



REDUCING CO2
YEAR ON YEAR

Certification Report

Harrow College

All UK Operations including all sites and subsidiaries

20 February 2015



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1. Introduction

At Carbon Trust Certification, we are delighted that you were successful in your submission to meet the Carbon Trust Standard for Carbon. Standard bearers continue to deliver carbon reductions year on year and realise the benefits of associated efficiencies. Based on our analysis of the performance of certified organisations we produce Certification Reports which include benchmark data to help further develop efforts to reduce carbon emissions, facilitate compliance and enhance their reputation.

This report provides a summary of your performance and a series of benchmarks which enable you to assess your organisation's energy and carbon management capabilities against those of other companies who have been awarded the Carbon Trust Standard and, where sufficient data is available, to review your capabilities against other organisations who we see as your peers. It is meant to further supplement the comments and recommendations found in your assessment form.

In presenting this information to other organisations we have ensured that organisations only see information taken from their own assessment; all other information is aggregated so as to ensure confidentiality, consistency, and comparability.

2. Assessment Parameters

This section provides a summary of your organisation's assessment parameters, including general information about the service and the organisational and operational boundaries used.

Service Information

Accredited Assessor name:	Rob Hatcher
Client Manager name:	Colin Stakem
Client Manager email:	Colin.Stakem@carbontrust.com
Client Manager phone:	020 7832 4569
Certification validity period:	01 January 2015 - 31 December 2016

Organisational Boundary

Description:	All UK Operations including all sites and subsidiaries
List of facilities included:	Harrow on the Hill and Harrow Weald campuses, and Units 1 & 5 Whitefriars Trading Estate Included. No sites are excluded.
Control approach:	Operational control

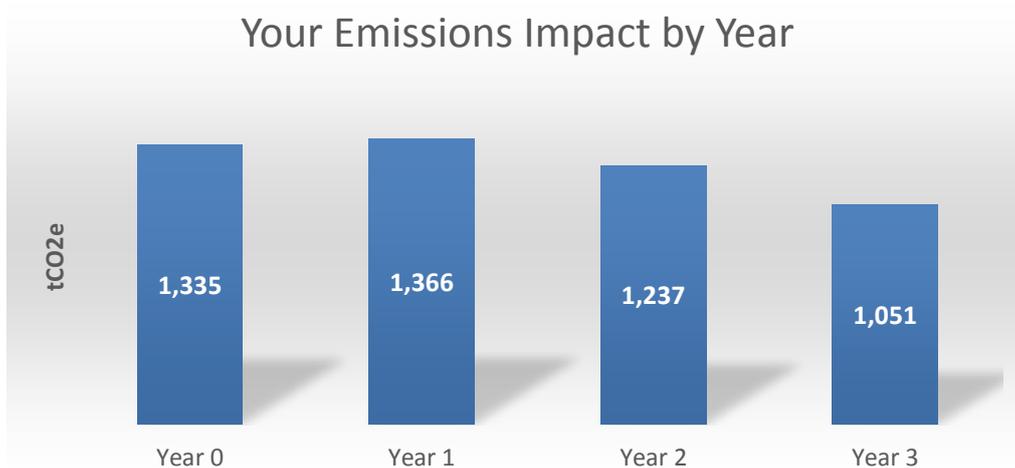
Operational Boundary

Certification Stage:	<i>Subsequent Recertification</i>
Optional emission sources included:	<i>None</i>
Benchmark(s):	<i>Absolute Reduction</i>
Rationale for benchmark(s):	<i>Not applicable</i>
Excluded sources (de minimis):	<i>Not applicable</i>
Assessor comments on boundaries including any issues that should be solved for recertification:	
The company's organisational boundary includes the Harrow on the Hill and Harrow Weald campuses and Whitefriars units operations covering an approximate building floor area of ~18,00m ² . No issues identified for resolution.	

3. Footprint Measurement and Reduction

Understanding the change in an organisation's emissions over time is key to achieving reductions. This section summarises the outcome of the quantitative assessment and provides a benchmark of your performance against the best performing standard bearer in your sector.

Based on the information provided in the assessment, the following year on year footprint performance has been calculated:

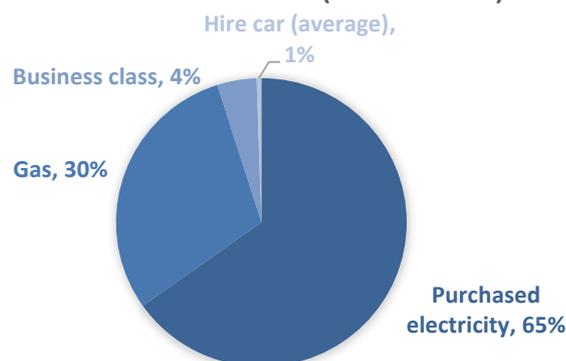


The above data indicates that your organisation has achieved a 15.3% absolute reduction in its footprint. Because this is a subsequent recertification, this reduction was calculated by comparing the average of your footprint from Year 0 to Year 1 with the average of Year 2 and Year 3.

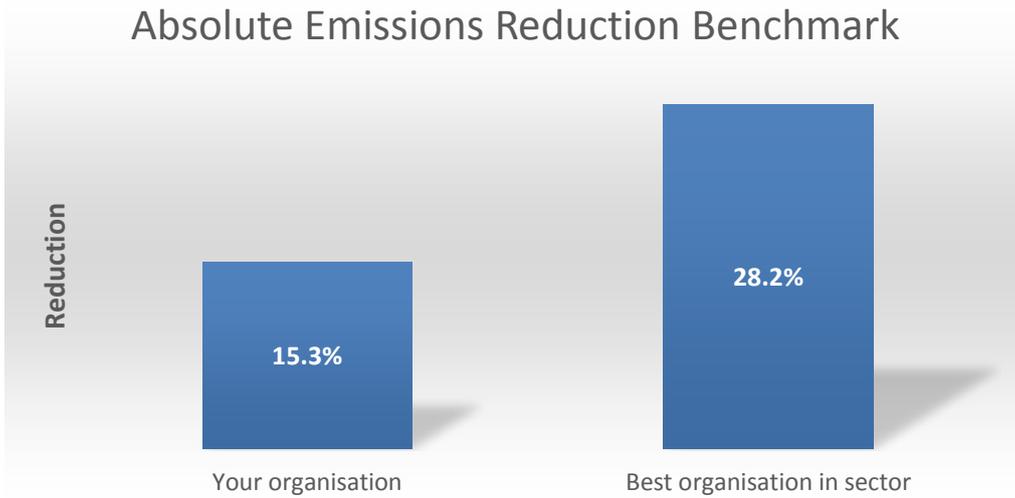
The top three contributors to your organisation's footprint during the last assessment year were:

- 1) Purchased electricity - 64.9%
- 2) Gas - 29.8%
- 3) Business class - 4.4%

Emissions Breakdown (Last Year)



The chart below details your organisation's performance against the best performing standard bearer in your sector:



Harrow College has achieved a considerable reduction in absolute tCO2e during the latest assessment period compared to the best performing organisation in the sector. This result, however, should not be reason for complacency and a strong focus should be retained on minimising emissions.

4. Carbon Management Performance

Successful certification against the Carbon Trust Standard requires organisations to demonstrate good all-round carbon management performance in their day to day operations. This section contains a detailed analysis of your organisation's individual and benchmarked performance in this area, along with a justification of the assessor's score and recommendations.



**Please note that benchmarks cannot be produced for the areas of Supply Chain Engagement, Procurement and Customer Engagement due to a lack of data availability.*

The above scores indicate that although your organisation has achieved a commendable carbon management score, its performance was marginally lower than that of the best organisation in the sector. This places Harrow College in the 5th percentile in its sector, from a sample size of 83, and in the top percentile for all certifications. This means that your organisation's performance is higher than 95% of other Carbon Trust Standard certifications.

Section I: Governance

Policy

Does the organisation have a low-carbon policy?

Requirements:

The organisation needs to demonstrate a policy containing clear low-carbon objectives, effectively assigned responsibilities, appropriate methods of communication to all staff and that the policy is regularly reviewed and updated.

Your performance:	100%
Best organisation in sector:	100%

Comments:

The organisation regularly reviews and updates its sustainable development policy and environmental policy which are backed up by a 5 year carbon management plan (CMP) - expires this year. The organisation also carries out an annual sustainability audit. The organisation has achieved and gone beyond its target of reducing emissions by 36% since 2011. The sustainable development policy is reviewed every 2 years and signed off by the director of finance and resources. The CMP includes a number of targets and objectives with a set of projects and a clear route for implementation including named responsible parties including senior sign off and support. The organisation is committed to the subject matter and has a clear communication of policy, progress and achieving continual improvements. Policy documents seem appropriate and more than adequate for an organisation of this nature and scale of operations. The documents are available internally and externally via the website as finalised versions signed off by senior management. Progress is reported via the website and intranet.

Recommendations:

The organisation should be getting ready to develop a new plan come next financial year.

Responsibility

Does the organisation have an internal framework of responsibility for carbon and energy management?

Requirements:

The organisation needs to demonstrate a robust responsibility framework including senior executive leadership, an effective review system and investment in day-to-day management.

Your performance:	100%
Best organisation in sector:	100%

Comments:

The organisation appears to have a robust framework for responsibility. A number of senior members of staff demonstrate involvement and commitment to carbon management at the organisation; this includes reporting on the organisation's annual carbon footprint. The organisation exhibits that a number of different departments have responsibility and are engaged and committed to carbon management. The roles within the estates team and wider team including finance, security staff, cleaning staff and contractors (including the environment and sustainability coordinator) show there is ongoing investment in resourcing for day to day management. 7.5 FTEs have some level of responsibility for energy/carbon. It is also clear who is responsible for regularly reporting and identifying non-conformities and areas for potential improvement.

Recommendations:

The framework of responsibility is published on the intranet pages but could also be included in regular communications to staff and students as well.

Reporting and Communication

Does the organisation communicate emissions and energy-related performance accurately to relevant stakeholders?

Requirements:

The organisation needs to demonstrate clear and concise internal and external communication of the organisational and operational boundary for emissions, total emissions and emissions by scope. Where relevant the organisation shall also explain any significant exclusions or recalculations.

Your performance:	100%
Best organisation in sector:	100%

Comments:

The organisation makes clear communications on carbon performance using information taken from Stark website, invoicing, internal reporting and external communications - through this, there is a breakdown of emissions and financial metrics providing transparency. The scope, boundary (organisational/operational) and exclusions of footprint are also clearly communicated. Staff are engaged through internal communications and the Empower platform.

Recommendations:

The organisation has best practices in place and should continue to communicate its carbon policies and performance both internally and externally.

Section II: Measurement

Accounting process

Are there procedures for preparing, quality checking and documenting an accurate carbon footprint?

Requirements:

The organisation needs to demonstrate a well-structured carbon footprint calculation in the following way: an efficient process for accurate emissions recording and compilation, identification of uncertain or estimated data, evidence of data accuracy, selection of appropriate emission factors, use of primary data for major emission sources, and improvements made to data quality over time.

Your performance:	90%
Best organisation in sector:	90%

Comments:

The organisation exhibits a well-structured footprint calculation and accurate emissions recording via a number of sources including the attached spreadsheet and the Stark website platform. The organisation regularly review and cross checks utility invoices and the information provided by Stark. It is clear the appropriate emissions factors are used (GHG protocol) and primary data is used for major emission sources. It has also been stated that data is believed to be as accurate as is practicable and areas of uncertainty have been minimised as is practicable. The methodology for calculating travel claims was explained to the assessor and is deemed appropriate for the proportion of the footprint and size of the organisation.

Recommendations:

It would be useful to state if/what improvements in data quality that have been made over the assessment period and explicitly highlight any areas of data weakness.

Monitoring

Does the organisation have systematic procedures for actively monitoring and controlling energy consumption and emissions?

Requirements:

The organisation needs to demonstrate the existence of robust monitoring systems for all emissions sources, processes to identify and address non-conformities, and methods for monitoring and documenting progress against targets.

Your performance:	80%
Best organisation in sector:	80%

Comments:

The organisation clearly documents how it monitors and controls its carbon emissions/energy consumption including the use of data loggers, half hourly data reviews, degree day analysis and BMS review. The organisation also carries out good practice processes to monitor and identify anomalies with data and have strong methods in place for documenting this. This is carried out by the estates manager monitoring the BMS and the environment manager checking the AMR data of the STARK website. Regular reviews are also linked to the targets according to the CMP and as part of accreditation to ISO14001. Fugitive gas leakage is also monitored and recorded on an annual basis.

Recommendations:

The organisation should document the process of cross checking energy consumption data via a review log/spreadsheet. The organisation should also consider keeping a non-conformity log for all unexpected energy anomalies not just general operational non-conformities.

Targets

Does the organisation have a carbon reduction target(s)?

Requirements:

The organisation needs to demonstrate the existence of challenging yet feasible short and long-term targets for particular divisions/sites/functions based on technical potential. Targets shall follow the SMART framework and be communicated internally and externally.

Your performance:	90%
Best organisation in sector:	80%

Comments:

Via the current CMP and accreditation to ISO14001 there is clear evidence that challenging targets have been set for the organisation. Evidence is provided that responsibilities are delegated in delivering targets; an appropriate baseline and set of improvements have been identified; realistic targets have been attainable via the list of projects; and that targets have been set within an appropriate time frame (5 year plan). It is also clear how targets are communicated internally and externally. The Carbon Trust recognise that strong progress has been made in achieving CMP targets.

Recommendations:

It is important that all staff are aware of goals and how they can contribute – there is some evidence of this via the website and computer software. Now that the 5 year CMP is coming to an end Harrow should prepare to complete a new plan and if possible include some scope 3 elements.

Section III: Implementation

Operating procedures

What programmes or quality control mechanisms does the organisation have in place to ensure that the operating procedures of all sites, vehicles and equipment minimise their carbon impact?

Requirements:

The organisation needs to demonstrate that specific and ongoing actions are taken to reduce the carbon impact of all operating processes and procedures.

Your performance:	70%
Best organisation in sector:	90%

Comments:

The organisation carries out a number of procedures to reduce the carbon impact of operations. This includes specific actions found within the CMP, BMS procedures, space management, lighting control, IT equipment rationalisation, A/C control procedures and out-of-term time procedures. There is also clear commitment to the training and development of staff to maximise energy efficiency gains via induction training/Empower etc. evidence; extract from the Carbon Management Plan listing actions and behaviour change to reduce the organisation's carbon usage. There are driving guidelines for Harrow College Minibus Drivers and Eco-tips for Offices and Classrooms which are sent to all staff and are on staff intranet. During the site visit the assessor was made aware of the fault reporting process/corrective actions via the intranet help desk.

Recommendations:

Limited mention of vehicle maintenance/management practice, although it is acknowledged this is a very small portion of the footprint. The Environmental team should become familiar with the locations and purposes of the equipment operating and maintenance BMS logbook documents. No mention of plans for future initiatives.

Investments

What capital investments to reduce the organisation's carbon impact have been made over the last four years? What plans are there for future investment?

Requirements:

The organisation needs to demonstrate that it has made considerable investments in low-carbon initiatives and/or technologies in the past, and that there are well-documented plans for future investment.

Your performance:	90%
Best organisation in sector:	100%

Comments:

The organisation has made considerable investments in low carbon initiatives and/or technologies. Evidence is provided within the CMP within the relevant sustainability audit form section and Salix application forms for various ECM projects. Future investment opportunities are also highlighted such as rolling replacement of computers, lighting and hand dryers and new development to a BREEAM excellent standard.

Recommendations:

It would be useful to see the results of any recent audits/assessments that rule out certain investment options.

Staff engagement

Are there awareness programmes for all staff and appropriate training for those with responsibility for carbon/energy-related matters? Are staff engaged and empowered to reduce the organisation's as well as their own footprint?

Requirements:

The organisation needs to demonstrate that staff are aware and understand the importance of carbon management; that training is provided for those with responsibility for carbon/energy-related matters; and that employees are engaged and empowered to reduce the organisation's as well as their own footprint.

Your performance:	90%
Best organisation in sector:	100%

Comments:

The organisation has a number of engagement programmes and policies and makes effort to empower staff to reduce the organisational footprint. This includes induction (EmpowerTM) training and information pages on the intranet. Other engagement software such as LiftshareTM has also been used. Wider awareness campaigns are also carried which are on-going including green travel days, staff surveys and switch off campaigns. Regular training is provided to staff that have energy/carbon as their core remit. Other engagement methods include a sustainability champion, environmental management training for new staff and a circulated staff handbook on how to efficiently use the buildings. Evidence reviewed includes the extract from 2014 Sustainability Report showing Staff Awareness of Carbon Reduction and Sustainability issues from annual staff survey and list of measures taken this year to increase staff awareness. A copy of action notes from last Sustainability Group meeting which has representatives from every department in the College and slides of New Staff induction presentation were seen.

Recommendations:

The college could think about a procedure to allow all staff/students to incorporate input on new ideas and feedback on current campaigns.

Section IV: Upstream Impacts

Supply chain engagement

Does the organisation engage its suppliers and partners on carbon and energy-related matters?

Requirements:

The organisation needs to demonstrate that there is a systematic approach to working with suppliers to reduce the carbon footprint across all key categories of purchased goods and services; that the organisation is aware of the most carbon-intensive areas of its supply chain; and that changes are being made to the supply chain to manage the risks posed by climate change.

Your performance:	60%
Best organisation in sector:	No data

Comments:

The organisation's sustainable development policy states that, where practicable, new equipment should be energy efficient in its production and operation. The organisation has begun to work with contactors and maintenance technicians to prioritise energy efficiency. The organisation documents a list of largest suppliers and their environmental credentials/policies. Caterers have been engaged to supply more locally sourced food. Furniture is recycled and reconditioned locally to extend life.

Recommendations:

It would be useful to identify the most carbon intensive areas of the supply chain, although it is recognised that a comprehensive data set may not be appropriate given the size of the organisation. It is not known if any suppliers have been changed based policies – this should be an action for the future. The organisation should carry out ongoing work with suppliers to ensure they have carbon reduction on the agenda and are carrying out carbon management/energy efficiency and certification activities.

Procurement

Does the organisation have a low-carbon/energy procurement policy?

Requirements:

The organisation needs to demonstrate that a detailed low-carbon/ energy procurement policy is in place. This policy shall be enforced at all times, communicated, and be readily available for staff to access it.

Your performance:	80%
Best organisation in sector:	No data

Comments:

The organisation has a sustainable procurement policy and procedure in place and staff awareness is high due to sustainable procurement guidance. There is a strong procurement preference for products and services to have low carbon intensity and staff are guided to consider energy efficient equipment and infrastructure items for the organisation via the procurement guidelines for procured goods. The procurement manager makes an assessment of new suppliers and requires them to fill out a questionnaire regarding credentials and provide carbon and energy efficiency related information. Spot checks and on-going monitoring of suppliers are also carried out. Life cycle costing is also carried out for new electrical equipment. Good practice ISO14001 guidelines are followed.

Recommendations:

Items under a particular cost threshold do not fall within the low carbon procurement policy. Collectively these item could constitute a significant amount – this should be investigated.

Section V: Downstream Impacts

Customer engagement

Does the organisation engage with customers on low-carbon/energy matters? Does the organisation promote awareness about the issue and encourage low-carbon behaviour?

Requirements:

The organisation needs to demonstrate commitment to communicating and interacting with its customers on carbon/energy matters. The organisation shall also promote low-carbon behaviour.

Your performance:	100%
Best organisation in sector:	No data

Comments:

The organisation is committed to communicating and interacting with its 'customers' on energy/carbon matters. The organisation's 'customers' are interpreted as students in this case. A number of courses include sustainability elements within (as a non-core subject) including an additional on-line course in environmental sustainability. Students are also regularly engaged via green travel days and innovation competitions with a focus on sustainability. Annual environmental awards are also given out to individual students and teams for contribution/improvements.

Recommendations:

Student surveys could be considered to include 'customers' within the organisations aims and aspirations.

Products and services

What programmes are in place to reduce the lifecycle carbon impacts of the organisation's products and/or services?

Requirements:

The organisation needs to demonstrate that low-carbon design is a core feature of the product/service development phase, and that it has redesigned products/services in the past with the intention to reduce their footprints.

Your performance:	100%
Best organisation in sector:	80%

Comments:

Services provided to the students – much of this section is a cross over with customer engagement. The organisation's strong environmental credentials may lead them to attract environmentally aware students.

Recommendations:

No outstanding recommendations. As mentioned in the comment above, the organisation could leverage on their carbon credentials to attract environmentally aware students.

5. Summary of Recommendations and Opportunities

This section summarises the high priority recommendations made and opportunities identified by the assessor, which could be considered to help achieve continuous improvement. Particular attention should be paid to these as there may be significant reputational and financial benefits from addressing them. These recommendations will be revisited during the Midpoint Review and support for them discussed where further support can be offered.

Priority recommendation 1:

1. Monitoring – Whilst the organisation does carry out good practice data verification and cross checking practices this should be formalised. This may take the form of a prescribed process of checking data in a systematic way that occurs on a regular/set basis. The organisation should document this process (daily/weekly/monthly log) and importantly where irregularities/non-conformities are identified this should also be recorded in a log book/review form. The documented procedure should be clear and transparent enough that individuals other than those with core responsibilities to carry this out can action/understand the process.

Priority recommendation 2:

2. Supply chain – The organisation should attempt to identify the most carbon intensive areas of its supply chain. The organisation is then more likely to identify new ways of reducing carbon emissions (where it is cost effective to do so). This should be carried out by engaging with the largest suppliers to footprint the services they provide to the college. By pursuing this information the college will more actively engage with suppliers about their own operational footprint and the college may choose to change suppliers based on information/availability of data about suppliers' carbon intensity. Once the college has more information/data on their supply chain footprint they will be in a better position to make informed decisions on selecting suppliers in the future. The Carbon Trust recognises that this approach should be appropriate to the College's relative size and available resources.

Priority recommendation 3:

3. Operating procedures – Whilst the college does keep operating manuals for all vehicles, major M&E equipment etc. there should also be records/documents held on general maintenance and management of vehicles/equipment. Where operation procedures for equipment changes, new instructions should also be recorded/logged. Members of environmental team (not just estates personnel) should become familiar with the locations and purposes of the equipment operating and maintenance documents. It would also be useful to see any plans for future initiatives in lowering the carbon intensity of operating procedures.

6. Midpoint Review

The Midpoint Review is an engagement between your organisation and the Carbon Trust that takes place approximately one year after certification and one year before recertification. The aim of this review is to support rather than assess, and it is intended to facilitate a dialogue about carbon management and reduction progress. In particular, it will help to ensure that your organisation remains on track to recertify and enable further cost efficiency and reputational gains in approximately one year's time.

What will the Midpoint Review include?

- Light touch analysis on data quality and readiness for recertification
- Dialogue about any outstanding questions/queries
- Assistance with staying on track to recertify
- Update on important dates and recertification requirements
- Discussion of changes made to carbon management practices and any actions taken on back of recommendations

Based on the date of your certification, you can expect to have a Midpoint Review around December 2015.

Please do not hesitate to contact your Client Manager about the contents of this Certification Report as well as any other queries that you may have.

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