



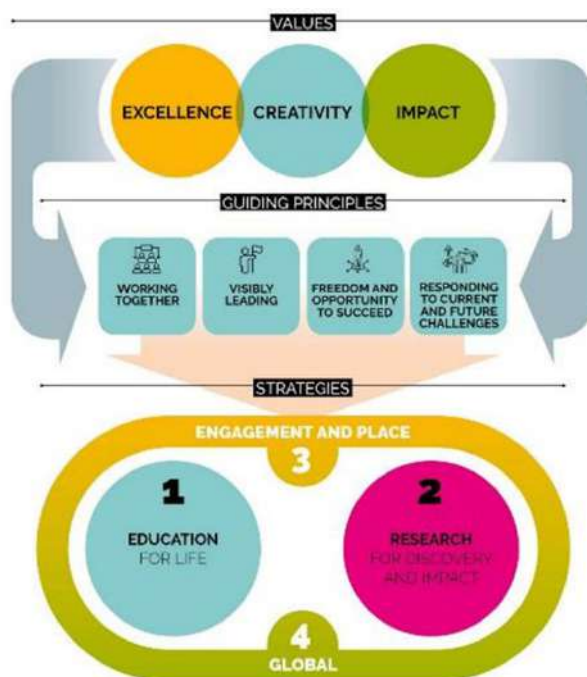
Strategic enablers

January 2019



Introduction

The University launched a new Vision and Strategy in October 2018 that outlined the future direction of the institution. Building on Newcastle's strength as one of the UK's great civic, research-intensive universities, the Vision and Strategy gave a commitment to providing new knowledge and creative solutions that have a positive impact on the economy and society of the region, the UK and globally.



Delivery of our Vision, and its four underpinning strategies, will require supporting structures that enable us to make most effective use of resources. To this end, we have identified five “strategic enablers” that draw on our people, infrastructure and other resources available to help coordinate the input across all areas, but in particular from Professional Services.



The strategic enablers are not strategies in themselves; instead, they provide a framework for integrated thinking that joins-up the planning and delivery of services. This will help us to make best use of resources, improve decisions and to demonstrate accountability, transparency and stewardship.

We will use the strategic enablers to help us understand co-dependencies that impact on our ability to deliver the Vision and Strategy and create value for our staff, students and other stakeholders¹. The success of this approach will be demonstrated through joined-up planning and use of resources, effective delegation, greater agility in responding to new opportunities, and risk-informed decision-making.

¹ Our value creation model is included at Appendix 1.



OUR PEOPLE

We aim to attract highly-talented students and staff, regardless of background, and to support them to achieve their full potential.

Context

The objective of this strategic enabler is to foster an environment in which our Values are clearly articulated, understood and experienced by all who work and study at any of our global locations. Among our peers, we will be recognised for a culture that builds on our core values of academic freedom, equality, diversity, inclusion and social justice.

We want all our students to be engaged, challenged and supported to discover and fulfil their potential and to share a common sense of pride in studying at Newcastle University. We want all our staff to be supported, developed and enabled to thrive in their roles.

Our new Vision and its supporting strategies set out clear and ambitious plans for what we want to achieve by providing the freedom and opportunity to succeed. Delivering these plans is entirely dependent upon our people and the interaction with other resources available to us, in particular our physical and digital infrastructure.

To support our core activities, the priority areas for the people strategic enabler are detailed below:

- We will promote our Vision and Values as widely as possible and across all campus locations, supporting our students and staff
- We will attract and retain highly-talented staff and students and recognise and celebrate their achievements
- We will invest in their skills and development, promoting strong academic and professional leadership
- We will invest in the infrastructure used by staff and students and utilise technology to deliver outstanding services

Priorities

The following specific objectives have been identified.

We will promote our Vision and Values and support new and innovative ways of working, enabling positive change where engagement and collaboration with students, staff and other stakeholders is at the heart of what we do. We will foster an inspiring environment in which to work and study, contributing to the vibrancy and wellbeing of students and staff. We will do this by:

- Generating conversations with staff and students to understand and articulate how we can embed the Vision and Values, ensuring that our people are treated with respect regardless of where they work or study.
- Developing our leaders and managers through effective recruitment and induction, development and coaching, to promote and demonstrate a culture of excellence, creativity and impact across all teams.
- Working in partnership with each other to develop a culture and environment

that builds on our reputation for collegiality and supports staff and students to reach their full potential. We recognise the importance of change and aim for our people to be active participants, working in partnership and strengthening the student and employee voice.

- Working to strengthen the links between our staff and students and the communities in which they live and work. Through engagement with Newcastle University Students' Union, the voluntary sector and our local partners, we will provide opportunities to engage with organisations and communities outside the University, building on our rich history of work on social justice.

We will invest in our ability to attract, recruit and develop highly talented people across all areas and levels of the University. We will build a reputation as a University of choice for our staff and students, use innovative and efficient recruitment and selection techniques and ensure our people feel their contributions are recognised, celebrated and rewarded. We will do this by:

- Articulating the benefits of studying and working at Newcastle University and the Values we seek to promote in all our activities. This will include developing our University brand and identity effectively, and by articulating our full range of work opportunities.
- Diversifying the profile of our staff and student bodies through positive and proactive outreach, marketing, recruitment and selection linked to our Equality, Diversity and Inclusion Strategy. This will help provide and promote an accessible, respectful and inclusive culture in which people can flourish.
- Ensuring fair and appropriate reward and recognition. Through our reward and recognition programmes, we will foster a culture and develop systems that promote regular feedback, recognise achievement, promote parity of esteem across all staff groups and address pay gaps.

We will offer our people the chance to flourish and achieve their full potential by providing them with opportunities to develop appropriate skills, leadership and recognition. We want to provide excellent career development opportunities, with flexible and fair arrangements that facilitate growth and progression, and value the contributions of all. We will do this by:

- Working to establish a culture where considerations of equality, diversity and inclusion are embedded in all of our processes, actions and decision-making. Our staff and students should have the freedom and opportunity to succeed regardless of their individual characteristics and differences.
- Taking an integrated approach to staff and student wellbeing in order to provide a happy, caring and safe place to work and study. This includes promoting healthy and active lifestyles and our partnerships with national and local charities and health promotion campaigns. It also includes providing high quality support for a range of complex mental, physical and emotional needs.
- Ensuring that our staff and students are able to develop a broad portfolio of skills, attributes and experience, not only to meet the demands of their current roles but to prepare them for future opportunities that require adaptability, flexibility and resilience. This will include our Skills Academy and support to make the most effective use of digital technology for working and studying.
- Promoting opportunities for personal and career development. We will create a map of career pathways and development opportunities across the full range of Professional Services and encourage our staff to gain a breadth of experience by working in different roles and departments.

- Ensuring that our students have opportunities within and alongside their academic studies to develop and reflect upon all of the skills articulated in the University's Graduate Framework, including through placements, volunteering and work experience.
- Providing more flexible models of employment and study, we can respond to changing needs quickly and effectively. This includes new career models to support our ambitious plans for early career researchers, an expansion of our apprenticeship programme and more integrated use of our student employment schemes.

We will invest in the infrastructure used by staff and students and utilise technology to deliver outstanding services and offer a better end-user experience. We will support our managers with more timely data and insight, working in partnership to add value, streamline and simplify processes and reduce bureaucracy. We will do this by:

- Making best use of our physical and digital infrastructure to create a working environment that supports our people to give their best. Our staff and students require excellent spaces in which to work and study, with accessible and up-to-date facilities and equipment.
- Investing in systems and skills needed to ensure our decisions are based on good quality data and insight, provided in a timely manner and in a way which helps managers gain insight and understanding.
- Embedding systematic approaches to improve equality analysis and action planning. This will help to identify and tackle gaps in student attainment, staff pay and levels of engagement, as well as help to attract, recruit and retain a diverse and representative staff and student body.
- Reviewing our people processes, learning from others to simplify and standardise wherever possible, reducing bureaucracy and waste. This will help us to get the core activities right, so that we can focus on adding value for our stakeholders.



INFRASTRUCTURE

Our aim is to develop our physical and virtual environments to facilitate excellence, creativity and impact among our students, staff and external partners.

Context

The University's estate and wider infrastructure supports all aspects of education, research and underpinning Professional Services. The Infrastructure enabler brings together the areas of estates, IT, accommodation and library services to provide a joined-up approach to infrastructure across the University and all campus locations.

To grow our reputation as one of the world's top universities and build on our strengths will require a step-change in our digital presence and capabilities, recognising the changing contexts in which we live and work.

The University's ambitious capital plan supports delivery of the Vision. It includes further development of the Newcastle Helix, Park View student village, investment in sports facilities, refurbishment of our older buildings and the refresh and enhancement of our digital services to create an outstanding future-facing teaching, research and living environment for our students and staff. We are working to ensure that space on our campuses is used as effectively as possible and developed in line with the evolving needs of our communities. We are also working to ensure there is value for money in everything we do.

To support our core activities of education and research, the priority areas for the infrastructure strategic enabler are detailed below:

- We will work together across our services to understand academic objectives and to produce timely, expert support for education and research
- We will support the development of world-leading facilities and services and add value to core strategies
- We will develop our Information Technology and built environment together to facilitate multi-disciplinary engagement between students, staff and external partners through an integrated and seamless digital experience
- We will provide a range and diversity of residential accommodation to meet changing needs and expectations
- We will design and develop our physical and virtual estate and will support the University's commitment to sustainability through the responsible use of energy and resources

Further details of each service area's objectives and plans can be found in the relevant annual planning statements.

Priorities

Our priority is to provide a seamless and integrated approach to infrastructure planning. We will do this by bringing our infrastructure services more closely together, developing joined-up service plans to ensure we deliver an effective, efficient agile service that meet the changing needs of the University.

The following specific objectives have been identified.

We will work together across our services to understand academic objectives and to produce timely, expert support for education and research. We will enhance our research infrastructure across our current and emerging areas of strength, and will build on our sector-leading reputation for an excellent educational environment, particularly in support of Technology Enhanced Learning. We will do this by:

- Encouraging and supporting interdisciplinarity through the creation of encounter spaces (both physical and virtual) for student/staff collaborations
- Working collaboratively across the University as 'one estate' on projects which provide education, research infrastructure that cross areas of expertise.
- Co-locating, where feasible, like activities to gain economies of scale and provide excellent education and research facilities to be shared across Faculties and Schools.
- Committing to inclusive design to ensure the campus is accessible to, and usable by, as many people as possible.
- Investing in recreational and performance sports facilities for our students and staff and creating a number of sporting 'hubs' to ensure sporting excellence.

We will support the development of world-leading facilities and services and add value to core strategies. We will enable the achievement of our strategic goals through expert support, appropriate and joined up infrastructure plans, expert guidance on design and procurement and by ensuring whole-life cost effectiveness through an integrated delivery model. We will do this by:

- Optimising the provision of information resources required for education and research through effective and ethical procurement and in line with user needs and preferences for format and delivery.
- Promoting the visibility of our distinctive rare book and archive collections through imaginative and innovative use of digital technology.
- Reviewing and re-configuring space across the estate to optimise provision of innovative study and encounter spaces, information resources and other services required by our staff and students.
- Supporting digital and information literacy, and working with academic colleagues to embed the development of these skills into the curriculum.
- Procuring and implementing an institutional Research Data Repository to ensure compliance with major research funders' policies and facilitate future research funding bids.
- Developing more flexible ways of working across sites to ensure consistent delivery of customer-focused services via physical and virtual service points.

We will develop our Information Technology and built environment together to facilitate multi-disciplinary engagement between students, staff and external partners through an integrated and seamless digital experience. We will also enhance our digital presence to deliver more personalised content and provide an improved and more personalised digital experience for all. This is expected to involve:

- Implementing a Digital Strategy to establish a framework beyond the tactical horizon of existing Information Technology, focusing activities and services on the things that are most impactful on the University's long-term goals.
- Implementing the Technology Enhanced Learning (TEL) roadmap alongside the Education Strategy, which will empower and support students with diverse needs and develop a 'blended learning' approach.

- Shaping other, related IT service roadmaps such that increased integration enables improved agility and data analytics driving toward deeper insight and improved decision-making.
- Updating our core business systems and introducing User Needs Analysis as the basis for all planning, decision-making and continual service improvement of our Information Technology landscape.
- Enabling a range of device choices and carefully managed 'diversity' rather than 'one-size-fits-all' solutions, enhancing productivity through personalisation of the digital experience.
- Embracing change, innovation and effective use of digital technologies to ensure this more personalised service for students, staff and external partners remains current, capable and optimised for cost and value.

We will provide a range and diversity of residential accommodation to meet changing needs and expectations and contribute positively through service provision to the overall student experience. This will include:

- Implementing a structured programme of new build, redevelopment, refurbishment and disposal to maintain University owned accommodation at approximately 4,500 student rooms of which a minimum of 70% will be *en-suite*.
- Working with key university stakeholders to improve the provision of flexible residential space.
- Adopting best design practice to address issues regarding student isolation and mental health and wellbeing.
- Introducing a comprehensive residences life and support team/programme to promote a supportive, welcoming and positive experience for students within our accommodation.

We will design and develop our physical and virtual estate and will support the University's commitment to sustainability. In doing this, we recognise the need for the responsible use of energy and resources and supply chain management. We will also develop the Newcastle Helix site into an exemplar of a world-recognised hub for innovative urban technologies, working alongside global businesses. This will include:

- Reviewing and reconfiguring space to maximise the effective use of facilities across the estate, including accommodation.
- Using sustainable materials and a fabric-first approach to building design to maximise energy efficiency.
- Embedding a responsible approach to procurement, including the use of local suppliers where possible.
- Using virtual meetings, the Internet of Things, cloud services and data analytics to support better informed decisions and control our environmental impact.



Our aim is to support our students, staff and alumni in developing professional networks across our faculties, disciplines, and research centres, and to build effective and sustainable partnerships locally, national and globally.

Context

We rely on a wide range of partners to deliver the ambitions of our Vision. From our alumni to our international academic partners, to the business community, the cultural and creative sector, and policy-makers and politicians. We want to encourage our staff and students to develop effective relationships locally and globally. We also want our many and varied stakeholders to understand better what we do and how we can benefit them.

We will make it easier for people to engage with the University no-matter where we are operating in the world and we will provide our staff with the skills, knowledge and support to become more engaged with the communities and spheres of influence in which we work.

This strategic enabler sets out how we will develop a distinctive narrative of our work that makes sense to our various audiences. It aims to equip staff, students and alumni with the resources and know-how to develop effective networks and partnerships to help deliver our core strategies.

To support our core activities of education, research and engagement, the priority areas to enhance networks and partnerships are detailed below:

- We will invest in developing our distinctive identity
- We will enable our staff, students and alumni to build and enhance professional relationships
- We will make it easier for external individuals and organisations to engage with the University
- We will identify and foster sustainable international partnerships

Priorities

Knowing who we are and what we value is essential if we are to encourage people to work with and for us. The story we tell about ourselves and the city of Newcastle as well as the region is also essential to student and staff recruitment, inward investment and business tourism i.e. academic conferencing.

We will invest in developing our distinctive identity and be more proactive in promoting our work and the benefits we bring to society. This will be an authentic articulation of who we are, what we do and how we do it; making it unique to Newcastle University and meaningful to all our communities. A consequence of increasing awareness and advocacy of our work will be improvements in our national and global league table position. This will involve:

- Delivering a targeted promotional campaign to promote our Vision and Strategy and develop a more strategic approach to branding and marketing.

- Developing a 'toolkit' that will help our staff, students, partner organisations and alumni to be 'brand ambassadors'.
- Working with partners across the city and region to raise the profile of Newcastle as a place to live, work, study and invest with a specific focus on Newcastle Helix and innovation spaces.
- Supporting national campaigns that raise awareness of the contribution that universities make to society.
- Working with partners to gain external accreditation for our work and contribution (e.g. the Race Equality Charter, Athena SWAN, Sustainability awards etc.) and support volunteering programmes e.g. NUSU's Go Volunteer.
- Investigating in the viability of a major fundraising campaign to support our strategic goals.

We will enable our staff, students and alumni to build and enhance professional relationships to gain specific skills, attributes and experience that will foster stronger networks and partnerships. Our people are our best advocates and ambassadors and we will empower our staff, students and alumni to make the connections that will further their own and the University's development. This will involve:

- Engaging with sector groups to improve our awareness of the issues affecting the University and become part of the debate to provide solutions². This will include active membership of local, regional, national and international partnerships with clear leads identified across the University.
- Investing in four academies that will increase staff skills and knowledge of the Policy, Global Challenges, Enterprise and Skills environments. We will also make effective use of Higher Education Innovation funding (HEIF) to support and develop a broad range of knowledge-based interactions with the wider world.
- Launching our on-line database of global alumni 'NCL Spark' to help them to make connections to fellow alumni, existing students and the wider university. Our alumni network across the globe can provide invaluable opportunities for our existing students to grow their connections and we will provide support to make this happen.
- Promoting areas of academic excellence by providing support to new and visiting professors to share their work with staff, students and external partners.
- Working with external partners to promote Newcastle as a venue for international academic conferences, including our Conference Ambassador Programme with NewcastleGateshead Initiative.
- Encouraging more academics and Professional Services staff to join learned societies and networks that will raise the profile and reputation of our academic strengths and the University more widely.

We will make it easier for external individuals and organisations to engage with the University and will be more proactive in marketing our many services to business and other communities. Newcastle University is a big and complex organisation - we do not want this to be a barrier to our making connections.

² i.e. UUK/Russell Group/Higher Education Policy Institute (HE Sector); CBI/Chamber of Commerce (Business); Voluntary Organisations' Network North East (Voluntary Community Social Enterprise); N8/Northern Health Science Alliance (Pan-regional policy); North of Tyne Authority/North East Local Enterprise Partnership (Regional policy); UNESCO (International policy)

Our staff will adopt a philosophy of 'no wrong door' so they will direct people to the right place, and we will stage more events where we listen to our various partners to understand their needs.

We will create spaces on campus where staff, students and the public can encounter the work that goes on in the University. We want to be seen as part of our city and a place where anybody can visit. Building on our Art on Campus programme we will do more to use our open spaces and premises across our four locations to celebrate the work of staff, students and our partners. This will also be a focus for our Newcastle Helix site. This will involve:

- Improving internal networks and communications across the University, wherever we operate, to promote our Vision and values.
- Increasing investment in marketing the University, particularly to the business, Voluntary Community and Social Enterprise (VCSE) and policy community.
- Operating an account management system where key staff have lead responsibility for coordinating relationships with regional, national and international partners.
- Providing regular events where we will consult with our partners to understand and meet their needs i.e. First Friday network for SMEs, VCSE Network, and National Innovations Centres.
- Using opportunities to highlight and celebrate our diversity and in doing so, change perceptions that may deter people from working with us.

We will identify and foster sustainable international partnerships. We are an international organisation that relies on global connections to carry out research that will make a difference to the world. Our international partnerships also benefit our students through education and career opportunities beyond the UK and we support a community of global alumni. Our global footprint also helps us to act as 'an agent' for the region where our local partners can benefit from an economic, cultural and diversity perspective.

Our alumni community is an influential, energetic and global network: Newcastle's graduates are among the institution's greatest ambassadors, and lifelong members of our professional, social and academic communities. The aspiration at Newcastle is to offer lifelong value for alumni, and to engage with this meaningful network in important strategic areas, including teaching and learning, employability, marketing and student recruitment, national and international profile and philanthropy.

Our Global Strategy sets out how we identify, manage and develop our international networks. These should support the emerging NUCoRES and we will provide central support for developing these. Our priority will be to engage more fully in emerging networks focusing on Global Challenges. The Global Challenges Academy will play a central role in achieving this.

This will involve:

- Investing in 'in-country' offices in key regions where locally-based staff can establish deeper education, research and business partnerships.
- Nurturing external relationships by ensuring that key staff have lead responsibility for partnerships with regional, national and international organisations.

- Developing our on-line database to manage key partnerships with international universities.
- Supporting an annual programme of VC visits, university delegations and alumni events in key locations across the globe.
- Participating in overseas missions organised by the city or by other partners i.e. Universities UK (UUK), the Russell Group or the Department for International Trade (DiT).
- Collaborating with organisations in the city (NE1, Newcastle City Council, NGI) and beyond to celebrate the contribution that international staff and students and our global outlook make to Newcastle through awareness-raising campaigns including: #weareinternational and #madeatuni.
- Holding annual 'Alumni Achievement Awards' to recognise alumni impact, forming part of the 'Pride of Newcastle Awards' in June each year.



Investment in people and infrastructure requires us to generate cash flows sufficient to support that investment. Our aim is to ensure that we have sufficient financial capacity to deliver the University's Vision and to protect market-share but in a way which doesn't create excessive risk or potentially prejudice our day to day operations.

Context

Achieving our ambitions for education, research and engagement in a global higher education environment requires effective and joined-up Professional Services and good governance. We do not regard the University in the first place as a business, because our primary motive is not profit but academic excellence. However, we need to be business-like in our activities in order to attain our academic goals. This underpins our approach to striving for value for money, focusing on our core functions of education and research and acting ethically in all our activities, whilst ensuring we are financially sustainable.

We take pride in our professionalism and review our business processes regularly to deliver sector-leading services to meet changing needs. We also recognise that to be effective, we need to be agile, resilient and cost-efficient – qualities that underpin our University-wide approach to Professional Services.

In recent years we have made increasing use of our digital infrastructure to support, facilitate and enhance the University's effectiveness in supporting education and research. In the years to come, we anticipate that our need to make important choices through a data-informed culture will increase, and that students and staff will expect a new level of personalised services.

The priority areas for the effectiveness and financial sustainability strategic enabler are detailed below:

- We will ensure we are financially sustainable by securing sufficient funding to deliver our plans
- We will build effective, agile, resilient and cost-efficient Professional Services across the University
- We will seek to ensure that our stakeholders have a clear understanding of what we seek to achieve and value for money in our use of resources
- We will ensure that our Enterprise Resources Planning (ERP) software supports effective management of core University operations

Priorities

The following specific objectives have been identified.

We will ensure we are financially sustainable by securing sufficient funding to deliver our plans and achieve annual earnings before interest, tax, depreciation and amortisation (adjusted EBITDA) of at least 6% of income, with a minimum in any one year of 4%. We will maintain a robust balance sheet with sufficient cash reserves to meet our financial obligations. We will aim to maintain market share within the Russell Group and to recoup market-share of international students and research grant

income. Where appropriate, we will exploit opportunities for capital fundraising. We will do this by:

- Ensuring our processes for business and financial planning are configured to deliver this objective in a considered and collegiate manner. The annual budget includes provision for strategic activities and a contingency against risk.
- Mitigating our most significant financial risks, which include unaffordable changes to the fees and funding regime for home undergraduate students, loss of market share for international students and an unsustainable increase in employment costs, either through pay rises or through increasing pension costs.
- Securing external funds through borrowing where this allows us to sustainably fund future development within a context that ensures we are able to pay interest and, where relevant, repay capital on loans without prejudicing our day to day operations.
- Maintaining liquidity throughout the year by ensuring a UK working cash balance of at least £50m at 31st July each year. Our working balances fluctuate during the year, mainly due to timing of Student Loan Company payments.
- Protecting the market-share of our academic base. This includes investment in marketing, addressing the student experience and developing areas of academic strength and excellence. We operate in a highly competitive market which can become volatile if there are significant movements in student numbers (both home and international) or research grants.
- Developing our joint venture with INTO to grow our international student market share, both through its direct activities in Newcastle and through its wider marketing network.
- Developing our fundraising capacity to maximise capital fundraising from government, grant giving bodies and philanthropy. We will also maximise opportunities from Government initiatives including industrial strategy, increased investment in UK Research and Innovation and North of Tyne devolution.

We will build effective, agile, resilient and cost-efficient Professional Services across the University and allow for greater flexibility in service delivery. We will simplify business processes to reduce duplication and bureaucracy to release staff time and resources to invest in education, research and the student experience. Our approach to value for money activity will also be refreshed. We will do this by:

- Identifying opportunities to remove duplication, and release resource to invest in education and research. At present, 64% of all operational support is currently taken up with transactional activities that in themselves add little value but just need to be done. We will commit to digital solutions to transactional processes with short term investments and longer term gains.
- Ensuring that our services are protected against threats such as fraud, cyber-attack, equipment failure and natural disasters. This requires continuous strong controls and staff awareness, threat surveillance, appropriate back-up facilities and strong business continuity plans. Natural resilience is built by embedding greater flexibility in how we deliver services.
- Embracing Integrated Reporting as a means of communicating value to our stakeholders and enabling us to report financial decisions in the wider

institutional context. The use of Integrated Thinking will support us in a renewed focus on value creation over time for our different stakeholders.

We will seek to ensure that our stakeholders have a clear understanding of what we seek to achieve and support our staff to make most effective use of resources. We will work with UUK, the Russell Group and our stakeholders to ensure there is a clear understanding of our funding structure and the financial and academic implications of changes to that structure. This will include:

- Working with USS and others to ensure that contribution levels are affordable and sustainable and support the trustees of our local pension scheme to continue their successful management of that scheme.
- Encouraging and empowering academic units and individuals to develop new sources of sustainable revenue, while respecting the need for legal and fiscal compliance and maintenance of academic standards.
- Reviewing existing activities to ensure they provide a worthwhile financial contribution and there will be systematic and rigorous review of, and support for, academic units' plans. Areas of potential growth include donations and sponsorship, our portfolio for lifelong learning and income, consultancy activity, exploitation of our intellectual property and our conference business.

We will ensure that our Enterprise Resource Planning (ERP) software supports effective management of core University operations. We will embrace change, innovation and effective use of digital technologies and provide a more personalised service for students, staff and external partners. We will migrate our existing Enterprise Resources Planning (ERP) systems to new technologies and ensure that our staff have access to rapid, holistic management information, supported by benchmark data wherever possible. We will do this by:

- Migrating our existing systems (now ca 20 years old) to newer technologies, recognising that this needs to be achieved at reasonable cost and deliver value for money.
- Using internal and external datasets to support day-to-day operations and to inform key strategic decisions. We will work to ensure a "single truth" for management information which is delivered quickly, electronically and holistically to our academic and service units. We recognise the importance of using external benchmarks to ensure that we retain a balanced view of our performance.



Our aim is to manage our global campus footprint in a sustainable manner.

Context

As part of our values-led approach, it is important to us that we build long-term climate resilience and the ethics of environmental sustainability into our thinking and practice at every level of the organisation. This ranges from our supply chains to our estate; from the way our research excellence enriches the learning experience of students to an ethical approach to business development and partnership working.

Our approach integrates the operational and the academic, working together on transformative projects to address sustainability issues at the local, regional and global scales. Working collaboratively, we carry out research across traditional discipline boundaries to deliver practical, engaged solutions to real-world issues and to enhance the education of our students.

The Estate Support Service (ESS) Sustainability Team manage operational sustainability, implementing projects to achieve continual improvement in environmental performance. Environment and Sustainability Committee (ESC) provides strategic governance in relation to sustainability, and coordinates activity to improve teaching, research and operational environmental sustainability. Our action plans deliver the commitments and objectives set out in our Vision and Environmental Sustainability Policy.

To support our core activities of education and research, the priority areas for environmental sustainability are detailed below:

- We will protect the environment, and prevent pollution by reducing emissions and discharges
- We will demonstrate continual improvement to enhance our environmental performance and will meet and where possible exceed our compliance obligations
- We will promote Education for Sustainable Development throughout the curriculum and across the University

As a large and complex organisation, the University generates a number of emissions – principally carbon dioxide (CO₂) and other combustion gases from heating plant and vehicles, f-gases from cooling and emissions and discharges from research activity. We commit to reducing our emissions and discharges in order to prevent pollution - but we recognise that growth in our estate is a challenge, particularly in relation to CO₂ emissions reduction.

We are on track to deliver our commitment to reduce our CO₂ emissions by 30% by 2020/21, against a 2009/10 base. However, to limit global warming to well below 2°C above pre-industrial levels, as required by the Paris Agreement, deeper cuts in CO₂ emissions will be required. By July 2019, we will set a longer-term CO₂ emissions

reduction target, which is in line with the Paris Agreement, and develop our Carbon Management Plan to set out the measures required for delivery.

Sustainability is intrinsically linked with our core values including social justice and equality, diversity and inclusion; our approach to environmental management is values led and performance driven. We aim to demonstrate continual improvement in environmental performance, achieving and maintaining certification to the international standards ISO14001 and ISO 50001 for our Environmental and Energy Management Systems.

The quantity, complexity and scope of environmental legislation is growing all the time. Our approach is to go beyond compliance and to demonstrate best practice. We engage with staff and students to ensure they are aware of their responsibilities, and we maintain records to demonstrate our compliance and best practice to regulators.

Education for Sustainable Development (ESD) can be thought of as a process of learning how to make decisions that consider the long-term future of the economy, ecology and equity of all communities. Further opportunities to integrate ESD will be considered as part of our Education Strategy. We will also consider our impact upon and contribution to the UN Sustainable Development Goals (UN SDG's) in our operational strategy development.

Priorities

Our Environmental and Energy Management System action plans contain the full details of our objectives and targets. Governance of these plans is via ESC and the following is summary.

We will protect the environment, and prevent pollution by reducing emissions and discharges. We will invest in energy efficiency and carbon reduction projects and integrate high standards of energy and water efficiency within construction projects. This will include:

- Operating a £3m Revolving Green Fund for carbon reduction projects, where the financial savings from each project are reinvested in further projects. Technologies installed under the RGF include LED lighting and controls, Building Energy Management Systems and energy efficient motors and controls.
- Setting minimum standards for efficiency which go well beyond the legal minimum to ensure exemplary performance.
- Engaging with staff and students and managing contractors to achieve high recycling rates. This will include improving internal systems for reuse e.g. of furniture during refurbishments.
- Reducing the use of single-use plastics across the University, for example, by providing drinking water stations across the estate.
- Developing our approach to reducing the environmental impacts of academic conferences and expanding our digital capabilities to limit carbon emissions through reduced travel.

We will demonstrate continual improvement to enhance our environmental performance and will meet and where possible exceed all of our compliance obligations. We will build an element of environmental audit into all our practice and implement sustainable travel management and plans. This will include:

- Improving sustainability awareness via appropriate engagement with staff and students including induction and training, targeted campaigns and joint projects with partners including NUSU.
- Enabling sustainability objectives to be recognised within the Performance and Development Review (PDR) process for staff.
- Developing a Living Lab programme to bring together the academic community, students and Professional Services in sustainability research projects which use the campus as a test-bed, including our farms.
- Promoting, improving and supporting sustainable travel options for commuting and business travel and improve data quality relating to staff business travel. We will also introduce measures to reduce scope 3 carbon emissions from air travel.
- Developing our approach to construction related sustainability impacts – challenging design teams to go beyond the ordinary to deliver truly sustainable projects with exemplary project-specific sustainability standards.
- Ensuring that supply chain sustainability impacts are managed effectively and that our processes operate at the highest level (level 5) of the Flexible Framework for Sustainable Procurement.

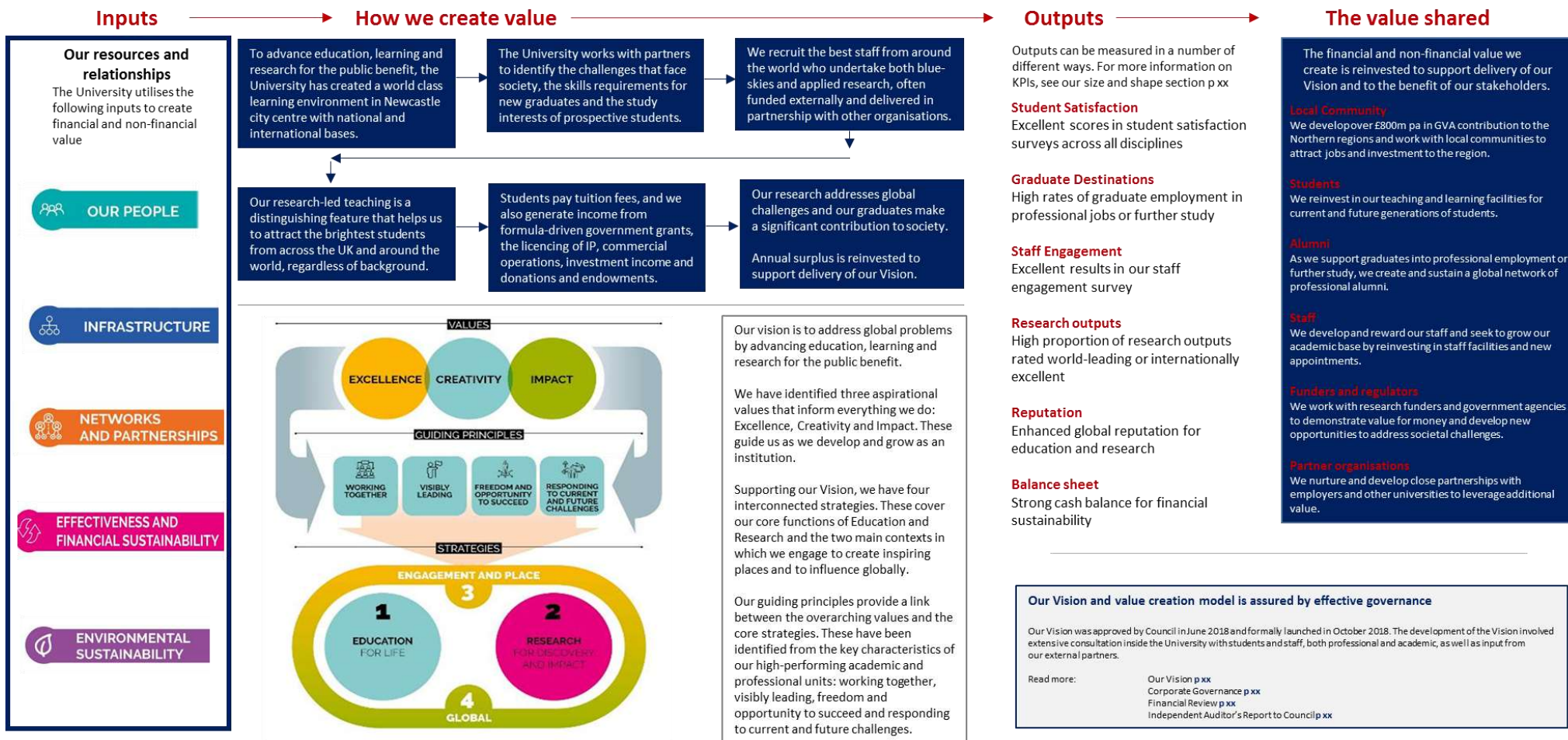
We will promote Education for Sustainable Development throughout the curriculum and across the University and will work to preserve and enhance the biodiversity of the estate. We will also integrate Environmental, Social and Governance (ESG) considerations within our investment strategy. This will include:

- Developing and updating our Biodiversity action plan working with stakeholders including relevant academic units, the City Council, Northumbria University and the NHS Trust with the aim of further improving urban habitats for wildlife.
- Carrying out regular biodiversity habitat surveys on the University estate with the support of students studying appropriate degree programmes.
- Supporting undergraduate and postgraduate student projects on energy and water efficiency.
- Requiring our investment fund manager(s) to be signatories of the UNPRI (United Nations Principles for Responsible Investment³) and giving preference to investment managers who:
 - Preferentially invest in progressive companies that are pushing forward the transition to a low carbon economy
 - Report on carbon foot-printing of companies within our portfolio

³ UNPRI- <http://www.unpri.org/>

Appendix 1: Value Creation Model

Newcastle University exists for the public benefit to advance education, learning and research. In this section, we use a value creation model to describe how we create and sustain value for our many stakeholders.



Our Vision and value creation model is assured by effective governance

Our Vision was approved by Council in June 2018 and formally launched in October 2018. The development of the Vision involved extensive consultation inside the University with students and staff, both professional and academic, as well as input from our external partners.

Read more: Our Vision p xx
 Corporate Governance p xx
 Financial Review p xx
 Independent Auditor's Report to Council p xx