

# Corporate social responsibility report 2009-10

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## Overview

1. This is HEFCE's annual corporate social responsibility (CSR) report. It demonstrates our commitment to CSR and highlights progress in the 2009-10 financial year towards achieving the objectives and targets contained in our CSR policy in the areas of:
  - business ethics
  - managing our environmental impacts
  - procurement
  - our people
  - activity in the community
  - working with the sector.
2. We have maintained certification to ISO14001, achieved the Carbon Trust Standard and retained our 'Investors in People' status.
3. Our environmental performance indicators show that:
  - we have reduced carbon emissions from business travel by 5.8 per cent against the 2002-03 baseline
  - 54 per cent of staff regularly commute to work by sustainable modes of transport
  - we have reduced waste by 29 per cent since 2004-05 and we are now recycling 62 per cent of our waste
  - we have reduced carbon emissions from energy use by 11 per cent since a peak in 2004-05.
4. However, we are currently not on track to meet our targets for reducing our carbon emissions from energy use and water consumption. We would like to perform better in these areas and are working to improve our performance in all areas.
5. We have adopted a set of sustainable procurement principles and developed a sustainable procurement policy. All our invitations to tender now include a link to our CSR policy and targets. We ask suppliers to advise if they have a CSR policy and how they feel they might be able to enhance our CSR efforts through use of their services. Since July 2009 CSR issues have been included in 92 per cent (by number) of our tenders.
6. Our People Strategy articulates aims, responsibilities and key improvement activities in relation to our approach to people within the organisation. We aim to promote staff well-being by ensuring they have the appropriate knowledge, skills and technology to do their jobs, and work in a safe and healthy environment. We were ranked 13th in the *Sunday Times*' '75 Best Places to Work in the Public Sector' list, published in March 2010.
7. Staff participate in a variety of volunteer work, and we have a policy that aims to encourage further volunteering and support colleagues to flex their working hours to undertake volunteering.
8. We have embedded our approach to sustainable development, and equality and diversity, throughout our strategic plan ('HEFCE strategic plan 2006-11: Updated June 2009', HEFCE 2009/21) and work in partnership to influence the higher education sector.

## About HEFCE

HEFCE distributes public money for teaching and research to universities and colleges. Working in partnership, we promote and fund high-quality, cost-effective teaching and research, meeting the diverse needs of students, the economy and society.

We employ 251 staff (full-time equivalent), most of them based at our main office, Northavon House in Bristol, which is leased from the University of the West of England. A small number of staff are based at Centre Point, our central London office, which primarily consists of meeting space and a 'hot desk' area.

## Introduction

9. Corporate social responsibility (CSR) for HEFCE means that we take account of the impacts of our activities on the environment, society and the economy. Our CSR policy for 2008-14 sets out our overall aims, objectives and targets to continue our efforts in relation to CSR. It covers operations at our offices, plus the influence we have on the sector through our policies and services. 'HEFCE CSR action plan 2008-2010' set out the actions we planned to undertake by March 2010 to meet the objectives and targets in this policy. We are publishing an updated action plan for 2010-12 at the same time as this report<sup>1</sup>.

10. This is our CSR report for 2009-10. It details the actions we have taken in relation to our objectives to make progress towards our targets. We report on progress against our targets using a 'traffic light' system where the activities are classed as 'green', 'amber' or 'red'<sup>2</sup>.

11. For the first time, a sustainability report was included in HEFCE's 2009-10 annual report and accounts<sup>3</sup>. This includes progress against the targets set out in our CSR policy and our environmental performance indicators with data on carbon dioxide emissions, office energy consumption, water consumption, waste disposed to landfill and recycling.

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<sup>1</sup> The policy and action plan are available at [www.hefce.ac.uk/aboutus/environ](http://www.hefce.ac.uk/aboutus/environ) alongside this report.

<sup>2</sup> Under this system:

- 'green' indicates that progress is being made according to plan and that the activity overall is expected to deliver on time, within budget and to an appropriate quality
- 'amber' indicates that there have been some difficulties with the activity but that remedial action is planned or in place
- 'red' indicates that there have been significant difficulties and delivery of the activity is unlikely.

<sup>3</sup> All HEFCE's annual accounts publications are available at [www.hefce.ac.uk/aboutus/accounts](http://www.hefce.ac.uk/aboutus/accounts)

## *Business ethics*

12. Business ethics are central to our commitment to CSR and operation as a public body. It is essential that our staff act ethically, fairly and in the public interest at all times, and behave with integrity and honesty in all our activities and relationships with others.

13. We have a strong ethical culture at HEFCE. In 2008 a review of HEFCE's ethical culture by University of Leeds academics concluded that HEFCE's published documents on ethics are fit for purpose, with no important ethical principles missing. The review also stated that interviews with staff provided 'an overridingly positive impression of a strong ethical culture'. This continues to be the case.

## *Managing our environmental impacts*

14. HEFCE is committed to reducing our environmental footprint to help protect the planet's natural resources for future generations. Climate change is one of the greatest environmental challenges facing the world, and evolving scientific evidence shows we need to move quickly.

15. We are certified to ISO14001, an international environmental management system standard, which enables us to ensure that our key environmental impacts are identified and well managed, and that we comply with all relevant environmental legislation.



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## We focus on four key environmental areas

- reducing carbon emissions from energy use and business travel
- encouraging our staff to commute by sustainable modes of transport
- reducing waste through reuse and recycling
- conserving water.

### Carbon emissions from energy use

**Target:** Reduce carbon emissions from energy use by 12.5 per cent relative to 2002-03 by 2010-11

**Progress:** We have increased our carbon emissions from energy use by 0.2 per cent.

**Target:** Increase energy efficiency per m<sup>2</sup> by 15 per cent relative to 2002-03 by 2010-11

**Progress:** We have reduced energy efficiency per m<sup>2</sup> by 5 per cent.

16. We have achieved the Carbon Trust Standard for reducing our carbon emissions by 11 per cent between 2007-2008. The Carbon Trust Standard certifies that an organisation has reduced its carbon emissions and is committed to making further reductions. Carbon emissions from energy use have not decreased since our baseline year of 2002-03, but have decreased by 11 per cent since a peak in 2004-05. At Northavon House we continue to reduce our electricity consumption and have achieved a 21 per cent reduction since 2004-05.



17. We have achieved these improvements through initiatives such as upgrading the heating and air conditioning system, installing new sensor-controlled light fittings and rationalising IT equipment. One of the principles of our IT Strategy is to develop environmentally responsible approaches to the provision of information systems and services, which means the environmental impact of information systems and services will be considered when recommending and implementing them, and the environmental impact of existing information systems and services is assessed to identify potential improvements and savings, particularly in energy consumption.

18. We also undertake activities to raise staff awareness and promote behaviour change (these are covered in the 'our people' section on page 9).

19. We are committed to continuing to reduce our emissions, and our CSR action plan for 2010-12 sets out our intentions in this area.

20. Our gas consumption increased by 2 per cent over the past year and 13 per cent over the past two years. We use degree-day adjustments, based on published monthly data from our regional weather stations, for internal management information, budget forecasting and the planning of energy efficiency measures. When correlated for degree days our gas consumption has declined by approximately 13 per cent since the baseline year. In view of current reporting guidelines, and because the coefficient of correlation between fuel consumption and degree days is weak, we do not include details of the corrected data in our environmental performance indicators.

21. Electricity consumption at our London office increased significantly (56 per cent) between 2007-08 and 2008-09 but dropped by 1 per cent over the past year. We are still unable to explain the reasons for the increase in the preceding two years and now believe it may be due to inaccurate data in years prior to 2007-08.

22. Consumption at our London office is a relatively small proportion (approximately 10 per cent) of our total, so it is not cost-effective to investigate this further. However, we are monitoring the data closely to ensure that we are receiving accurate information for future comparisons.

23. We do not have a formal target for purchasing 'green' electricity but we do purchase it where it provides value for money because we feel this helps to stimulate the market for electricity generation from renewable sources. When it does not offer value for money, we believe it is preferable to invest in energy-efficiency projects to reduce consumption rather than pay a large premium for a 'green' energy tariff. We currently have 100 per cent 'green' electricity contracts for both our offices.

## Carbon emissions from business travel

**Target:** Reduce carbon emissions from business travel by 5 per cent relative to 2002-03 by 2010-11

**Progress:** We have reduced emissions from business travel by 5.8 per cent.

24. We are a national organisation and the nature of our work means that staff do a significant amount of travelling to visit institutions and attend events and meetings. Staff are encouraged to travel by public transport unless there are reasons why this is not practicable or if there are other circumstances that impede efficiency or effectiveness. We also encourage staff to consider whether they need to travel, and promote the use of video- and telephone conferencing where appropriate. We have video-conference facilities in both offices.

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## Commuting

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**Target:** To have 50 per cent of staff regularly commuting to work by sustainable modes of transport by 2010-11

**Progress:** Fifty-four per cent of staff regularly commute to work by sustainable modes of transport.

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25. We run several initiatives to encourage staff to travel to work by sustainable means including:

- a salary sacrifice scheme for bike purchase
- cycle sheds, showers and changing facilities
- free cycle training and maintenance sessions to help staff keep their bikes roadworthy
- interest-free loans for staff to purchase bus and train season tickets
- three dedicated car share parking spaces at the Bristol office.

26. The success of these is shown through 54 per cent of staff regularly commuting by sustainable methods, which include walking, cycling, public transport and car sharing.

27. This year we launched a 'commuter buddy' scheme by extending our car share database to include bike, walk and bus buddying. This enables staff to link up with colleagues to share journeys or to accompany them a few times while they build up their confidence to go it alone.

## Encouraging recycling

We have removed individual waste bins and installed 'recycling points' alongside general waste bins. This means that recycling is just as easy as throwing waste into a bin.

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## Waste management

**Target:** Reduce waste arisings by 5 per cent, relative to 2004-05 levels by 2010-11

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**Progress:** We have reduced waste arisings by 29 per cent relative to 2004-05.

**Target:** To be recycling 60 per cent of our waste arisings by 2010-11

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**Progress:** We are recycling 62 per cent of our waste.

28. We have recycling schemes for: paper; cardboard; plastic bottles and tops; glass; cans; computing equipment; batteries; and toner and printer cartridges.

29. We aim to reduce and reuse our waste where possible: for example, we have replaced plastic cups with reusable glasses and provide drinking water for meetings in jugs rather than plastic bottles.

## Conserving water

**Target:** Reduce water consumption by 70 per cent relative to 2004-05 levels by 2010-11

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**Progress:** We have reduced by 61 per cent.

30. Since 2004-05 we have achieved a 61 per cent reduction in water consumption through initiatives such as installing flow restrictors on taps and low-volume toilet cisterns as part of a refurbishment of our cloakrooms; the identification and fixing of a leak; and introducing flush controls on urinals.

31. Our water consumption has, however, increased by 33 per cent over the past year. We believe the reasons for this include an increase in the number of staff cycling to work and using the gym, resulting in an increased number of showers taken on-site, although we encourage staff to use minimal water when taking showers. We are also investigating whether a leak is responsible for this increased consumption.



## Procurement

32. Procurement is uniquely able to influence developments in CSR, given the key strategic role it plays in relationships not only with suppliers but also, where HEFCE is concerned, with higher education institutions, central government departments, and other stakeholders.

33. Good procurement practice can not only deliver value for money from non-pay spend, but also improvements in other areas such as human rights, greenhouse gas emissions, community relations and product recycling.

**Target:** To achieve level 2 or above across all five themes of the Department for Environment, Food and Rural Affairs' Sustainable Procurement Action Plan Flexible Framework by 2014

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**Progress:** We have achieved level 1 and have some elements of levels 2 and 3. We are on track to deliver to target by 2014.

**Target:** To inform our suppliers of our CSR policy and our expectations of them in relation to this and for this information to be contained in 95 per cent of our contracts (by number) by 2010

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**Progress:** All our invitations to tender now include a link to our CSR policy and targets. We ask suppliers whether they have a CSR policy and how they feel they might be able to enhance our CSR efforts through use of their services. Since July 2009 CSR issues have been included in 92 per cent (by number) of our tenders.

34. We have adopted a set of sustainable procurement principles and developed a sustainable procurement policy. This policy, which includes CSR as a standard evaluation criterion when tendering for goods and services, will be published online in autumn 2010. We have made changes to the advice in our Procurement Guide to reinforce the need to consider CSR when tendering.

35. We continue to include CSR efforts in the review of relevant contracts such as :

- catering, resulting in the use of tap water in jugs at meetings rather than plastic bottles
- cleaning, resulting in a review of the minimum wage paid to contract staff, emptying of recycling bins and the use of environmentally sensitive consumables.

## Embedding sustainable procurement into higher education

We are providing funding for a Sustainable Procurement Centre of Excellence. This intends to make demonstrable changes to the way higher education institutions embed sustainable procurement into their standard procedures, practices and policies. The centre will: build capacity in sustainable procurement; develop capability in influencing supply chains; develop measurement and monitoring tools; and communicate a full understanding of environmental impacts in the specification, production, delivery, utilisation and disposal of goods and services purchased by the higher education sector.

## *Our people*

36. We recognise that the greatest resource we have is our staff. Talented and committed individuals are the key to our CSR efforts. Colleagues are encouraged to feed back on our CSR initiatives and to suggest ideas. We would like to acknowledge the continuing support and efforts of our staff to improve our CSR performance.

**Target:** To continue to measure the well-being of our staff through the staff survey, ensuring that we continue to match or exceed the external benchmark on staff satisfaction

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**Progress:** Our 2009 staff survey results show high levels of satisfaction among employees on a range of questions relating to well-being. For example, 84 per cent of respondents agreed or tended to agree that they were satisfied with HEFCE as an organisation to work for. This compares favourably with an external benchmark of high-performing companies of 75 per cent.

## Recognised for excellence

Since 2000, we have been using the European Foundation for Quality Management (EFQM) Excellence Model as a basis for identifying our organisational strengths and areas for improvement. In 2008, following rigorous external assessment, we were 'Recognised for Excellence' with five stars – the highest level available under the award. We are also an Ambassador for Excellence and recognised for our attainment under EFQM with the London Excellence Gold Award.

37. We were also ranked 13th in the *Sunday Times*' '75 Best Places to Work in the Public Sector' list published in March 2010. This was based solely on a separate survey of staff carried out by Best Companies who also awarded us one-star accreditation for 'first class' employee engagement.

38. We received the Sustainability Award in the 2009 Government Finance Profession Awards.

39. Our People Strategy articulates aims, responsibilities and key improvement activities related to: a culture that embodies the public service ethos; focusing human resources advice and change on delivering HEFCE strategy; attracting and retaining high-calibre people; exploring people's full potential; encouraging creativity and innovation; supporting people's well-being in a healthy working environment; and valuing diversity. This strategy was developed in consultation with staff.

40. We firmly believe that we will be in a better position to achieve our aims as an organisation if we have a more diverse staff, and our commitment to this is set out in detail in our Single Equality Scheme<sup>4</sup>.

41. We are developing and consulting on a new Equality Scheme throughout 2010, in line with our duty within the Disability Race Relations (Amendment) Act 2000, Discrimination Act 2005, and the Equality Act 2006 to fundamentally review and re-issue our equality scheme every three years in order to properly reflect the priorities and pressures facing the Council.

42. The new Equality Act 2010 brings together existing legislation, harmonising the differences and strengthening certain aspects. It also brings with it additional responsibilities for public sector bodies such as a new socio-economic duty, and these will need to be reflected in our overall Equality Scheme.

43. As an example of our actions we are committed to the 'positive about disabled people' scheme. We are also working towards improving staff disability disclosure rates, through making the definitions more helpful and inspiring confidence that we will use the information to make 'reasonable adjustments' and anticipatory measures.



We are committed to the 'Two Ticks' scheme in our recruitment

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<sup>4</sup> For more information see [www.hefce.ac.uk/lgm/divers/scheme](http://www.hefce.ac.uk/lgm/divers/scheme)

## Promoting diversity

Our internal Diversity Action Group provides advice on equality issues and helps to raise the profile of equality and diversity across HEFCE. In 2010, we established a Diversity Steering Group which is made up primarily of members of the senior management team and will be used to drive the equality agenda forward.

44. So far, we have been making steady progress towards achieving the diversity targets on gender, ethnicity and disability we agreed in 2008<sup>5</sup>. However, if the recent pattern of leavers and starters continues, we will not achieve the second target for ‘at least 27 per cent of employees at pay bands 1-8 to be men’ by 2013.

45. We wish to be an organisation that prioritises the well-being of people in an inclusive culture that values diversity and is free from bullying, harassment and discrimination. Our Dignity at Work policy is designed to support our aims by articulating our approach and outlining how we will deal with issues if they arise.

46. We aim to promote staff well-being by ensuring they have the appropriate knowledge, skills and technology to do their jobs, and work in a safe and healthy environment.

47. We have a fully equipped gym on site, of which all staff are eligible to become members for a small fee to cover the cost of fitness training, assessment and maintenance of equipment.

48. We provide a confidential employee assistance programme which is available free to all staff and their partners. The external provider of this service helps staff with a wide range of issues such as bereavement and relationship, legal and financial problems.

49. At the organisational level we believe that sickness levels can be a useful indication of staff satisfaction, and well-being and sickness absence remains relatively low. We have recently been awarded a Healthy@Work Gold Award by South Gloucestershire Council in recognition of our ‘commitment to actively encourage a healthy workplace environment for employees’.

50. Over the year we have been working on a project to further develop our high-performance culture – in particular to explore how we can better enable people to work to the best of their ability, for the good of the organisation, in a way that feels authentic and brings real satisfaction. We have also been reviewing our approach to performance management, focusing on its relationship to, and congruence with, the developing organisational culture. We believe that over time these projects will support greater empowerment and encourage more creativity and innovation within the organisation.

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<sup>5</sup> For more information, see HEFCE’s Enabling Excellence: People Report, available at [www.hefce.ac.uk/pubs/board/2010/133](http://www.hefce.ac.uk/pubs/board/2010/133)

## Celebrating CSR

We hold an annual CSR Week to raise staff awareness of issues at work and home and to celebrate success. Each day has a theme with events, and information on our intranet. For example, the 'sustainable transport day' has included a sustainable commuters' breakfast, displays of information on commuting options including cycle maps and bus timetables, and a lunchtime bike ride. Our ongoing awareness-raising campaign includes a CSR section on our intranet, posters, notice board, staff briefings and presentations for new staff.

### *Activity in the community*

51. As a public body, HEFCE is working for the public good. Our mission is to promote and fund high-quality, cost-effective teaching and research, meeting the diverse needs of students, the economy and society. But this is also about undertaking initiatives aimed at helping local communities, the communities in which our staff belong.

52. It is not just the local community that benefits. Volunteering and fundraising also help our staff to broaden their own experience and skills, which helps us to recruit and retain the best people.

53. We have a policy that aims to encourage further volunteering and support colleagues to flex their working hours to undertake voluntary work. We promote opportunities to staff through, for example, a volunteer coffee morning where current and potential volunteers come together to share experiences. Staff currently participate in a range of volunteering opportunities including being a 'reading buddy' at a local school, a helpline counsellor, a leader at a local children's group, and a school governor.

54. We are part of the 'Give As You Earn' scheme which enables our staff to give to charity direct from pay, tax-free.

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## Fundraising

In 2009-10 the Sports and Social Committee organised events such as cake sales, pub quizzes and a football tournament that raised over £750 for Sports Relief, Children in Need and Jeans for Genes. A Christmas charity raffle raised £300 for the Julian Trust. In addition, around £900 was raised by the Facilities Management Team for The National Autistic Society.

## *Working with the sector*

55. CSR is about more than what we do in our own operations. We also work in partnership to influence the higher education sector.

56. We have made sustainable development a central part of our strategy for the future development of the higher education sector. Within the next 10 years we want the higher education sector in England to be recognised as a major contributor to society's efforts to achieve sustainability through: the skills and knowledge of its graduates; its research and exchange of knowledge through business, community and public policy engagement; and through its own strategies and operations.

57. We have embedded our approach to sustainable development and equality and diversity throughout our strategic plan, and have key performance targets in these areas<sup>6</sup>. We are committed to promoting equality and diversity within the staff and student bodies in higher education. This commitment underpins all of our strategic aims.

58. Our Equality Scheme explains how we meet our statutory duties to promote race, disability and gender equality, and our commitment to equality and diversity is supported by our work in equal opportunities monitoring and publications on equality and diversity.

59. We work in partnership with the Equality Challenge Unit<sup>7</sup> to support institutions to meet the needs of all of their staff and students. In addition, we are committed to ensuring that the voices of disabled people are heard in all areas of HEFCE policy-making and invite disabled people annually to participate in the policy-making process.

60. Our sustainable development strategy and action plan<sup>8</sup> sets out our approach to promoting the sustainable development agenda in the higher education sector.

61. In partnership with Universities UK and GuildHE we have published a carbon reduction target and strategy for higher education in England. We have also signalled to institutions a more demanding approach to carbon emissions reduction and our intention to make carbon management plans a condition of grant.

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<sup>6</sup> For more information see 'HEFCE strategic plan 2006-2011: Updated June 2009' (HEFCE 2009/21). All HEFCE publications are available at [www.hefce.ac.uk/pubs](http://www.hefce.ac.uk/pubs)

<sup>7</sup> For more information see [www.ecu.ac.uk](http://www.ecu.ac.uk)

<sup>8</sup> 'Sustainable development in higher education: 2008 update to strategic statement and action plan' (HEFCE 2009/03).

62. Fifty-nine higher education institutions have now received funding under the Revolving Green Fund to develop carbon reduction initiatives.

63. We recognise that all our policies have potential sustainable development impacts, both positive and negative. We assess the impacts of all our policies, initiatives and significant projects for sustainable development, equality and diversity, and regulatory burden, and publish the outcomes of these assessments<sup>9</sup>. Through this assessment process we aim to identify potential negative impacts, take mitigating actions where possible and appropriate and, most importantly, to use opportunities to positively promote sustainable development and equality and diversity.

## *Monitoring and review*

64. We believe that it is important to continually monitor and evaluate what we do to improve our CSR performance. We are committed to reporting publicly on our performance, and benchmark ourselves to judge the effect of our initiatives.

65. CSR within HEFCE is overseen by a CSR Steering Group which reports directly to our Chief Executive's Group (CEG). Progress is reported quarterly to CEG and our Board through the monitoring of our operating plan and subsequently on our web-site. Performance against this operating plan is published as part of the management commentary to our annual report and accounts<sup>10</sup>.

66. We participate in the Universities that Count scheme, which uses Business in the Community's corporate responsibility and environment indices to assess the extent to which environmental and social issues are integrated into an institution's strategy, practices and performance. This allows us to benchmark our performance.

67. In 2009-10 we achieved the Gold standard with a score of 90.8 per cent, an improvement on our score of 84.7 per cent and Silver standard in the previous year. Our results this year compare well with a higher education sector average of 75.3 per cent and a corporate average of 86.1 per cent.

68. We are continually looking for ways to improve the accuracy of our data. In 2009-10 we increased the proportion of our carbon footprint for travel which is based on detailed provider information. Some CSR data relies on assumptions, and is therefore accurate within a margin of error. Assumptions are made in estimating parts of our commuting and business travel, total waste arisings, and in some of the raw data used to calculate recycled waste. Where evidence comes to light to suggest that our assumptions were not valid, we have restated relevant data for all years.

69. We have built a data warehouse that permits automated quantitative analysis of the majority of our environmental information. This has allowed us to increase the frequency of monitoring of our performance against quantitative targets and milestones.

70. Our data at the half-year and year-end points are reviewed internally for accuracy and sense. Data gathering, analysis and processing are subject to a comprehensive external review every three years. The most recent was undertaken in early 2009 by Entec and has informed the calculation of this year's environmental performance indicators.

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<sup>9</sup> For more information see [www.hefce.ac.uk/aboutus/sia](http://www.hefce.ac.uk/aboutus/sia)

<sup>10</sup> See note 3.



# Annex A

## Environmental performance indicators

We report on progress using a 'traffic light' system where the activities are classed as 'green', 'amber' or 'red'. Under this system:

- 'green' indicates that progress is being made according to plan and that the activity overall is expected to deliver on time, within budget and to an appropriate quality
- 'amber' indicates that there have been some difficulties with the activity but that remedial action is planned or in place
- 'red' indicates that there have been significant difficulties and delivery of the activity is unlikely.

	Units	09-10	08-09	07-08	06-07	05-06	04-05	03-04	03-02	
<b>Carbon emissions from energy use and travel</b>										
1	Emissions from energy use at HEFCE's offices (both Northavon House and Centre Point)	tonne	351	355	346	387	390	393	382	350
1a	Total energy consumption (both Northavon House and Centre Point)	MWh	885	891	866	941	949	954	903	843
1b	Total energy consumption per floor area	MWh/m <sup>2</sup>	0.44	0.44	0.42	0.47	0.47	0.47	0.45	0.42
2	Emissions from business travel	tonne	228	246	256	262	263	270	237	242
2a	Emissions from commuting	tonne	273	300	305	261	275	206	181	181
2b	Percentage of staff regularly commuting to work by sustainable modes of transport	% total	54	52	51	36	37	35	33	33
<b>Waste disposal emissions</b>										
3	Total waste disposed	tonne	43.7	53.9	49.8	50.1	58.3	61.4	83.6	104.9
3a	Waste to landfill	tonne	16.6	23.4	32.5	32.6	38.3	44.2	66.4	86.8
3b	Waste recycled	tonne	27.1	30.5	17.3	17.5	20.0	17.2	17.2	18.1
3c	Percentage of waste recycled	% total	62.0	56.6	34.7	34.9	34.3	28.0	20.6	17.3
<b>Water consumption</b>										
4	Water usage per staff member	m <sup>3</sup>	6.79	5.43	6.08	6.20	14.23	16.89	12.22	11.87
4a	Water consumption	m <sup>3</sup>	1,744	1,313	1,483	1,574	3,587	4,459	3,115	2,848



# Annex B

## Performance against targets

	2010-11 target	2013-14 target	Baseline position	2009-10 actual	Progress	Performance against 2010-11 target
Carbon emissions	To reduce carbon emissions from energy use by 12.5 per cent relative to 2002-03	To reduce carbon emissions from energy use by 17 per cent relative to 2002-03	350 tonnes	351 tonnes	Increased by 0.2 per cent	<b>RED</b>
	To increase energy efficiency per m <sup>2</sup> by 15 per cent relative to 2002-03	To increase energy efficiency per m <sup>2</sup> by 20 per cent relative to 2002-03	0.42 MWh m <sup>2</sup>	0.44 MWh	Reduced by 5.0 per cent	<b>RED</b>
	To reduce carbon emissions from business travel by 5 per cent relative to 2002-03	To reduce carbon emissions from business travel by 10 per cent relative to 2002-03	242 tonnes	228 tonnes	Reduced by 5.8 per cent (have exceeded 2010-11 target)	<b>GREEN</b>
Commuting	To have 50 per cent of staff regularly commuting to work by sustainable modes of transport	To have 55 per cent of staff regularly commuting to work by sustainable modes of transport	33 per cent in 2002-03	54 per cent	Have exceeded 2010-11 target by 4 per cent	<b>GREEN</b>
Waste	Reduce waste arisings by 5 per cent, relative to 2004-05 levels	Reduce waste arisings by 10 per cent, relative to 2004-05 levels	61.4 tonnes	43.7 tonnes	Reduced by 29 per cent (have exceeded 2010-11 target)	<b>GREEN</b>
	To be recycling 60 per cent of our waste arisings	To be recycling 65 per cent of our waste arisings	17.3 per cent in 2002-03	62 per cent	Have exceeded our 2010-11 target by 2 per cent	<b>GREEN</b>
Water	Reduce water consumption by 70 per cent relative to 2004-05 levels	Reduce water consumption by 75 per cent relative to 2004-05 levels	4,459 m <sup>3</sup>	1,744 m <sup>3</sup>	Reduced by 61 per cent	<b>AMBER</b>

Target	Progress	Performance against target
<p>Procurement</p> <p>To achieve level 2 or above across all five themes of the Department for Environment, Food and Rural Affairs' Sustainable Procurement Action Plan Flexible Framework by 2014.</p>	<p>We have achieved level 1 and have some elements of levels 2 and 3. We are on track to deliver to target by 2014.</p>	<p><b>GREEN</b></p>
<p>Procurement</p> <p>To inform our suppliers of our CSR policy and our expectations of them in relation to this and for this information to be contained in 95 per cent of our contracts (by number) by 2010.</p>	<p>All our invitations to tender now include a link to our CSR policy and targets. We ask suppliers whether they have a CSR policy and how they feel they might be able to enhance our CSR efforts through use of their services. Since July 2009 CSR issues have been included in 92 per cent (by number) of our tenders.</p>	<p><b>GREEN</b></p>
<p>Our people</p> <p>To continue to measure the well-being of our staff through the staff survey, ensuring that we continue to match or exceed the external benchmark on staff satisfaction.</p>	<p>Our 2009 staff survey results show high levels of satisfaction among employees on a range of questions relating to well-being. For example, 84 per cent of respondents agreed or tended to agree that they were satisfied with HEFCE as an organisation to work for. This compares favourably with an external benchmark of high-performing companies of 75 per cent.</p>	<p><b>GREEN</b></p>