



HOD'S INDUCTION PROGRAMME

Event 2 – 25th September

09:15 – 16:00

Scarman space 23



LEADERSHIP AND MANAGEMENT DEVELOPMENT

HOD'S AGENDA

WEDNESDAY 25TH SEPTEMBER
09:15 - 16:00

SCARMAN CONFERENCES SPACE 23



AGENDA

09:15 - 09:30 - Refreshments Scarman/Radcliffe Lounge

09:30 - 10:00 - Discussion and Q&A - Provost

10:00 - 13:00 - Finance for Academic HoD's - Rebekah Leadley Head of Finance Departmental Services Team (ARC)

13:00 - 14:00 - Lunch in Scarman dining hall

14:00 - 15:00 - HR Case studies. Anonymised cases to illustrate HoD responsibilities in people management, highlight expectations and provide practical guidance on the role of the HoD in HR Issues HRMs – Sue Horner

15:00 - 15:45 - Sustainability - Stephanie Panichelli-Batalla and Dr. Tom Ritchie

15:45 - 16:00 - Close and Questions - LMD Manager

CONTACT US

LMD@WARWICK.AC.UK



WELCOME TO THE PROGRAMME

Emma Flynn – Provost





HEADS OF DEPARTMENT INDUCTION INTRODUCTION TO UNIVERSITY FINANCE

Rebekah Leadley Head of Finance
Departmental Services Team (ARC)



Heads of Department Induction Programme

Introduction to University Finances



- Overview of University finances
- Departmental Finances - what are HoDs responsible for?
- How can Finance Office help me?



UNIVERSITY FINANCIAL STRATEGY

HE Context

Issues



University Financial Strategy

- Set by Council for purpose of
 - Maintaining Long Term Financial Sustainability
 - Ensuring Good Governance of University Finances and Value for Money

University Financial Strategy

Long term Financial Sustainability

Council-specified requirements on

- Financial Planning and surplus generation
- Income generation
- Liquidity - maintenance of minimum cash levels and restrictions on borrowing

These are needed to ensure

- Resilience in the event of unexpected falls in income
- Compliance with externally imposed metrics (OfS, bank covenants, USS)
- Investment can be undertaken

University Financial Strategy – Financial Sustainability

Investment needs

Surpluses needed for:

- Investment in campus infrastructure, buildings and equipment
- Start-up funds for new initiatives
- Repayments of loan capital
- Ensure sufficient cash reserves maintained (50 days' worth expenditure)

Financial Sustainability – Surplus Generation

Russell Group / Warwick comparison

	Surplus %					Rank				
	2022/23	2021/22	2020/21	2019/20	2018/19	2022/23	2021/22	2020/21	2019/20	2018/19
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
Queen Mary University of London	9.7%	15.7%	8.5%	5.7%	5.3%	1	2	6	5	12
University of Warwick	8.9%	11.1%	10.4%	4.8%	8.8%	2	6	3	7	2
University of Southampton	8.7%	12.9%	2.3%	7.7%	6.0%	3	3	21	2	8
University of Oxford	7.7%	8.9%	3.6%	6.9%	6.3%	4	9	17	3	5
London School of Economics & Political Science	7.6%	12.5%	11.4%	9.7%	16.5%	5	4	2	1	1
University of Edinburgh	7.5%	11.9%	10.3%	5.2%	6.1%	6	5	4	6	7
University of Glasgow	7.3%	15.9%	15.7%	5.8%	6.6%	7	1	1	4	4
University of Sheffield	6.7%	10.3%	5.3%	4.2%	3.5%	8	7	13	8	17
University of Manchester	5.9%	9.9%	7.0%	-0.3%	4.9%	9	8	7	19	13
University College London	5.8%	5.4%	6.1%	3.1%	4.7%	10	17	10	12	14
University of Bristol	5.5%	6.1%	9.2%	2.7%	5.7%	11	13	5	14	10
University of Cambridge	4.9%	8.2%	5.9%	-1.6%	6.2%	12	10	12	22	6
King's College London	4.4%	3.2%	3.6%	-2.1%	-2.6%	13	21	16	23	24
University of Leeds	4.1%	7.5%	-1.0%	3.6%	5.3%	14	12	23	10	11
Imperial College London	2.3%	4.8%	2.5%	-0.7%	5.7%	15	18	20	20	9
Newcastle University	1.8%	2.1%	3.0%	3.1%	6.7%	16	23	18	13	3
University of Exeter	1.5%	5.8%	2.0%	0.4%	2.4%	17	14	22	18	21
University of Nottingham	0.3%	7.7%	4.4%	2.1%	3.2%	18	11	15	15	18
University of Liverpool	-0.2%	2.0%	6.5%	0.4%	4.0%	19	24	8	17	15
Queen's University Belfast	-1.3%	3.5%	6.1%	1.9%	3.0%	20	20	9	16	19
University of Birmingham	-1.8%	5.5%	2.9%	-0.8%	1.4%	21	16	19	21	22
Cardiff University	-2.0%	4.0%	5.9%	3.1%	-2.2%	22	19	11	11	23
University of York	-2.6%	2.1%	-1.7%	-4.3%	3.9%	23	22	24	24	16
University of Durham	-4.2%	5.5%	5.2%	3.8%	2.7%	24	15	14	9	20
Total	4.6%	7.9%	5.7%	2.7%	4.9%					

Warwick has had a position of relative strength, with consistently high surpluses (as a percentage of income) relative to the Russell Group.

Financial Sustainability – Surplus Generation

Sector Analysis – Russell Group

2022/23 Rank	2021/22 Rank	Russell Group Universities	2022/23			Year on Year		
			Surplus			Surplus		
			Total Income	before other gains/losses	Surplus %	Total Income	before other gains/losses	Surplus %
			£000	£000	%	£000	£000	%
1	2	Queen Mary University of London	679,819	65,971	9.7%	+45,291	(33,848)	(6.0%)
2	6	University of Warwick	839,419	74,502	8.9%	+60,461	(12,169)	(2.3%)
3	3	University of Southampton	730,044	63,411	8.7%	+57,213	(23,198)	(4.2%)
4	9	University of Oxford	2,924,682	225,424	7.7%	+149,442	(21,070)	(1.2%)
5	4	London School of Economics & Political Science	471,305	36,036	7.6%	+29,932	(19,215)	(4.9%)
6	5	University of Edinburgh	1,384,728	104,409	7.5%	+87,285	(49,836)	(4.3%)
7	1	University of Glasgow	952,196	69,092	7.3%	+22,838	(78,502)	(8.6%)
							
18	11	University of Nottingham	822,840	2,733	0.3%	+21,007	(58,532)	(7.3%)
19	24	University of Liverpool	675,158	(1,017)	(0.2%)	+60,230	(13,175)	(2.1%)
20	19	Queen's University Belfast	460,525	(6,146)	(1.3%)	+22,844	(21,468)	(4.8%)
21	21	University of Birmingham	928,716	(16,577)	(1.8%)	+40,776	(44,053)	(4.9%)
22	18	Cardiff University	636,381	(12,667)	(2.0%)	+2,214	(38,254)	(6.0%)
23	22	University of York	518,675	(13,285)	(2.6%)	+46,508	(23,302)	(4.7%)
24	16	University of Durham	484,223	(20,163)	(4.2%)	+15,678	(44,545)	(9.4%)
Total			24,886,367	1,144,130	4.6%	+1,764,018	(650,628)	(3.2%)
Average			1,036,932	47,672	4.6%	+73,501	(27,110)	(3.2%)

Note: Surplus shown is "Surplus before other Gains and Losses"

University Financial Strategy - Financial Governance

Ensuring Good Governance of University Finances and Value for Money

What is Financial Governance?

- Compliance with charity and tax obligations
- Maintaining high level of financial probity and accountability - through
 - Financial Regulations and Procedures
 - Scrutiny of income sources
 - Operation of policies, processes and controls

University Financial Strategy - Financial Governance

Ensuring Good Governance of University Finances and Value for Money

How do we achieve this? Scrutiny of

- Quarterly financial reports including forecast projections of gross surplus and cashflow
- Annual planning round to look at forward projections of income expectations, resource needs and investment requirements
- Financials KPIs against benchmarks
- TRAC returns
- Additional investment business plans with pre- and post investment appraisal

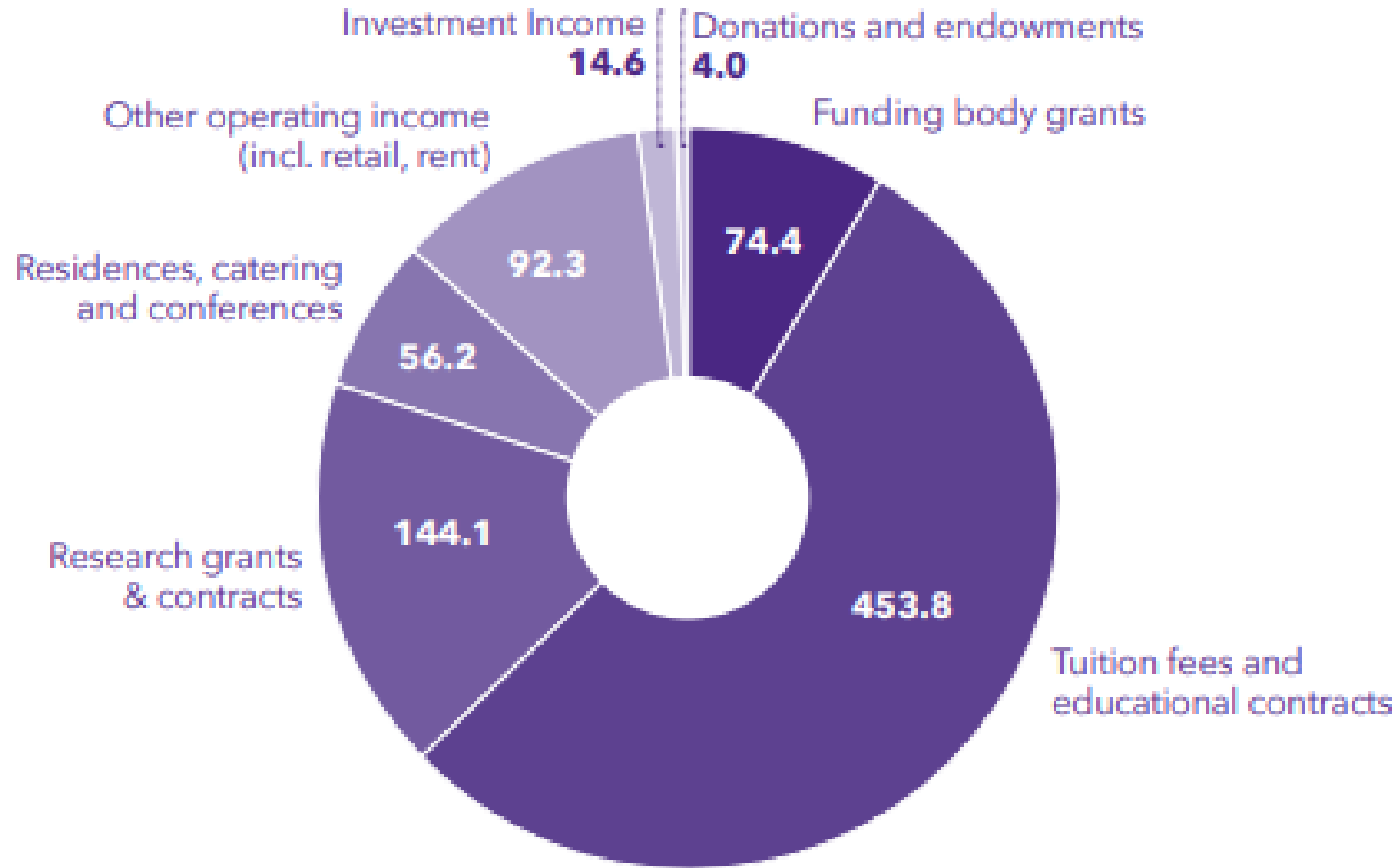
OVERVIEW OF UoW FINANCES

A bit more context.....

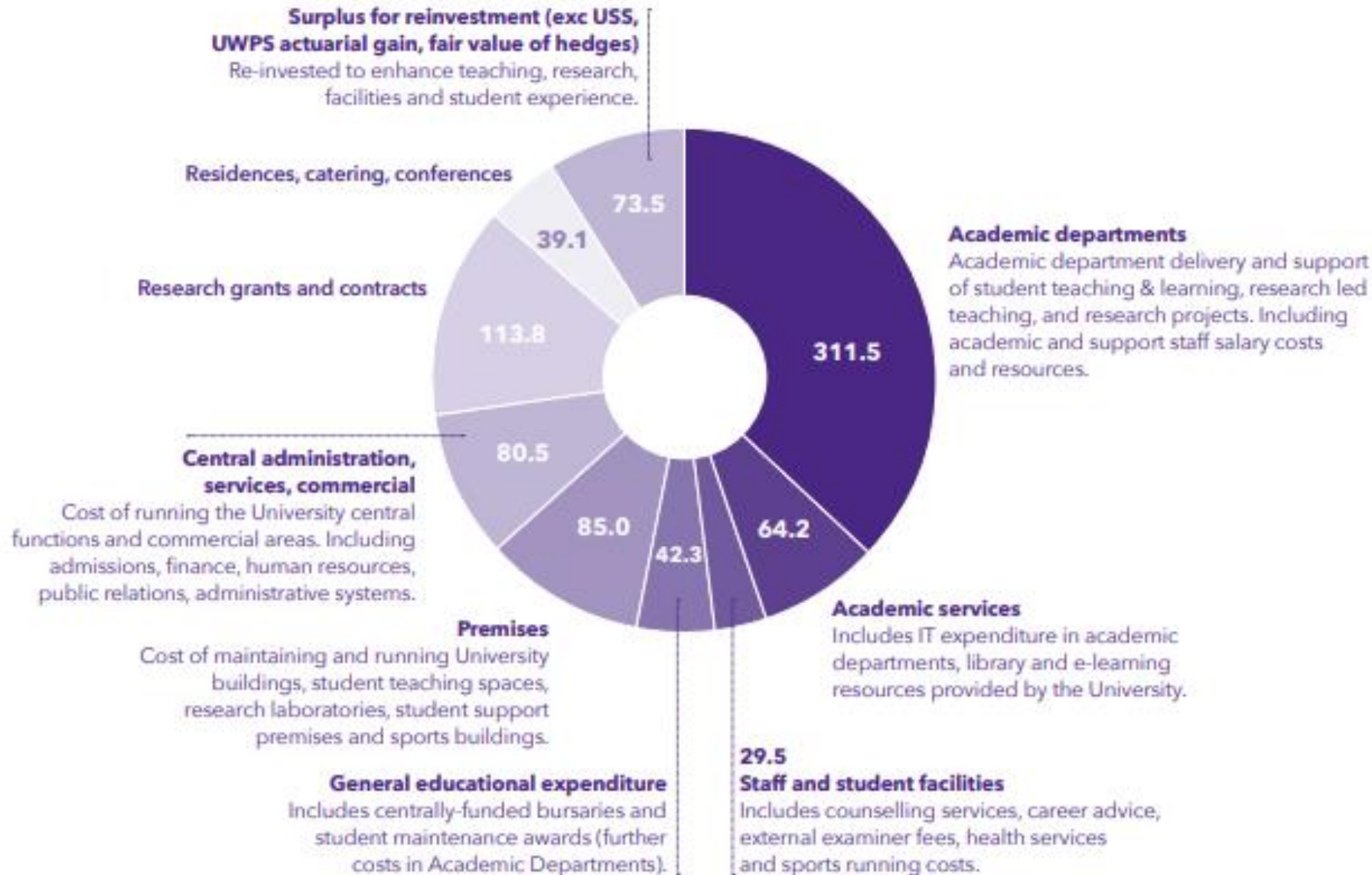
Issues



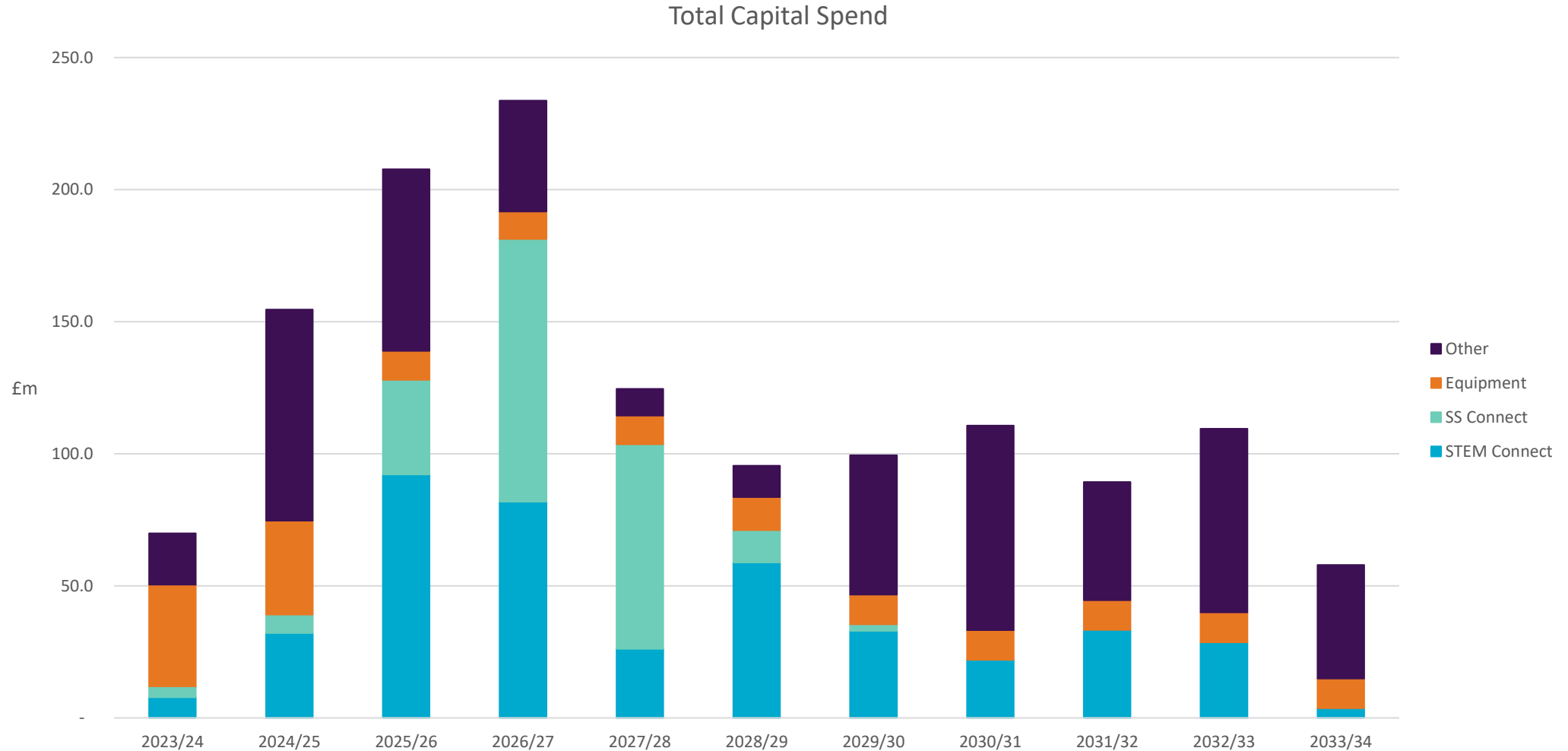
2022/2023 Income £839.4m (£m)



2022/2023 Expenditure & Surplus (exec USS) £839.4m (£m)



Capital Plan Summary £1.3bn





COFFEE BREAK



ARC DEPARTMENT FINANCES

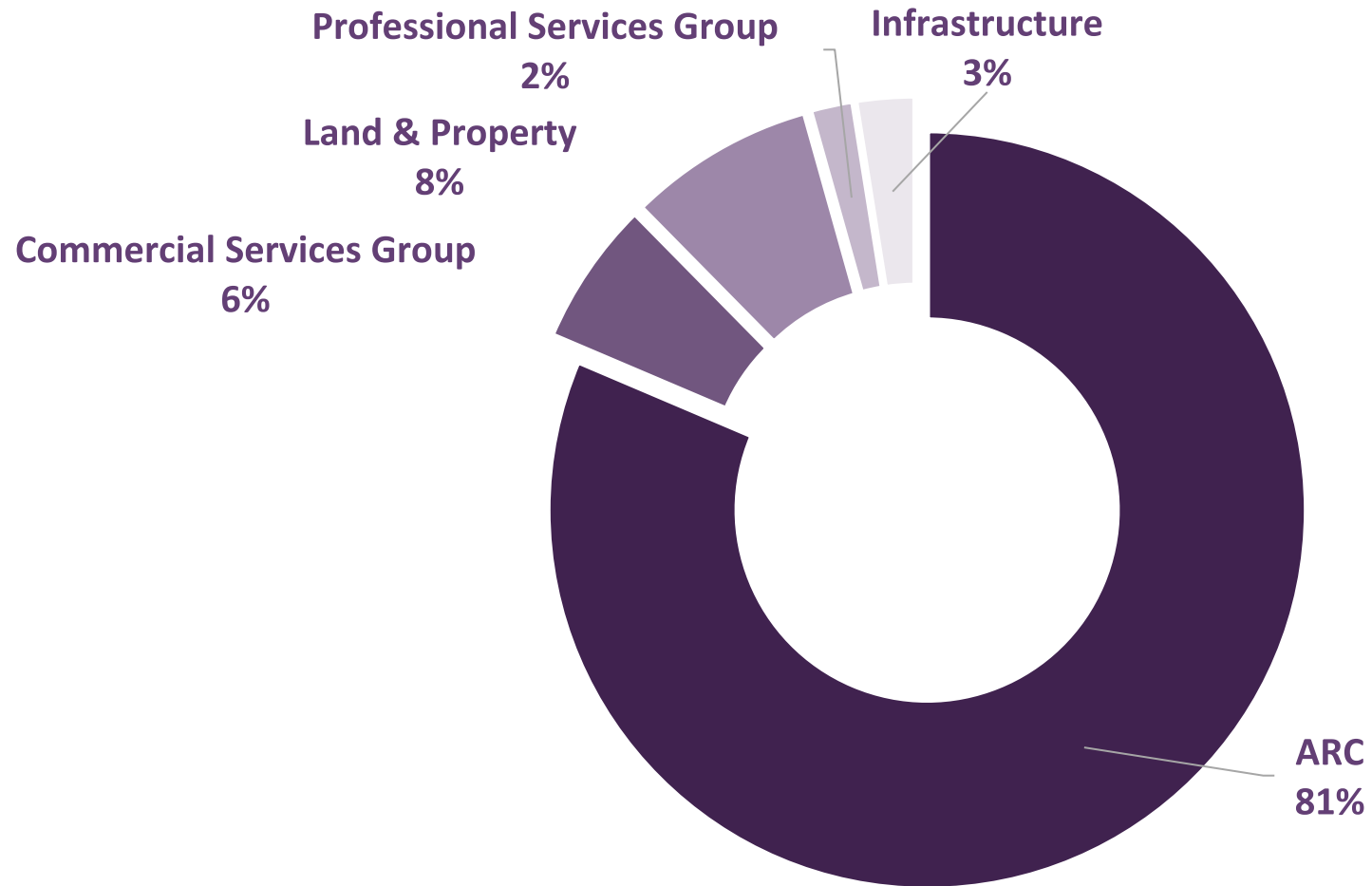


ARC Finances

- 5 university divisions
- ARC c81% of university income

2022/23 income £839.4m

Split between 5 divisions

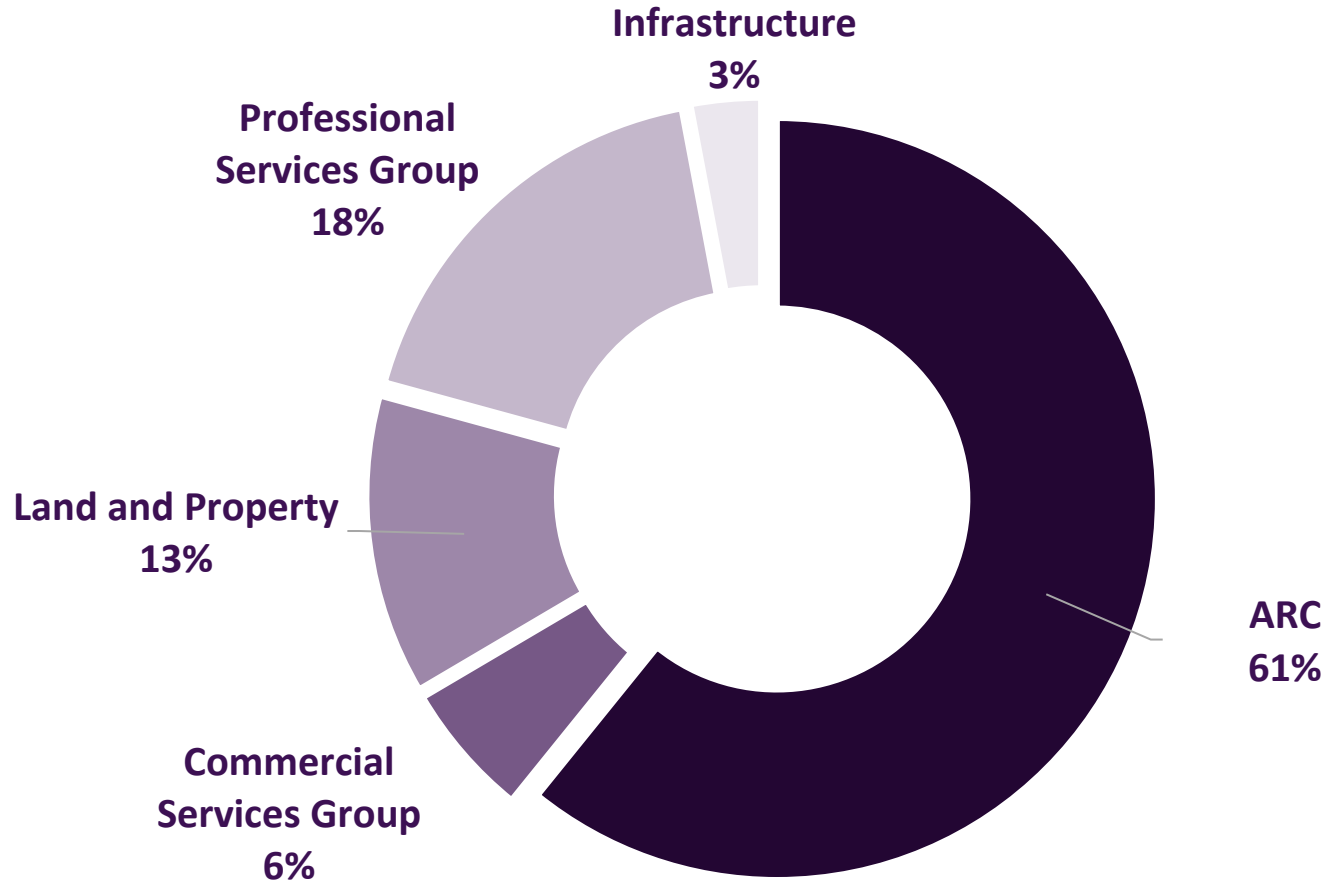


ARC Finances

- 5 university divisions
- ARC c 81% of university income
- ARC c 61% of university expenditure

2022/23 expenditure £765.9m

Split between 5 divisions

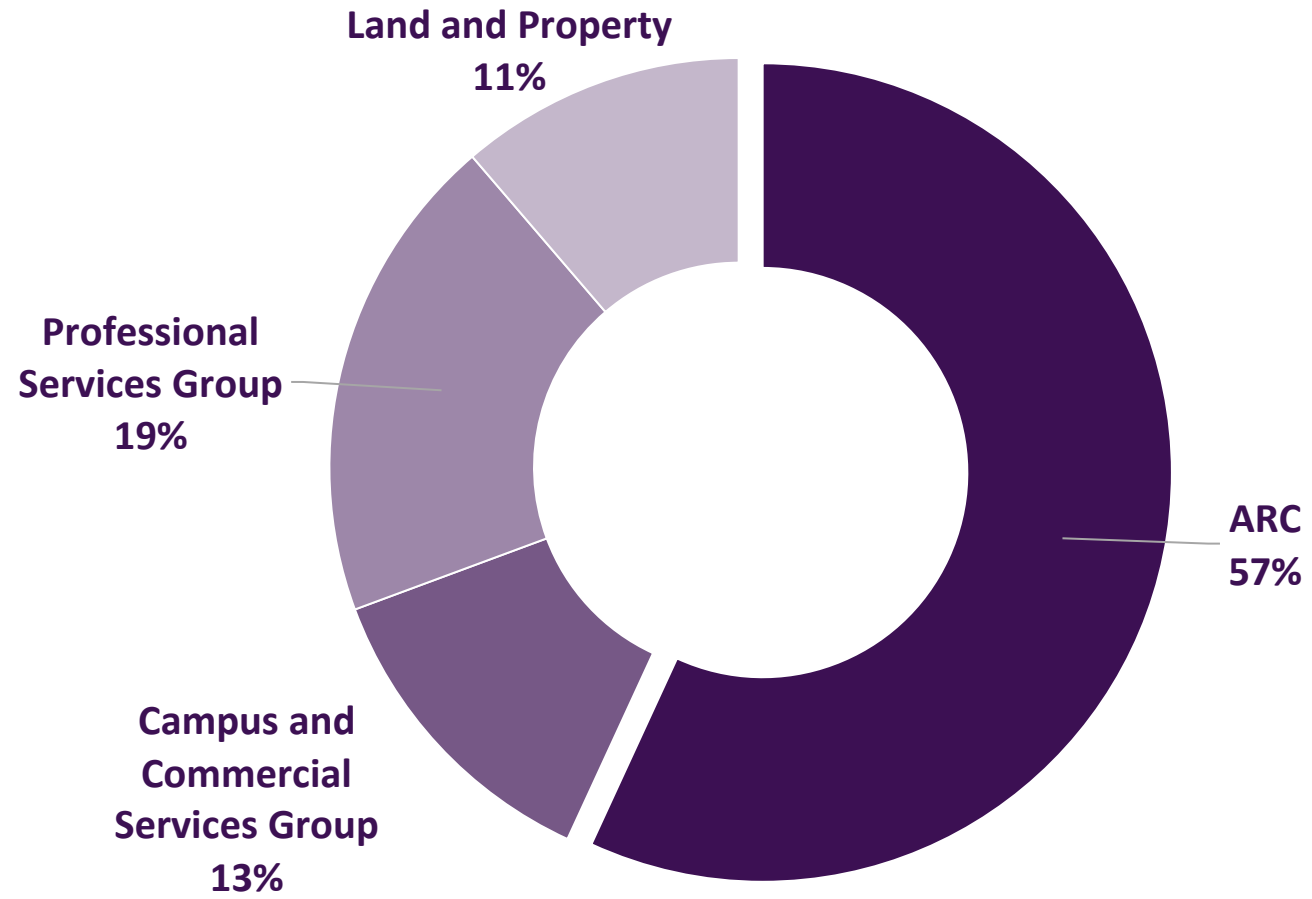


ARC Finances

- 5 university divisions
- ARC c81% of university income
- ARC c61% of university expenditure
- ARC c57% of total staff

2022/23 Staff - 7,074 FTEs

Split between 5 divisions



ARC Finances

Financial Targets

- Financial “envelopes” and targets
- ARC target is GROSS SURPLUS

Gross Surplus = Income – Directly Attributable Costs = 29%

- Departmental gross surplus targets
- Delivery financial accountability
 - Quarterly reporting
 - Forward planning
 - KPIs
 - TRAC
 - Business cases – staff, capital, new courses, research, consultancy

Financial Timeline



Year End Reporting

- Final management accounts - comment on variances
- All feeds into University financial statements
- TRAC (Transparent Approach to Costing) return produced

Financial Plan

- 5 year plans for each department to feed into a consolidation for the whole university
- Capital Plan approved

Student Numbers

Intake setting – Depts submit targets for future year intakes which are then built into financial plans

Q1 Forecast – Report on the actual intake

Q2 Forecast - Report on the actual teaching load splits

Q3 & Q4 Actual Fee Income – Report on the actual fee income per student accounts.

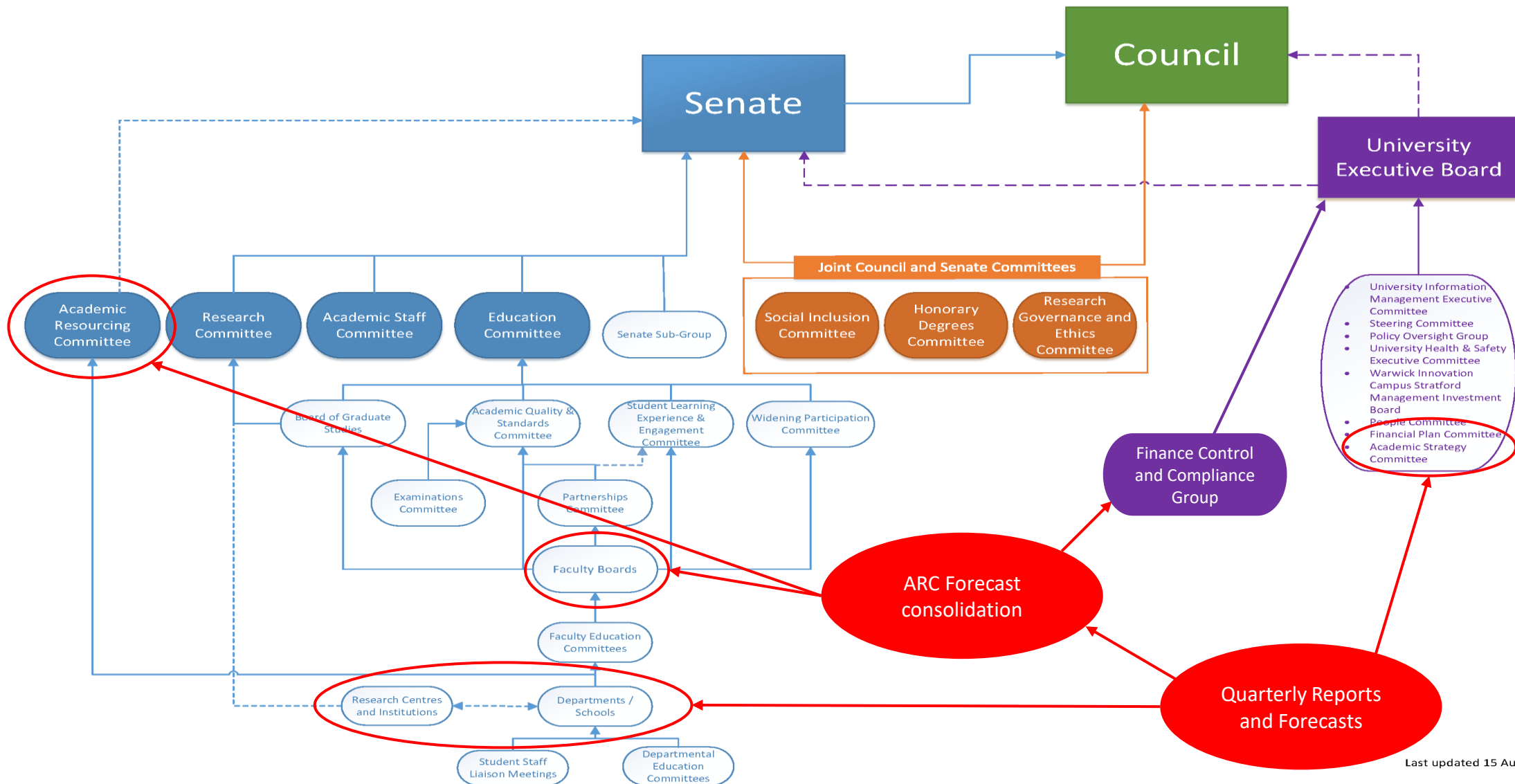
Quarterly Reporting

We track:

- YTD actual income and expenditure & compare to last year/use to forecast
- Updated forecast for the full year vs budget & last year

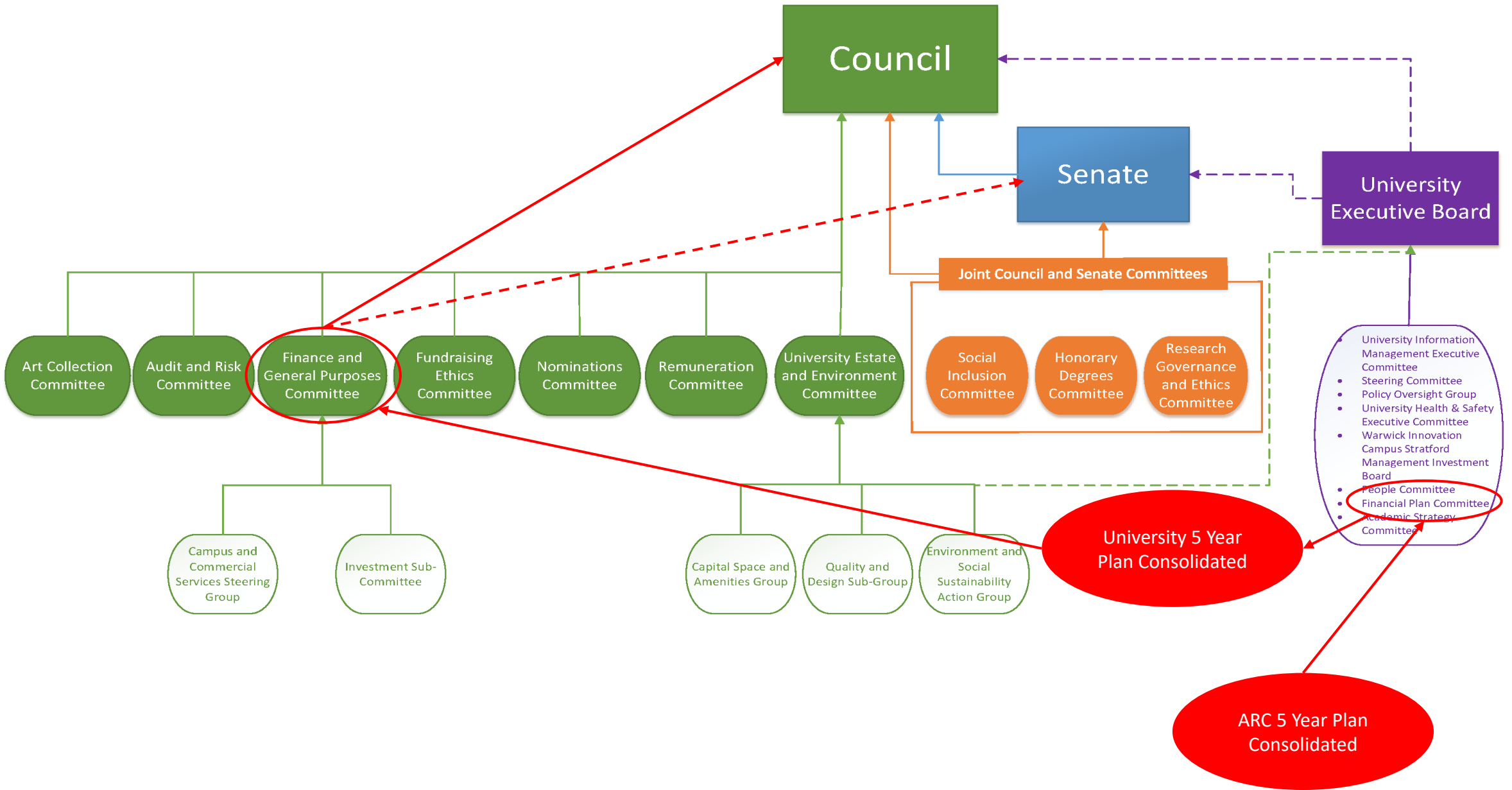
UNIVERSITY OF WARWICK

Organisational Chart of Senate Committees



UNIVERSITY OF WARWICK

Organisational Chart of Council Committees



BGTS 101

2024 FIVE YEAR PLAN								
BGTS-	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
Overview	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
INCOME								
Recurrent & Other Government Grant Income	5,030	5,080	5,046	5,008	5,101	5,082	5,195	
Academic Fees & Support Grants	11,097	11,550	12,038	13,276	13,874	14,374	14,969	
Research Grants & Contracts	16,030	16,174	18,433	21,520	23,709	24,715	25,352	
Other Operating Income	565	1,198	1,082	1,334	1,022	774	774	
Endowment Income & Interest Receivable	-	-	-	-	-	-	-	
Safety Factor	-	-	-	-	-	-	-	
Inter-Co Sales & Covenants	-	-	-	-	-	-	-	
TOTAL INCOME	32,722	34,003	36,599	41,138	43,706	44,945	46,290	
EXPENDITURE								
Direct Payroll	13,914	14,482	14,489	15,924	16,996	17,741	18,296	
Other Staffing Costs	297	309	299	301	303	305	305	
Depreciation	2,401	2,450	2,405	3,538	3,334	2,817	2,459	
Other Operating Expenses	9,928	9,345	9,980	10,937	11,851	11,950	12,217	
Interest Payable	-	-	-	-	-	-	-	
Safety Factor	-	-	-	-	-	-	-	
TOTAL EXPENDITURE	26,541	26,586	27,173	30,699	32,483	32,812	33,277	
GROSS SURPLUS	6,182	7,416	9,426	10,439	11,223	12,133	13,013	
Central Service Charges	9,993	11,525	12,138	12,661	13,298	14,361	15,810	
OPERATING SURPLUS	(3,812)	(4,109)	(2,712)	(2,221)	(2,075)	(2,228)	(2,797)	

Last full year

Current year

5 years of the plan

QR & Teaching support grant

Student fees

Research grants

Gross contribution made by dept. before central costs

Net surplus/cost of dept.

CSCs depend on staff & student numbers, research activity, area occupied. Usually revised in Q1 & Q4.

Staff salaries – largest cost

Equipment depreciation – may be offset by income above.

Cost of delivering T&R – depts have most control over this line.

Quarterly Financial Commentary



Previous full year actuals

Current budget

Latest full year forecast

Latest full year forecast

Forecast Outturn Variances

Quarter 2 Forecast - 2023/24

Executive summary

£000	2022/23 YTD Q2	2023/24 YTD Q2	2022/23 Full year	2023/24 Adjusted budget	2023/24 Q1 Forecast	2023/24 Q2 Forecast	Q2 Forecast vs Budget	Q2 Forecast vs Q1 Forecast
Government Grant Income	2,437	2,516	4,970	4,883	4,921	5,033	150	112
Home/EU - UG	3,018	2,937	5,955	5,989	5,950	5,874	(115)	(76)
Overseas - UG	689	986	1,368	1,718	2,011	1,971	254	(39)
Home/EU - PGT	49	51	9	61	100	102	41	3
Overseas - PGT	46	49	33	109	107	97	(11)	(9)
Home/EU - PGR	241	225	551	463	481	450	(12)	(30)
Overseas - PGR	389	545	767	852	1,033	1,089	237	56
Other fees & support grants	0	0	0	0	0	0	0	0
Other income generating activities	67	585	435	822	743	846	24	103
Income	6,935	7,893	14,087	14,897	15,346	15,463	567	118
Staff costs:								
Direct payroll cost	(3,446)	(3,748)	(6,905)	(6,444)	(7,241)	(7,272)	(828)	(31)
Staff Internal Recharges	74	73	79	200	200	200	0	0
Agency, Unitemps & Other Temp Staff	(20)	(14)	(49)	(20)	(20)	(30)	(10)	(10)
Fees	(91)	(95)	(223)	(231)	(231)	(231)	0	0
Non-staff costs:								
Depreciation	(164)	(116)	(370)	(291)	(374)	(358)	(67)	16
Premises/Utilities	(68)	(119)	(141)	(103)	(103)	(165)	(62)	(62)
Equipment	(169)	(308)	(353)	(357)	(357)	(371)	(14)	(14)
Staff related expenses	(130)	(128)	(286)	(306)	(306)	(303)	3	3
Catering & Management Centres	(38)	(156)	(161)	(193)	(193)	(238)	(45)	(45)
Grants, scholarships and awards	(660)	(985)	(933)	(867)	(867)	(988)	(121)	(121)
Advertising & Marketing	(1)	0	(2)	(9)	(9)	(9)	0	0
Professional Services	(22)	(14)	(73)	(21)	(31)	(31)	(10)	0
Other operating costs	(451)	(588)	(859)	(890)	(887)	(909)	(18)	(21)
RTP Recharges	(258)	(238)	(445)	(775)	(741)	(523)	252	218
Expenditure	(5,444)	(6,435)	(10,721)	(10,308)	(11,162)	(11,227)	(919)	(66)
Gross surplus	1,491	1,458	3,365	4,589	4,184	4,236	(353)	52

Comments on highlighted movements

“Departmentally Funded” gross surplus – no restrictions on purpose

Breakdown of fee income sources

Costs of staff – different types of contract

Breakdown of cost types. EXCLUDES costs for delivery of specific income eg funded research

Quarterly Financial Commentary

Executive summary will highlight main issues to be reported to committees



Quarter 2 Forecast - 2023/24

Executive summary

£000	2022/23 YTD Q2	2023/24 YTD Q2	2022/23 Full year	2023/24 Adjusted budget	2023/24 Q1 Forecast	2023/24 Q2 Forecast	Q2 Forecast vs Budget	Q2 Forecast vs Q1 Forecast	Comments on highlighted movements
Research Income	7,881	7,778	16,030	17,085	17,422	16,962	(124)	(461)	
Research Expenditure	(6,279)	(6,002)	(13,214)	(13,588)	(14,070)	(13,497)	91	573	
Research gross surplus (9)	1,602	1,776	2,816	3,497	3,352	3,465	(32)	112	
Research gross surplus %	20.3%	22.8%	17.6%	20.5%	19.2%	20.4%	0.0%	1.2%	
Research gross surplus % (excl depr/DCG)	23.0%	26.9%	20.8%	23.9%	23.2%	23.9%	0.0%	0.7%	
Other funded income	1,524	1,536	2,605	1,819	1,983	2,068	250	86	
Other funded expenditure	(1,524)	(1,532)	(2,605)	(1,819)	(1,983)	(2,068)	(249)	(85)	
Other funded gross surplus (1/3)	0	5	0	(0)	(0)	0	1	0	
Total income	16,340	17,208	32,722	33,801	34,751	34,493	693	(258)	
Total expenditure	(13,247)	(13,970)	(26,541)	(25,715)	(27,215)	(26,792)	(1,077)	422	
Total gross surplus	3,094	3,238	6,182	8,086	7,536	7,701	-385	165	
Gross surplus %	18.9%	18.8%	18.9%	23.9%	21.7%	22.3%	-1.6%	0.6%	
Central service charge	(5,715)	(6,046)	(9,993)	(11,344)	(12,092)	(12,092)	(748)	0	
Operating surplus	(2,621)	(2,808)	(3,812)	(3,258)	(4,556)	(4,391)	(1,133)	165	

Non departmentally funded – restricted income and expenditure

Research gross surplus is before recovery of overheads

Gross contribution made by dept. before central costs

CSCs will vary from budget eg if student or staff numbers are different as well as due to over or underspends in central departments.

Operating surplus – surplus after attributable central support costs

Income Streams - Teaching

$$\text{UG/ PGT Fee income} = \text{course fee} \times \text{number of students} \times \text{load share}$$

Actuals / Current Forecast

Actual full fee charged in year (i.e. excl bursaries/waivers)

Actual data extracted from SITS quarterly (by WDL)

Load allocation based on CATS of student module choices. 10% top slice to home dept

Budget

UG overseas /PGT fees set annually 1 year in advance. Approved by Fees Working Group

Budget data modelled by WDL using agreed intakes + prior averages for progression

Budget data modelled by WDL using prior year averages for load

Income Streams - Teaching

$$\text{PGR Fee income} = \text{course fee} \times \text{number of students} \times \text{supervision split}$$

Actuals / Current Forecast

Home fee fixed.
Actual full fee charged in year (i.e. excl bursaries/waivers)

Actual data extracted from SITS quarterly (by WDL)

Load allocation based agreed supervisor split

Budget

UG overseas /PGT fees set annually 1 year in advance. Approved by Fees Working Group

Budget data modelled by WDL using agreed intakes + prior averages for progression

Budget data modelled by WDL using prior year averages for split

Income streams - Teaching

Things to bear in mind

- Regulated home fees (mostly UG) don't cover total university costs (variable by discipline)
- High cost subjects (mostly lab-based SEM) have additional support for UG home students via teaching block grant
- UG student recruitment impacts for 3-4 years whereas PGT provides less stability
- PGR home students get QR top up – covers direct costs (but not central costs contribution)
- PGR OS students – no QR top up
- Bursaries and Waivers shown as departmental cost not fee reduction

Income Streams - Research

Some Definitions

Research Grant	Looks at total Project irrespective of phasing
Full Economic Cost	The total cost of all resources to deliver the project – staff time, non-staff expenditure and central resources (aka overheads)
Price	What the Funder contributes - total amount of the grant
Direct Costs	fEC excluding overheads
Margin	Price – Direct costs

Financial Accounts	Looks at discrete Financial Years i.e. phased
Income	Proportion of total price that we recognise in a financial year
Direct Costs	Allocated staff time and expenditure in a financial year (cf timesheets)
Overheads	Allocated in proportion to staff time (if relevant)
Margin	Income – Direct costs actually incurred

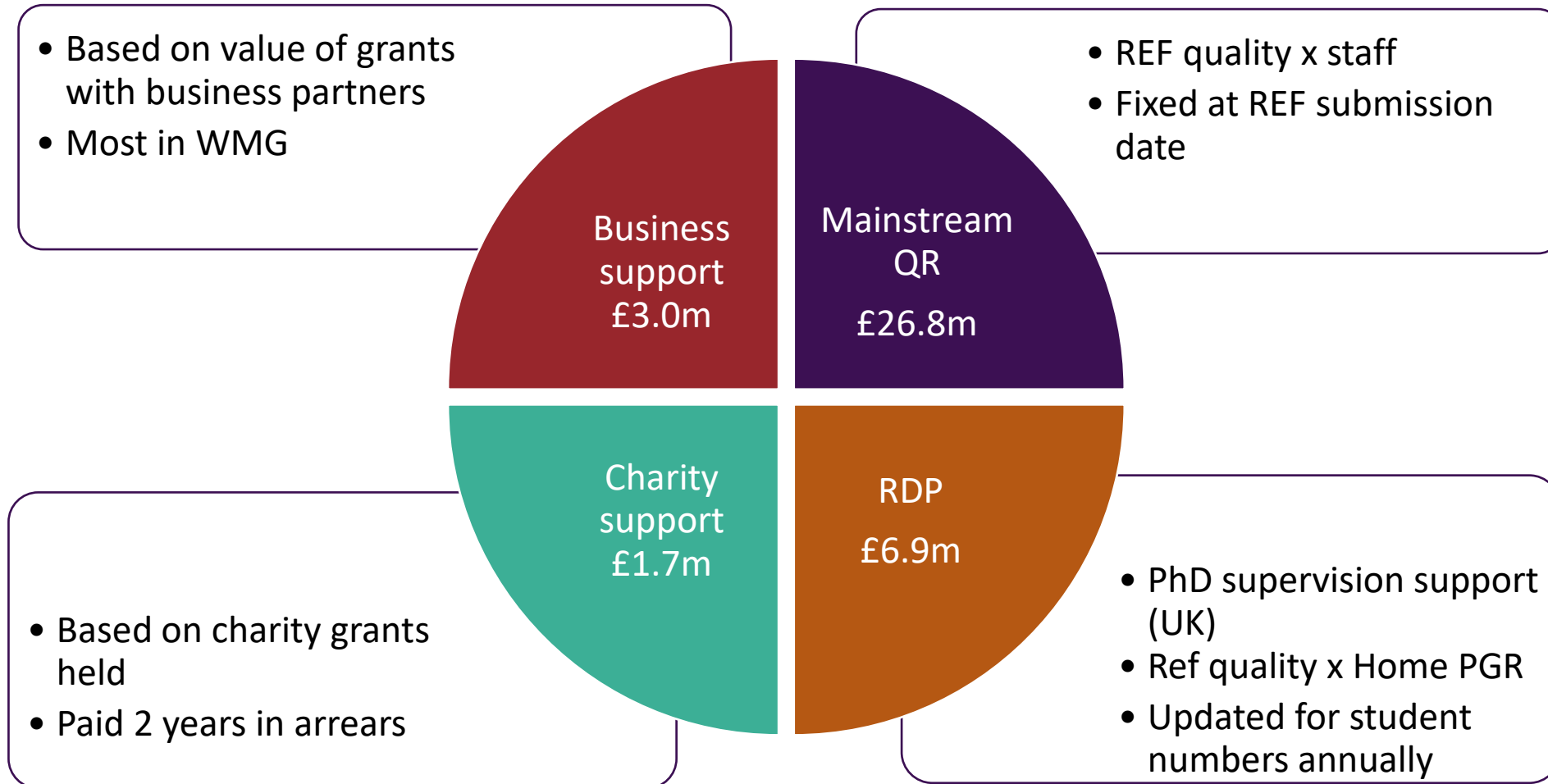
Income streams - Research

Things to bear in mind

- **Overheads are not “free money”** – cover costs we can’t directly attribute to grants eg
 - departmental administration and research activity management,
 - Provision of research facilities and infrastructure including technical staff
 - IT support,
 - library and journal subscription costs,
 - Pre- and post- award research management (RIS, research finance),
 - research staff recruitment costs
- Any funding application where Price is less than fEC requires an implicit or explicit “match fund” from university resources eg
 - Studentships
 - PI time on grant less than time taken to deliver outputs
 - No overheads
 - N.B Resources can’t be used twice
- Large grants need senior officer approval

Income streams – QR and REF

Total Warwick QR in 2023/24 was £40.3 M



Income Streams - QR and REF

REF 2021 weighting was 60:25:15 for Outputs : Impact : Environment

Funding awarded to 4* and 3* in ratio 4:1, nothing for 2* or lower. Amount per volume varies by UOA.

4* Impact Case Study brings in ~£100k p.a. for Panel C/D (£160k for Panel A/B).

3* ICS generates ~£25k/£40k p.a.

4* Output generates ~£10k/£16k p.a.

3* Output generates ~£2.4k/£3.8k p.a.

Message: important to maximise score,

each 4* ICS is worth as much as a £4M grant with 20% margin over 8-year period.

Managing Departmental Finances

What levers are available to HoDs?

- Manage the envelope – income vs expenditure
- Be realistic and flexible
- Fee income
 - Student numbers
 - Home vs overseas student mix
 - Course offerings

Managing Departmental Finances

What levers are available to HoDs?

- Manage the envelope – income vs expenditure
- Be realistic and flexible
- Fee income
 - Student numbers
 - Home vs overseas student mix
 - Course offerings
- Research margins and overheads
- “Unfunded” activity – fixed costs vs variable costs

Managing Departmental Finances

Impact of Research income

Dept of Shellfish Studies £000	Admin	Teaching	IOF Research	Funded Research	Total
Student Income		300			300
Academic costs	-24	-48	-48		-120
Administrative support	-10	-10	-10		-30
Total costs	-34	-58	-58		-150
Gross surplus	-34	242	-58		150
	0%	81%	0%		50%
Target gross margin					50%

Teaching income pays for Institute
own funded research

Managing Departmental Finances

Impact of Research income – 2 x UKRI awards with 30% PI recovery, teaching buyout

Dept of Shellfish Studies £000	Admin	Teaching	IOF Research	Funded Research	Total	Original
Student Income		300			300	300
Research income				200	200	0
Total Income	0	300	0	200	400	300
Academic costs	-24	-48	-48		-120	-120
PI recovery 60% (2 awards)	14.4	28.8	28.8	-72	0	0
DI research costs				-88	-88	0
Teaching Backfill	-10	-40			-50	0
Administrative support	-10	-10	-10		-30	-30
Total costs	-29.6	-69.2	-29.2	-160	-288	-150
Gross surplus	-29.6	230.8	-29.2	40	212	150
	0%	77%	0%	20%	42%	50%

Department GS increased by more than research gross surplus because the research award has covered some of our fixed salary costs

Managing Departmental Finances

Impact of Research income – 2 x UKRI award with 15% PI recovery, 40% teaching buyout, overheads

Dept of Shellfish Studies	Admin	Teaching	IOF Research	Funded Research	Total	Original
Student Income		300			300	300
Research income				200	200	0
Total Income	0	300	0	200	500	300
Academic costs	-24	-48	-48		-120	-120
PI recovery 30% (2 awards)	7.2	14.4	14.4	-36	0	0
DI research costs				-124	124	0
Teaching Backfill	-10	-40			-50	0
Administrative support	-10	-10	-10		-30	
Total costs	-36.8	-83.6	-43.6	-160	-324	-150
Gross surplus	-36.8	216.4	-43.6	40	176	150
	0%	72%	0%	20%	35%	50%

Much less recovery of fixed costs reduces benefit to bottom line

Managing Departmental Finances

Impact of Research income – Leverhulme fellowship award with funded teaching buyout, no overheads

Dept of Shellfish Studies	Admin	Teaching	IOF Research	Funded Research	Total	Original
Student Income		300			300	300
Research income				50	50	0
Total Income	0	300	0	100	350	300
Academic costs	-24	-48	-48		-120	-120
PI recovery 0%	0	0	0	0	0	0
DI teaching costs				-50	-50	0
Administrative support	-10	-10	-10		-30	-30
Total costs	-34	-58	-58	-50	-200	-150
Gross surplus	-24	242	-58	0	150	150
	0%	81%	0%	0%	43%	50%

Managing Departmental Finances

Impact of Research income – Leverhulme ECF, no overheads

Dept of Shellfish Studies	Admin	Teaching	IOF Research	Funded Research	Total	Original
Student Income		300			300	300
Research income				50	50	0
Total Income	0	300	0	50	350	300
Academic costs	-24	-48	-48		-120	-120
PI recovery 0%	0	0	0	0	0	0
DI research costs				-80	-80	0
Administrative/Other Costs	-10	-10	-10	-10	-40	-30
Total costs	-34	-58	-58	-90	-240	-150
Gross surplus	-24	242	-58	-40	110	150
	0%	81%	0%	-80%	31%	50%

Gross surplus is lower because of costs of “match fund”

Managing departmental Finances

Central Service Charge methodology

Definitions	
Collector Department	(Mostly) non-income generating department that incurs costs not directly attributable to a single receiver department e.g. Library, IT Services, Campus Security, R&IS, Faculty Boards
Receiver Department	Usually income generating, mostly ARC
Cost Driver	Factor that causes a change in costs in a collector department e.g. number of students, number of staff, research expenditure – can be a combination
Volume	Amount of a cost driver
Rule	Determines whether a collector department costs should be allocated to any given receiver department

Central Service Charge = Collector department total cost X Receiver department share of total cost driver volume

Managing Departmental Finances

Central Service Charges Methodology

Example CSC cost collectors:

Collector	Value £m	Driver
PGR Scholarships and awards	£15.3m	PGR student FTE
UG Scholarships and awards	£7.1m	UG Student FTE
IT services	£27.7m	Staff & Student FTE (weighted to staff)
Library	£18.1m	Staff & Student FTE (weighted to students)
MC&I	£6.8m	Staff & Student FTE
Utilities and Services (excl Wellesbourne)	£11.8m	CIBSE Weighted area (energy intensity)
Research & Impact Services	£4.9m	Research Expenditure
Student Careers and Skills	£4.9m	All students FTE
Human Resources	£6.2m	Staff Headcount
General Maintenance	£9.6m	Area

Total costs to be distributed across CCSG and ARC =£239.9m

Managing Departmental Finances

Central Service Charges Methodology

Worked example 1: Marks, modules and assessment

2023/24 spend £1. 309m

Driver – All student FTE

Rule – any exclusions? – yes – exclude CTE students (different process, controlled by Dept for Education)

All Student FTE (excl CTE) = 26,374

Dept A students = 974

$$\text{CSC charge to dept} = \frac{974}{26,374} \times \text{£1,309,000} = \text{£48,000}$$

Managing Departmental Finances

Central Service Charges Methodology

Worked example 1: Cleaning

2023/24 spend £5.104m

Driver – Floor area

Rule – any exclusions? – No

Total Floor area = 125,572

Dept A area = 3,737

$$\text{CSC charge to dept} = \frac{3,737}{125,572} \times \text{£}1,309,000 = \text{£}48,000$$

Managing Departmental Finances

Internal reporting of TRAC data

- A lot of effort goes into the TRAC return, yet not many people internally know what it is, let alone the messages it tells us
- TRAC Steering group have been keen for us to work out some key outputs from the TRAC data that we can share with Academic Departments

Transparent Approach to Costing

TRAC vs Management Accounts

- Based on Statutory Accounts – total institution income and costs
- Mechanism to understand TOTAL cost of HE Activities –research, teaching, other – including those costs which facilitate delivery but are not directly attributable aka Full Economic Cost (fEC)
- Methods are standard across sector – unlike management accounts – to ensure institutional comparability – benchmark data
- Includes an adjustment to ensure the continuing long-term health of the institution – the Margin for Sustainability and Investment (MSI)

Managing Departmental Finances

TRAC vs Management Accounts

- MSI
- Allocation of academic time to activities – TAS vs Success Factors
- Central Service charges vs fEC overheads

Financial Sustainability – fEC Cost Recovery

Benchmarking Overall TRAC Cost Recovery



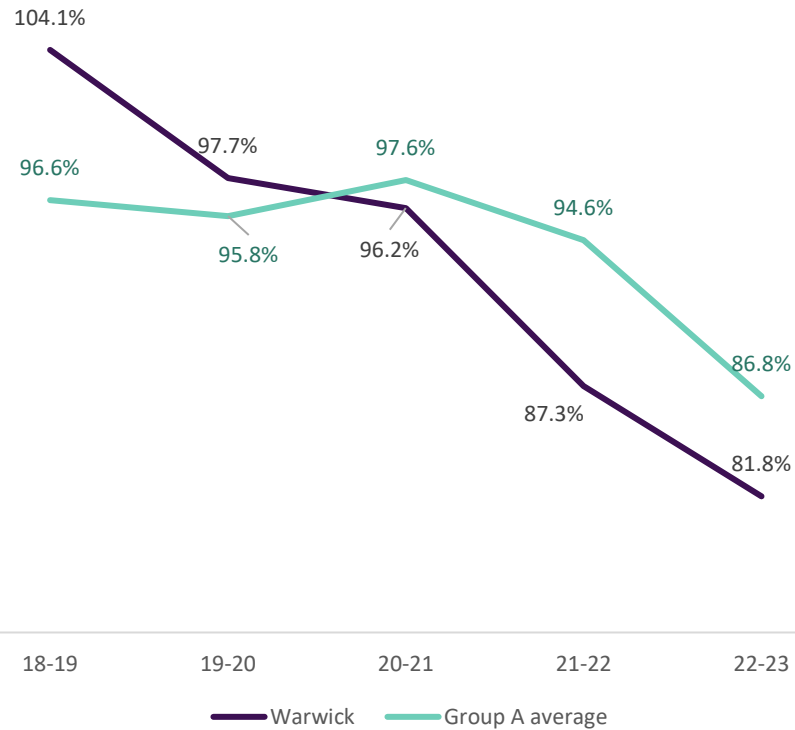
Warwick overall TRAC under-recovery = £26.4m

Financial sustainability – fEC Cost Recovery

TRAC Benchmarking

Publicly Funded Teaching

Warwick is making gradually larger deficits on publicly funded teaching



Non-Publicly Funded Teaching

Warwick continues to make significant surplus through the higher overseas fee level and premium courses but we dip back nearer to Group A averages



Financial Sustainability – fEC Cost Recovery

TRAC Benchmarking Research cost recovery

Warwick's recovery of research costs remains consistently below our peer group. We report significantly higher proportions of unfunded research.



Managing Departmental Finances

What levers are available to HoDs?

- Manage the envelope – income vs expenditure
- Be realistic and flexible
- Fee income
 - Student numbers
 - Home vs overseas student mix
 - Course offerings
- Research margins and overheads
- “Unfunded” activity – fixed costs vs variable costs
- Staff complement
- Internal transfers
- What matters?

Managing Departmental Finances

Making decisions on business cases

e.g. course approvals, research and non-research contract approvals, Academic Equipment Fund, Strategic investment Fund, staff appointments etc

- Good financial governance requires that we follow specified financial processes – FinRegs

<https://warwick.ac.uk/services/finance/resources/regulations/#Appendix%20II>

- considerations
 - commitment of (scarce) resources – including central functions
 - Overhead recovery - fEC
 - University contributions / match
 - Investment return / payback

Managing Departmental Finances

Financial Procedures <https://warwick.ac.uk/services/finance/resources/regulations/>

FP1 - Conflicts of Interest

FP3 - Fraud and Bribery

FP4 - Departmental Finances and Financial Monitoring

FP10 - Private Work and Other Appointments

FP11 - Non-Research Contracts, Commercial and Other Trading

FP14 - Research Grants and Contracts

FP15 - Purchasing

FP16 - Travel, Subsistence, Gifts and Hospitality

FP18 - Capital Expenditure Approval and Monitoring - Building Projects

FP19 - Fixed Assets (incl building refurbishment and capital equipment) acquisition and disposal

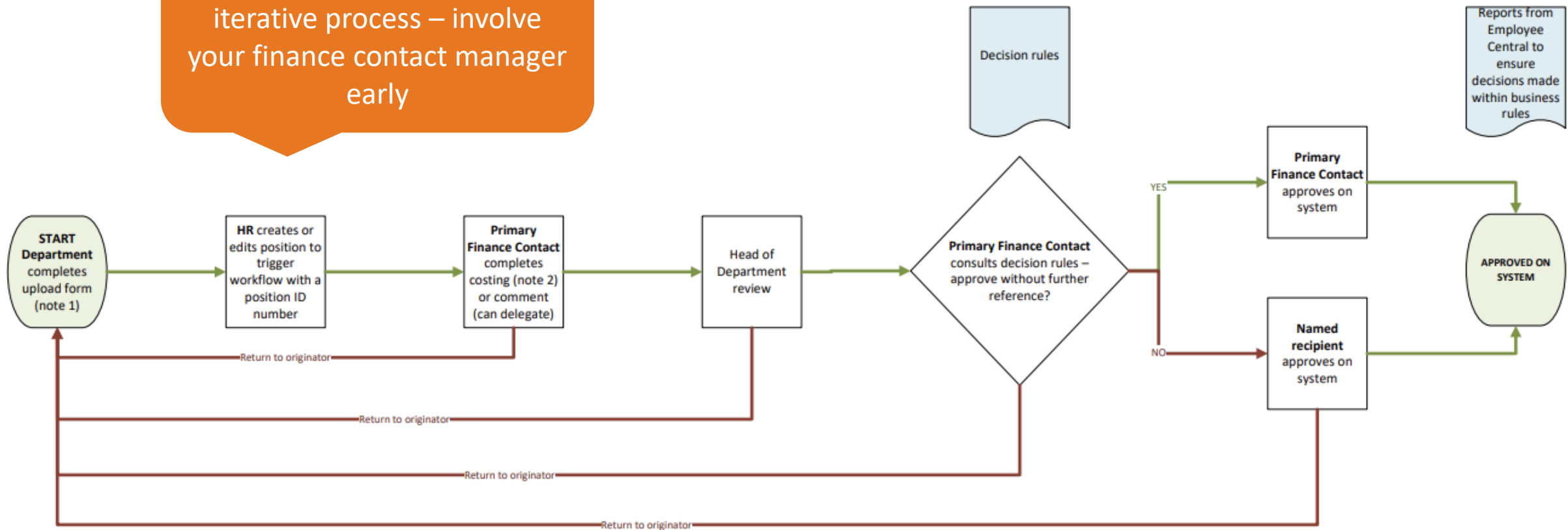
In-Year Resource Requests – Delegated Authority

- ARC reviews financial performance on a quarterly basis at ARC Executive meetings
- ARC scheme of delegation - based on the ARC Executive discussion ARC Administrators will write to confirm level of delegation for department
- Head of Department can approve requests according to business rules (see next slide)
- All requests for approval are processed via SuccessFactors – no need to obtain prior approval, but it can help – and are seen by Finance DST who apply business rules to determine if ARC approval needed
- Bids requiring ARC approval will be considered by Chair's action (Provost or VP-Chair of Faculty)

Managing Departmental Finances

Approval to Appoint (AtA) Process

In reality this is often an iterative process – involve your finance contact manager early



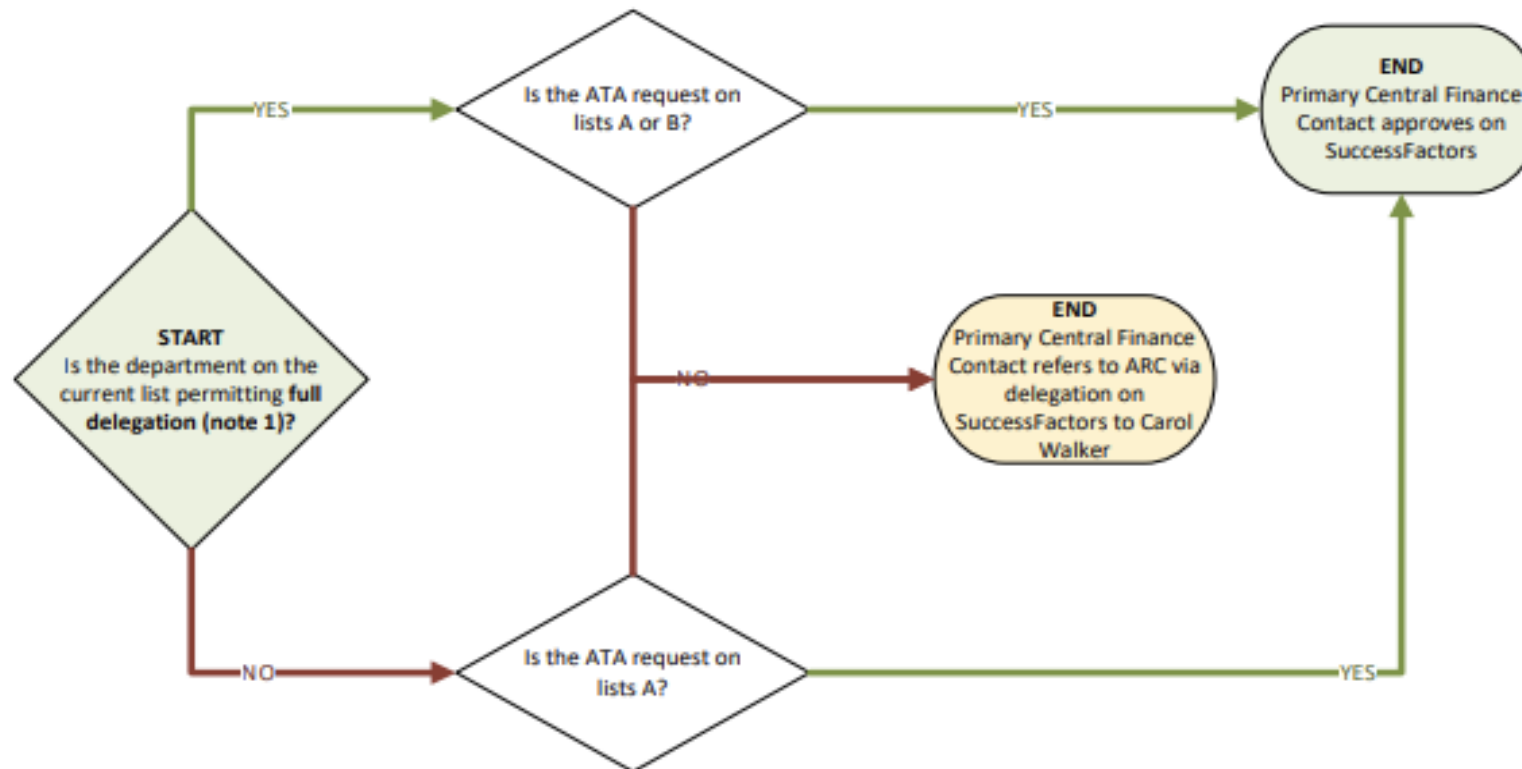
Managing Departmental Finances

Approval to Appoint (AtA) Process

ARC

Primary Finance Contact business rules at decision stage

The Primary Central Finance Contact receives the workflow request after the costing stage and Head of Department approval stage. These business rules determine when the Primary Central Finance Contact can approve in SuccessFactors and when to refer to ARC for further approval.



Managing Departmental Finances

Approval to Appoint (AtA) Process

LIST A

1. Fixed term contract 100% externally funded directly by a grant or contract for the duration of the position*
2. Bridging extension less than 3 months between two awarded grants which fund the individual's costs
3. Maternity/adoption/shared parental leave/sickness absence cover
4. Re-grading subject to approval from HR
5. Handover period of no more than one month in duration
6. Pre-approved 'buy out' on the Warwick Academic Returners Fellowship Scheme
7. Permanent/temporary reduction in FTE or grade. When the reduction is temporary, approval is not required to increase the position back to its substantive FTE. This should be handled automatically via HR
8. Internal fund managed by R&IS including Research Development Funds (RDF), Impact Acceleration Accounts (IAA), Flexible Talent Mobility Accounts (FTMA), Warwick Wellcome Translational Partnership (TP), Warwick Impact Fund and Global Research Priorities (GRP)**
9. Leverhulme Early Career Fellowships – 50% department funded element**

* This refers to external funding other than 'R-codes', as requests relating to fixed-term positions which are 100% 'R-code' funded do not require an ATA and are approved automatically. ** These requests can be approved by the Primary Finance Contact as long as a written confirmation of funding is evidenced or Research Finance has confirmed the budget (where on a G code).

Managing Departmental Finances

Approval to Appoint (AtA) Process



LIST B

1. Replacement of position that is part of the establishment (with the agreement of the Faculty Chair regarding specifics of Academic appointments)
2. Fixed term contract converted to a permanent basis where the costs for the position were included in all years of the approved plan
3. New position specifically agreed in the planning round and accordingly included in the budget
4. Minor adjustment to FTE (up to 0.2FTE)
5. Spend agreed as part of Strategy Development with ARC provided gateways having been met.
6. Fixed term position essential for the delivery of additional income generating activity over and above budgeted levels (with the duration of these matched to the period of the activity).

ARC Annual Planning Round – Strategic Investment Fund

- Used to be managed via planning round but can now be submitted at any time
- Concept bid submitted first – then full bid with business case if ARC gives the go-ahead
- Should be genuinely strategic investment that cannot be funded through departmental budgets; usually in excess of £100k; expected to deliver positive longer-term value
- Managed via SharePoint



UOW FINANCE DEPARTMENT

Who are we? What do we do? How do we help you?

Issues



University of Warwick Finance Office

Aims

- To support business planning in order to maximise financial resources and create the long-term sustainable financial platform required for growth.
- To ensure the University's reputation for financial integrity and reliability

University of Warwick Finance Office

Priorities

1. To support the identification of business opportunities, acting in an advisory capacity, ensuring that best practice and lessons learned are shared across the University.
2. To facilitate robust financial decision making across the University.
3. To build relationships with all departments, focusing resource on high risk activities.
4. To modernise Finance systems, processes and reporting mechanisms to improve service and efficiency.
5. To seek procurement savings and introduce new ways of purchasing, which better meet the needs of the University and its Departments.
6. To maintain a sound system of financial control.
7. To implement effective treasury management and to ensure there is sufficient borrowing capacity to meet the long term aims of the University.
8. To minimise the University's tax charges and compliance costs.
9. To provide effective and high quality contractual support across a wide range of non research related activities.

University of Warwick Finance Office

What we do

Directly for other departments:

- Provide business, commercial and financial advice including contracts support
- Budgeting, management accounting and management information to support decision making
- Purchasing and supplier management
- Research accounting and post-award management
- Maintain financial systems, regulations and procedures
- Provide training, support and guidance to improve financial knowledge amongst non-specialist staff

Also:

- Financial accounting and reporting to external bodies (including HEFCE, HESA), and statutory accounts
- Tax planning and compliance
- Treasury (cash) management including banking arrangements, investments, credit control and supplier payments
- Corporate finance

See [Our Services \(warwick.ac.uk\)](http://warwick.ac.uk)

Group Finance Director

Rosie Drinkwater

Estates

CCSG

WBS
WMG
WMS

Finance Director

Nikki Constant

Corporate Finance

Financial systems (SAP
and OPeRA)

Endowments and
Donations

Students' Union

Treasury

Group Accounting

Tax

Departmental Services
(ARC and PSG)

Financial Assurance

Projects (incl Connect
Programmes)

Student Finance

Procurement

Research Finance

Financial Control and
transaction processing

Science Park

DST ARC



Departmental Services Team
Academic Resourcing Committee (ARC)

Deputy Finance Director
Sam McClenaghan

Head of Finance DST (ARC)
Rebekah Leadley

Finance Manager
currently on Secondment:
Elaine Smith (Engineering)
Lucy Hayward (Mathematics)

Finance Manager (Physics)
Samantha Roberts

Finance Manager (Social Sciences)
Sarah Brett

Finance Manager (Other ARC Depts)
Caroline Lough

Finance Manager (TRAC)
Brendan Ward

Finance Manager (Arts)
Nicole Checketts

Finance Manager (SEM)
Brenda Tang

Management Accountant
Mary Adebayo

Assistant Management Accountant
Aftab Vadaria

Assistant Management Accountant
Leanne Bezuidenhout

Assistant Management Accountant
Pamila Sharma

June 2024

DST ARC

NB Head of DST also coordinates financial reporting and plan submissions across those departments with embedded finance teams but no formal reporting lines - WMG, WBS, WMS, Chemistry and Life Sciences



**THANK YOU &
QUESTIONS**

SUPPLEMENTARY SLIDES

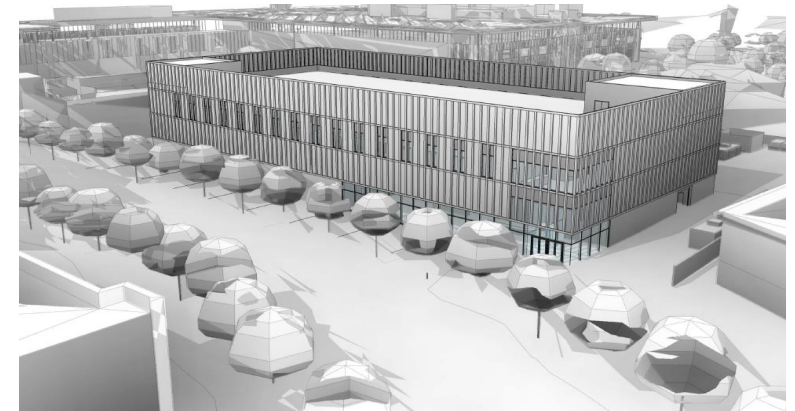
Capital Plan

New builds:

- STEM Connect - £425m
- Social Sciences Connect - £240m (plus £20m refurb)
- EIC 2 - £28m
- New teaching building (like Oculus) - £30m

Refurbishments:

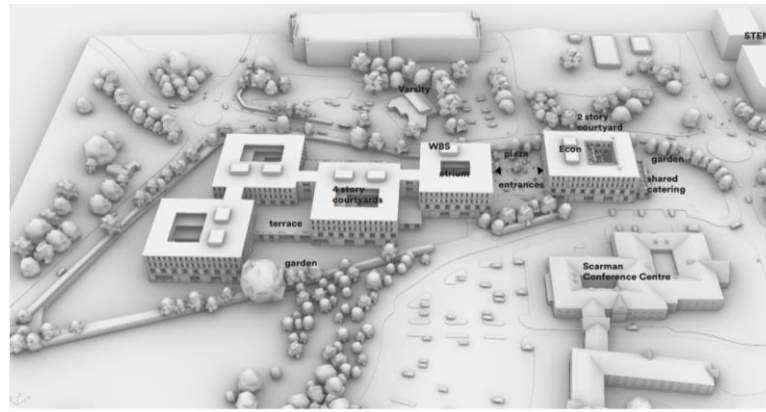
- University House - £22m
- Psychology (Riley Court) - £15m
- Claycroft - £30m
- Computer Sciences - £7m



EIC 2



Psychology

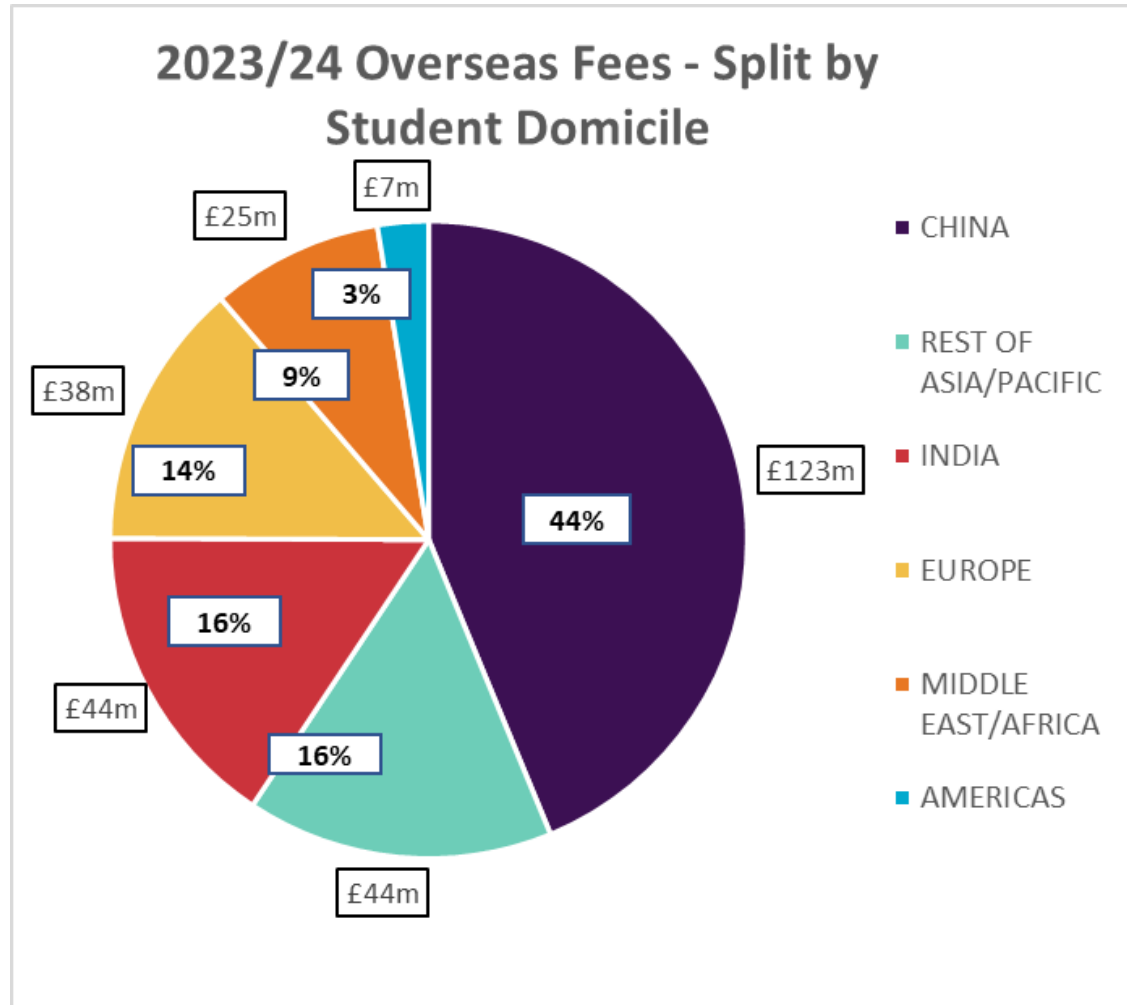


Social Sciences Connect

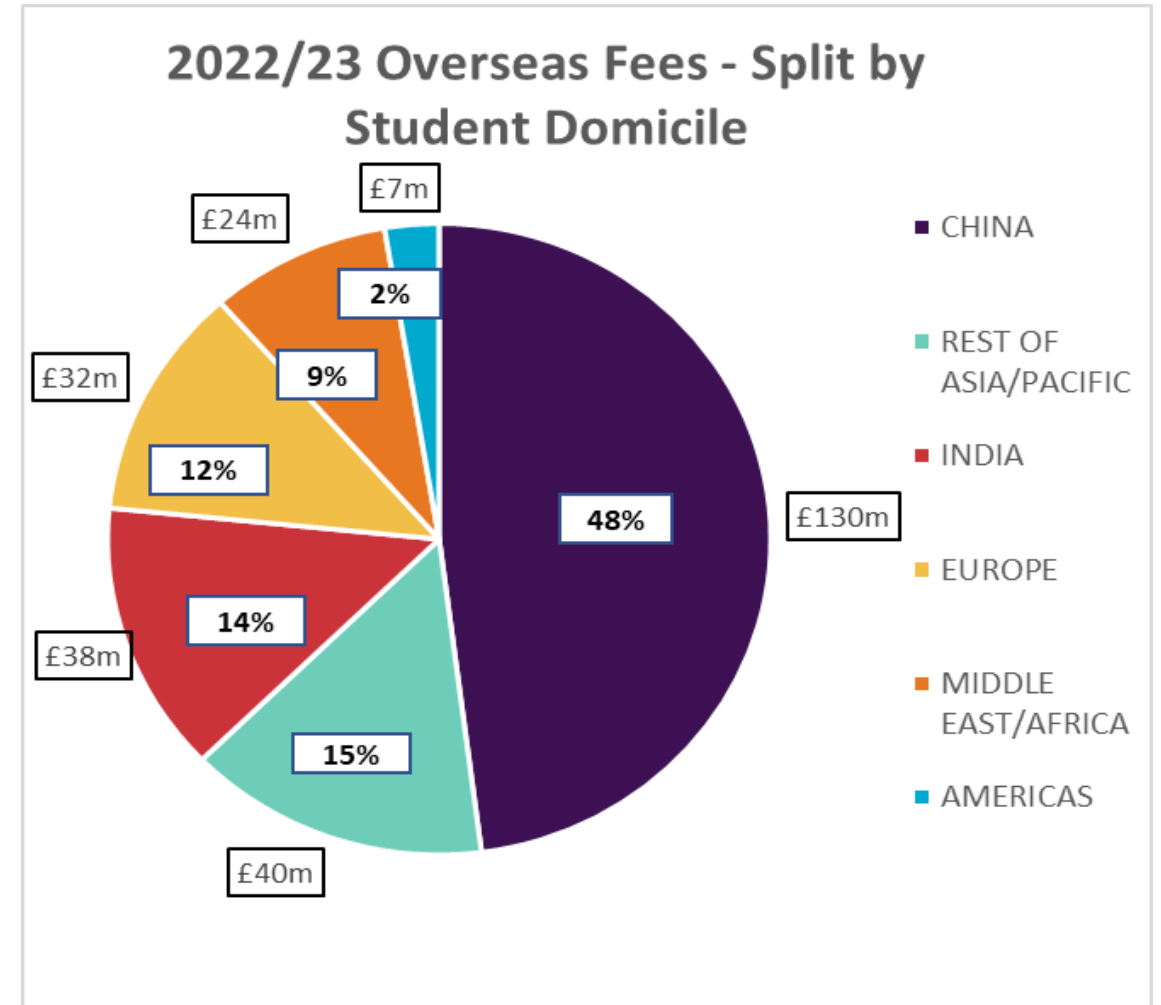


STEM Connect

Split of Overseas Fees 2023/24 (Draft, Pre-Year End) – by Domicile



Total: £281m



Total: £271m

Strategy and Goals

Research

Education

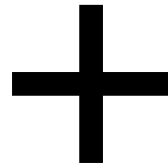
Social Inclusion

Innovation

International

Regional Leadership

Sustainability



Environment

Competition

Complexity

Regional importance

Fast-changing

Societal expectations

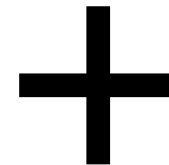
Student expectations

Government policy

Technological change

Economy

Regulation



Challenges

Pay Inflation

Post pandemic
"hangover"

Space for growth

Increased compliance
and regulatory burden

Inflation

Student wellbeing

Replacement IT /
Digital Strategy

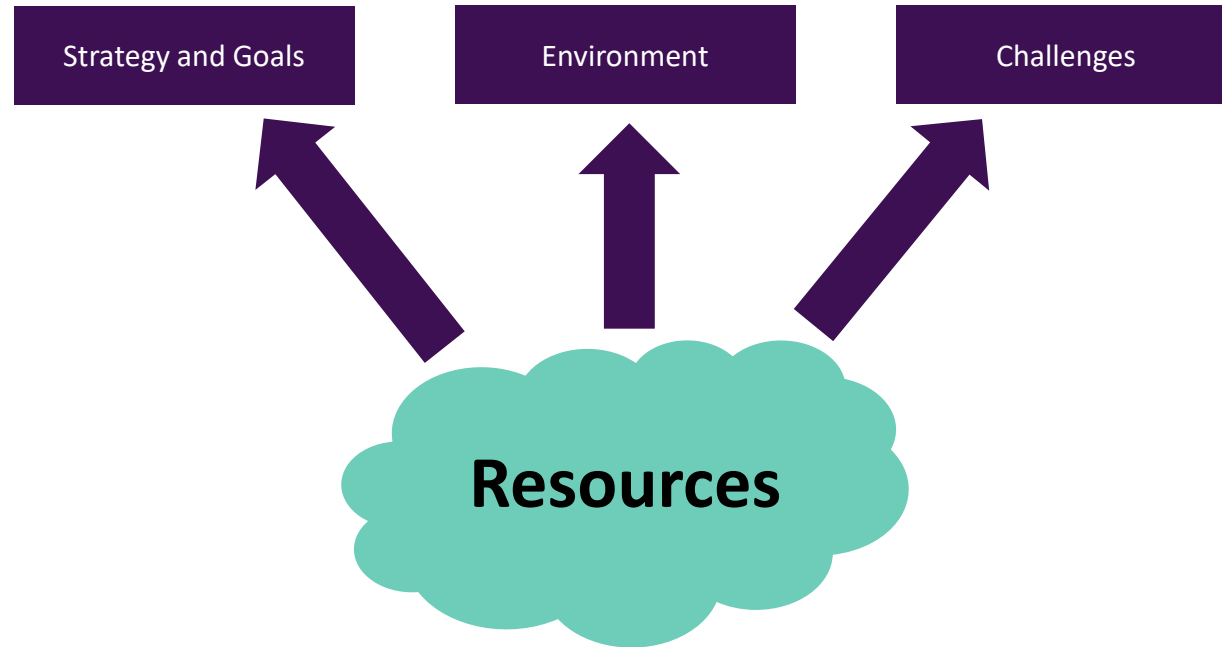
Static home fee

Energy, sustainability /
resilience / net zero

Efficiency

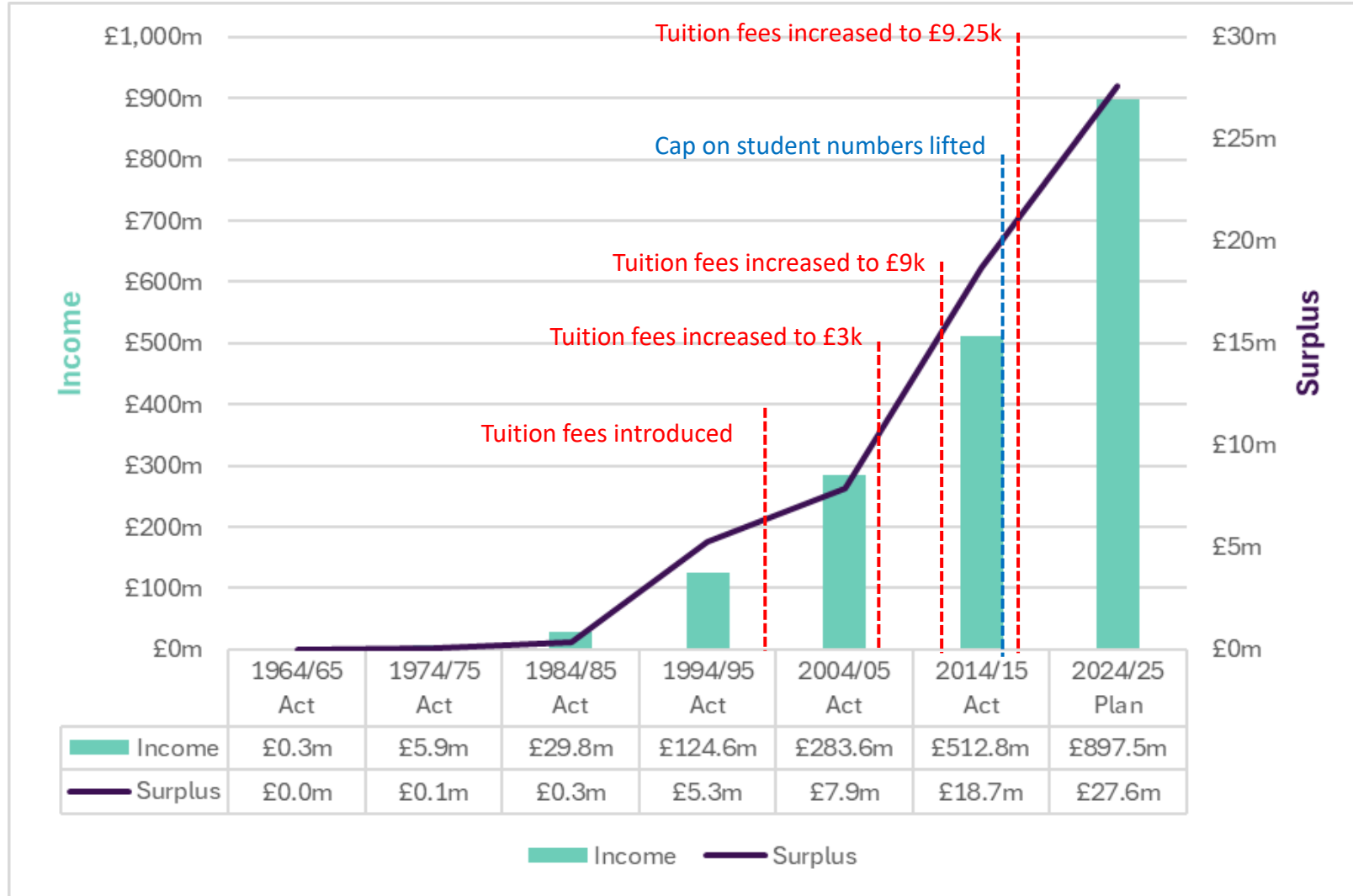
Ageing Estate

Competition in
overseas markets

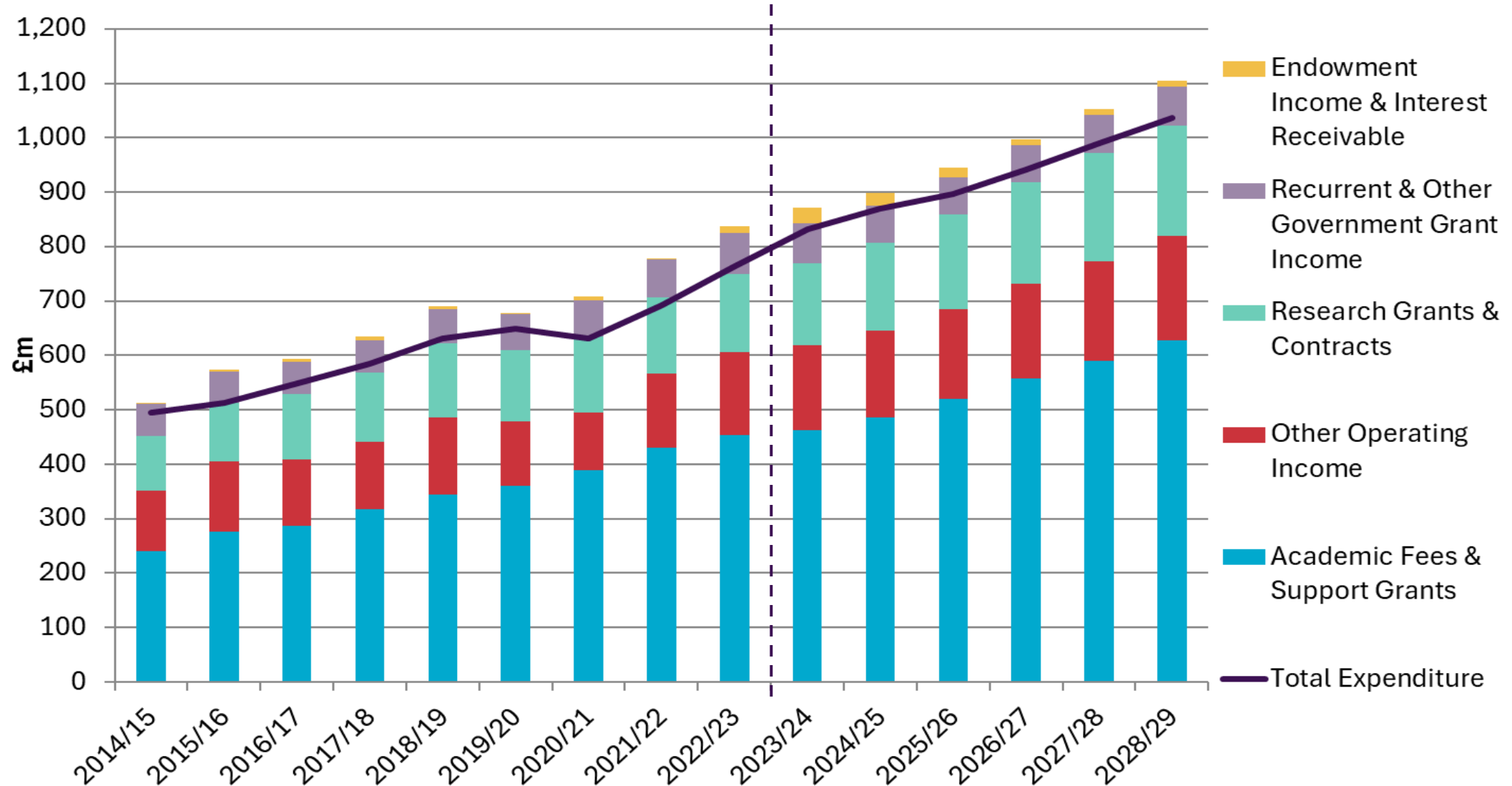


- Adequate and sustainable funding
- Sound financial planning
- Competent financial management

Historic Income & Surplus Trends Since Incorporation



Plan 2024 - Income Projection





**LUNCH IS SERVED IN
THE DINING HALL**

**PLEASE BE BACK BY
13.30**



HUMAN RESOURCES CASE STUDIES

Sue Horner



Agenda

- 1 How we can help
- 2 Where to find information
- 3 Annual Planning
- 4 Cases

How we can help:

HR are available to provide advice and support on any People related issues that occur in the department, the following list is not exhaustive but covers many of the areas you may come across:

Academic probation and promotion

Casework including grievance, disciplinary, performance management and sexual misconduct cases.

Fixed term contract and redundancy management

Flexible and hybrid working

Immigration requirements

Industrial Action

International Working

Job Evaluation

Management of disability and health conditions

Recognition and Reward

Recruitment and selection, and redeployment

Sickness management and occupational health referrals

Visiting and honorary appointments



Where to find information

Your HR Business Partner is your contact, supported by your HR Manager, and it is advisable to arrange regular meetings to discuss issues as they arise. Information is also available online:

HR

[A to Z \(warwick.ac.uk\)](https://warwick.ac.uk)

[Academic Processes \(warwick.ac.uk\)](https://warwick.ac.uk)

[Recruitment and Selection \(warwick.ac.uk\)](https://warwick.ac.uk)

[SuccessFactors \(warwick.ac.uk\)](https://warwick.ac.uk)

Occupational Health

[Occupational Health \(warwick.ac.uk\)](https://warwick.ac.uk)

Staff Wellbeing Support

[Report + Support - Report + Support - University of Warwick](https://warwick.ac.uk)

[Staff Wellbeing Hub \(warwick.ac.uk\)](https://warwick.ac.uk)

[Togetherall](https://warwick.ac.uk)

[Employee Assistance Programme \(warwick.ac.uk\)](https://warwick.ac.uk)

Leadership and Management Development

[Leadership and Management Development at University of Warwick](https://warwick.ac.uk)

Annual Planning

These dates may change slightly but as a general idea of what is required when:

October

People Plans

December

Academic Promotion expressions of interest submission

April

Personal Development Reviews

July

Contribution Awards and Senior Leaders Remuneration Scheme

Additional tasks

Academic Probation Reviews - termly

Pulse Survey Action Plan

Cases

Management of people is complex and there will be many situations that arise where difficult conversations and decisions need to be made.

Your HR team will be on hand to support you with which HR policy is appropriate for situations as they arise and to help you through the process.

These case studies are examples of what may come to you, let's talk through your thoughts on next steps....

Any questions?



SUSTAINABILITY AT WARWICK

Professor Stéphanie Panichelli-Batalla
Academic Director (Sustainability)



Today's session

Sustainability at Warwick

Sustainability and Education / ESD

Sustainability in Research

Sustainability and Operations

Q&A / Discussion

THE WAY TO SUSTAINABLE STRATEGY

Warwick's Sustainability Strategy

What do you know?

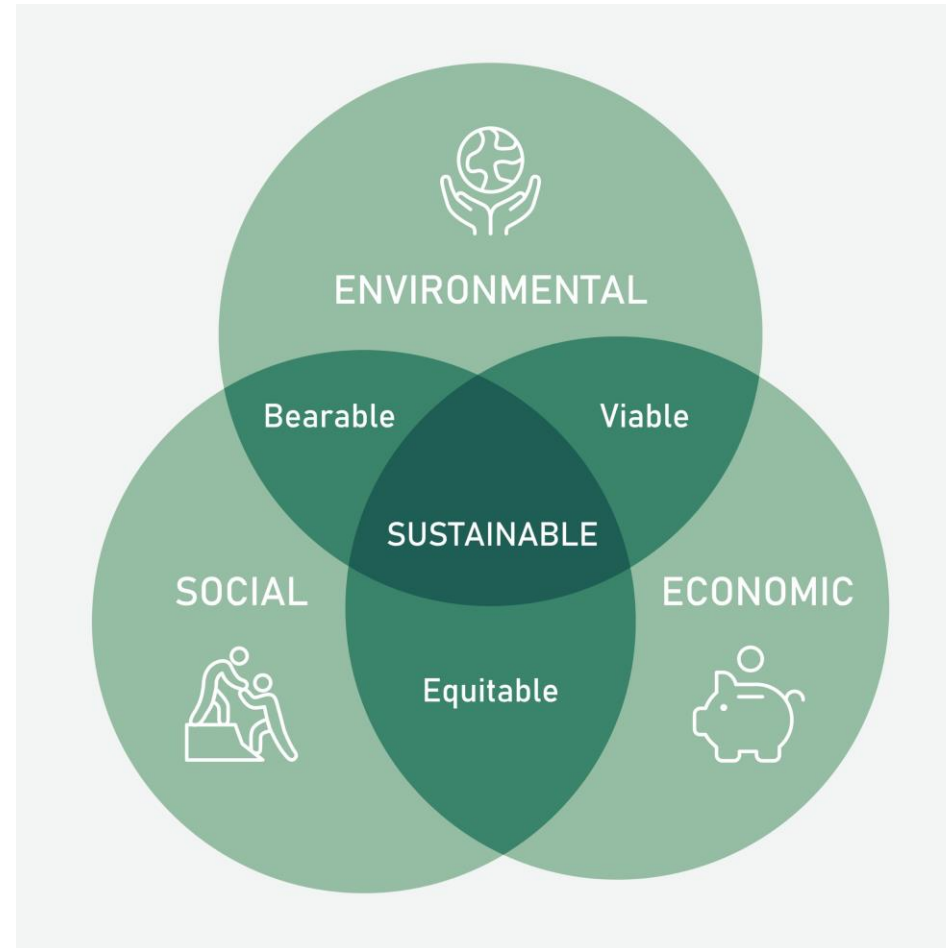
What does sustainability mean to you?



What is Sustainability?

“Meeting the needs of the present without compromising the ability of future generations to meet their own needs”

(United Nations Brundtland Commission, 1987)

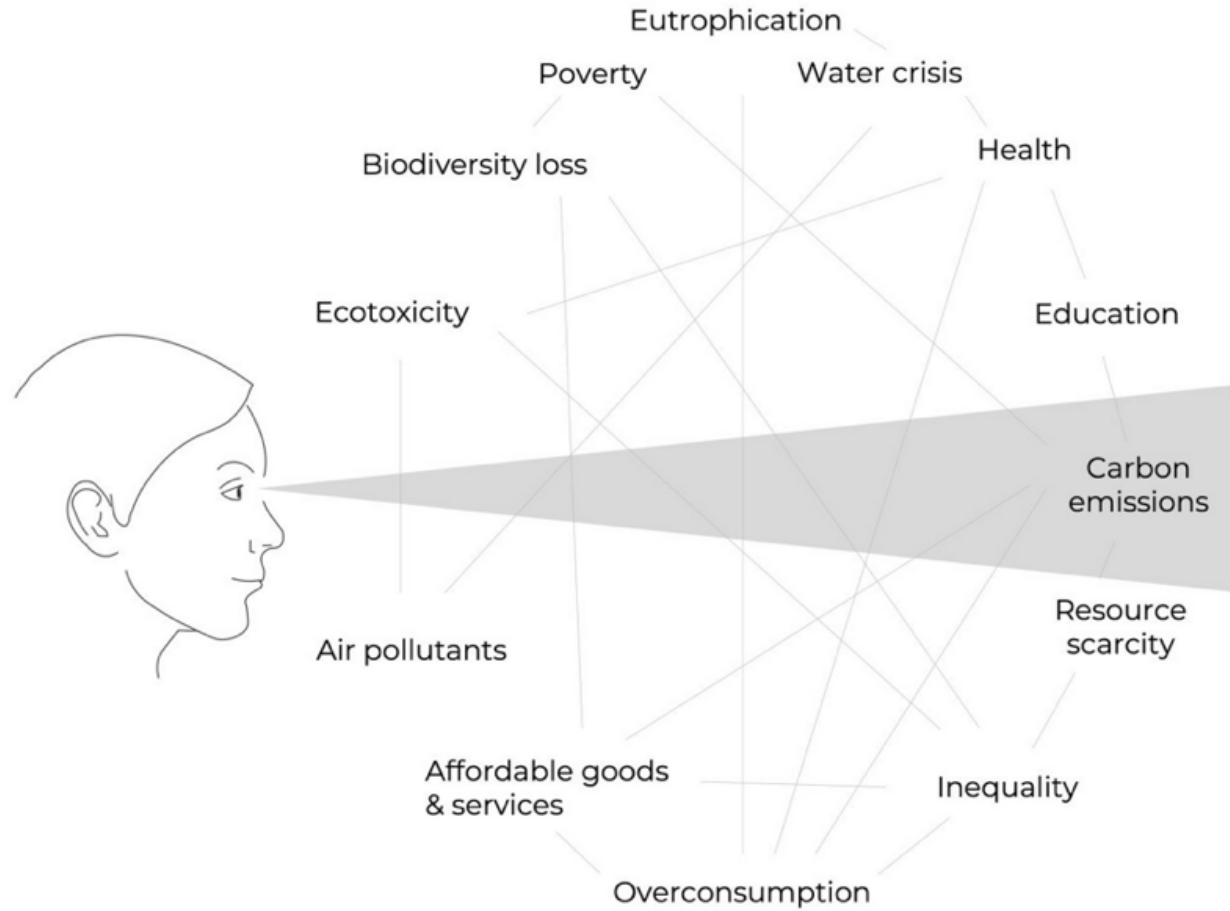




SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 SUSTAINABLE DEVELOPMENT GOALS

Carbon Tunnel Vision



Sustainability transition



Sustainability at Warwick

- 2019: Climate Emergency Declaration
- 2020: Signatory of the SDG Accord
- 2021/2: The Way to Sustainable Strategy
- 4 Paths
 - Research
 - Education
 - Engagement
 - Operations



Sustainability at Warwick today

What do you need to know as HoDs?

- Academic Director (Sustainability) role
- New Sustainability Committee
 - Focus
- Action groups
 - ESD AG (new)
 - Circular Economy AG (new)
 - RIS / Spotlight
 - EAG
 - Sustainability Reporting and Policy Action Group (new)
 - Ecology and Landscape Action Group (new)
- Sustainability Strategy Refresh - **AMBITIOUS**
 - Sustainability Data Collection and Reporting
- Sustainability Comms Strategy
- Sustainability Education and Awareness





If we are to be credible global citizens and leaders, we need to be prepared to roll up our sleeves, get involved and prove that change can happen.

Professor Stuart Croft (Vice-Chancellor), The Way to Sustainable

We need your support!



How can you help?

- Help us change the discourse around sustainability
 - Social and environmental sustainability
 - Authentic commitment
- Sustainability Reporting / Sustainability Data Collection
 - Departmental Sustainability Leads
 - ARC Meetings / Strategy Renewal/Refresh Processes
- Climate Literacy Training
 - Encourage staff and students to enroll
- Green Champions
- Help us with the messaging and implementation
 - New sustainability policies (travel, procurement and research)
- Encourage your colleagues and students to take part in the strategy refresh consultation
- And above all... **INTEGRATE SUSTAINABILITY THINKING** in all departmental decision-making processes



THANK YOU

SUSTAINABILITY & EDUCATION / ESD

Dr Tom Ritchie
Chair of the ESD Action Group
Co-Director of the ESD Network

Wednesday 25th September 2024



What is Education for Sustainable Development (ESD)?

- “ESD empowers learners to take **informed decisions** and **responsible actions** for **environmental integrity, economic viability and a just society**, for present and future generations, while respecting cultural diversity. It is about **lifelong learning** and is an integral part of quality education. ESD is **holistic and transformational education** which addresses learning content and outcomes, pedagogy and the learning environment. **It achieves its purpose by transforming society.**”
(UNESCO, 2019)
- **Sustainable Development** - an aspirational ongoing process of addressing social, environmental and economic concerns to create a better world.
- **Education for Sustainable Development** - the process of creating curriculum structures and subject-relevant content to support sustainable development.

What is Education for Sustainable Development (ESD)?

- **SDG4.7 Target:** By 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including:
 - Human Rights
 - Gender Equality
 - Global Citizenship
- ESD is part of an **educational change agenda** allowing us to look critically at how the world is and to envision how it might be, supporting learners to create and pursue visions of a better world.
- ESD is not just about content but **also about understanding**, skills, attributes and competencies that we equip our students with at Warwick.

Warwick ESD Work

Behaviour

Unlocking insights into the human mind to drive impactful change.

Business, Manufacturing & Innovation

Driving research to transform industry and enterprise.

Digital

Advancing global impact through cutting-edge technology research.

Health

Fostering transformative ideas to tackle complex health challenges and improve health outcomes.

Society & Culture

Cultivating equitable knowledge and impactful solutions to promote global and local fairness.

Sustainability

Pioneering research to sustain planetary life through inclusive and co-designed practices.

Warwick ESD Spotlight



Warwick Business School

Working to support the integration of sustainability into every business, starting with our own School.

"Sustainability isn't a project, a programme or a function. It's a far-reaching philosophy that affects everything we do. So becoming a sustainable organisation isn't an end destination as a continuous journey. In WBS we have a long way to go, just as do the businesses we work with. But we're committed to the journey, and I'm proud to be a small part of that."

- Professor Hugh Wilson, co-chair, WBS Working Group on Social & Environmental Sustainability

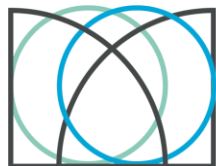


Department of Chemistry

New Global Citizenship

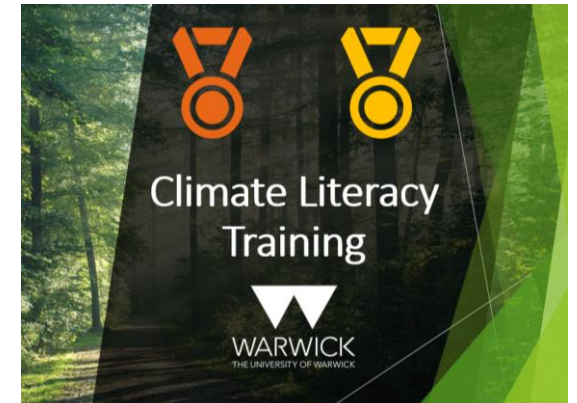
"Our dedication to sustainable solutions extends beyond the classroom, as evidenced by our revamped undergraduate curriculum...This important work fosters a dynamic learning environment that integrates sustainability principles across the curriculum, ensuring our graduates are well-equipped to address the environmental challenges of tomorrow."

- Dr. Tom Ritchie, Assistant Professor, Department of Chemistry



WARWICK AWARD

STUDENT OPPORTUNITY



AdvanceHE



Education for Sustainable Development Guidance

Executive Summary

March 2021



So, what's next? Practical things you can do as HoDs

- Departments across Warwick are already engaging in ESD work – ITLR SEDs.
- Read the AdvanceHE – QAA ESD Guidance Summary
 1. Curriculum Integration: **Align, Incorporate, Develop**
 2. T+L Approaches: **Active Pedagogies, Real-World Examples, Community Engagement**
 3. Assessment and Feedback: **ESD Outcomes**
 4. Staff Development: **CPD, PDR, and mentorship**
 5. Student involvement: **co-creation, co-production, and co-design.**
- **Share best practices – ESD mapping exercise**

So, what's next? Practical ways we are planning to enhance and embed ESD at Warwick

We will work to ensure that:

- ESD objectives, targets and KPIs are part of the Warwick's strategic priorities and subsequent strategies and policies.
- The framing of ESD within the curriculum is included in the validation of new courses and ongoing review of existing courses.
- ESD is central to the staff and student induction process, as well as staff appraisal and/or promotion criteria.
- ESD is articulated within quality assurance and enhancement processes.
- Staff development to enable ESD is fully supported at an institutional level.



WATE Awards



ESD Action Group

THANK YOU



SUSTAINABILITY IN RESEARCH

Harbeena Lalli & Dr Andrea Howard
Research Strategy and Development
Managers (Research and Impact
Services)

HoDs Induction Day – 25th September 2024



Sustainability in Research

- UK government committed to the UK economy achieving 'net zero' by 2050
- Research and innovation critical to delivering this national ambition
- Research organisations are, therefore, looking at ways to develop sustainable solutions to global challenges and lowering the environmental impact

[Cancer Research UK's sustainability policy](#)

[UKRI's Environmental Sustainability Strategy](#)

[Royal Society's sustainability in research and innovation conference report](#)

[NIHR's commitment to climate, health and sustainability](#)

Concordat for the Environmental Sustainability of Research and Innovation Practice (Wellcome Trust)

The **aim** of the concordat is to ensure research and innovation continues to play a critical part in understanding how our planet is changing, while helping the sector to act responsibly to protect and promote our environment.



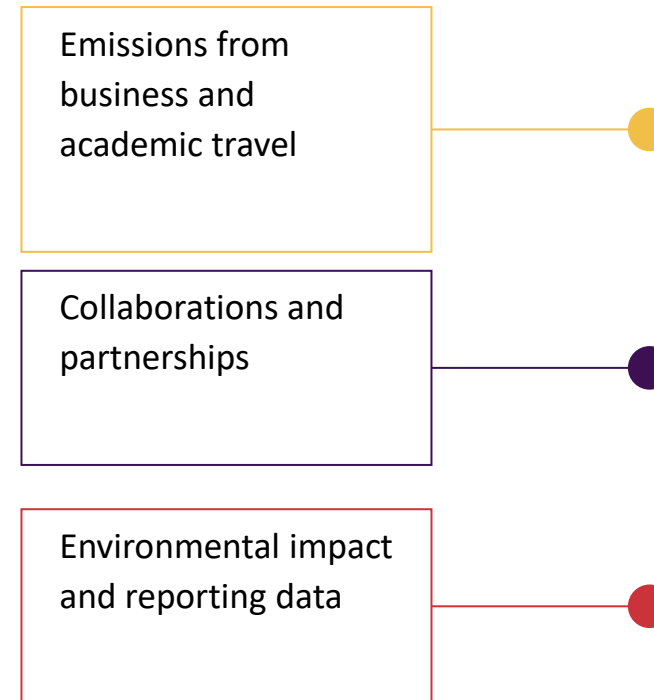
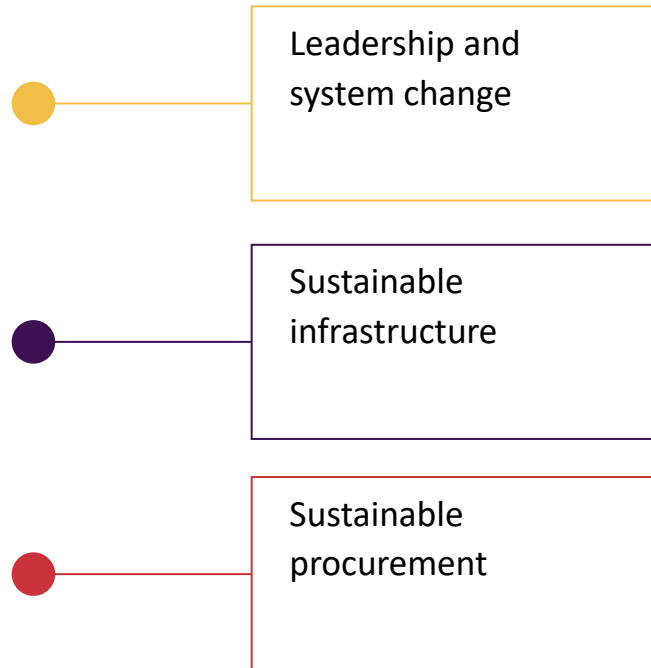
Signatories to the Concordat

Concordat signatories and supporters commit to progressively embedding environmental sustainability into all research and innovation practices.

By signing this concordat, signatories:

- *recognise the need to change how we conduct research and innovation as well as promote wider solutions*
- *agree to take shared action now and in the future to reduce and eliminate our own negative environmental impacts and emissions and achieve the transition to sustainable practices.*

Six areas of institutional-level action



Delivery of the shared aims of the Concordat

To support this, the University is updating/creating policy and guidance notes on:

- The **Sustainability in Research policy** will need to address how we implement sustainability across the broad reach of research and research processes. This will need to cover the full life cycle of research from considering purchasing and travel requirements during the planning and application phases, through to sustainable approaches to delivering projects, and decommissioning equipment at end of life.
- The **Sustainable Procurement policy** will need to include guidance and strategy for prioritising more sustainable options in purchasing, encourage a circular economy approach, and encourage and facilitate equipment sharing or leasing (rather than always purchasing new).
- The **Travel Policy** must commit to advocating a reduction in travel for research, i.e. travel less frequently, consider virtual and hybrid options where appropriate, and seek to optimise journeys for low emissions. This will require a redesign of the University's current travel policy.

Wellcome Trust sponsored research: Environmental Sustainability Policy

Different types of research will impact the environment in different ways ---> Wellcome will cover additional eligible costs to deliver research sustainably

Researchers are expected to -

- Design their research using the most sustainable approach accessible
- Consider the environmental sustainability of their project-related purchases

Ways to operate more sustainably could include:

- Reduce energy consumption
- Reuse research equipment, materials and consumables
- Recycle waste
- Minimise research-related travel, or choose modes with lower carbon impact

Wellcome Trust sponsored research: Environmental Sustainability Policy

Organisations are expected to:

- Be signatories of the Concordat
- Provide training and access to advice and tools to support researchers
- Make arrangements for carbon offset for travel undertaken on Wellcome funded projects
- Have an institution-wide policy to reduce scope 1 and 2 carbon emissions
- Create and curate logs of existing and left-over resources such as equipment or consumables to facilitate repurposing and sharing
- ensure that all eligible laboratories achieve the minimum level of LEAF accreditation by the end of 2025.

LEAF – Laboratory Efficiency Assessment Framework

What is LEAF?

- Laboratory-based research is extremely energy and resource intensive. Laboratories are responsible for ~ 2% of global plastic waste and use 3-10 times more energy per meter squared than a typical office
- By joining the LEAF programme, laboratories reduce their carbon emissions
- Laboratories are awarded either a Bronze, Silver, or Gold level depending on how many sustainability actions they take.



UKRI Research Council sponsored research: Sustainability considerations in research applications

This section should include details regarding:

- benefits such as energy efficiency of the equipment, reduced consumable usage, provision of more environmentally friendly housing or use of green energy
- measures such as strategies to mitigate the emissions of high-impact equipment through management of the energy consumption
- how the equipment will tie into the broader environmental strategy of your research organisation

Environmental sustainability:

- how will you improve your understanding of the environmental impact of these investments?
- what steps will be taken at an institutional level to enhance the environmental sustainability of your research infrastructures?

Support available to Warwick's researchers

- Warwick working towards being a signatory to the Concordat by the end of this year
- New/updated documented policies for: Sustainability in Research, Sustainable Procurement, and Sustainable Travel
- Support to participate in LEAF
- R&IS provides support with preparing project budgets in accordance with funder and Warwick policies, reviewing applications, preparing for interviews
- Energy and Sustainability team



SUSTAINABILITY AND OPERATIONS

Andrew Thomas – Senior Energy and Carbon Manager

25th September 2024



Energy and Sustainability Team

Based in Estates

- Championing and delivering the Way to Sustainable strategy
- Delivering real change on campus, collaborative approach
- Mainly operational but also supports education and research
- Focus on Environmental Sustainability – responsible for SDGs 6, 7, 9, 11, 12, 13, 14, 15 and 17.



01

OUR FOCUS



Our Focus



Carbon Reporting



Sustainable Procurement



Energy & Utilities Monitoring



Ecology & Biodiversity



Engagement & Behaviour Change



Circular Economy

Carbon Reporting

- **One of the first Universities to publish a Carbon Management Implementation Plan in 2011**
 - Reduced Scope 1&2 emissions by 40-60% per unit space, income & FTE between 2006-2021 but absolute reductions have been smaller due to University Growth
- **Declared a Climate Emergency in 2019**
 - Net zero for Scope 1&2 by 2030, also Scope 3 by 2050
 - Rethink needed: bold not incremental
 - Our provisional 2023-24 Scope 1 emissions are 18% lower than our 2018-19 baseline



Reduce



Decarbonise



Smart

Energy and Utilities Monitoring

- **Building Energy Management System (BEMS) projects** – saved 1,000 tonnes CO₂ in 2023
- **New energy usage policy** – standard temperatures and schedules for different spaces
- **Tennis Centre Lighting Upgrade** - After just over two months of usage, data indicates that the expected annual savings will be enough to power approximately 44 average UK homes



Engagement and Behaviour Change

All accessible to staff and students

- **Regular events** - aiming to engage people with sustainability
 - Energy Tours
 - Biodiversity events e.g. species surveys (birds, moths, small mammals) and Litter Picks
 - Volunteering at the Donation Drive (more information to come on a following slide)
- **Green Champions Network** – bringing together likeminded individuals
- **Warwick Green Rewards** - app and web platform, launching at the end of October



Sustainable Procurement

- **Promoting energy efficient equipment** - Within the Centralised Categories Procurement Team, we are looking for items, which are one off purchases for research groups but regularly purchased across campus, that can be grouped together to promote more energy efficient models, or other savings in cost and carbon e.g. Autoclaves and cooling equipment
- **'Warwick Standards' for consumable materials** - Working with the category leads to set standards which will promote lower plastic use, more reusable products or increased pack sizes which can be held in 'Stores'.



Ecology and Biodiversity

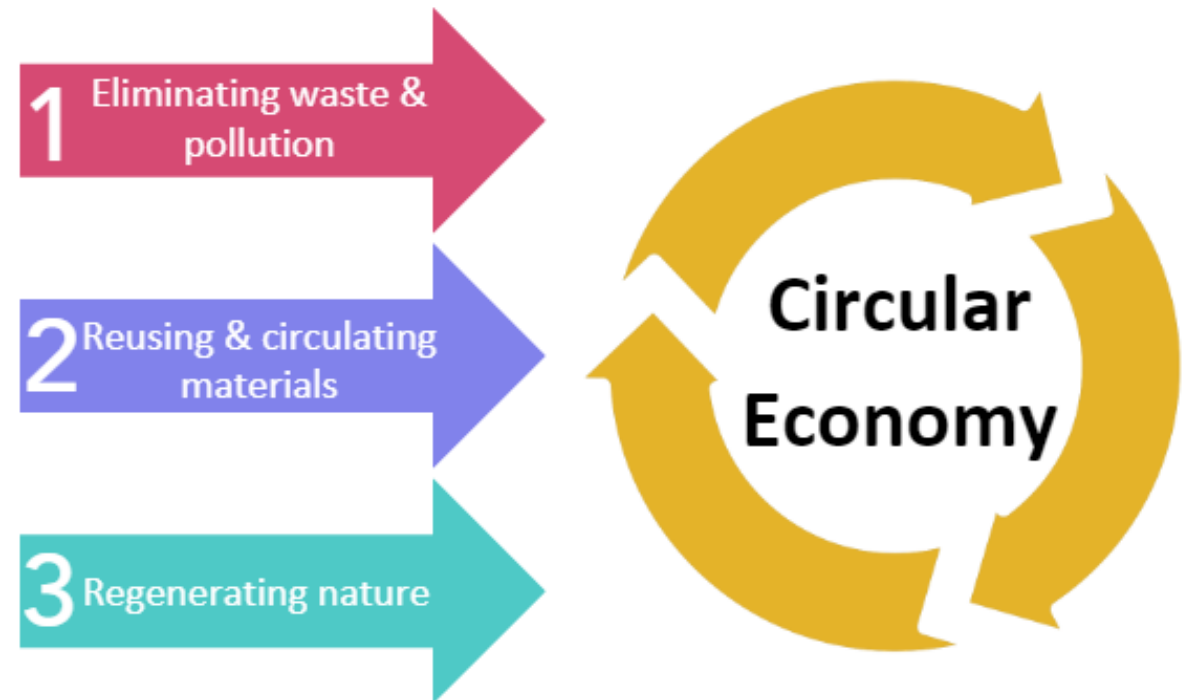
- Two campuses – 505 hectares of land
- Wealth of habitats – woodland, mature trees, hedgerows, lakes, ponds, brooks, meadows and open farmland
- Protect, create and enhance campus biodiversity
- Ensure a minimum of 10% increase in biodiversity for all projects
- Encourage everyone to engage with the natural environment



Circular Economy

Our primary goal is to reduce the total volume of waste produced, and, where that's not possible, reuse and recycle

- **The Donation Drive:**
 - Reducing the environmental impact of move out, by making it easier for students to donate unwanted items before they leave campus.
 - Over 8.2 tonnes of items collected
- **Kitchen Kit Market:**
 - Pre-loved goods collected from the Donation Drive which are sold to new students on a 'pay as you feel basis'.
 - Money goes to Carriers of Hope – a charity helping asylum seekers and refugees in the Coventry area





Q&A



THANK YOU FOR ATTENDING

Do you have any questions?

We look forward to seeing you again on for the first session of the HoD's workshops – Thursday 10th October 12pm – 5pm – Academic Leadership Practice

