



Stronger together

Annual Report 2012



www.eauc.org.uk

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Chairman's message



“A challenging year for all of us”

This year has been a challenging year - for the sector, for our Members and for the EAUC. As a Member-driven Association and charity, we have to respond to this changing climate and rise to meet these new expectations of social, financial and environmental performance. I'm delighted to share this 2012 Report with you which will demonstrate the success we've achieved collectively.

With any success comes difficult choices and like many of our Members, we have had our budgets squeezed. In order to ensure that we can continue to support our Members, we have taken measures to improve our income generation. The Board of Trustees made a decision in 2012 to increase Membership fees, which had not risen for seven years. While this has made it hard for some of our Members to continue with us, we are delighted that 69% of our Members have continued their support. The Board and staff will continue to ensure value is felt by every Member, and look forward to working with them to ensure their needs and requirements are met.

2012 saw our current 5 Year Strategic Framework come to an end. We began the development of the next 5 year framework by consulting with the Board, staff, Strategic Partners and the Membership. We would like to thank all those who responded to the consultation. We are looking forward to delivering ambitious plans for the benefit of our Members.

The EAUC staff have continued to be true to our values by delivering some fantastic new projects and innovations. You'll see the highlights of these in this report but we're exceptionally proud of the ground-breaking Sustainability Exchange, which went live in September 2012. The fact that the EAUC is in the driving seat means we can continually add value to Membership, ensure good practice by our Members is being shared across the whole sector and Members can be proud to be a part of such a bold, confident and innovative Association.

Through our partnerships with other organisations and sector bodies, such as the Association of University Director of Estates (AUDE) and Learning and Skills Improvement Services (LSIS), we ensure that our Members' voice and impact is felt and we continue to push the boundaries of sustainability.

Our international profile is also increasing, through the inspiring collaboration of agencies since the 2012 United Nations Conference on Sustainable Development Rio+20 (UNCSD). This will continue to grow in strength and become more significant in 2013 with the launch of the Platform for Sustainability Performance in Education (www.sustainabilityperformance.org). This is an exciting global initiative to support the worldwide education sector in providing sustainability assessment tools and solutions for institutions to meet their commitments. We'll see and feel the real effect of this pioneering global platform during 2013 and I look forward to updating Members on this in next year's report.

The Board will continue to work with the Member Advisory Council (MAC) to ensure the Members' voice is heard by the Trustees and that your needs are at the heart of what we do. I thank the Members of the MAC for their commitment and honesty in 2012 and look forward to exploring new initiatives and services with them in 2013.

I am proud to be Chair of the EAUC, supported by a committed group of Trustees and passionate staff. It has certainly been a challenging journey for us but with our new ambitious 5 year Strategic Framework we are all looking forward to the next year, equipping our Members to embed sustainability throughout their institutions.

A handwritten signature in black ink that reads "Robert Bellfield".

Robert Bellfield, Chair of Trustees, Principal, Craven College

Our vision

A tertiary education sector where the principles and values of environmental, economic and social sustainability are embedded

Our mission

The EAUC will lead, inspire and support Members and stakeholders with a shared vision, knowledge and the tools they need to embed sustainability and facilitate whole institution change through the involvement of everyone in the institution



Chief Executive's message



“2012 was the year for collaboration!”

In early 2012, we unveiled our ‘model for the future’ in the form of a jigsaw (see right) with Membership at the centre. Although simplistic, this shows the focus we placed on really understanding and communicating how everything we do ultimately has to bring value to our Members. The change to our fees has meant we needed to take a hard look at the Membership offering. We’re confident that this four pillar approach demonstrates the foundations for significant enhancement and enrichment of services to Member universities and colleges.

The launch of the final pillar, the Sustainability Exchange, in late 2012 was a result of several years of negotiation and relationship building to bringing together a unique collection of 23 top sector bodies to share good practice in sustainability for the sector. This has now been handed over to the sector and with our support, leadership and creativity, we can make this the portal that changes the way we access information and create a vibrant constant dialogue around sustainability. We will be working hard to further develop the portal to include the learning and skills sector, UK wide. I’m also delighted that our short lunchtime webinars (‘exchanges’) have been embraced and valued. This is a new approach for us and the sector and we’re hoping to upscale these in 2013.

We’re confident that if we achieve full engagement across this jigsaw, our Members will achieve the success they have been striving for and feel the true value of EAUC Membership. As we move further into 2013 and the next five years, this framework will become more central to the way we work and engage with you.

We have also been instrumental in bringing together the Sustainable Development Alliance for the Learning and Skills Sector (SDALS) and the English Learning Sustainability Alliance (ELSA). It is still early days for these collaborations, but we are continually striving to bring the sector together and push sustainability up the agenda to gain much greater leadership commitment.

2012 was also our baseline year for measuring our own carbon output. As a small charity with offices hosted within universities, we’ve found that this has been a challenge in terms of what is possible to measure. We are pleased to include our first carbon report (see Member Transparency) and to demonstrate that our sustainability is embedded in all of our operations. In addition, throughout the report you will see our ‘sustainability promises’ – these are our commitments to improving our own performance. Let us know if you think there are ways we can take this further.

With the increased pressure on our already prudent finances, we have made certain staff cuts. My team has worked incredibly hard to ensure this did not affect Member contact and value. We will be focussing on improving our Member contact and value in 2013, and look forward to launching new services to build on the successful Introduction to Sustainability eLearning module which is being used by nearly half of all Members!

Our Members underpin all that we strive for and we are looking forward to the challenges ahead and will continue to drive for a whole institution approach to sustainability.

Iain Patton, EAUC CEO

We are unique

The EAUC is the only independent not-for-profit Member-led body of our kind in the UK and exist to support Members in delivering improved environmental, social and economic performance.



EAUC's role

Leading sustainability in tertiary education

University and college stakeholders increasingly expect institutions to meet new expectations of social, financial and environmental performance. Students, regulators, and other powerful stakeholders are connecting your academic and financial performance with your social and environmental impacts. The global imperatives behind sustainability today have very real implications in terms of how you account for and run your institution. More than at any other time, our sector needs to be at the strategic table, playing a central and convening role, increasing and demonstrating the value we bring to society and fostering world-class standards of practice.

The EAUC is a strong alliance of universities and colleges, sector bodies and commercial organisations, working together in the UK and internationally. With the number of Member contacts using our services and information increasing each year, we are the recognised hub of sustainability good practice in the tertiary education sector.

EAUC Membership is critical to show your institution's commitment to embedding sustainability wherever you may be on your journey. We know it's not easy, but together we face a stronger future and we're with you every step of the way. The EAUC has evolved beyond recognition since its establishment 9 years ago, and today we are building our capacity to meet our Members' more challenging needs.

“There is extensive work taking place in universities to develop solutions to the challenges of sustainable development, to educate students about these challenges, and as organisations, to manage our own impacts. The EAUC is playing a vital role in this area. Through their invaluable resources and guidance, they are helping to ensure that institutions and institutional leaders are set to meet the challenges of sustainable development.”

Universities UK

We stand strong individually, but we make a far stronger team working together:



* The number of individuals engaged in Membership within our Member institutions is increasing

** Our 2012 aim was 52% so we have more work to do to fully represent the sector's voice



Membership matters



We've framed this report to our Trustees, Members and stakeholders around our 2012 overarching strategic aims. As these aims have now changed following the launch of our 2013-2017 Strategic Framework in February, we've indicated these changes throughout.

Member value

That the entire sector in the UK are members of the EAUC, with membership benefits and influence felt throughout each institution

Member impact

That members and sector stakeholders are empowered to embed sustainability into strategic, curriculum and operational decision making

Member innovation

That the EAUC remains forward thinking, pro-active and can influence current thinking in sustainable development and how it relates to the sector

Member voice

That the EAUC creates strong, meaningful, external linkage and partnerships covering all aspects of sustainability of benefit to the sector

Member transparency

That the EAUC runs a financially, socially and environmentally sustainable business supporting the sector for long term benefit

View the 2013-2017 Strategic Framework at www.eauc.org.uk/strategic_framework_2013-2017



Member value

We are confident that if all tertiary educational institutions are actively engaged in EAUC Membership, we will make sustainability a key principle in decision making. We do this by delivering vital information, a vibrant network, cutting edge events and services to the staff in these institutions to inspire and lead them to drive the principles of sustainability from within.

Educational Membership

The EAUC supports the tertiary sector to shape its future and to realise its role in helping people acquire and develop the knowledge, skills and capabilities for living and working for a sustainable future.

Tier A	77
Tier B	39
Tier C	28
Tier D	76
Total Educational Members at 31 December 2012	220
Total Educational contacts	3243

'Members' are educational institutions and 'contacts' are the staff within them engaged in Membership. Both elements are critical to our mission.

Our new Educational Membership tiers launched in May 2012:

- Tier A under £30m - £450
- Tier B between £30m - £50m - £650
- Tier C between £50m - £100m - £900
- Tier D over £100m - £1150.

Read more about the new Membership fee structure in the Financial review (page 21).

Strength in numbers

It is our Members that give us our strength and uniqueness. EAUC Membership gives institutions the platform to know they have a community and a network of support.

12.4 average number of Member contacts per institution (our 2012 aim was 9.5 showing that more individuals in our Membership institutions see and feel the value of Membership)

We are fully national across the UK - our Membership breakdown by region:

- Scotland **16%**
- England-Midlands **15%**
- England-South East **13%**
- England-North East **12%**
- England-North West **12%**
- England-South West **11%**
- Greater London **11%**
- Wales **5%**
- South Central **2%**
- International **1%**
- Northern Ireland **1%**

702 Community of Practice (COP) Members, **5** COPs and **1,465** Members actively using the Educational Members' network (demonstrates a clear appetite for networks and sharing insight across the Membership, topic areas and geography)

884 twitter followers (increase of almost 98% from 2011 showing we're stepping up our social media presence to engage with the sector, our Members and wider)

85% of Members agree that the EAUC helps Members to develop the skills and knowledge they need (our target for 2012 was 75% so we're delighted with this result)

You can view our full list of Educational Members at www.eauc.org.uk/our_members

Diverse job types

Member contact breakdown by job type:

- Estates **22%**
- Teaching and research **22%**
- Support staff **18%**
- Sustainability professional **12%**
- Finance and procurement professional **10%**
- ICT professional **7%**
- Senior management/ Executive **7%**
- Student facing **2%**

While our focus is on supporting sustainability professionals we also engage with a raft of other decision makers who need to embed sustainability within their own day to day operations.

EAUC Membership

Our Memberships are for your whole institution/ organisation to benefit from with **no limit on numbers.**



Member value continued

Member highlights!

We've been working hard in 2012 to deliver new and innovative Member benefits which can help to build a case for change and bring efficiencies.

New resources

We've responded to our Members' needs in helping them engage their institution with sustainability issues and principles by creating our new Member pack. Full of useful resources, this will give Members everything they need to take full advantage of EAUC Membership! Find out more at www.eauc.org.uk/member_pack.

We have developed a new Membership support tool which can be used and adapted to help build a case for justifying budget for Membership now and for the long-term future. You can find this within the Member Pack along with lots of other tools to support Membership.

Find out more at www.eauc.org.uk/member_pack.

New services

Our free elearning module is a 20 minute 'introduction to sustainability' and is only available to EAUC Members. It is generic to cover all universities and colleges within the UK. Our aim for the module is that Members will be able to use the module as a tool to engage and introduce sustainability to a target audience of staff and students not currently involved in sustainability issues, such as green champions. Find out more at www.eauc.org.uk/introduction_to_sustainability_elearning_module

42% of EAUC Members are actively using this module within their institution. We'll find out more about how you've used this in 2013 so we can deliver more resources of this kind.

Saving Members money

We have also offered a number of Educational Member offers that have been developed through our relationships and strong negotiating power with our Company Members and Strategic Partners.

See all Member offers at www.eauc.org.uk/member_only_offers

Other offers include:

- Reduced rates on ISO 14001 Accreditation offered to Members by CICS Global (ended December 2012)
- Free initial feasibility study from Linden Environment to help you lower your energy costs (by up to 50%) and reduce your carbon footprint whilst improving the environment for students by using canal and river water to cool buildings (*still available to Members!*)



Focus on: free consultancy meeting worth £450

Following the 2012 Annual Conference, we worked in partnership with Food for Life to offer EAUC Members a fantastic free consultation (worth £450) so you can take your first steps to demonstrating to your institution's staff and students that you can deliver menus that use fresh, seasonal, local and organic ingredients, high welfare meat and sustainable fish.

Key stats:

- As at March 2013, **28** universities and colleges have enquired about this offer showing there is a strong appetite in the sector to take the next step with sustainable food policy/programmes
- Of the institutions that have enquired, **4** have applied for the Catering Mark
- University of Manchester achieved Bronze Award for student and staff food

Find out more at www.eauc.org.uk/free_food_for_life_consultancy_meeting_worth_45

Member survey

We keep up to date on what our Members need and expect from Membership in our Member Survey. This is a vital opportunity for our Members to give us feedback on their Membership – the 2013 survey will be launched in the summer. Please make sure you tell us what your needs are for 2013 and beyond!



Member value continued

Recommend a Member scheme

If you are a Member of the EAUC, you already recognise the benefits that being part of a community of sustainability professionals can bring to you and your institution/ organisation. If you know someone who shares our common vision and wants to join our thriving community to make a difference, there has never been a better time to do so! If you think that you know of someone or an institution/company who would benefit from our support and the various services and benefits that Membership offers, then why not recommend them for EAUC Membership?

Make savings by recommending new Members to the EAUC! If your nominee joins the EAUC, they will get **10%** off their Membership fee. As a thank you, you'll get **10%** off your next renewal fee! Visit www.eauc.org.uk/recommend_a_member

Sustainable Solutions - Consultancy

The EAUC connects Members to a range of experts who can support you, your teams and your institution to sustainable solutions and receive a 10% discount on the standard consultancy rates! Whether your organisation or your team needs help for a specific issue, has insufficient internal resources, or needs expert and objective advice, we are here to support you.

This Member service will help you: Save money and time, reduce risk, get better results, create opportunities and solve your problems effectively, practically and with real impact.

Find out more and view our consultants' profiles and testimonials at www.eauc.org.uk/sustainable_solutions.

Annual Conference

Our Annual Conference is often quoted as the event of the year for EAUC Members and professionals working with the sector. We spend a significant amount of time focused on the Conference as a key element of our Member CPD programme and the delivery of networking for our Members.

Key stats:

- **91%** of delegates rated the 2012 Conference as 'excellent' / 'good'
- **86%** of delegates rated the networking opportunities as 'excellent' / 'good'
- **82%** of delegates rated the event structure as 'excellent' / 'good'
- **47%** of delegates had never attended the Conference before, showing it taps into new audiences. This means that we're developing a deeper relationship with more contacts within Member institutions (only 1 attendee was from a non-Member institution). Therefore, within our Membership, the Conference is a key service.
- The steps taken in 2012 to make the event more sustainable (online bookings, no paper delegate pack, food ethos) have been recognised and well received by delegates with a **22%** increase in 'yes' scores to 'do you think we were successful in making this conference as sustainable as possible?'



Book now!

Our Annual Conference has reached its 17th year in 2013! Book your place at www.eauc.org.uk/annual_conference.

Free event guide

Following our Conference, we created a 'How to create and manage a sustainable event' insight

guide for our Members to learn from our approach - free to Members only. This insight guide

offers guidance on various key elements of event planning including: venue selection, catering, waste, transport, supplier and customer engagement and carbon offsetting with direct application to the EAUC's 2012 Conference. Download it now at www.eauc.org.uk/eauc_insight_guide_how_to_create_and_manage_a_s



Member value continued

EAUC groups

Networking through efficient, active groups is a still vital service for EAUC Members. We acknowledged this in 2012 by working with the convenors of these groups and the Member Advisory Council (MAC) to be more overt about the support the EAUC can offer to drive these groups forward. The Convenors are crucial to engaging and driving activity, but we ascertained a number of high value support offerings that we could offer to help these groups. We hope this leads to more value from these groups being shared with the wider Membership during 2013.

Update from Scotland Branch

Following the Branch Annual General Meeting in November 2012, the EAUC Scotland office has been developing a new structure for an EAUC Scotland Forum. This new structure will be a two way flow process to ensure the office is getting valuable input into work plans. An Office Bearer group now meets regularly to discuss strategic approaches within the EAUC 5 year Strategic Framework and Scotland Action Plan for 2013. Support for the Topic Support Network (TSN) Convenors has been identified and planning for a facilitated session is underway.

With significant EAUC involvement and support, Scotland has now been awarded the UN University status for a Regional Centre for Excellence (RCE) for the region of Scotland. The RCE application was established to ensure a consistent approach to Education for Sustainable Development (ESD) was seen after the UNDESD ended. Launched in March 2013, this will be located at the University of Edinburgh.

In 2012, the Scotland Branch elected a new convenor, David

Somervell from the University of Edinburgh. We would like to thank Fraser Lovie (University of Aberdeen) for his time and commitment to the Scotland Branch and the Board. As a result of these changes, the Board took the decision to co-opt Fraser onto the Board of Trustees.

Further details about the branch can be found at www.eauc.org.uk/scotland and you can view further information on activity in Scotland on page 16.

Update from Wales Branch

At the Branch Annual General Meeting in October 2012, it was agreed that the current Chair (Katrina Henderson, Cardiff University), Vice Chair (Mark Durdin, Swansea University) and secretary (Chris Long, Bridgend College) would continue in the role for another year. Good progress has been made against the objectives and targets set by the Branch which can be found on the branch's webpages (see below). The group will continue to encourage Members to sign the Sustainable Development Charter. Academic staff should be encouraged to attend the meetings, particularly with regard to ESDGC.

Further details can be found at www.eauc.org.uk/wales

New networks

The new Green ICT Community of Practice was launched in May 2012 aiming to bring together the research and findings from a number of sector ICT projects to see how they can be effectively put into practice.

Find out more about Communities of Practice at www.eauc.org.uk/communities_of_practice

One of the EAUC's strengths is our strong and vibrant networks – accessible through our EAUC groups. Join one now!

2013 and beyond for Educational Membership

The 2013-2017 Strategic Framework has armed us with many aims and objectives. At the core of this is the delivery of new Member services. Here are some of our key actions:

- We will work on a sustainability professional skills map for the sector and provide resources and training to support Members within their careers
- We will improve mechanisms to hear our Member voices to feed into future developments to provide the support our Members need
- We will provide greater support to EAUC groups (Communities of Practice and regional groups) to ensure good practice and resources are shared with the wider Membership
- We fully understand the impact of new technologies in sharing new tools and resources for Members to build on the success of our first elearning module
- Following Board approval in 2012, we will design and launch a new level of EAUC Membership for students
- We will be working with our Members and Strategic Partners to find new ways to evolve sustainability is high on the agenda for leaders in the sector and engage senior management in embedding sustainability within their institutions



Member value continued

Member story

Daniel O'Connor from Newcastle University says:

"Being able to access expertise, share best practice, avoid pitfalls, get help and make long standing connections, quickly and easily on the Educational Members' Network is worth the membership fee alone. I think that system pays back many times over."

Newcastle University is a Tier D Educational Member



Company Membership

A guiding strategic principle for the EAUC in its Company Membership strategy is to integrate thought leadership between companies, the EAUC and Educational Members to develop strategies and tactics to deal with sustainability problems and develop solutions for the future. Being a charity, any income generated from arrangements with organisations will go towards meeting our objectives and improving Member services.

As a charity, we have to diversify our income sources, yet all our income sources have to meet our mission and objectives and therefore we only enter into arrangements with companies/organisations that benefit the sector and the sustainability agenda. The value that the EAUC provides to companies through such relationships can provide funding for the EAUC to benefit both Educational and Company Members.

A consultation with the Member Advisory Council in April 2012 prompted us to review and communicate more effectively the role Company Members play within the EAUC. In May, we outlined our guiding principles of Company Membership which can be found at www.eauc.org.uk/company_membership.

Strength in numbers

Bronze	32
Silver	25
Gold	3
Total Company Members at 31 December 2012	60
Total Company contacts	329

'Members' are Companies and 'contacts' are the staff within them engaged in Membership. Both elements are critical to our mission. You can view our full list of Company Members at www.eauc.org.uk/associate_members

Our new Company Membership tiers were launched in September 2011. Based on the level of engagement that organisation wishes to have with the EAUC, the fee is appropriate to the resource required by the EAUC to fulfill this.

2012 highlights

- **109%** increase in Company Membership income
- **28%** increase in the number of Company Members in 2012.
- Increased insight from companies shared with Educational Members through webinars, case studies, Member Spotlights and enhanced information in the Green Directory (www.eauc.org.uk/green_directory)

- Special **money saving offers** for Educational Members on services and products
- Providing Educational Members with **advice and good practice**. For example, in a special October 'hot topic' (our special topic related e-bulletins), Schneider Electric (Platinum Sponsor), a global specialist in energy management, offered EAUC Members some useful advice and tips for getting real value from BREEAM.

With the launch of the Sustainability Exchange in September 2012, we launched 'Platinum Sponsorship' for those companies who are well down their path on their sustainability journey and comprehend what sustainability means itself and in business terms. This offers the benefits of Gold Company Membership and also enhances their support for sharing insight and good practice through this essential medium.



Member value continued

2013 and beyond for Company Membership

We've already acknowledged that Company Membership is essential to diversify our income streams but it also plays a huge part in delivering our mission and vision. Each Company Member is an expert in their field and has a wealth of experience - who better to learn from in terms of good practice, sharing of case studies and delivering more thought leadership?

Here are some of our key actions for 2013 and beyond:

- Continue to develop the sponsorship offering of the Sustainability Exchange through increased engagement with the platform by the sector
- Run webinar programs effectively tying together Educational Member case studies with Company expert content and knowledge
- Find new and innovative ways to increase Educational Member engagement with Company Members through membership services
- Deliver cost savings on Company Members' products and services to Educational Members through Member-only offers
- Complete a piece of research to fully understand Educational Members' needs in terms of products and consultancy services to prompt the sector to offer a more considered approach to procurement
- Develop the skills and knowledge of senior management within in the education sector through sharing case studies from the private sector



To offer our Company Members true value in terms of a collaborative relationship with EAUC Members, we need to break the barriers between the groups. The EAUC is a vital voice in doing this. We do this because we see the value in the insight, expertise and experience that these companies are passionate about sharing. We need to work together – we'll be working on this in 2013.

Member story

Neil Bennett from Iceotope says:

"Without the EAUC it would be extremely difficult to work collaboratively with UK universities and colleges. The EAUC allows us to understand problems, concerns and the needs of education members so we can provide help where we can. Indeed it also allows us to talk to the other companies working in the sector to learn from their experiences as well. The Sustainability Exchange is a great way to share our sustainability knowledge with each other that helps to ensure the education sector is ahead of other sectors in the UK."

Iceotope is a Gold Company Member and Platinum Sponsor at the 2012 Annual Conference.

Our sustainability promise for Member value

- We now send our invoices electronically saving paper
- We run all our events using our Sustainable Events ethos
- We only use 100% recycled paper
- We promote the use of technology to reduce travel by promoting webinars and increased use of teleconference

Member impact

The value we bring to our Members and the sector is the collective voice we have and the greater impact this brings. With the power of our Members we have a strong impact on consultations, lobbying and the bringing together of organisations with the same aims.

Consultations

By being part of the EAUC our Members are showing that they are taking sustainability and the future of their students seriously. We represent universities and colleges across the UK – shaping the future legislation and the sector. Individual institutions can find it hard and time consuming to lobby the Government. Being a Member of the EAUC means you can rest easy as we do this on your behalf, saving you time and ensuring the issues that are relevant to your institution are being raised at the correct levels.

By being part of the EAUC you have a direct voice to the sector and Government – regionally, nationally and internationally. Members can input into these and have their views included. We will continue to respond to consultations that are important to our Members. In early 2013 we worked closely with our Wales Branch to respond to the Sustainable Development Bill and our involvement has been strongly felt by the Wales Branch.



We have responded on our Members' behalf to the following consultations in 2012:

- QAA UK Quality Code for Higher Education, Chapter B3: Learning and Teaching (July)
- Scottish Government on Proposals for an Integrated Framework on Environmental Regulation (August)
- Joint response by EAUC and SAUDE to Climate Change (Scotland) Act: S.63 Regs and guidance for non domestic buildings consultation (January)
- Joint response by EAUC and SAUDE to Consultation: Directive 2010/31/EU on Energy Performance of Buildings (Recast) (January)



Giving Members a powerful international voice

The Tertiary Education Collaboration for Sustainability joined together to develop a mechanism for the worldwide tertiary education community to collectively inform the delegates of the 2012 United Nations Conference on Sustainable Development Rio+20 (UNCSD). We were also delighted that Harriet Sjerps-Jones (EAUC Board Member) represented the EAUC Membership and the University of Exeter (the sponsor of the trip) at the Rio+20 Earth Summit. Harriet is one of the editors of the Rio+20 Treaty on Sustainable Development in Higher Education. This treaty aims to provide a framework for collaborative efforts to transform the sector towards sustainable development.

The EAUC brought together organisations and the Government following the strong educational commitments resulting from Rio+20. The EAUC facilitated an event, on 14 November 2012 at the University of Westminster, which engaged influential stakeholders from the education community in discussion around how this important agenda could be taken forward and how NGOs, Government and Agencies can work together to accelerate constructive change for sustainability through formal and informal education.

The EAUC is delighted to announce that it has officially endorsed the Higher Education Sustainability Initiative for Rio+20.

The EAUC continues to bring together organisations from across the globe for the benefit of our Members by sharing good practice and promoting the importance of the sustainability agenda in tertiary education. We will continue dialogue between the organisations at our Annual Conference in April 2013, which is chaired by Dr Joan Walley MP, Chair of the Environmental Audit Select Committee of the House of Commons.

You can view further details on our Rio+20 work at www.eauc.org.uk/giving_eauc_members_a_powerful_international_voice.

Our responses to consultations can be viewed at www.eauc.org.uk/consultations and are for the benefit of the sector and the public.

Member impact continued

Green Gown Awards

Now in their 8th year, the Green Gown Awards were founded in 2004 by the Higher Education Environmental Performance Improvement (HEEPI) project and have grown in reputation and stature year on year. The Green Gown Awards are delivered by the EAUC and are governed by a cross sector steering group. The Awards are firmly established as the most prestigious recognition of sustainability excellence in the tertiary education sector

The 2012 Green Gown Awards attracted 173 applications from across the tertiary education sector.

Winners and Highly Commended Awards were bestowed across 13 categories and included the inaugural launch of the Green Gown International Awards. The UK and Australasia winners across 3 of the categories went head-to-head for the coveted "International Award" for each category. We also launched two new categories in 2012: Best Newcomer and Modernisation - Effectiveness and Efficiency in the Estate.

- 93% of 2012 ceremony attendees rated it as important to hold an Awards Ceremony
- 61 Green Gown Award good practice resources shared with Members

A main objective of the Awards is to promote good practice. The EAUC is again at the centre of this deliverable. We have collected together over 60 case studies and videos of the 2011 and 2012 for the whole sector to benefit. Visit www.sustainabilityexchange.ac.uk/about/green-gown-awards/about. We also feature many of the finalists at workshops at the Annual Conference every year and will shortly be running some lunchtime webinars to present these initiatives in a more interactive way.


Stage one of the 2013 Green Gown Awards opens on 1 May 2013. Visit www.greengownawards.org.uk for more information!

The Green Gown Awards will be developing new categories for 2013 to reflect the current initiatives in the sector and following feedback from the judges, participants and the steering group. The Green Gown Awards are open to any tertiary education institution in the UK.

Green Gown Awards supporters



Leaders of the Future

Following from our success in 2011, we continued to deliver the Leaders of the Future programme on behalf of the Learning and Skills Improvement Service (LSIS). The programme is a two day residential event aimed at those in the Learning and Skills sector. In 2012 we ran two cohorts of the programme with 28 participants. We ran a sixth cohort of the programme in March 2013.

96% of 2012 delegates 'strongly agreed'/'agreed' that they were satisfied with the event.

We will continue to work closely with LSIS to ensure the learning and skills sector are supported and resources are available to all.

Our sustainability promise for Member impact

- We work with our suppliers to ensure they follow our sustainability aims
- We only print when we really need to and use the highest environmental standards
- We support our local community by our staff volunteering for local charities

Member innovation

As individuals and institutions, we are powerful. But put this passion, innovation, experience and expertise together and you have a vibrant network of drivers for change. The EAUC unifies us to drive this change where it is most needed.



LEARNING IN FUTURE
ENVIRONMENTS

It's encouraging that around the world there is a fast growing realisation that universities and colleges urgently need to find new models to help them evolve their leadership and operations to ensure success in a very different and disrupted tertiary education and global climate. This thinking developed significantly in 2012 and we were delighted to offer LiFE on a global scale as part of the Platform for Sustainability Performance in Education in early 2013.

LiFE has been created to help universities and colleges manage and demonstrate their social responsibility and sustainability activities. Just as your students and staff are individuals, we understand that each institution is unique; LiFE has been carefully designed with this in mind. LiFE is open to all in tertiary education and with discounts available for our Members.

Highlights

- **23** LiFE participants in 2012
- New LiFE support centre created to help participants get the most from LiFE
- New engagement tools developed to help you and your

institution see the benefits of LiFE and to build your case for investment

- LiFE priority areas and framework approach adopted by the Sustainability Exchange and EAUC Annual Conference. 2013 will see us adopt this approach across all EAUC activity to bring more value and meaning to LiFE participants

Two EAUC Members achieve Silver Accreditation

2013 has already been a significant year for LiFE participants even in these short months. We've seen Nottingham Trent and Plymouth Universities, both EAUC Member institutions, receive Silver Accreditation and a number of other participants have taken the brave step to go for Accreditation in 2013.

This demonstrates the hard work put in by these institutions in 2012 to build their evidence within the LiFE Index and the commitment to careful and measured self-assessment and whole institution engagement. LiFE Accreditation is a bold step and allows institutions to receive external validation of the work but is not a step to be taken lightly. It is something to build up to but by taking the step, institutions will receive the recognition they rightly deserve for their hard work.

We will shortly publish our first LiFE Annual Report which demonstrates the success of the LiFE participants in the last year of activity. It will also announce a key development which will make participation in the Index more viable for a number of institutions in 2013.

sustainability exchange

Delivered by the EAUC



September

2012 saw the much anticipated launch of the Sustainability Exchange, a sector-wide collaboration of 23 top sustainable development and tertiary education organisations. It is the UK's first centralised information portal and online community for the sector, sharing a wealth of information, experience and resources that are available freely to everyone.

It provides a place for colleagues and students in different institutions to interact and share their sustainability experiences via community forums, news feeds, an events diary, best practice guides, toolkits, reports, research, webinars and videos. It will grow to support and share knowledge across further education, higher education and the adult learning sector throughout the UK and to our overseas colleagues, building a strong resource for all to benefit from.

Registration is free and simple, EAUC Members do not need to register, just log in using your email and EAUC password. For more information on the Sustainability Exchange and to view our resources, please visit: www.sustainabilityexchange.ac.uk

Highlights

- **6,369** total number of visits since launch
- **400** total number of registrations
- **Over 600** resources and growing
- **28,990** total number of page views
- **3** exchanges (lunchtime webinars)
- **68** global visitors – visitors from other countries

Stats from 10 September 2012 to 11 March 2013



Member innovation continued



Universities and Colleges
Climate Commitment for Scotland

The UCCCfS is a project funded by the Scottish Funding Council until March 2014 with the aim of getting institutions to sign a commitment to address the challenges of climate change and reduce their carbon footprints. In 2011, we announced that 100% of universities and colleges in Scotland had signed the Commitment and 2012 saw us continue to support these institutions to deliver their action plans.

We provide secretariat support for the EAUC Scotland Topic Support Networks (TSNs). Through changed structures and better involvement there are now six out of the eight TSNs in operation (ICT will begin through the UK group and there are discussions around the Energy TSN format). There has also been interest from a potential convener to start a Scottish specific HE ESD group tying into the wider UK ESD activity.

In January 2013, we held a sector reporting event at the Scottish Government to highlight the joined approach for reporting, not only on UCCCfS progress, but feeding into Climate Change (Scotland) Act 2009 targets and how the sector can be showcased. The reporting

template has been created in consultation with the sector to ensure it is fit for purpose and relevant to universities and colleges. This was launched in March 2013.



We have been awarded the College ESD project, funded by the Scottish Funding Council. We will be working with Colleges across Scotland to encourage and provide skills to embed sustainability into the curriculum and link to the UCCCfS. Over the 18-month project, a series of four student-led events will be held including the Green Dragons Den following its success last year.

Beyond the scope of training and networking events, we also provide direct support and guidance to college and university practitioners and senior management teams throughout Scotland.

One of the underlying principles of the EAUC's success in Scotland is our ongoing commitment to effective relationship management, widening the scope of activity and our sphere of influence and broadening support networks for our Members. As a publicly funded activity, the UCCCfS programme is open to all tertiary education institutions in Scotland.

Our sustainability promise for Member innovation

- We promote the dissemination of good practice through electronic case studies and videos
- We work with our community using local suppliers
- We only use Fairtrade tea and coffee (staff and at EAUC events)



Member voice

We unite the sector under one powerful and meaningful voice to ensure sustainability is high on the sector's agenda. The EAUC works closely with other sector agencies and organisations to ensure we all work collaboratively and share good practice. We represent our Members' voice on a variety of groups, both nationally and internationally.

Representations

The EAUC and its Members are represented on a variety of groups within the sector. Here's how we represented Members in 2012:

Higher Education Estates Associations Forum (HEEAF)

Facilitated by AUDE, and includes EAUC, AUE, USHA, CUBO, AUPO, AUCSO, ASRA and BACHE
We are an active member of the Forum which has been working closely to share good practice and initiatives between the sector associations. The Forum is currently looking into opportunities to share services and improve efficiencies for each association and this will continue throughout 2013.

Higher Education Academy (HEA) Sustainable Development Advisory Group

Role: to support HEA embed sustainable development more widely through itself and its subject centres
This is a critical group for the EAUC as sustainability is carving its way into the core of education. The group has been instrumental in directing the pioneering Green Academy programme, a Think Tank for Green Skills and important input to the research and teaching elements of the LiFE Index and the QAA Quality Code for Higher Education.

Association of University Directors of Estates (AUDE) Sustainable Development Group

Role: directing AUDE sustainability, research and activity
We work closely with AUDE to ensure good practice between our Associations is shared for the benefit of Members. We provide updates on sustainable activities within the sector to AUDE. They are strong supporters of the Green Gown Awards and we work closely to promote the good practice from the Awards across both Associations.

Scottish Association for University Directors of Estates (SAUDE)

Role: to support SAUDE activities, including the six monthly conference on general estates matters
The EAUC Scotland office provides an update report on activity for consideration at the bi-annual SAUDE Conference and provides bespoke support when required. In 2012, SAUDE and the EAUC, with support from AUE-S, submitted a joint bid to the Scottish Funding Council for a collaborative approach to carbon reduction across the higher education sector.

UN Decade of ESD for Scotland

Role: SFC facilitated committee to review progress of the Decade
During 2012, the group we came to a consensus that action was needed for continuity after the end of the Decade and that the hard work undertaken throughout the sector should not lose momentum. The EAUC Scotland office joined key partners in the wider Scottish education remit to compile an application to the United Nations University (UNU) for a Regional Centre of Expertise in Education for Sustainability for Scotland.

Sustainable Development Alliance for the Learning and Skills Sector (SDALS)

Role: to coordinate and align sector activity
The EAUC is one of five agencies that makes up the SDALS Core Group. It's in all our interest to ensure that a more joined-up and strategic approach to sustainability is taken across the Learning and Skills sector. In particular the EAUC has been leading SDALS to create a coherent approach to sector advocacy and lobbying.

English Learning Sustainability Alliance (ELSA)

Role: to lead, promote and influence the strategic policy discourse on learning and sustainability in all contexts across sectors and interests in England
As the principal driver in the creation of this new group, the EAUC has been aware of a gap in sector information sharing and coordination across the diverse learning contexts which exist in England. This is particularly the case since the closure of both the UK National Commission for UNESCO co-ordinating group for the ESD Decade and the HEFCE sustainable development steering group.

If the EAUC did not exist, you would not have a voice within these vital sector groups – to be included at this level shows the respect our sector holds for the EAUC and our Members.

Member voice continued

Strategic partners

We currently have 85 Strategic Partners from all across the sector. By working with them, we ensure that they are aware of current thinking and activity within the tertiary education sector. When our interests come together, we are keen to work with them for the benefit of the sector. View our partners at www.eauc.org.uk/our_partners.

This year our partnerships have delivered:

- Working with IEMA on the Skills Map, we have plans to develop this further to benefit our Members
- We work closely with SFC in delivering the Governments carbon reporting ambitions and will be delivering the ESD project in 2013
- We are partnering with the Leadership Foundation for HE in researching sustainability leadership needs for future training
- We have supported the development of the UUK's Efficiency Exchange and working collaboratively to research and link key Vice Chancellors
- We have a relationship with University Business where we celebrate our Members achievements to the wider sector

What value has this brought for Members in 2012?

- We focus on sharing good practice between our Members and Members of similar associations across the world. At the 2012 Annual Conference, we launched Member-only access to the Association for the Advancement of Sustainability in Higher Education (AASHE) and Australasian Campuses Towards Sustainability (ACTS) resources.
- We were pleased to welcome Roger Bond, Chair of the

AUDE Sustainability Group, as an EAUC Trustee in 2012 which will allow us to be more collaborative with AUDE in future years

- EAUC Trustee Di Dale sits on the Association of Colleges Sustainability Portfolio group which provides a high level strategic forum to debate, assess and evaluate national (and international) legislation, initiatives, policy and practice.

Member Advisory Council

To ensure that our Members are truly at the heart of our work, we have a Member Advisory Council (MAC), voted for by Members. The MAC exists to represent our Members' views, needs and requirements. We currently have 22 active Members on the MAC, comprising a mixture of Educational Members, Company Members and our Strategic Partners.

This year the group provided feedback on:

- Linden Environmental water cooling project
- Communications to Members on the change to the fee structure
- Sustainability Exchange user experience testing
- New Member services
 - Value and Justification of Membership Tool
 - Introduction to sustainability elearning module
 - Sustainable Solutions - Consultancy
 - Recommend a Member Scheme (find out more about these new services on page 9)
- 5 Year Strategic Framework Consultation

The results and feedback on each activity are communication on the MAC section of the website www.eauc.org.uk/member_advisory_council

Feedback from the MAC is built into the creation of Member services, presented directly to the Board. A Board Member, Harriet Sjerps-Jones, is the Chair of the MAC to ensure that there is clear connection between the MAC and the Board.

International voice

We work closely with our international partners to ensure that the voice of our Members is heard on an international level. We share good practice between our Members and Members of similar associations across the world – such as providing our Members access to the Association for the Advancement of Sustainability in Higher Education (AASHE) and Australasian Campuses Towards Sustainability (ACTS) resources.

Have you accessed these international resources? Visit www.eauc.org.uk/international_resources

In 2013 we will be furthering our relationship with our international partners with the launch of the Platform for Sustainability Performance in Education (www.sustainabilityperformance.org) which brings together global organisations that have created sustainability assessment tools designed to support universities and colleges around the world.

Our sustainability promise for Member voice

- We reduce the need to travel to meetings by using video conference
- We promote the use of public transport and car sharing
- We compost our food waste



Member transparency

To promote and inspire a sustainable approach, we must demonstrate that transparency is at the very heart of the way the EAUC and our staff operate. As a charity, we continually review and scrutinise our expenditure, outputs and governance. We will support our Members for the long term and will involve them in how we do this.

2012 Annual General Meeting

At the 2012 EAUC Annual General Meeting two trustees stepped down: Paul Cross (Oxford Brookes University) and Neil Smith (University of Southampton). We would like to thank Paul and Neil for their hard work and commitment during their time on the Board. This resulted in two new Trustees being voting in by the Membership:

- Roger Bond – Director of Estates at University of East Anglia
- Marie May - Community, Sustainability and Residential Development Manager for Sheffield Hallam University

In addition, Robert Bellfield, Principal of Craven College, was announced as the new Chair of the Board.

We also adopted online voting as a new, simple way for Members to show their support for us and continue our commitment to using sustainable channels wherever possible. We appointed Electoral Reform Services as our scrutineer ensuring our Members' votes will be handled securely. They will be continuing in this role in 2013.

2012 saw a voting turnout of 26% (14% in 2011) with 80% of votes cast online.

In 2012, the Scotland Branch elected a new convenor, David Somervell from the University of Edinburgh. We would like to thank Fraser Lovie (University of Aberdeen) for his time and commitment to the Scotland Branch and the Board. As a result of these changes, the Board took the decision to co-opt Fraser onto the Board of Trustees until the 2013 AGM.

The Board will be seeking nominations for one available place at the 2013 Annual General Meeting (AGM) which takes place at the Annual Conference in Nottingham on 19 April 2013. Educational Members are invited to vote for the AGM online or in person.

5 year Strategic Framework

Throughout 2012, EAUC Members, Staff, Board and other sector stakeholders worked together to build a critical new Strategic Framework. This will guide the direction of the Association until 2017. It can be found at www.eauc.org.uk/strategic_framework_2013-2017.

The Strategic Framework gives us a strong outline and scope to focus our efforts in continually offering exceptional Member services. It also gives us the foundation to support the tertiary sector, shape its future and to realise its role in helping people acquire and develop the knowledge, skills and capabilities for living and working for a sustainable future. It is vital, therefore, that these key groups feed into the Framework.

The Strategic Framework has been developed through an extensive consultation process with the Member Advisory Council, Board, staff and included 19 formal responses from Educational Members and Strategic Partners. We thank everyone for their valuable input into our strategic planning. You can view this at www.eauc.org.uk/about_us.

To improve our transparency to Members, the Trustees' Board meeting minutes and non-confidential papers are available on our website at www.eauc.org.uk/board_meeting_papers.

Sustainability report

We are pleased to be able to report on our carbon use for the year of 2012. This was our baseline year where we calculated our staff and Board business travel, workstation energy use, home energy use and travel energy use. We also report on other carbon use but this is based on assumptions. Further details are available on our website www.eauc.org.uk.

Throughout this report we have reported our 'sustainability promises' for each section – these are where we have committed to taking our own steps to improve and think about our actions

Member transparency continued

Sustainability report continued

Reporting scope	Office Area (m2)	Electricity	Gas	Water	Travel	Waste	Procurement
Headquarters, Cheltenham	45.12*	Tenant within office space with little or no control of Electricity (lights) or means to measure consumption. Desk usage is monitored via socket meters	Tenant within office space with little or no control of Gas or means to measure consumption	Tenant within office space with little or no control of Water or means to measure consumption	All travel is based on estimates of mileage and using Defra conversions	Tenant within office space with no means to measure consumption. Waste audit undertaken and assumptions are based on this for the year	Accurate data for procurement areas is not available at this time but adheres to our purchasing policies
Scotland Office	11.94**						

* Office area is calculated using sole purpose office space and shared office space such as toilet and kitchen area

** Our Scotland office is part of an open plan office so this figure is calculated based on average FTE space in our Headquarters

2012 results

- 2012 was our baseline year where we calculated our staff and Board travel, workstation energy use, home energy use and travel energy use
- In 2012 we had 9.81 full time equivalents
- We have 2 offices, our headquarters at University of Gloucestershire and our Scotland office at Queen Margaret University. As both of our offices are within an institution we share many services such as postal, telephone and cleaning services as well as utilities
- Due to our shared offices some of our services are controlled by our host institutions such as lighting and water and we are unable to measure these separately. Staff commuting is not included in the figures
- Our recycling and landfill waste are collected centrally by our host institutions therefore we have an annual waste audit and base an assumption on this for the year
- We include the travel incurred by our Trustees[#]
- We have highlighted our sustainability ethos throughout each of our strategic aims and we report to our Board of Trustees

Average carbon emissions per FTE staff member is 1359 kgCO₂ in 2012.

[#]based on reimbursements so any travel not reimbursed is not included

	Staff (FTE)	Total Carbon Emissions (kgCO ₂)	Carbon Emissions per FTE	Income per annum £	Carbon Emissions per unit of income	GIA (m ²)
2012 total	9.81	13,334	1,359	667,280	0.02	234

For relative carbon baselining, we are representing our carbon using recommended reporting method by HEFCE as commissioned in the SQW report. We have identified total Full Time Equivalent (FTE) of staff, and the total income as reporting Key Performance Indicators (KPI). It is also considered appropriate to report against the changes in size of the physical assets and include gross internal area (GIA).

	KgCO ₂	%
Waste	47	0.4
Water	25	0.2
Heating and lighting	5,196	39
Travel	7,327	54.9
Electricity	740	5.5
Total	13,334	100

Our sustainability promise for Member transparency

- We annually audit our offices to find ways to reduce our carbon
- Each member of staff has a meter to measure and monitor their own electricity usage
- We bank ethically using the Co-operative Bank

Financial review

Despite significant cost saving and income diversification measures, during the financial period of 1 January to 31 December 2012 we have made a loss of £18,808. We have restricted funds which are grants we have received which are for specific activities, such as the grant we receive from the Scottish Funding Council for the Universities and Colleges Climate Commitment for Scotland activity. Unrestricted funds are income we receive for other activities such as Membership and the Annual Conference. As a charity all of our expenditure has to meet our charitable objectives.

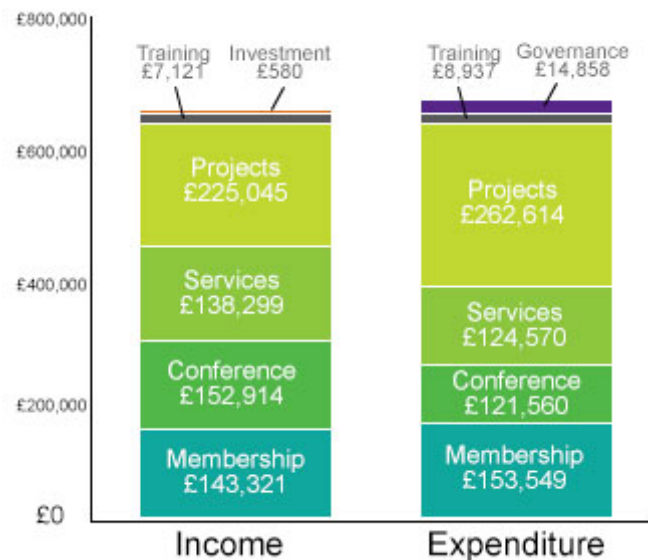
Fees restructure

The fees structure for Educational Membership came into effect in May 2012 following considerable deliberation from the EAUC Board and followed seven years of non-movement. This was announced to Members in March and affected renewals from May 2012 onwards. Taking this decision was extremely difficult for the EAUC as we knew that the sector was going through a period of immense change and faced significant economic challenges of its own. However, in a time where public funding is scarcely available and having protected Members from increases for many years, we took the decision to review the structure to ensure the EAUC remained viable for the long term.

We are continually working to diversify our income and to increase other income streams (see page 22). Income received from public funds has reduced by £217,844 in 2012. This represents 46% of our total income.

We knew that these changes would mean that some of our loyal Members simply would not be able to justify these fees in such a climate. We thank these Members for their support and wish them luck in their journey – we hope to welcome them back to the community soon. We also want to offer a huge thank you to those Members who have supported us through this critical time. We have made significant changes to the way we operate and our levels of staffing which have been hard but we had to make a decision to keep us strong for the long term.

During the period of May to December 2012, our renewal rate was 69%. We accounted for a decrease in renewals following the change to Membership fees and have taken steps to demonstrate the value of Membership in terms of value for money.



- 21% of our 2012 income came from Membership fees, including both Educational and Company Membership
- 23% of our income came from the Annual Conference and this includes both delegate fees and sponsorship and exhibition fees. 18% of our expenditure was spent on the Annual Conference
- 21% of our income came from products and services. This includes activities such as the Leaders of the Future Programme and the Green Gown Awards. From August 2012, the Learning in Future Environments (LiFE) project ended its funded period and came under our unrestricted activities. 18% of our expenditure was spent on products and services to ensure the sector has access to these vital services
- 34% of income received in 2012 was from public funds (restricted funds*)
- We received £83,879 less income than budgeted, with £5,565 less income on Membership and £53,427 less income on new products and services and sponsorship. This was due to a lack of take-up from Members in new projects such as the Linden Environmental Member offer (see page 8)
- We received £10,161 less income than budgeted for delegate fees for the 2012 Annual Conference, however we brought in £17,476 more for sponsorship and exhibition
- 22% of our 2012 expenditure was spent on Membership
- Our Governance expenditure represented 2% of our total 2012 expenditure

*Unrestricted funds – can be used in accordance with the charitable objects at the discretion of the Trustees. Restricted funds – can only be used for particular restricted purposes within the objects of the charity.

Financial review continued

Cost minimisation

Due to diligent analysis and risk management we forecast the loss in income early on in the year and took steps to ensure we minimised it by making further stringent reductions in our expenditure.

Our year-end expenditure was £46,339 under budget as a result (excluding Board approved investment from the reserves and transfer of funds). This was achieved through several operational cost savings such as postage and printing.

Costs were minimised to reflect income achieved for activities such as the Green Gown Awards and LiFE. Due to effective planning and risk management and the steps we took we avoided a greater annual loss.

In 2012 we had 9.81 full time equivalent (FTE) staff, of which 3.58 FTE were funded through our externally funded projects and 6.23 FTE funded through our unrestricted funds. To reduce our unrestricted staff costs further in 2012, a position was not replaced upon the end of a contract and maternity cover was not provided for another position.

Focus on Membership income

Membership income has risen in 2012 by £44,719, of which £26,227 is from Educational Membership giving a 32% increase. As Educational and Company Membership is on an annual basis, the income we receive is proportioned across the related financial years. Therefore, the financial impact of both the Educational and Company Membership fees will not be fully represented until 2014.

Throughout the year, our Educational Membership profile has reduced from 294 Members (institutions) to 220 for the period, which is a reduction of 25%. We welcomed 8 new Educational Members in the period, all from the Learning and Skills sector. The reasons for non-renewals were varied with 7 due to mergers in the sector; 12 directly attributed to the fee rise and 12 due to reduced budgets for all institutional or individual memberships. For the remaining number, the reason for non-renewal is not known. 40% of non-renewals are from institutions with a turnover less than £30million; 25% from institutions with a turnover between £30-50million; 13% from institutions with a turnover between £50-100million and 22% from institutions with a turnover over £100million.

Income diversification

We have diversified our income generation in 2012 in the following ways:

- The Board decided in 2011 to diversify our income from sources outside of Educational Membership by investing in a position to promote Company Membership and relationships with corporates. This is a 2 year investment and will be reviewed in 2013. This investment from the reserves makes an impact on the year and the loss we have made in 2012 is due to this investment
- Increased Company Membership fees resulting in an increase of £18,492, a 109% increase in income from 2011
- Increased Educational Membership fees – resulting in 32% increase in Educational Membership income from 2011. New Member services have been developed to promote renewals and new Members such as the Recommend a Member Scheme
- Partnerships have been developed with organisations to provide new Educational Member benefits which also provide a donation to the EAUC. An example of this is our relationship with Better World Books – for every Member that uses Better World Books services we receive a donation (£710 in 2012). Other services which have been developed to benefit Members have yet to be taken up by Members which has resulted in a loss of projected income
- All EAUC activities, such as the Green Gown Awards, are run with an objective to be cost neutral
- Tenders established for a contractual service provider for other bodies, such as delivering the Leaders of the Future Programme on behalf of Learning and Skills Improvement Service (LSIS).

Looking to 2013

In 2013 we have conservatively estimated a small surplus for the year. This is dependent upon Membership renewals and the success of activities such as the Annual Conference and the Green Gown Awards. The expenditure budgets have been kept frozen for operational activities. It is important to maintain a surplus to ensure we have the reserves to invest in future Membership services and products.



Trustees' report

The Trustees present their report and the audited financial statements for the year ended 31 December 2012.

Directors and Trustees

The directors of the charitable company (the charity) are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees who served during the year were as follows:

	Appointed	Resigned
N Smith, University of Southampton	18 April 2007	27 March 2012
G Weatherill, Leeds City College	16 April 2008	
F Lovie, University of Aberdeen	29 January 2009	
D Dale, Wiltshire College	17 December 2009	
P Cross, Oxford Brookes University, UK Convenor	17 December 2009	27 March 2012
H Manns, University of Northumbria	17 December 2009	
H Sjerps-Jones, University of Exeter	24 March 2010	
R Bellfield, Craven College, UK Convenor	24 March 2010	
N Scott, University of Hull, Treasurer	24 March 2010	
I Patton, EAUC	12 April 2011	
K Henderson, Cardiff University, Welsh Convenor	5 October 2011	
M May, Sheffield Hallam University	27 March 2012	
R Bond, University of East Anglia	27 March 2012	
D Somervell, University of Edinburgh, Scottish Convenor	9 October 2012	

Structure, Governance and Management

Governing Instrument

The Environmental Association for Universities and Colleges (EAUC) is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 12 April 2011. The company was incorporated on 19th July 2004 and was registered as a charity on 4 October 2004 with the Charity Commission. On 6 April 2005 all assets and charitable activities of the unincorporated EAUC Association were transferred to the charity.

The members of the company are those universities, colleges or learning and skills sector providers, referred to as Educational Members, subscribing to the EAUC and totalled 220 at 31 December 2012. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per full member of the charity.

Appointment of Trustees

The Educational Members will at each Annual General Meeting (AGM) appoint up to nine individuals to act as Trustees providing that those persons work for a University or College. The Chief Executive Officer of the Company shall serve as an ex-officio Trustee for so long as he or she is so employed. Each Trustee can hold office until the expiry of the fifth AGM after the AGM at which they were appointed.

The Board has the power at any time to appoint any person who is willing to act as Trustee, either to fill a vacancy or as an addition to the existing Board, but the total number of Trustees shall not exceed any maximum number fixed in accordance with the articles. Any Trustee so appointed shall hold office only until the next AGM following appointment and then shall be considered for re-election.

Individuals are appointed as Branch Convenors, as required, with the consent of the Board and are Branch Trustees of the Company while he or she continues to hold office as Branch Convenor. Branch Trustees are members of the Board.

Trustees' report continued

All Trustees give their time voluntarily and received no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 in the accounts.

Trustees Training and Induction

Trustees for this period have been informally inducted. A formal induction and training pack has been developed and all Trustees have received this.

Organisation

The Board of Trustees, which can have up to nine members and such number of Branch Trustees as required, administers the charity. The Board meets quarterly. The day to day organisation and running of the charity is undertaken by the Chief Executive Officer, Iain Patton, who was appointed by the Trustees. Clear action planning, reporting and authorisation channels have been set.

Related Parties

From September 2005 a partnership with the University of Gloucestershire was formed. The partnership involves the University undertaking administration of payroll and providing office accommodation for the Company.

Risk Management

The Trustees have developed a risk management strategy which comprises:

- a review of the risks the charity may face;
- the establishment of systems and procedures to mitigate those risks identified and
- the implementation of procedures designed to mitigate any potential impact on the charity should those risks materialise.

Regular Trustee meetings consider the charity's activities and risks faced. A key element in the management of financial risk is the setting of a reserves policy and its regular review by Trustees which has taken place in this accounting period.

Objectives and Activities

The objectives of the charity are as follows:

- to promote sustainable development for the benefit of the public by the preservation, conservation and protection of the environment and the prudent use of natural resources, particularly by and in relation to Universities and Colleges;
- to advance the education of the public and in particular those attending or working in Universities and Colleges, in all aspects of sustainable development, and the preservation, conservation and protection of the environment
- to promote research into all aspects of sustainable development, and the preservation, conservation and protection of the environment particularly in relation to universities and colleges, provided that the useful results of such research are disseminated to the public.

The strategies employed to achieve the charity's objectives are to:

- provide training events and conferences;
- provide advice and support in integrating environmental and sustainability good practice through discussion networks, monthly and quarterly newsletters and guidance materials;
- promote strategic partnerships within the sector;
- promote research and dissemination of good practice through projects.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit on our aims and objectives and in planning for our future activities.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the charity has the power to invest in any way the Trustees wish.



Trustees' report continued

Reserves Policy

The Trustees have forecast the level of free reserves (that is those reserves not tied up in fixed assets, restricted or designated funds) the charity will require to sustain operations. The Trustees consider that the most appropriate level of free reserves would be in the region of £39,445, to cover 2 months operational costs. There are sufficient funds for this. The Trustees have this under constant review and will take steps to monitor this, subject to changes in the Charity's operations.

Statement of Trustee's Responsibilities

The Trustees (who are also directors of The Environmental Association for Universities and Colleges for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

By order of the Board on 19 April 2013

R A Bellfield
Chair of the Trustees



Auditors' report

Report of the Independent Auditors to the Members of The Environmental Association for Universities and Colleges

We have audited the financial statements of The Environmental Association of Universities and Colleges for the year ended 31 December 2012 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's [APB's] Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Report and Financial Review to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2012, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report and Financial Review for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' report.

**Nicola Smith (Senior Statutory Auditor), For and on behalf of Davies Mayers Barnett LLP,
Statutory Auditors, Pillar House, 113/115 Bath Road, Cheltenham, Gloucestershire, GL53 7LS
Dated: 19 April 2013**



Statement of financial activities

For the year ended 31 December 2012

		Unrestricted funds	Restricted funds	2012 Total	2011 Total
	Note	£	£	£	£
INCOMING RESOURCES					
Incoming resources from generated funds:					
Investment income	3	580	-	580	857
Incoming resources from charitable activities:					
• Conference		152,964	(50)	152,914	157,287
• Projects	4	-	225,045	225,045	425,211
• Membership		143,321	-	143,321	98,602
• Training		4,865	2,256	7,121	19,175
• Products and services		112,549	25,750	138,299	132,358
TOTAL INCOMING RESOURCES		414,279	253,001	667,280	833,490
RESOURCES EXPENDED					
Cost of charitable activities:					
• Conference	6	121,560	-	121,560	123,058
• Projects		26,413	236,201	262,614	552,809
• Membership		153,549	-	153,549	149,785
• Training		8,937	-	8,937	40,762
• Products and services		124,570	-	124,570	45,053
		435,029	236,201	671,230	911,467
Governance costs	5	14,858	-	14,858	12,345
TOTAL RESOURCES EXPENDED		449,887	236,201	686,088	923,812
Net incoming/(outgoing) resources before transfers		(35,608)	16,800	(18,808)	(90,322)
Gross transfers between funds	21	16,800	(16,800)	-	-
NET MOVEMENT IN FUNDS		(18,808)	-	(18,808)	(90,322)
Reconciliation of funds					
Total funds brought forward		110,169	-	110,169	200,491
TOTAL FUNDS CARRIED FORWARD AT 31.12.12	21	91,361	-	91,361	110,169



Balance sheet

For the year ended 31 December 2012

	Note	2012		2011	
		£	£	£	£
Fixed assets					
Tangible assets	12		-		-
Current assets					
Debtors	13	172,238		188,960	
Cash in bank and in hand		241,411		280,803	
		413,649		469,763	
Creditors: amounts falling due within one year	14	(322,288)		(359,594)	
Net current assets			91,361		110,169
Total assets less current			91,361		110,169
Funds					
Restricted	18		-		-
Unrestricted	18		91,361		110,169
			91,361		110,169

These financial statements were prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies regime and were approved by the board of trustees on 19 April 2013 and signed on its behalf by:

N R Scott

R A Bellfield

TRUSTEES



Notes to the financial statements

1. Basis of preparation

The financial statements have been prepared under the historic cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the statement of Recommended Practice; Accounting and reporting by Charities (SORP 2005) issued in March 2005 and the Charities Act 2011.

2. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's accounts.

a) Company status

The charity is a company limited by guarantee. The members of the company are those Universities and Colleges subscribing to the EAUC and totalled 220 at 31 December 2012. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

b) Fund accounting

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

c) Incoming resources

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value of the incoming resources can be measured with sufficient reliability.

Membership is apportioned by the period of membership across accounting periods. Income from the annual conference is also accounted for in this way and deferred until the conference takes place and fulfil the expected service.

Revenue grants are credited to the profit and loss account in the same period as the revenue expenditure to which they relate is charged. However, where the receipt is designated or restricted for a special project that has conditions applied, the income is deferred until the project expenditure is incurred and the conditions have been met.

d) Allocation of overhead and support costs

Overhead and support costs have been allocated first between direct charitable and governance. Overhead and support costs relating to Charitable Activities have been apportioned based on the amount of staff time spent. Where items involve more than one category they are apportioned between the categories according to the nature of the cost.

e) Resources expended and irrecoverable VAT

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Irrecoverable VAT is charged against the category of resources expended for which it is incurred.



Notes to the financial statements continued

f) Governance costs

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overheads and support costs.

g) Fixed assets

Fixed assets are stated in the balance sheet at cost less accumulated depreciation. Cost is defined as purchase cost less any residual value.

Net book values are regularly reviewed by the trustees and any appropriate adjustments are made to carrying values.

h) Amortisation and depreciation

Depreciation will be provided on fixtures, fittings and computer equipment to write off the cost of each asset over its expected useful life on the straight line method at the rates of 20% and 50% respectively per annum.

3. Investment income

	2012 £	2011 £
Bank interest receivable	580	857

4. Revenue grants

Revenue grants can be analysed as follows:

	2012 £	2011 £
Grants received:		
Restricted funds		
• CaSPr Phase 2 (SFC)	-	49,646
• Learning in Future Environment (Formerly Universities That Count) (HEFCE, HEFCW, SFC, DELNI)	52,006	66,974
• Sustainable ICT (JISC)	8,910	67,199
• Green Impact (DEFRA via NUS)	-	12,324
• Behaviour Change Management Programme (SFC)	-	7,215
• Sustainability Exchange (HEFCE)	54,645	53,475
• Universities & Colleges Climate Commitment for Scotland (SFC)	109,484	168,378
	225,045	425,211

5. Allocation of support costs and overheads

The breakdown of support costs and how these were allocated between Governance and Charitable Activities is shown in the table below.

	Charitable Activities £	Governance £	Total Allocated £	Basis Apportionment
Staff costs	216,062	-	216,062	Staff time
Travel & subsistence	10,809	3,136	13,945	Staff time and actual
Marketing & printing	7,185	-	7,185	Staff time and actual
Website & computer costs	4,880	-	4,880	Staff time and actual
Insurance	-	4,748	4,748	Staff time and actual
Bank charges	2,668	-	2,668	Staff time
Sundry & office expenses	7,914	-	7,914	Staff time
Professional Fees	-	4,974	4,974	Actual
Training & development	-	2,000	2,000	Actual
Partial exemption	14,615	-	14,615	Actual
Total	264,133	14,858	278,991	



Notes to the financial statements continued

6. Analysis of charitable expenditure

	Charitable Activity	Support Costs	Total 2012	Total 2011
	£	£	£	£
Conference	81,940	39,620	121,560	123,058
Projects	236,201	26,413	262,614	552,809
Membership	352	153,197	153,549	149,785
Training	3,654	5,283	8,937	40,762
Products and services	84,950	39,620	124,570	45,053
	407,097	264,133	671,230	911,467

7. Net incoming resources/(resources expended)

Net incoming resources/(resources expended) are stated after charging/(crediting):

	2012	2011
	£	£
Auditors' remuneration	4,000	3,400

8. Exceptional items

In 2011, included within the costs of charitable activities is an exceptional item relating to the revisions to prior period's VAT, as a result of partial exemption omission amounting to £78,834. No such exceptional item has been noted in the year ended 31 December 2012 as this has now been fully settled.

9. Staff costs

The aggregate employment costs amounted to:

	2012	2011
	£	£
Wages and salaries	285,777	344,077
Social Security costs	20,508	25,679
Pension costs	49,152	53,949
	355,437	423,705

The charity has no employees. The above relates to recharges of staff costs from the University of Gloucestershire (a member of the charity). The average number of employees for the year was:

	2012	2011
	No.	No.
Permanent staff	8	9
Temporary staff	2	1

There are no employees with remuneration over £60,000 (2011: Nil).



Notes to the financial statements continued

10. Trustees Remuneration and expenses

During the year a trustee received remuneration, via the recharge of costs from the University of Gloucestershire, amounting to £55,663 (2011: £39,728 pro rata from date of appointment). This amount was payable for the staff role performed and not in respect of the services provided as a trustee. The employee participated in the Local Government Pension Scheme and pension contributions amounted to £10,854 (2011: £7,747).

A total of £3,349 (2011: £2,693) was reimbursed for directly incurred travel expenses to 6 trustees (2011: 5).

11. Taxation

The company is a registered charity and hence no provision for taxation is included in the financial statements as it benefits from the exemptions offered by Section 505 of the Income and Corporations Taxes Act 1988 and section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to its charitable purposes.

12. Tangible fixed assets

	Fixtures & Fittings	Computer Equipment	Total
	£	£	£
Cost			
At 1 January 2012 and 31 December 2012	2,758	2,515	5,273
Depreciation			
At 1 January 2012 and 31 December 2012	2,758	2,515	5,273
Net Book Value			
At 31 December 2012	-	-	-
Net Book Value			
At 31 December 2011	-	-	-

All assets are used in direct furtherance of the charity's objects.

13. Debtors

	2012	2011
	£	£
Trade debtors	94,045	73,844
Other debtors	7,327	12,935
Prepayments and accrued income	70,866	102,181
	172,238	188,960

14. Creditors

	2012	2011
	£	£
Amounts falling due within one year:		
Trade creditors	101,794	144,144
Accruals	4,220	3,400
Deferred income	216,274	212,050
	322,288	359,594



Notes to the financial statements continued

Creditors continued

Deferred income is comprised of the following items:

	2012 £	2011 £
Unrestricted funds:		
• Membership received in advance	135,246	63,058
• Conference sponsorship received in advance	16,629	29,900
• Products and services received in advance	32,942	-
	<u>184,817</u>	<u>92,958</u>
Restricted funds:		
• Grant income for projects	31,457	119,092
	<u>216,274</u>	<u>212,050</u>

The restricted funds deferred represent grant monies received in advance of specific projects, where conditions are applied and have been deferred in order to properly comply with the conditions of the grant.

15. Operating lease commitments

The following operating lease payments are committed to be paid within one year:

	2012 £	2011 £
Land and buildings		
Expiring:		
Between one and five years	3,334	5,001
	<u>3,334</u>	<u>5,001</u>

16. Capital commitments

There were no capital commitments at the balance sheet date (2011: £Nil).

17. Contingent liabilities

There were no contingent liabilities at the balance sheet date (2011: £Nil).

18. Analysis of assets and liabilities between funds

	Fixed Assets £	Current Assets £	Creditors Due Within One Year £	Creditors Due After One Year £	Funds £
Restricted Funds	-	-	-	-	-
Unrestricted Funds:	-	413,649	(322,288)	-	91,361
• General	-	413,649	(322,288)	-	91,361

19. Related party balances

As Members of EAUC, during the year, transactions occurred with the University of Gloucestershire and Queen Margaret University for specific services.

During the year the University of Gloucestershire made recharges to the company amounting to £368,409 (2011: £451,951) in connection with salary and administration expenses. Included with trade creditors at the year end is a balance owing to the University of Gloucestershire of £65,144 (2011: £77,422).

During the year, Queen Margaret University charged rent of £3,985 (2011: £7,663) to the company.



Notes to the financial statements continued

20. Ultimate controlling party

The trustees are the ultimate controlling party.

21. Analysis of charitable funds

a) Analysis of unrestricted fund movements

	Balance at 1 January 2012	Incoming resources	Resources expended	Transfers	Fund at 31 December 2012
	£	£	£	£	£
General fund	110,169	414,279	(449,887)	16,800	91,361

b) Analysis of restricted fund movements

	Balance at 1 January 2012	Incoming Resources	Resources expended	Transfers	Fund at 31 December 2012
	£	£	£	£	£
Conference	-	(50)	-	50	-
Projects	-	225,045	(236,201)	11,156	-
Training	-	2,256	-	(2,256)	-
Products and services	-	25,750	-	(25,750)	-
	-	253,001	(236,201)	(16,800)	-

Purpose of Restricted Funds:

Projects

This represents externally funded projects – UCCCfS; LiFE (formerly Universities that Count); Sustainable ICT; Sustainability Exchange – in furtherance of our charitable objective to promote and advance the education of the public and in particular those attending or working in universities and colleges, in all aspects of sustainable development, and the preservation, conservation and protection of the environment.

Conference

This represents the UCCCfS Annual Conference in Scotland, as part of the UCCCfS project, to advance the education of the public and in particular those attending or working in Universities and Colleges, in all aspects of sustainable development, and the preservation, conservation and protection of the environment.

Training

This represents EAUC training events in Scotland, as part of the UCCCfS project, to advance the education of the public and in particular those attending or working in universities and colleges, in all aspects of sustainable development, and the preservation, conservation and protection of the environment.

Products and Services

This represents services provided under the LiFE project to advance the education of the public and in particular those attending or working in universities and colleges, in all aspects of sustainable development, and the preservation, conservation and protection of the environment.



Charity information

Registered Company Number : 05183502
Charity Number : 1106172
Registered Office : EAUC National Office
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Southway
Skelmersdale
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Auditor : Davies Mayers Barnett LLP
Chartered Accountants & Statutory Auditors
Pillar House
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GL53 7LS

Your sustainability promise

We are committed to minimising our impact on the environment. By downloading our Annual Report in PDF format, not only do you receive it instantly but you are also doing your part in reducing your carbon footprint. We encourage you to email it to interested colleagues or potential EAUC Members and do not print it.

This report was written and designed in-house by the EAUC team.

Delivered by EAUC



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