; and a reduction in both waste management and procurement costs.
- Legislation** The University needs to be compliant with all relevant waste legislation which includes The Waste (England and Wales) Regulations 2011 (as amended). These refer to the waste hierarchy which traditionally consists of 5 levels of approach to waste management. However, more modern versions have 8 areas of focus, as detailed in Figure 1 below, and this is what we will be using. **The University has a legal responsibility to apply the waste hierarchy must take all available measures to do so.**
- University strategy** The University strategy contains several ambitions including: “Outstanding partnerships to deliver social, economic and cultural prosperity” this includes the ambition that “We will work closely with local partners to enhance the social, cultural and economic wellbeing of the communities and regions in which we reside and will embed sustainability and social responsibility into all of our processes, operations and developments.”
- University senior management** Have further advised that we need to create a culture change around waste management to support the reduction of waste and increase recycling. Signing up to the United Nations Sustainable Development Goals Accord also supports this and the University strategy elements mentioned above.
- The Environmental Policy and EMS** The University’s Environmental Policy and Environmental Management System include a commitment to managing waste and resources and continual improvement in this area.
- Stakeholder expectations** Our stakeholders expect us to address waste and resource management issues, but the University also expects many of its stakeholders to support its approach. As part of the University’s Environmental Policy and Environmental Standards, all staff and students now have a responsibility to adopt the waste hierarchy.
- Social responsibility** As a leading business in the community as well as a top 10 UK academic institution, the University has a social responsibility to demonstrate best practice in waste and resource management.
- Financial** The University spends around £275,000pa on waste disposal. Implementing sustainable waste management practices offers the opportunity to reduce

disposal costs but also save on procurement costs. General waste disposal currently (2019) costs the University almost 3.5 times the cost of recycling. The segregation of food waste (for anaerobic digestion) from general waste can save around 11%.

Scope 3 carbon The disposal of waste falls within our Scope 3 carbon emissions and as the drive towards carbon neutrality increases there will be increasing focus on these emissions. General waste results in over 550Kg of CO₂e per tonne of waste compared to 21Kg for recycling and anaerobic digestion. Improving the management of waste will also therefore be key in reducing our carbon footprint.

Sector benchmarking The University's environmental performance is benchmarked against the sector both formally and informally. How we perform with our waste management will increasingly be judged and may, in comparison to the sector, become increasingly important to our stakeholder's choice of University.

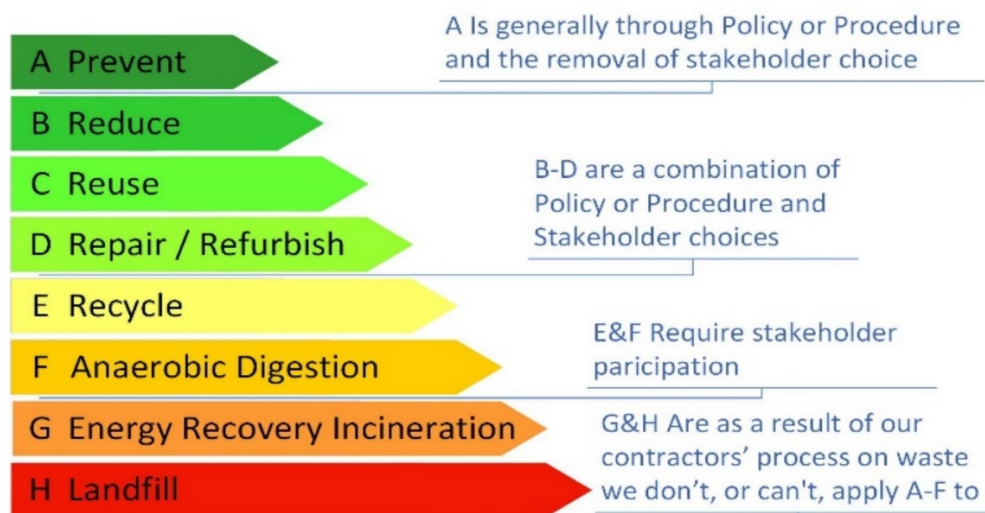


Figure 1 – The Expanded Waste Hierarchy

5.0 S.W.O.T.

- Strengths** Our waste management strengths include:
- The waste contract we have provides great opportunity for stakeholder engagement and sharing best practice;
 - Our source segregation approach provides the most cost-efficient solution if materials are correctly segregated;
 - Our overall waste management performance has improved over the years;
 - The segregation of food waste for anaerobic digestion demonstrates environmental best practice;
 - The use of standardised bins and signage supports communication;
 - The Holywell Park waste compound demonstrates good practice;
 - Getting involved with Procurement to address waste at source;
 - Environmental Managers knowledge and use of Intern for student engagement.

- Weaknesses** Our waste management weaknesses are:
- Not enough emphasis on the upper elements of the waste hierarchy;
 - Recycling performance in the halls of residence lags behind the main campus;
 - The amount of food waste we produce is high and is increasing;
 - The cup segregation and recycling scheme is not working in its current format;
 - The use of disposables in certain operations is conflicting with our core aims and causing contamination across the waste streams;
 - The lack of resource (financial and or staff) to deliver available solutions and take advantage of opportunities.

- Opportunities** The opportunities for improving our waste management approach include:
- Increasing recycling quantity and quality in the halls of residence;
 - Increasing food waste segregation in academic areas;
 - Reducing food waste in the catering operations and halls of residence;
 - Undertaking more direct engagement with buildings;
 - Using public awareness of waste types and volumes to improve our performance;
 - To reduce the use of disposables;
 - To further develop the sustainable procurement solutions;
 - To increase links with academic research as a way of increasing waste awareness and further embedding best practice
 - Increasing Senior Management support for cultural and behavioural change.

- Threats** The threats to our waste management approach could be:
- The increasing financial pressure on the University may result in:
 - the loss of waste management and engagement roles;
 - reduced staffing levels across the site, increasing workloads and making it harder to achieve the required segregation;
 - The current political climate around Brexit and general elections;
 - The procurement regulations resulting in a change of bin supplier and therefore loss of the standardisation of the bins;
 - External caterers, where the chance of disposables is greater and the opportunity to control these are lower;
 - That an organisation of our size and influence is expected to have successful and visible waste management and recycling schemes and poor performance in this area may affect our reputation and ability to recruit.
 - Major health risk pandemics.

6.0 Ambition, Vision and Strategic Objectives

Ambition The University has stated an ambition that it will embed sustainability and social responsibility into all our processes, operations and developments. Senior Management have further stated through quadrennial review that we need to create a culture change around our approach to waste, recycling and our resource efficiency in order to reduce waste, increase recycling and reduce costs.

Vision The vision for this strategy is that we become an exemplar for waste management practices which reflects our standing in the University league tables.

Strategic objectives Our strategic objectives to achieve the Ambition and Vision are to:

Prevent waste arising through procedures and interventions in the procurement process;

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| Reduce | the amount of waste produced by changing practices and procedures; |
| Reuse | our resources, improving reuse both within the organisation but also through third parties thus realising the value of resources; |
| Repair / Refurbish | resources by encouraging this through suppliers as well as individual practice; |
| Recycle | more by increasing the quality and quantity of recycling through clear messaging of what can be recycled and how; |
| Anaerobically digest | more food waste but reduce the amount of food wasted; |
| Recover energy | as an alternative to landfill but seek to reduce the amount we send for waste to energy by better applying the above; |
| Landfill | less; |
| Reduce costs | by seeking opportunities for waste management efficiencies; |
| Be compliant | with all legislation. |

7.0 Our Goals therefore are to:

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| Remove under desk bins | which offer limited options for recycling. By encouraging the use of communal bins, where the full range of recycling options exist, we aim to improve recycling. This will be an ongoing process over the duration of this strategy targeting at least two buildings per year (sometimes as part of an engagement project) working in conjunction with the Domestic Services department. |
| Increase food waste segregation | by introducing this into all academic buildings. This will move this element of the waste stream up the hierarchy from Landfill (or at best energy recovery) to Anaerobic Digestion, reducing costs and reducing environmental impact. This will be done in conjunction with the removal of under desk bins working to the same timescale and working in conjunction with the Domestic Services department. |
| Reduce food waste | arising in catered halls. Food waste in this area has risen for each of the last three years and is now nearly 50% higher than 5 years ago, although this is in part as a result of an increase in meals served and the choice offered. We must now target a reduction in the amount of food waste generated per meal served year on year whilst maintaining a balance of customer service and choice. This will require a detailed analysis of the food waste data, the number of meals served, the source of the food waste (preparation, production or plate) and the type of food waste (carbs, protein, veg etc). This will require the establishment of a task force comprising of representatives from Catering, Students and Sustainability working in partnership to identify interventions in the processes, the customer journey and customer communications to achieve targeted improvements. |
| Reduce the use of disposables | in retail and delivered catering operations and reduce the environmental impact of those that are used. This goal will therefore have multiple parts including: <ol style="list-style-type: none">1. Encouraging customers to enjoy a better experience by eating or drinking in. This will require training for service staff to be delivered annually by Retail Managers across all relevant areas.2. Promoting the use of reusable cups (regularly) and allowing (to be introduced in 2020) reusable food containers (already in place in the dining halls). |

3. Implementing a pricing model which, includes a standard price for eating and drinking in, benefits the use of reusables (through a discount) and penalises the use of disposables (through a surcharge). This will be implemented for drinks by March 2020. How to apply this to the food service will be considered before August 2020 and any opportunities and timescales agreed as part of the Annual Action Plan which will support this strategy.
4. Assessing the disposables we use to ensure that those chosen achieve the right balance of encouraging recyclability but also having the lowest environmental impact if not recycled / recyclable. The chosen products are to be in place by July 2020.
5. Communicating the overall approach through a clear marketing campaign on an ongoing basis.

All the above will need to be achieved by working with, and through delivery by, the Catering and Retail teams.

Engage with individual building occupants to raise awareness and target local improvements specific to their operations and the wastes generated. Dependent upon the availability of resources we aim to target one to two buildings per year. Working in conjunction with those occupants, our waste contractor Enva and Domestic Services, the aim will be to demonstrate the potential for, and actual improvements in, the various elements of the waste hierarchy.

Increase reuse and resource efficiency through the introduction of a Reuse and Resources Strategy which will aim to:

1. encourage the sharing of resources through the active promotion of Kit Catalogue;
2. encourage reuse internally through the re-introduction of WARPit as a portal of promoting and obtaining second-hand resources;
3. encourage reuse externally through WARPit but also through approved procedures for donating or selling resources we are no longer able to use, where it is safe to do so.

This strategy, the WARPit portal and the associated procedures will be implanted during 2020 but will require ongoing promotion through and the support of Procurement, School Operations Managers and the Heads of Professional Services.

Reduce waste generation through engagement in the procurement process. By engaging with suppliers through the tender process and during mobilisation we aim to improve the application of the waste hierarchy. In order to achieve this the Environmental Manager will work with the Procurement Team on all relevant tenders and it is anticipated that this will be between four and six tenders per annum ongoing.

Improve recycling in the Halls of Residence by improving both quality and quantity. The target will be to achieve 40% recycling in halls by 2025. This is a challenging target as it requires annual engagement with c6,500 students every year of which approximately two thirds are new to the campus. We will need to find ways of improving communication and engagement which can be delivered by the Environmental Management Assistant, our Waste Contractor, Campus Services Staff, our Council contacts and the students themselves. This will need to be backed up by increasing Senior Management support for cultural and behavioural change.

Improve the application of the waste hierarchy across the campus by seeking opportunities to use public awareness of waste types and volumes to improve our performance. To support this, we will need to communicate our performance and challenging areas more frequently with stakeholders and record the communications as evidence of activities. Although there may not be a direct correlation to the end result this will be monitored to see if there is evidence of improvement through the data.

8.0 Communication of this strategy and its goals needs to be done through

- The web** where we will publish this strategy and the Annual Action Plan on our website.
- News articles** produced in conjunction with the University Marketing Team, will provide news stories around the strategy, the waste hierarchy and our goals, as well as progress towards them.
- Social media** is a key form of communication with the students in particular, but a specific Communications Plan encompassing Social Media will be developed to assist in communicating the strategy and delivering the Goals.
- Meetings** will be used to communicate the strategy and its goals as well as to engage with stakeholders on the further development and delivery of these.
- Training** will form a key part of each goal and will assist in the delivery of these.

9.0 Partnerships – with the following will be fundamental to this strategy

- Senior management** who are ultimately responsible for leadership commitment, environmental compliance and supporting the continual improvement in reducing our negative, and enhancing our positive, environmental impacts.
- Staff & students** share responsibility for environmental performance and compliance as set out in the Environmental Policy, this includes adopting and adhering to the standards and procedures of the Environmental Management System including those pertaining to Waste and Resource Management.
- Tenant partners** share certain responsibilities for environmental performance and compliance as set out in the Environmental Policy, this includes adopting and adhering to the standards and procedures of the Environmental Management System including those pertaining to Waste and Resource Management where appropriate.
- Our main waste contractor** who are required to spend time on site undertaking strategic and operational engagement. This has been a requirement of our main waste contract since 2014 and will be fundamental to achieving the goals of this strategy.
- CBC and LCC** (Charnwood Borough Council and Leicestershire County Council) are the two local councils we work closely with to seek improvements in the recycling in the Halls of Residence. Their support helps us deliver improvements but in return helps the Councils with student recycling when they move into town as the process is largely the same.
- The FREEC Reps and FREEC Chair** who are responsible for engaging with us and the students about Food, Residential, Ethical, Environmental and Campuswatch aspects in each Hall. They play a key role in sharing messages, information and supporting engagement with their hall to improve and tackle issues in relation to these aspects.

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| The LSU and EandE | (Ethics and Environmental) role, which is a non-sabbatical post supported through the other LSU Executive roles, as well as certain roles in the permanent staff are key to supporting the embedding of managing waste and resources within the student body. |
| Any sustainability related societies | which can be drawn upon for volunteers and impassioned individuals to support the delivery of promotional events and share communications. |
| Our trade unions | who can support, through the encouragement of their membership, to adopt and adhere to changes in practice and procedures. |
| The EAUC | (Environmental Association of Universities and Colleges) where the sharing of knowledge and best practice can support the development of solutions and communications. |

10.0 Measuring Success – will be achieved through KPI linked to:

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| Removing under desk bins | in specific buildings through targets each year for the specific buildings where we propose to remove under desk bins from. |
| Increasing food waste segregation | by measuring which targeted buildings have achieved the introduction of food waste segregation and the volumes segregated. |
| Reducing food waste | in relation to the Dining Hall catering operations as well as the imago Ltd Operations. The targets will be determined at the start of each academic year with 2020 used to develop the strategy in this regard through the establishment of a task force group. |
| Reducing the use of disposables | in relation to the number of sales of hot drinks in single use cups but also the use of disposables for delivered buffets and the use of disposables for food in our retail outlets. Annual targets will be set in this regard commencing from August 2020. |
| Engaging with individual buildings | through formal campaigns to encourage better application of the waste hierarchy which will see one or two campaigns run per year. |
| Increasing reuse | through the re-introduction of WARPit, the promotion of Kit Catalogue and the introduction of specialist reuse contractors in 2020. Once established targeted improvements in the use of these can be specified for subsequent academic years. |
| Reducing waste generation | mainly through the targeting of the procurement process with the aim of reducing the waste arising through deliveries to the campus. |
| Improving recycling | in the Halls of Residence by improving both quality and quantity. The target will be to achieve 40% recycling in halls by 2025 which requires a 1-2% increase per annum. |
| Improving the application of the waste hierarchy | by evidencing communications around the waste hierarchy and raising awareness of this and the procedures for key waste streams. |

11.0 Delivery Challenges

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| Scale | Loughborough University's Loughborough Campus covers an area of around 438 acres, with more than 18,400 students, over 3,800 staff and over 2,500 tenants. Communicating and engaging with over 24,000 people across such a large site is inevitably a major challenge. |
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| Staff resource | To deliver this strategy and its goals is focussed on the two staff within the Sustainability Team who have a waste and resources focus. This is insufficient to deliver the goals without support and it will require the support of the partners mentioned above, as well as staff and students across the campus. Additional staff time will inevitably be required and funding this will be challenging. |
| Embedding practices with staff | Is challenging due to increasing workload pressures. Applying the waste hierarchy does require extra effort but not necessarily more time. To embed best practice, we must develop solutions which support that effort and demonstrate time and cost efficiencies backed up by Senior Management Commitment to best practice. |
| Embedding practices with students | Is challenging for a variety of reasons including the annual change in students in halls of residence and the campus as a whole; the diverse nature of recycling practices across the UK and the world; we have 3,300 international students with students from over 140 different countries; and the greater challenges associated with student communication media. |
| Financial pressures | Some environmental solutions may cost more, or appear to cost more, and in times of increasing financial pressure this will be hard to justify. Reducing waste, reusing more, buying less and improving and increasing correct waste segregation will all save money, if this is embedded rather than increasing time and workload. |
| Awareness and knowledge | Increasing awareness of environmental concerns and issues is both a positive and a challenge. The challenge is to be able to develop and deliver suitable solutions in response to the greater awareness, concerns and expectations of our stakeholders that can be and are adopted. Knowledge similarly can be a positive and a challenge. The challenge here is to ensure that knowledge shared with stakeholders enables them to make informed decisions and understand the environmental impacts. An example of this is the increase in biodegradable and compostable products which may not offer the environmental benefits promoted. |

12.0 Action Plan

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| An Annual Action Plan | Will be developed for each year to sit alongside this strategy and provide the specific actions that will lead to the delivery of its goals. These will include delivery dates, specific targets and person(s) responsible. |
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Appendix 1: Waste Performance

The following table shows how the University has performed on its waste management over recent years.

| | Total Waste* | On-site** Recycling % | Overall*** site Recycling % | Energy Recovery**** % | Landfill % |
|------------------|---------------------|------------------------------|------------------------------------|------------------------------|-------------------|
| 2018-2019 | 1,868 | 52% | 76.4% | 18.3% | 5.3% |
| 2017-2018 | 1,898 | 52% | 76.2% | 18.5% | 5.3% |
| 2016-2017 | 2,241 | 51% | 75.5% | 19% | 5.5% |
| 2015-2016 | 1,989 | 49% | 75% | 19.4% | 5.6% |
| 2014-2015 | 2,020 | 49% | 75% | 19% | 6% |
| 2013-2014 | 1,940 | 49% | 75% | 19% | 6% |
| 2012-2013 | 1,840 | 52% | 77% | 18% | 5% |
| 2011-2012 | 2,100 | 49% | 72% | 11% | 17% |
| 2010-2011 | 1,809 | 48% | 56% | 11% | 33% |
| 2009-2010 | 1,799 | 29% | 29% | N/A | 71% |
| 2008-2009 | 2,199 | 26% | 26% | N/A | 74% |
| 2007-2008 | 2,411 | 35% | 35% | N/A | 65% |
| 2006-2007 | 2,097 | 20% | 20% | N/A | 80% |
| 2005-2006 | 2,092 | 9% | 9% | N/A | 91% |

* Excludes Construction Waste – figures in tonnes

** Waste and Recycling segregated on site by staff and students

*** Includes Waste and Recycling segregated by our contractors, but this costs the University

**** Waste is incinerated, and energy recovered for use in cement manufacture.

Appendix 2: Waste Types and Approach

Waste Types and Approach

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| Segregated recycling | In all areas apart from the Halls of Residence, the University's approach is to source segregate recyclable materials. This includes paper, plastics, cardboard, wood and metal. These are then bulked up for cost efficiency. |
| Mixed recycling | In the Halls of Residence, the waste is classed as Domestic Waste and the recyclable material is therefore collected (from agreed collection points to an agreed timescale) by the local council in accordance with their mixed recycling process. |
| Food waste | Food waste segregation is common across the catering operations, retail outlets and Halls of Residence. This strategy will develop the segregation of this waste type in academic and administrative areas. Food waste, which is sent for Anaerobic Digestion, includes all types of non-liquid food. Collections are localised and frequent due to the nature of this waste. |
| Everyday glass | Is recyclable through bottle banks or bins across campus which are accessible to all staff and students. For H&S reasons Staff and Students currently do this themselves. |
| Special glass | Such as window glass and lab glass are also segregated for recycling as an aggregate through specialist skip provision. |
| WEEE | All WEEE (Waste Electrical and Electronic Equipment) is segregated for specialist contractor disposal and collected direct from Schools and Departments |
| Toner cartridges | There is a process for the segregation of these which see them collected alongside Departmental mail. They are then collected from the mail room for recycling by an approved contractor. |
| Batteries and lightbulbs | Are segregated for specialist disposal. |
| Confidential waste | Is segregated into paper and electronic format and disposed of in accordance with the University procedures for this sensitive stream. |
| Clinical waste | Is segregated for specialist disposal. This is not a significant waste stream and is managed centrally with the producing Schools. |
| Sanitary waste | Is segregated for specialist disposal in the normal manner. |
| Hazardous waste | Is segregated for specialist disposal but is not a significant waste stream under normal circumstances. This can include Chemicals, Aerosols, Paints, Oils, Suds, Fuels and cleaning products is managed centrally with the producing Schools. |
| Non-recyclable general waste | After the segregation of all the above (and any other specialist streams) this waste is sent for further processing. The residual waste is on the whole incinerated for energy recovery with a very small fraction going to landfill. Waste in this category can include cups, tissues, paper towels, polystyrene, non-recyclable food packaging (most confectionary wrappers and mixed materials). |
| Waste for reuse | One person's waste is often another person's resource and a key part of this strategy is to encourage the sharing of these resources whether it is a Lever Arch File or an office desk. |

Appendix 3: What does this strategy mean for you and how can staff help...?

Staff can help achieve our Goals as follows:

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| Removal of under desk bins | Please recycle correctly using the communal bins available. This shouldn't require an extra journey, but regular movement is good for you. |
| Segregation of food waste | Please segregate your food waste into the caddy or bin provided, (where available) this is better for the environment and will save costs. Segregating food waste also helps us all realise what we are wasting and helps us reduce this. |
| Reducing food waste | This will focus on catered halls where we will work with certain staff groups and the students. |
| Reduce the use of disposables | Staff can support this by eating or drinking in the outlets and using crockery where available or by carrying reusable containers, e.g. a reusable cup. We will be considering the options for increasing the use of reusable containers across our operations so please support schemes as they are introduced. Where there are limited options for avoiding disposable food and drink containers (e.g. some large catering events) please ensure they are disposed of in the correct bin. |
| Engaging with individual buildings | If we run an engagement campaign in your building, please do participate and support the changes or improvements raised. These campaigns provide the ideal opportunity to improve your awareness, ask any questions, make any suggestions and influence behaviour change. |
| Increasing reuse | Is about making the most of our resources, both internally and externally. As part of the separate Reuse and Resources Strategy staff can support this by: <ol style="list-style-type: none">1. reviewing available equipment on Kit Catalogue rather than buying new but logging new equipment on Kit Catalogue if it must be purchased. (where applicable)2. making use of internal second-hand resources available on WARPit and logging unwanted but usable resources on WARPit for internal reuse3. making use of external second-hand resources available on WARPit but also supporting external claims of our resources where appropriate. There will also be procedures for donating or selling resources we are no longer able to use, where it is safe and appropriate to do so. |
| Reduce waste generation | Please consider your activities as well as your processes and procedures and seek opportunities to reduce waste. This could be as simple as reducing printing or as complex as reviewing a process to consider whether less resources could be used, and less waste generated. This not only will help reduce waste but will reduce the use of resources which will also reduce costs. Procurement and Sustainability are seeking to embed this within any procurement activities but support from Sustainability is available to review any process. |
| Improve recycling | Activities will generally focus on the Halls of Residence where there is the biggest room for improvement. However, the engagement activities we have run with staff in academic buildings has shown that recycling can be improved from around 50-60% to 75-80% so most staff could do more to contribute to improved recycling. Our new web pages will seek to provide better information on what can and can't be recycled and in which bin. |

Improve the application of the waste hierarchy We will be asking all staff to be more aware of the waste hierarchy (shown at the top of this document). The University has a legal obligation to apply this and staff, through our policies and procedures are also required to do so. This means we all need to Reduce, Reuse and Recycle more in particular please.

Appendix 4: What does this strategy mean for you and how can students help...

Students can help achieve our Goals as follows:

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| Removal of under desk bins | This applies to academic areas only so doesn't apply to all students but whatever space you are using, please recycle correctly using the communal bins available. |
| Segregation of food waste | Please segregate your food waste into the caddy provided, in all halls of residence, this is better for the environment and will save costs. Segregating food waste also helps us all realise what we are wasting and helps us reduce this. |
| Reducing food waste | Students can save themselves money by reducing food waste in self-catered halls and when catering for themselves in catered halls, but the main focus will be to reduce food waste in catered halls where significant volumes of food waste are generated. Please look out for communications about how to reduce food waste and support us in these efforts. The more we reduce food waste, the more we can put back in to improving the service. |
| Reduce the use of disposables | Students can support this by eating or drinking in the outlets and using crockery where available or by carrying reusable containers, e.g. a reusable cup. We will be considering the options for increasing the use of reusable containers across our operations so please support schemes as they are introduced. Where there are limited options for avoiding disposable food and drink containers (e.g. some large catering events) please ensure they are disposed of in the correct bin. |
| Engaging with individual buildings | Although these engagements focus on staff, there are opportunities for students to get involved and support the campaign so if you see the sustainability team in your building please do participate and support the changes or improvements raised. These campaigns provide the ideal opportunity to improve your awareness, ask any questions, make any suggestions and influence behaviour change. |
| Increasing reuse | Is a campaign focussed on staff and the sharing of resources across schools and departments. There is little opportunity for students to support this campaign although donating unwanted books, clothes and similar such items to fellow students or charity demonstrates reuse. |
| Reduce waste generation | Please consider your activities as well as the waste you generate. This could be as simple as reducing printing, taking extra care with any resources available to you in your studies, making shopping choices which generate less waste or refusing freebies which you don't really need or want. If you would like to know more you can always call into the sustainability office, visit our website or email us. |
| Improve recycling | The recycling in Halls of Residence is generally much lower than the rest of campus despite the easier solution and we will be seeking opportunities to try and improve the recycling from the current 35% to that achieved by the rest of campus which is around 60%. 75% of waste is generally recyclable. So please help us improve recycling by checking out what can be recycled and how on the posters in the kitchens and on our website and by ensuring your recycling is clean and dry. |

Improve the application of the waste hierarchy We will be asking all students to be more aware of the waste hierarchy (shown at the top of this document). The University has a legal obligation to apply this and students, through our policies and procedures are also required to do so. This means we all need to Reduce, Reuse and Recycle more in particular please.

Appendix 5: Action Plan for 2020/2021 Academic Year

Annual Action Plan

This Annual Action Plan Identifies the specific actions for 2020/21 that will support the delivery of this strategy's goals. These actions include delivery dates, specific targets and person(s) responsible.

Removal of under desk bins Will be rolled out in the following areas:

- Hazlerigg and Rutland Administration buildings.
- FM & Geography
- ATIC
- Design School

The first three will be done by December 2020 with the Design School to be done by July 2021. Delivery will be by Domestic Services, the Environmental Manager and our Waste Contractor, supported by any champions within the locations.

Increase food waste segregation This will be done in conjunction with the removal of under desk bins working to the same timescale as detailed above.

Reduce food waste There are three targets in this area this year to support the goal, they are:

1. To establish a task force comprising of representatives from Catering, Students and Sustainability working in partnership to identify interventions in the processes, the customer journey and customer communications to achieve targeted improvements. This target is to be delivered by the Environmental Manager and a Senior Member of the Catering Management Team by September 2020.
2. To agree, by October 2020 a target for food waste reduction to be achieved by July 2021. This target is to be achieved by the Task Force.
3. To run a campaign during the 2020/21 academic year which supports the delivery of the food waste reduction target detailed above. This target is to be achieved by the Task Force.

Reduce the use of disposables There are three targets in this area this year to support the goal, they are:

1. Deliver training to staff which enables them to encourage customers to enjoy a better experience by eating or drinking in. To be delivered by Retail Managers by October 2020.
2. Re-promote the use of reusable cups and the single use supplement at the start of each term. This will need to be done in October 2020 and then February and May 2021 by the Environmental Manager and the Retail Management Team.
3. Agree the approach for the use of disposables for retail food sales alongside the potential for the use of reusables. To be completed by August 2020 by the Management across Catering, Retail and Sustainability.

A further target may be set in conjunction with the third target if the potential for the use of reusables for retail food sales can be developed.

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| Engage with individual building | <p>Planned engagements will be undertaken with occupants in:</p> <ul style="list-style-type: none">• Hazlerigg and Rutland Administration buildings.• Design School <p>The first one will be done by December 2020 with the Design School to be done by July 2021. Delivery will be by Domestic Services, the Environmental Manager and our Waste Contractor, supported by any champions within the locations.</p> |
| Increase Reuse | <p>Through the following four targets:</p> <ol style="list-style-type: none">1. The Environmental Manager will finalise an agreement with an appropriate external partner for the selling of resources we are no longer able to use by August 2020.2. Establish the parameters for the use of Kit Catalogue and promote the increased use of this by September 2020. This will be done by the Environmental Manager in conjunction with key stakeholders to be identified.3. The Environmental Manager will launch WARPit and actively encourage its use both internally and externally by October 2020.4. Promote all of this as part of a Reuse and Resources Strategy to be published by July 2020 by the Environmental Manager with the support of Procurement and other partners as necessary. |
| Reduce Waste Generation | <p>through engagement in the procurement process. The Environmental Manager will undertake this by supporting at least four procurement activities by July 2021.</p> |
| Improve Recycling | <p>The targets for this goal have not at this time been set at this time due to potential staff recruitment restrictions during 2020/21.</p> |
| Improve the application of the waste hierarchy | <p>The targets in this area will generally be based on news stories around achievements evidenced as a result of the above activities. However, there are two specific targets which will support this goal and they are:</p> <ol style="list-style-type: none">1. To deliver increased awareness of the waste hierarchy through the publication of this strategy by July 2020. To be delivered by the Environmental Manager.2. To deliver increased awareness of the waste hierarchy through the launch of the new sustainability website by September 2020. To be delivered by the Sustainability Team. |