

A photograph of a forest path. On the right side, there is a stone wall. A large tree with a thick, dark trunk and white bark leans over the path from the right. The path is paved and leads into a dense forest of green trees. In the distance, a person is riding a bicycle on the path.

2012-13

Corporate social responsibility report

hefce

Corporate Social Responsibility report 2012-13

Summary

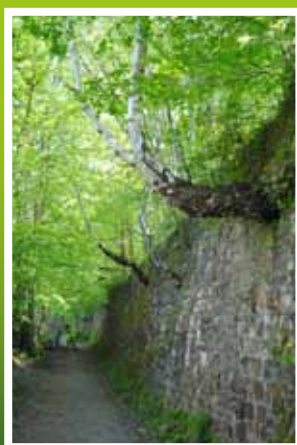
Our organisation

The Higher Education Funding Council for England (HEFCE) is a non-departmental public body distributing grant funding to universities and colleges in England. Our stakeholders include Government, students, and the universities and colleges we fund, as well as our employees and suppliers, local communities, and society as a whole.

We are independent of Government but work within a policy framework set by the Secretary of State for Business, Innovation and Skills, investing on behalf of students and the public to promote opportunity, choice and excellence in teaching, research and knowledge exchange. We ensure effective financial stewardship of our funding to maintain the confidence of Parliament, students and the public, and we encourage and support the positive contribution that higher education makes to the economy and society.

During 2012-13 we distributed £5.8 billion in public money¹. Most of this was used to support teaching and research in universities and colleges. The remainder funded innovation and knowledge exchange work, projects to improve the efficiency and sustainability of the higher education infrastructure, and key national activities such as Jisc (formerly the Joint Information Systems Committee).

We employ a total of 269 staff (240 full-time equivalent during the year ending 31 March 2013), who are mostly based at our main office, Northavon House in Bristol. A few employees are based at Finlaison House, our central London office, which primarily consists of meeting spaces and 'hot desk' areas.



HEFCE staff photography competition

Cover image: The winning entry,
'Trees will overcome all boundaries'
by Julia Innes.

¹ All years cited are financial years, unless otherwise stated.

Corporate social responsibility for HEFCE

Corporate social responsibility (CSR) for HEFCE means that we are aware of the impacts of our activities on the environment, society and the economy. We have a CSR policy for 2011 to 2015² that sets out our overall aims, key areas of activity and targets for:

- business ethics
- environmental impacts
- procurement
- our people
- activity in the community
- working with the sector.

Key CSR issues

For HEFCE the main CSR issues and challenges as an organisation mean that we need to:

1. Reduce our consumption of natural resources and carbon emissions.
2. Minimise waste, and maximise recycling and reuse of resources.
3. Procure responsibly sourced products and services.
4. Employ and motivate staff of ability and integrity.
5. Provide staff with a healthy, safe working environment in which individuals are treated with respect.
6. Encourage staff to support charitable organisations.
7. Embed sustainable development, equality and diversity in our strategy for the future development of the higher education sector.



‘A haven for bees’
by Samantha Dyer



‘Our built heritage’
by Gordon Franks

² HEFCE's CSR policy is available at www.hefce.ac.uk/about/howweoperate/corporatesocialresponsibility/

HEFCE CSR achievements for 2012-13

As an organisation we have:

- maintained certification to ISO14001 (an international environmental management system standard)
- achieved a lower level of water consumption per staff full-time equivalence (FTE) than any point in the last 11 years
- improved the robustness of our data on waste material
- launched the National Union of Students' (NUS's) Green Impact initiative at Northavon House
- run a staff CSR fortnight
- supported Climate Week
- been nominated for a regional sustainable travel award
- facilitated staff in raising over £1,000 for charity
- distributed £20 million under a third round of the Revolving Green Fund for projects that will contribute to the sector's aim to reduce carbon dioxide emissions (TCO₂) by a further 217,000 tonnes.

Our accounting policy for non-financial data

Where there have been significant changes in accounting assumptions in primary data or conversion factors our policy is to restate data for earlier years. In 2011 -12 there were three restatements that have been carried through for 2012-13.

Total greenhouse gas emissions are calculated following guidance published by the Department for Environment, Food and Rural Affairs, using current conversion factors for the reporting year and those applicable in the baseline year where these are different. Rolling averages of national grid consumption are used to calculate greenhouse gas emissions from electricity consumption data. There is no agreed level of data materiality. The CSR steering group aims to increase data accuracy and reduce assumptions every year.

In 2011 -12 we applied assumptions to our primary data about energy, waste and business travel leading to estimated error margins in accounting of less than 10 per cent. These arose from cost-proxy estimates for 73 per cent of our business travel emissions, sample estimates for our landfill and recycled paper waste disposal, and estimates of water and heating oil consumption at our former London office.



'Banana plant'
by Zoe Whitcher

Maintaining strong business ethics

We want to continue to provide the highest levels of public service by embodying high ethical standards and engendering mutual trust and respect among our stakeholders.

Our achievements

We are an open and transparent organisation that encourages discussion of ethical issues. As far as we can judge from the issues that we have discussed during the year, our ethical culture remains as robust today as in 2008, when an independent review by the University of Leeds described us as an organisation that gave ‘an overridingly positive impression of a strong ethical culture’.

What we have done

As a public body, we aspire to high standards because we believe that behaving ethically and acting in the public interest are essential to how we run our business and retain the trust of our stakeholders. Consequently, we promote ethical behaviour in all aspects of our work, and encourage staff to set an example in this. This is reflected in the high standards we adopt for corporate governance, risk management and internal control. These standards are further reflected in the Governance Statement included in our 2012-13 Annual Report and Accounts.

Looking forward

We will update our ethical guidance for our Board and staff as opportunities arise, to ensure it continues to meet standards of good practice.



‘Keralan school bus boat’
by Emma Nguyen



‘Coir’
by Emma Nguyen

Managing our environmental impacts

We want to be an organisation that improves its environmental performance to prevent pollution, and to comply with, and where possible exceed, applicable environmental legislation. Details of our performance and targets can be found in Annexes A to E. Thanks to a long and cold winter, we report a 7 per cent increase in total emissions in 2012-13 compared with the previous year, but have managed nevertheless to remain below our 2009-10 baseline for emissions and energy consumption. Prior to 2012-13 total emissions decreased progressively, and for this reason we believe we will meet our target for a 25 per cent reduction by 2015-16 against the 2009-10 baseline for energy use on our estate and through business transport.

Our achievements

- a. Water consumption per staff FTE is lower than any other point in the last 11 years.
- b. 50 per cent of our staff regularly commute by sustainable modes of transport.
- c. We maintain our ISO14001 and Carbon Trust Standard accreditation.
- d. The fit-out contract for our new London office at Finlaison House attained a Ska Gold rating for sustainability³.

What we have done

We have implemented a range of measures over the past few years to reduce our energy and water consumption. The controls in the building management system in Northavon House have been reviewed to ensure they are optimal. HEFCE's relocation of its London office from Centre Point to Finlaison House, a government-leased building, in April 2013 contributed to reducing the size of the government estate and has been completed to high standards of sustainability.

Our new London Office is situated on one floor of a building occupied by other government departments. We are a sub-tenant in the building, sharing our floor with the Student Loans Company with whom we have a service-level agreement. Our floor measures 542 square meters and provides meeting rooms, hot



'Vegetable garden'
by Sheila Wolfenden

³ Featured in the Government's Low Carbon Action Plan, Ska Rating is an environmental assessment method, benchmark and standard for non-domestic fit-outs, led and owned by the Royal Institution of Chartered Surveyors.

desks, private offices, conference rooms, video-conference facilities and breakout space. Using the Royal Institution of Chartered Surveyors' environmental assessment tool, the fit-out contract attained a Ska Gold rating for sustainability.

HEFCE staff are encouraged to reduce the need to travel by considering alternative means of communication, and we have enhanced our video-conferencing facilities. Based on the level of bookings by staff, the use of these facilities has increased. The level of carbon emissions from business travel remains at a similar level to the previous year, largely due to travel undertaken as part of the current work on the Research Excellence Framework.

Public transport is the norm when staff need to travel, and they are encouraged to commute, at least some of the time, by sustainable means. We continue to provide:

- a salary sacrifice scheme for bike purchase
- covered cycle parking
- a Bicycle Users' Group
- shower and changing facilities for walkers and cyclists
- dedicated car-sharing parking spaces
- a commuter buddy system that helps match car sharers, cyclists and walkers
- information on travelling to work by public transport and local cycle routes.

Recycling and waste minimisation are facilitated with banks of recycling bins for paper, cardboard, cans, plastic bottles and glass. We also recycle computer equipment and printer cartridges, and in 2012 introduced food waste recycling. The use of print management software, and setting printers and photocopiers to print double-sided as default, have helped to reduce paper use.

The grounds are managed in an environmentally responsible and biodiversity-sensitive manner through our gardening contract, and staff-made bird-boxes have been occupied each breeding season. Staff also manage a small wildlife garden planted with a range of wildflower species that attract bees and other insects.



'Growing tomatoes'
by Sheila Wolfenden

Looking forward

We will continue to work towards the targets set out in our CSR policy. In particular, we are achieving better, more detailed data from our building management system, enabling us to better understand our patterns of energy use and potential ways of reducing consumption. We are confident that participating in the NUS' Green Impact initiative will help identify ways forward.

Prior to 2012-13, HEFCE's total carbon emissions decreased progressively, and for this reason we believe we will meet our target of a 25 per cent reduction by 2015-16 against the 2009-10 baseline for energy use on our estate and in business transport. Carbon emissions from business travel on domestic flights alone were 6.6 tonnes in the baseline year, 6.1 tonnes in 2010-11, 7.2 tonnes in 2011-12 and 7.8 tonnes in 2012-13. Air travel activity overall increased significantly in 2011-12, largely due to travel undertaken in implementing the Research Excellence Framework, and remains at a similar level in 2012-13 for the same reason. This situation will continue into next year, making any reduction in business travel carbon emissions unlikely.

Total emissions in 2012-13 increased by 7 per cent in comparison with the previous year. Within this overall increase, emissions from energy use increased by 10 per cent, while emissions from business travel remained at the 2011-12 level. We have undertaken analysis to adjust our energy consumption in 2012-13 to account for variations in demand for heating energy based on the cold weather. The analysis indicates that the increase in our emissions from energy use can largely be attributed to atypical weather conditions and lower-than-average outside air temperatures, requiring additional electric heating.

We are looking for ways to improve our space utilisation rates, and will continue to adapt existing desks in order to accommodate new people rather than buying new furniture. Given our planned relocation within Bristol, improvements in the short term will mainly be achieved through management and operation rather than capital expenditure. Environmental performance will be a significant consideration in our relocation. We will look to adapt and improve the existing systems in the new building where possible and economically viable.

The proposed move to another location in Bristol will be a challenge to meeting our waste minimisation target, as we envisage an increase in total waste while the building is decommissioned.



'Busy on the allotment'
by Gordon Franks

We will combine our ISO14001 and ISO18001 certification into a single combined environmental and health and safety management system.

Our Carbon Trust Standard accreditation will need to be reassessed for Northavon House in 2013-14 to maintain a further two-year accreditation.

We will develop and publish a new sustainable development framework in consultation with the sector in autumn 2013.

The Revolving Green Fund is successfully funding carbon-reducing projects in the sector. We will evaluate the possibility of developing a further round to build on this success.

A principal tool for developing HEFCE-wide actions to improve our CSR performance is the CSR Implementation Plan.

Promoting sustainable development through our procurement practices

Our achievements

- a. We have implemented an e-procurement system, and all tender processes are now undertaken online.
- b. Our sustainable procurement policy is embedded in the information made available to suppliers through our online tendering system, and where relevant commitment to CSR is a factor in our selection decisions.
- c. We print train tickets in-house, which has removed the need for daily deliveries by courier.
- d. We purchase 100 per cent recycled paper, and our standard stationery list includes many products selected for their environmental properties.
- e. We use the central government print vendor for print requirements; this contract is compliant with Government Buying Standards for CSR.
- f. In 2013 we conducted an annual expenditure analysis to identify future key sustainability impacts.



'New Year's Dawn'
by Julia Innes



'Untitled'
by Julia Innes

What we have done

In October 2011, the HEFCE Executive approved a sustainable procurement policy and appointed the Deputy Chief Executive as our sustainable procurement champion.

Looking forward

Our achievements have helped us to reach level 1 across all themes and level 2 across two themes of the Department for Environment, Food and Rural Affairs' Sustainable Procurement Action Plan Flexible Framework. We are on target to achieve level 2 or above across all five themes by 2014.

Procurement at HEFCE is primarily focused on delivering savings to meet overall efficiencies targeted across the Department for Business, Innovation and Skills and its partner organisations, through:

- buying common goods and services on behalf of Government
- building excellent commercial capability and deploying it consistently across common but complex transactions
- focusing specialist skills and scarce time on unique priorities
- optimising the size and functionality of procurement operations
- improving commercial capability.

In transitioning to UK Shared Business Services (UK SBS), a shared business service for the UK Government and public sector, there is the risk of some loss of autonomy for HEFCE, in terms of the non-financial (and specifically CSR-focused) criteria we currently highlight as part of our procurement activity. However, although the main priority for UK SBS is to deliver savings, the procurement strategy encompasses certain non-financial aspects, including targets for percentage of total spend with small and medium enterprises (SMEs) and with the voluntary and community sector. Spending with SMEs is given high priority and is one of the five Key Performance Indicators reported to the Board each month. SME spending for 2012-13 was a respectable 27 per cent for the public sector as a whole, higher than HEFCE's figure of 25 per cent.

Thus, while the drive for savings is the overriding focus of UK SBS procurement activity, there may be areas where improvements in CSR performance can be delivered.



'Echinacea purpurea'
by Julia Innes

Encouraging our staff to be active citizens, committed to high performance and continuous improvement

As a knowledge-based organisation, our continued success depends on the expertise, talent, interpersonal skills and initiative of our people. To be regarded as effective we need to be responsive to, and trusted by, our stakeholders. We aspire to empower and appreciate each other and operate with the principles of fairness and integrity at all times.

Our achievements

- a. We are implementing the Equality and Diversity Scheme we published in 2012.
- b. Our annual staff survey maintained strong results for 'giving something back', reflecting our continued commitment to volunteering and social responsibility.

What we have done

Our People Strategy affirms our commitment to high performance and continuous improvement⁴. The strategy articulates our overarching principles in relation to people management. It helps ensure that our people are supported to do their jobs to the best of their ability.

We continue to implement our Equality and Diversity Scheme⁵, which sets out our approach to equality and diversity both as an employer and in our work with the higher education sector. Our senior-level Equality and Diversity Steering Group oversees our strategic approach to diversity issues, seeking ways to develop HEFCE's culture and equality agenda. Our focus on improving the diversity of our staff is embedded in our People Strategy.

In early 2013 we received the results of our annual staff survey, run by Best Companies. Over 70 per cent of staff took part. As a direct result of staff responses we achieved 83rd place in the Sunday Times '100 best not-for-profit organisations' list, with a top 25 placing for two factors, 'leadership' and 'giving



'Local market in Shropshire'
by Gordon Franks

⁴ Available at www.hefce.ac.uk/about/staff/peopledevelopments/

⁵ Available at www.hefce.ac.uk/whatwedo/lgm/equal/

something back'. This latter area was our highest scoring category overall, reflecting a high level of commitment to social responsibility and showing how positively our staff regard the organisation's wider social impact. Overall HEFCE maintained its 'ones to watch' accreditation, and is just 1 percentage point away from the 'one star' level. We are pleased to have maintained a relatively high level of satisfaction in the current climate.

Our annual CSR event uses activities and information to raise staff awareness of issues at work and home, and to celebrate progress in achieving our CSR objectives. Events have included a sustainable transport breakfast, a bee workshop, viewings of current environmental films, and a bike maintenance course. An ongoing awareness-raising campaign includes a CSR section on our intranet, posters, a notice board, staff briefings and presentations for new staff.

Our wellbeing at work policy seeks to ensure a healthy workplace for staff. All employees are eligible to use an on-site gym. We provide staff with the opportunity to have free health checks, eye tests and flu vaccinations. There is also a confidential employee assistance service available for all staff and their partners, which provides help with a range of life issues.

Looking forward

2013-14 will provide further challenges for HEFCE, and we need to be able to recruit the best and most talented people to fill new roles. In support of this we have launched an organisational development project to 'take the temperature' of the organisation and identify priorities for further development. These discussions involved a large cross-section of staff. Combined with the results of our annual staff survey and staff exit data, this activity will help shape our forward plan of activity.

This year we are revising the key improvement activities in our People Strategy. These present more focused and specific activities which support the delivery of our overall People Strategy. This includes plans for a renewed learning and development strategy to help ensure that all staff have the necessary skills.

In April 2013 we launched a disclosure campaign to promote to existing staff the benefits of disclosing equality information, and in so doing promoting the value of a more diverse staff profile.



'Volunteers mending stonewalls in Nailsea'
by Gordon Franks

Supporting the local community

As a public body, HEFCE is working for the public good and we want to continue to undertake initiatives aimed at helping the local communities to which our staff belong.

Our achievements

- a. Our staff, with the support of the Sports and Social Committee, organised eight charity events during the year, raising over £1,800 for our nominated local charity.
- b. Many of our staff continue to contribute to a range of voluntary activities.

What we have done

The Sports and Social Club and other HEFCE staff arrange events to raise money for charity and staff can give to charity, tax free and direct from pay, through a HEFCE 'Give As You Earn' scheme.

We have a policy that aims to celebrate and promote volunteering, and to support colleagues through flexible working hours to undertake voluntary work. We promote opportunities to staff through, for example, sharing experiences in our human resources (HR) bulletins and having access to the University of the West of England volunteering programme.

Looking forward

We will continue to encourage and support individual volunteering. Our Sports and Social Committee will continue to coordinate and support charity events and opportunities for volunteering. We will continue to promote the charitable activities of staff through the HR bulletin.



'Sports and Social Club football'
by Adam Powell

Working in partnership to influence the higher education sector

CSR is about more than what we do in our own operations. We are working with the higher education sector in order that it is recognised as a major contributor to society's efforts to achieve sustainability. This will be achieved through the skills and knowledge that its graduates learn and put into practice; its research and exchange of knowledge through business, community and public policy engagement; and through its own strategies and operations.

Our achievements

- a. We have awarded the NUS £5 million from our Catalyst Fund to support a Students' Green Fund.
- b. A third round of the Revolving Green Fund for projects will contribute to the sector's reduction of carbon dioxide emissions (TCO₂) by a further 217,000 tonnes.

What we have done

Our sustainable development strategy and action plan sets out our approach to promoting sustainable development in higher education. In 2010 we published a carbon reduction target and strategy for higher education in England, in partnership with Universities UK and GuildHE. This includes a sector-level target for carbon reduction, and a strategy to support the sector in reducing carbon emissions. In 2012-13 we have begun to develop a new framework for how we engage with the HE sector on sustainability.

We have awarded the NUS £5 million from our Catalyst Fund to support a Students' Green Fund which aims to support student-led sustainability projects. The projects will be run through students' unions in partnership with their universities and colleges. Successful applications will be chosen in a competitive bidding round, managed by the NUS, and will run in the academic years 2013 to 2015. The proposal



'Chelsea show garden 2013 showcasing recycled materials' by Samantha Dyer

was supported by Universities UK, GuildHE, the Committee of University Chairs and the Environmental Association of Universities and Colleges.

Most recently, we allocated £20 million to 47 projects under the third round of the Revolving Green Fund, and carbon reduction from these projects will contribute to the sector's carbon reduction targets.

Looking forward

In 2013-14 we intend to:

- develop and publish a new Sustainable Development Framework in consultation with the sector
- evaluate the possibility of developing a further round of the Revolving Green Fund
- continue using the Catalyst Fund to fund projects, drawing in sector organisations such as the Higher Education Academy and the NUS.

Governance

A CSR Steering Group chaired by a senior manager oversees the implementation of our CSR policy, and reports directly to the HEFCE Executive. The steering group is supported by the CSR Implementation Group, which has the remit of implementing initiatives to improve our performance. Our CSR policy and its implementation have the support of our recognised trade union, the Public and Commercial Services Union.

We regularly benchmark and evaluate what we do in order to improve our CSR performance. Progress is reported three times a year to the HEFCE Executive and Board through the monitoring of our operating plan, and this information is published on our web-site.



'Heartflower'
by Zoe Whitcher



'Bee and dahlia'
by Julia Innes

Assurance and independent recognition

We seek assurance that the ways in which we measure our CSR performance are robust, through periodic independent review of the methods used to calculate our environmental performance indicators (Annex D). Reviews have taken place every three years since 2003. HEFCE's Annual Report and Accounts include a sustainability report, which is subject to scrutiny by the National Audit Office.

In June 2012 HEFCE was a finalist, coming third, in the public sector category of the Finance for the Future Awards 2012. Organised by the Institute for Chartered Accountants for England and Wales, these awards recognise the use of innovative methods of financing to embed sustainability within organisations. In July 2012 HEFCE received a West of England Carbon Challenge Award for the second highest reduction in carbon emissions between 2010 and 2011, from among 130 organisations in the West of England.

We maintain our certification to ISO14001, an international environmental management system standard, and the Carbon Trust Standard since 2008.



'Celebrating British Waitrose and the National Farmers Union Chelsea 2013'
by Samantha Dyer

Annex A: Greenhouse gas emissions

Our target is to reduce our combined greenhouse gas emissions from energy use on our estate and in business transport by 25 per cent by 2015-16, against a baseline level established in 2009-10. In the same period we plan to reduce our emissions from domestic air travel by 20 per cent.

Implementing the recommendations of the triennial review (2012) of our corporate social responsibility (CSR) data and processes has led us to recalculate our greenhouse gas emissions for earlier years. We have restated our energy and business travel emissions data for 2010-11 and 2011-12 now that figures have been finalised on the basis of the complete set of CSR data.

Table 1 and Figure 1 show that there was an increase in carbon emissions from energy use by comparison with 2011-12, resulting from increased levels of consumption of electricity and, in particular, gas in our offices. As stated earlier, much of this increase can be attributed to lower-than-average outside air temperatures requiring additional heating energy. As the annual accounts report, the degree days analysis, taking into account exceptional temperatures for the season, shows that the increased energy emissions can largely be attributed to the non-typical weather conditions, and we were not using much more energy than would be expected given the outside temperatures. Energy consumption and emissions remain below the 2009-10 baseline levels (Annex C). The forthcoming Carbon Trust standard recertification will provide an opportunity to understand more about this, and in particular the 78 per cent increase in gas consumption.

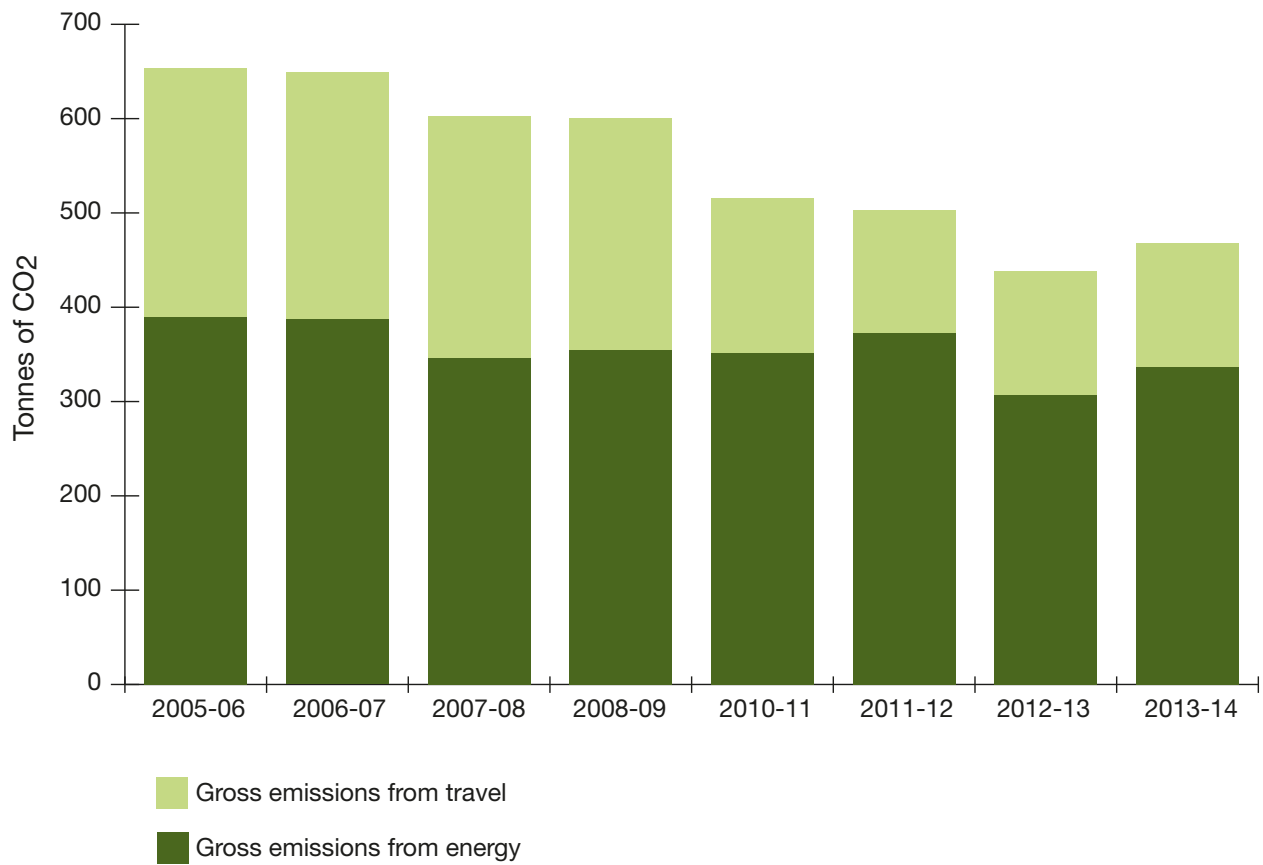
Our ability to meet the target for emissions is somewhat dependent on the weather and the potential office relocation during the period. It may seem ambitious given the likelihood that the Research Excellence Framework will continue to have a significant impact on our travel emissions.

Table 1: HEFCE greenhouse gas emissions

Tonnes of CO ₂	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Total gross emissions* for scopes 1 and 2	390	387	346	355	351	373	307	337
Gross emissions attributable to scope 3 business travel	263	262	256	246	165	130	131	131
Total emissions	653	649	602	601	516	503	438	468

* We do not take into account net emissions for use of renewable tariffs and carbon offsets.

Figure 1: HEFCE carbon emissions by scope



Annex B: Waste

Our target is to reduce the total quantity of waste material we generate on our estate by 25 per cent by 2015-16, against a baseline level established in 2009-10. However, it should be noted that our 2009-10 baseline level is likely to understate the quantities of waste material generated. Analysis of waste materials which were recycled at source in 2009-10 necessarily relies on a number of assumptions regarding the weight of these materials. Many of these assumptions became redundant in 2010-11, after improvements in the detail of the information supplied to us by our recycling providers. We therefore believe that there has been a marked improvement in the robustness and accuracy of the most recent three years of data relating to waste material. Meeting our target would require a reduction in total waste to 25 tonnes, and we will not achieve this unless we can identify significant changes to business practice.

Table 2: HEFCE waste

Tonnes	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Total waste	58.26	50.07	57.48	53.95	33.10	48.74	37.79	41.04
Waste to landfill*	38.26	32.59	40.23	23.43	5.90	6.68	8.21	8.29
Waste recycled at source	19.99	17.49	17.25	30.51	27.20	42.06	29.58	32.75
% total waste recycled at source	34.31%	34.93%	30.01%	56.55%	82.18%	86.29%	78.27%	79.80%

* Assumes the provider recycles none.

Annex C: Finite resource consumption

This report combines available data for our main Bristol office and our second office in London. We gather accurate data on gas and electricity consumption for both sites, but the minor contribution made by water and heating oil consumption at our central London office is based on data estimates supplied by the landlord. We moved to a new central London office in April 2013.

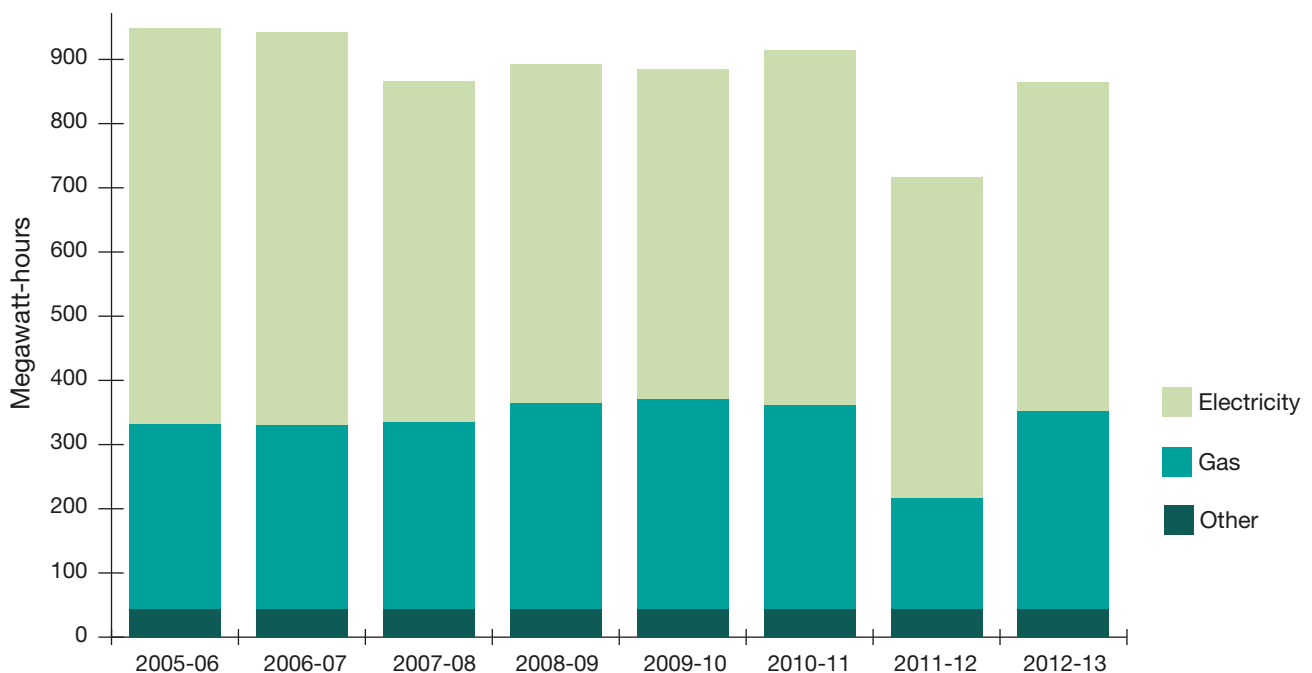
We have adopted a new five-year target to reduce water consumption compared with the baseline year of 2009-10. Consumption is reported per full-time equivalent staff. The latest figures in Table 3 show that this target has been achieved and that our water consumption per full-time equivalent staff in 2012-13 was lower than at any other point in the last 11 years. The 78 per cent increase in gas consumption shown in Figure 2 is discussed in Annex A.

Table 3: HEFCE finite resource consumption

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Cubic meters								
Water*	14.74	6.53	5.99	5.40	6.92	6.94	7.06	5.11
Megawatt-hours								
Electricity	616	612	531	527	513	553	500	513
Gas	289	287	292	322	328	318	174	309
Other**	43	43	43	43	43	43	43	43
Total energy	949	941	866	891	884	913	717	865

* Consumption per full-time equivalent staff. ** Estimated consumption of heating oil at our London office.

Figure 2: HEFCE finite resource consumption by energy source



Annex D: Environmental performance indicators

	units	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Carbon emissions from energy use and travel												
1	Emissions from energy use at HEFCE's offices (Northavon House and Centre Point)	tonne	350	382	393	390	387	346	355	373	307	337
1a	Total energy consumption (Northavon House and Centre Point)	MWh	887	946	954	949	941	866	891	913	717	865
1b	Total energy consumption per square meter floor area	MWh/m ²	0.21	0.23	0.23	0.23	0.21	0.22	0.22	0.22	0.17	0.21
2	Emissions from business travel	tonne	242	237	270	263	262	256	246	130	131	131
2a	Emissions from commuting	tonne	181	181	206	275	261	350	349	291	276	298
2b	Percentage of staff regularly commuting to work by sustainable modes of transport	% total	33	33	35	37	36	51	52	61	46	50
Waste disposal emissions												
3	Total waste disposed	tonne	104.90	83.60	51.38	58.26	50.07	57.45	53.95	48.74	37.79	41.04
3a	Waste to landfill	tonne	86.80	66.40	34.16	38.26	32.59	40.23	23.43	6.68	8.21	8.29
3b	Waste recycled	tonne	18.10	17.20	17.22	19.99	17.49	17.25	30.51	42.06	29.58	32.75
	Percentage of waste recycled	% total	17.25	20.57	33.51	34.31	34.93	30.01	56.55	86.29	78.27	79.80
Water consumption												
4	Water usage per staff member	m ³	11.82	12.22	16.83	14.74	6.53	5.99	5.40	6.92	7.06	5.11
4a	Water consumption	m ³	2,848	3,115	4,459	3,583	1,573	1,468	1,311	1,744	1,624	1,227
Staff numbers	FTE	241	255	265	243	241	245	243	252	230	240	240

Annex E: Performance against targets

	Target	Baseline position (and target figure where appropriate)	2012-13 actual	Progress
Carbon emissions	Reduce greenhouse gas emissions from energy use on the whole estate and business-related transport by 25 per cent by 2015-16 from a 2009-10 baseline.	516 tonnes (target of 387 tonnes)	468 tonnes	Reduced by 9 per cent
	Reduce greenhouse gas emissions from domestic business travel flights by 20 per cent by 2015-16 from a 2009-10 baseline.	6.57 tonnes (target of 5.26 tonnes)	7.78 tonnes	Increased by 18 per cent*
Waste	Reduce the amount of waste we generate by 25 per cent by 2015-16 from a 2009-10 baseline.	33.10 tonnes (target of 24.83 tonnes)	41.04 tonnes	Increased by 24 per cent**
	Cut our paper use by 10 per cent from a 2010-11 baseline.	12 pallets of A4 copier paper (target of 10.8 pallets)	12 pallets of A4 copier paper	No change
	Ensure that redundant ICT equipment is re-used (within Government, the public sector or wider society) or responsibly recycled.	Not available	Not available	We recycle redundant ICT equipment if it cannot be re-used
Water	By 2015-16, reduce water consumption from a 2009-10 baseline.	1,744 m ³	1,227 m ³	Reduced by 30 per cent

* The figure for 2012-13 includes travel incurred as part of the current work on the Research Excellence Framework, the system for assessing the quality of research in UK higher education institutions. Therefore, emissions from domestic business travel flights are higher than in previous years (for example, 6,096 tonnes in 2010-11 and 7,150 tonnes in 2011-12) and are expected to reduce significantly once the Research Excellence Framework is complete.

** These figures represented total waste generated and we are recycling 79.8 per cent of this waste. Our waste is measured much more comprehensively now than in 2009-10. There are elements of our waste that were not captured (or not captured accurately) in the 2009-10 data but have been included in 2012-13. Assumptions regarding green waste and ICT waste have improved.