

The University of Essex

Sustainability Sub-Strategy and Climate Action Plan 2021 – 26

July 2021

Sustainability Sub-Strategy 2021 – 2026

1. Strategy name
Sustainability Sub-Strategy 2021-26
2. Our mission
Our Sustainability Sub-Strategy will outline our commitment to acting in response to the climate and ecological emergency, while supporting the University's mission of excellence in education and research, for the benefit of individuals and communities
3. Our vision for 2026
<p>The University Strategy 2019-25 sets out the scale of our institutional ambition. The purpose of the Sustainability Sub-Strategy is to set out how we deliver excellence in education and excellence in research in the context of a climate emergency.</p> <p>Everything we do in the delivery of excellence in education and research and the actions of our almost 20,000 community has an environmental and carbon impact. Being a proudly international institution, thousands of students travel from around the world to our campuses every year, significantly contributing to our carbon emissions. Addressing our impact will require the right environment, moments of transition and significant change in the things we do, progression on a broad range of activities and initiatives and to take a collaborative approach with our community. We will deliver an approach that does not just adapt or mitigate in the face of the climate crisis, but one that is regenerative, has a positive outcome for our people and our environment and one that is fair and equally considerate to our community. Our just transition will support our community to realise the far-reaching benefits of sustainable and equitable development.</p> <p>The Essex Spirit encourages us to challenge conventional ideas and received wisdom, to think differently and to be bold. This SSS will be a bold step change in approach and outcomes that projects a steeper trajectory of progress and success than previously achieved, targeting key areas, addressing new challenges and focusing on reducing risk and building resilience.</p> <p>Through the Sustainability Sub-Strategy (SSS) we will define and positively progress on our journey to net zero carbon emissions and substantially reduce the University's environmental impact by:</p> <ul style="list-style-type: none">▪ Embedding sustainability into research, education, our operations and estate▪ Creating a sustainably educated, empowered and actively contributing community▪ Working collaboratively with our partners to achieve our aspirations▪ Using our resources efficiently▪ Building resilience to the impacts of climate change <p>We will transform our education offer to be sustainable and impactful and our delivery of education will play a vital part in how we respond to the climate and ecological emergency. What we teach and how we teach will be transformational, ensuring our graduates leave us with the</p>

knowledge needed to look after our planet and we will have increased the proportion of research work that supports the enhancement and protection of the environment.

All members of our community will better understand the environmental and sustainability challenges we face globally and as an institution, the scale of the challenge, how they can contribute to addressing those challenges through behavioural change, taking responsibility for their choices and actions, through a culture of collaboration and supporting each other. Our community will be at the centre of our journey and they will play a pivotal role in delivering the SSS, with every member of our community taking actions that are proportionate to the climate crisis and gain maximum benefit from working together. Through the delivery of the SSS, environmental thinking will become a normal part of our community's approach to work and study, delivering on the expectations of our current and future students.

We will nurture and protect the natural environment and biodiversity on our campuses, using less water, energy and resources. We will increase recycling while reducing waste. Through flexible working and incentivising and encouraging active travel, the carbon impact of our staff and students commuting to and from our campuses will decrease, bringing meaningful mental and physical benefits to our community. We will lead the way with an all-electric vehicle fleet and offer increased provision for our community to charge their EVs at our campuses. Catering outlets will be passionate about delivering local, ethically sourced food to meet our community's needs, using efficient equipment from environmentally considerate outlets. Plastic use will be reduced and single use plastic no longer deemed acceptable. Our buildings will become more sustainable, we will grow within our existing estate by being agile, smart and efficient with our spaces and where we have to build, we will maximise the potential to reduce the environmental and carbon impacts of our developments. Finally, we will benefit from a sustainably orientated procurement process achieving environmental improvements for the purchase of goods and services, while making ethical investments that align with our environmental aspirations. In meeting the challenges, we will find new ways of working that drive efficiencies in resource use, focus on the environmental impact of our actions and deliver financial improvements that contribute to the financial sustainability of the institution.

We will continue to demonstrate our commitment to social and environmental responsibilities as signatories of the UN Global Compact and for each of the SSS priority areas link to the Sustainable Development Goals (SDGs), to support and highlight our continued alignment with global challenges. We will use external verification to monitor our performance alongside other UK universities, and by 2026 we will be ranked 'First Class' in the People and Planet University League.

4. Our Priorities

Priority 1: Scope 1 and 2 emissions [SDGs: 7, 9, 11, 12, 13]

Cutting carbon emissions is a vital and central aspect of reducing our impact on the environment. Progress on reducing scope 1 and 2 emissions has been made, which have fallen by 28% (against a 2005 baseline) as a result of greater energy efficiency and decarbonisation of the national grid. Our focus now is to reach net zero carbon emissions, in line with the 2008 Climate Change Act, by 2035 with a maximum offsetting of 3,000 tonnes. We will deliver energy reduction projects and generate significantly more of our own renewable energy. Through our community and partners taking responsibility for their actions and contributing through behavioural change by actively reducing their use of electricity, we will make substantial progress on our journey to net zero carbon emissions. By reducing our electricity and gas usage we will make significant savings on our annual utility bills. We will adopt the carbon reduction hierarchy of avoid, reduce, restore and offset.

1.1 Reduce scope 1 and 2 carbon emissions by 76% by 2035.

- 1.1.1 We will significantly progress on our journey to net zero carbon emissions by reducing our overall energy use and carbon emissions.
- 1.1.2 We will increase our use of renewable energy generation from a 2019 baseline to reduce reliance on the grid, reduce our carbon emissions and reduce our spend on electricity, while continuing to source 100% of the electric we do purchase from green tariffs.
- 1.1.3 We will increase our understanding of energy use through our estate, analysing data to make informed decisions.

Priority 2: Scope 3 emissions [SDGs: 11, 12, 13]

Tracking and analysing our scope 3 emissions has not historically been an area of focus. However, these emissions are critical and represent the greatest proportion of our overall carbon footprint and offer a significant opportunity for our community to contribute to their reduction through their actions. We will embark on an ambitious approach to defining and recording our scope 3 emissions, set a date when we will aim to reach net zero and start delivering measures that will achieve progress.

2.1 Define, measure and reduce our core scope 3 emissions.

- 2.1.1 Working with internal and external experts we will define which scope 3 emissions will be tracked, measured and regularly reported on. Through analysis of our scope 3 emissions baseline and how it contributes to our overall carbon emissions, we will set an ambitious yet realistic target to bring this down to net zero.
- 2.1.2 Our community and partners will understand the vital role they play and contribution they can make reducing waste, minimize air travel, and by embracing agile ways of working reduce unnecessary commuting, and where commuting is necessary be encouraged to use active travel.

Priority 3: Education for Sustainability [SDGs: 4, 13]

Education for sustainability is a defining and ethical pillar of excellence in how we respond, with urgency, to the environmental threats our planet faces. We are committed to Sustainable Development Goal 4, Quality Education, and to our responsibility as an international University in educating future citizens, leaders, scientists, engineers and other professionals with the advanced knowledge and skills needed for global sustainable development.

The University of Essex will expand its sustainability education offer in ways that enable our staff and students to acquire the knowledge, understanding and skills to respond to climate threats and actively contribute to solutions. True to our values, what and how we teach will be transformational, ensuring that all of our students will have the opportunity to develop the knowledge and skills needed to look after our planet and inspire others to follow.

As a University with a community drawn from every corner of the globe, our education will have reach and impact by empowering our staff and students to fulfil their potential as sustainability change-makers. We will also make adjustments to reduce the environmental impact of our learning and teaching activities.

3.1 To equip our staff and students with the sustainability knowledge, understanding and skills to enable them to play an active role in building a more equitable and sustainable future; and to ensure our education is delivered and supported in a sustainable way.

- 3.1.1 We will expand curricular and extra-curricular opportunities for sustainability learning and professional development, recognising and recording student learning on sustainability. Sustainability will be embedded into the curriculum where appropriate.
- 3.1.2 We will improve the availability and understanding of the environmental and carbon impact of educational activities for staff and students.
- 3.1.3 Smart timetabling will create greater opportunities to maximise the use of space and resources to ensure that the maximum benefit of travel to our campuses for study and work are realised.
- 3.1.4 Through our use of technology and encouraging behavioural change, enhancements will be made allowing the use of paper to be minimised in the creation of prospectuses, module contents and assignments.

Priority 4: Research [SDGs: 4, 13]

Research is a pivotal aspect of our mission. The types of research activities we conduct will take the climate and ecological emergency into account, and where possible support new thinking and development. Equally, the ways all research is carried out will be conducted with environmental efficiency wherever possible.

4.1 To have increased the proportion of our research that supports the enhancement and protection of the environment, and ensuring our research is conducted in a way that minimises our environmental impact.

- 4.1.1 A framework will be developed for sustainable research to support researchers to consider the implications for the climate to enable sustainable proposals to be developed. Research Project applications will take into account the implications of the proposed work in terms of travel, activities, equipment, power usage allowing us to deliver excellence in research while addressing our declaration of a climate and ecological emergency.
- 4.1.2 Climate, ecological and sustainability research will be reviewed to promote greater engagement, collaboration and to identify future research opportunities for strategic development.
- 4.1.3 We will raise the profile of our environmental research at Essex and link the Climate Emergency Group to our Centre for Environment and Society, maximising internal collaborations and delivering a programme of events to enhance interdisciplinary climate research collaborations.
- 4.1.4 RDF will promote climate consciousness to equip the research community with the knowledge and skills to deliver on our climate responsibilities.

Priority 5: Biodiversity and Grounds [SDGs: 3, 14, 15]

With over 200 acres of Grade II listed parkland at our Colchester campus, 5 acres at our Loughton campus and an urban courtyard at Southend, our grounds, green spaces and their biodiversity are a fundamental part of who we are and how we work and live. Our green spaces contribute to the health and well-being of our community and offer us a unique opportunity to nurture, care for and improve biodiversity and habitats, addressing the global challenge of biodiversity and habitat loss. Through new ways of working and smart use of space, our community will contribute to our ability to make better use of the built environment and reduce our need to grow our estate, allowing maximising benefit to be gained from our green spaces.

5.1 To maintain and enhance our green spaces, encouraging biodiversity, while limiting its reduction and encouraging our community to benefit from it. We will continue to make our outdoor spaces inspiring places to study, work and live.

- 5.1.1 Green space loss will be minimised, ensuring future generations of students and staff can benefit. Regular green space and biodiversity audits will be undertaken to better understand our environment and enable us to increase and measure our biodiversity improvements.
- 5.1.2 The ability of our green spaces to contribute to our carbon reduction aspirations will be ascertained through regular carbon audits, informing future decision making on our green space use.
- 5.1.3 Our green spaces will continue to benefit our community both physically and mentally and our community's awareness and use will be encouraged and improved offering more opportunities to use and benefit from them.
- 5.1.4 The environmental impact of maintaining our green spaces will be minimised through emerging technologies, smart working and green technologies.

Priority 6: Water Management [SDGs: 6]

Essex is one of the driest counties in the UK, amplifying our need to ensure that we are using water resources as efficiently as possible. Fresh water is a precious resource, and it takes energy to distribute it. It is incorrectly considered by many to be freely available and while the carbon content per litre is low the volume used is high. There are also associated costs of accessing water, from purification to disposal and transportation.

As there is no alternative to water, reducing and making efficient use of it will be vital. Physical improvement works will take place, while educating our community to reduce the equivalent of 80 Olympic-sized swimming pools of water we use each year will achieve significant progress.

6.1 To stabilise, and where possible reduce water consumption across the estate during a period of growth, focusing on waste avoidance and increasing rain/grey water use.

- 6.1.1 Through proactive leak detecting, improvements to our water outlets and use of rain/grey water systems, we will create the physical infrastructure required to minimise water use and limit the increase in water usage.
- 6.1.2 Through educating, encouraging and working with our community, we will equip them to be active contributors in the efficient use of water.

Priority 7: Waste and recycling [SDGs: 11, 12]

Waste produced on our campuses comes from a wide range of sources, due to the diverse nature of our activities. Progress has been made in providing recycling facilities in our main campus and accommodation buildings, working alongside our waste contractor to ensure materials removed from campus are processed correctly. Average recycling rates in 2019 reached 37% per month, ranging month-on-month between 22% and 44%.

7.1 To increase the proportion of recyclable material collected on campus, alongside an overall decline in waste production, delivered through improved facilities and behaviour change.

- 7.1.1 Through education and providing new and innovative ways of recycling both in academic and accommodation areas, our community will find it easier and simpler to recycle, creating opportunities to cut waste, reduce admin and reduce the cost of general waste being processed.
- 7.1.2 Our procurement of goods and services and acknowledgment of full product life cycles will be considered and will significantly contribute to the reduction of waste and the appropriate use of resource in the delivery of excellence in education and research.
- 7.1.3 In meeting our communities' expectations, the use of plastics will be reduced and single use plastics eliminated wherever possible, introducing reusable or recyclable alternatives.
- 7.1.4 We will continue to meet and exceed the requirements of the waste Duty of Care code of practice.

Priority 8: Travel and Transport [SDGs: 3, 11]

Our community's daily commute, business travel and our international students arriving from around the world, all contribute to our scope 3 emissions and environmental impact. Alternative methods of travel and technological alternatives will be promoted and facilitated with low emissions a priority. We will champion sustainable travel and transport to and from our campuses, contributing to the reduction of our indirect emissions.

8.1 Minimise the carbon and environmental impact of the University's travel and transport activities including commuting, business, and research travel and encourage greater use of sustainable forms of transport where travel is necessary.

- 8.1.1 Through embracing agile working our community will be able to commute less if the business need allows and where commuting to work and study is essential, active and sustainable travel will be encouraged and supported.
- 8.1.2 Alternative methods of business travel will be promoted and facilitated with low emissions and digital solutions prioritised.

- 8.1.3 We will work with partners to improve local walking, cycling and public transport infrastructure, to reduce barriers to getting to and from our campuses. Assisting all our visitors to make a cleaner more active travel choice will assist our carbon reduction ambition and encourage a healthier community.
- 8.1.4 Significant progress will be made in moving our vehicle fleet to electric and benefit will be gained from the visibility of the vehicles on our campuses, setting a precedent.

Priority 9: Food and Drink [SDGs: 2, 3, 12]

Our community have shown they want quality food at various price points and their needs will continue to be the focus in the context of delivering sustainable, ethical, and nutritious food. Initiatives demonstrating best practice are already prevalent across our campuses with reusable cup discounts; biodegradable and compostable packaging; use of local suppliers; recycling of cooking oil as biofuel; welfare certified meat, dairy and fish. These practices will be further developed and communicated to our community to emphasise their importance and benefits.

Catering providers have a responsibility to the environment and to carry out activities in an environmentally and socially responsible manner, supporting their customers to make choices accordingly. All providers at the University of Essex will continue to incorporate environmental and social considerations into their operations, while working with suppliers to encourage them to minimise negative environmental and social effects associated with the products and services they provide. These principles will be adopted across all outlets, as well as for food and drink served for internal hospitality and external events and conferences.

9.1 To reduce the environmental impact of all aspects of food and drink procurement, preparation, provision and promotion, helping customers make more sustainable choices through a coordinated approach from all providers.

- 9.1.1 An ethical procurement and supply chain will allow our community to benefit from catering operations offering local, healthy, produce with high welfare standards and an increase in environmentally conscious menu options.
- 9.1.2 Our catering environments, activities and the equipment used will offer opportunities to further reduce our environment and carbon impact and contribute to our overall carbon reduction aspiration.
- 9.1.3 Across our catering outlets, hospitality and external events and conferences we will address single use plastics, reduce food waste, increase recycling and develop plant-based menu choices.
- 9.1.4 A strong environmental marketing and communication strategy will realise the benefits of behavioural change, supporting our communities to make positive environmental choices.

Priority 10: Sustainable Buildings [SDGs: 9, 11, 12]

The University of Essex comprises three campuses, with built environments providing the space for the majority of our activities in support of the University mission of excellence in education and research.

The Colchester campus sits within the historic Wivenhoe Parkland and houses the Grade II listed Wivenhoe House and Constable Building, originally constructed in the 1700s. The heart of the University campus was developed in the 1960s, using the valley to create a series of central squares and interweaving buildings formed from concrete in brutalist architecture. Six residential towers sit tall in the skyline, visible from miles around. The built environment has expanded substantially since the 1960s, with the addition of further academic buildings, sports facilities, student residential accommodation, and the recent development and growth of the Knowledge Gateway.

The Southend campus comprises mainly modern buildings set in the heart of the town centre. The Gateway Building, The Forum, University Square and the Clifftown Theatre sit in close proximity to each other to form the basis of the campus, with public space forming the areas external to the buildings.

The Loughton campus comprises part of the former grounds of the Grade II listed Hatfield house and incorporates the Grade II listed Corbett Theatre, a re-built 15th century barn. Academic and extra-curricular spaces have been added to the campus over a period of years, with the extension to the Corbett Theatre building being the latest addition, alongside an expansion to the Loughton campus boundary.

Our physical infrastructure requires the provision of electricity, heat and water to service our facilities and activities. Buildings represent our greatest energy users and scope 1 and 2 carbon emitters. Minimising our environmental impact will be optimised through physical technological solutions to our infrastructure and buildings.

10.1 To minimise the environmental impact of our physical estate, through enhancement to the sustainability credentials of our built environment and through behavioural change of our campus community.

10.1.1 We will reduce energy consumption per m2 of built environment and reduce energy consumption per head.

10.1.2 Technology, digital solutions and intelligent building management systems will allow smart use of energy, resource and water across our physical estate.

10.1.3 Through focusing on value for money building fabric improvements and low energy and carbon infrastructure we will minimise our energy, water and resource use within the existing estate and where any estate growth does happen it will be to the highest possible environmental standards have the lowest carbon impact.

Priority 11: Space Use [SDGs: 11, 12]

The way we use our buildings is as important for sustainability as their fabric, maximising the use of space results in greater efficiency. Future-thinking will allow us to prepare for the ways our buildings will be used in years to come. The University of Essex incorporates three campuses, providing space for activities in support of the University mission of excellence in education and research. Our spaces provide the environments for our staff to work and our students to live and learn.

Our spaces are critical in shaping the way we undertake our activities to maximise our contribution to the University mission: providing the environments that enable our students to achieve a transformational educational experience and outstanding outcomes, and our staff to maximise their contribution to excellence in education and research.

Growth to 20,000 students and a community of staff to support this provides an opportunity to further optimise use of our spaces. We will use the economies of scale that we gain to operate more efficiently and effectively, through optimum use of space, to enable greater emphasis on quality and sustainability.

11.1 To maximise efficiency and effectiveness in our use of space in order to deliver excellence in education and research whilst minimising our space envelope and energy cost base

11.1.1 We will achieve growth in student and staff numbers within the existing built environment by creating multifunctional and shared use spaces.

11.1.2 The energy efficiency of built environment will increase through behavioural change and every member of our community sharing in the responsibility through their commitment and contribution.

11.1.3 We will optimise the re-use of furniture, fixtures and fittings in space refurbishment, re-configuration and re-allocation projects.

Priority 12: Finance and Procurement [SDGs: 12]

As an institution we have an annual turnover of £250m and procure over £95m in goods and services. Through our commitment to excellence in research and education we contribute more than £580m to the local economy. The investment decisions, supplier evaluation and treasury management principles we make and the services and goods we procure have an important environmental impact.

Responsible investment and banking support our ethos of a socially responsible organisation and how we buy goods and services will ensure we are directing our money towards businesses that are themselves working to be more sustainable. Setting environmental standards at the point of purchase will help to ensure that consideration is given to any project as standard.

12.1 Ensure sustainable and environmental impacts are a key component of financial decision making and that we proactively champion initiatives that work towards the University's declaration of a climate and ecological emergency

12.1.1 By embedding sustainability into the procurement process and working closely with partners, we will optimise environmental decisions on the supply of goods and services, minimising waste and increasing the efficient use of resources and drive down the carbon and environmental impact of our leased assets.

12.1.2 Incorporating sustainability and the environment into the revenue planning round, the capital investment process and SPAG, will allow us to fulfil our declaration of a climate and ecological emergency.

12.1.3 Ensuring our treasury management principles are consistent with the University's climate and ecological emergency agenda demonstrates our alignment with the global aspiration to exclude profiting from activities that are considered harmful to society and the environment. We will seek to invest in organisations, companies and projects that are committed to operating in a way that is sustainable for the future.

Priority 13: Our Community [SDGs: 4, 16, 17]

We all have a responsibility to contribute to reducing our environmental impact, and through creating the right environments, developing new ways of thinking and encouraging and supporting changes in behaviour our community will be able to play its part. Engaging with students, staff, partners, campus unions, alumni and friends in ways that encourage participation, increase understanding, celebrate relevant education and research, and empower all members of our community to support each other and the development of positive solutions by working collaboratively will maximise individual actions. Through aligned working and common aspirations, our Students Union will maximise our ability to connect, share, encourage and embrace change with our student body, as representatives of the greatest proportion of our community.

Communications will be targeted, effective and prominent, reinforcing the need for urgent, decisive action and underlining the University's commitment to the climate and ecological action. In communicating the realities of the climate and ecological emergency and the work we are undertaking to contribute to the global challenge, will be communicated in accessible, transparent and meaningful ways. Our approach to design, print and to our IT infrastructure will be reviewed, to seek opportunities to reduce the environmental impacts of our communication work, embedding principles into policy, setting examples that can be followed by all.

13.1 Support our community as we normalise sustainability by emphasising environmentally-conscious behaviours and providing the mechanisms to empower prospective and existing students, staff, alumni and partners to think sustainably and integrate it into their lives.

- 13.1.1 Reciprocal communication and engagement will drive behavioural change amongst our community and we will champion sustainable and environmental choices, sharing institutional and community sustainability progress and successes.
- 13.1.2 We will help to inform our community and empower change through education and engagement, and by sharing sustainability metrics and data we will maximise gains from behavioural change.
- 13.1.3 The ways we communicate, our processes and collateral choices will demonstrate our commitment to the climate and ecological emergency.
- 13.1.4 Reinforcing our local partnerships will ensure a coherent and informed approach to our work on engagement and increase our reach.

Priority areas

1. Scope 1 and 2 Carbon Emissions	Performance Indicators
<p>Reduce scope 1 and 2 carbon emissions</p>	<p>KPI 1: By 2035 Scope 1 and 2 carbon emissions reduced by 76% from 2019 baseline KPI 2: By 2026 25% of our electricity is generated through renewable sources</p>
2. Scope 3 Carbon Emissions	Performance Indicators
<p>Define, track and reduce our core scope 3 emissions</p>	<p>KPI 3: Scope 3 emissions data defined, collected and reported on an annual basis and by 2022 have an agreed date to aim to achieve Scope 3 net zero carbon emissions (2050 minimum legally required) KPI 4: By 2023 scope 3 emissions reduction actions included in Carbon Management Plan</p>
3. Education for Sustainability	Performance Indicators
<p>To ensure our education to be delivered and supported in a sustainable way. For our education to have a transformational effect on our students and staff such that they can go on and have a positive influence on global sustainable development. For our commitment to sustainable education to transform people, knowledge and communities</p>	<p>KPI 5: Creation and implementation of a policy setting out the principles of delivering education sustainably by 2022 KPI 6: Sustainability integrated into all course approvals, ARCs and periodic reviews KPI 7: Sustainability training available to all new starters (students and staff) KPI 8: 50% of current students and staff to have received Carbon Literacy training by 2024, and 100% by 2026 and completion will be recorded on the HEAR and HR records KPI 9: All prospectuses, module content and assignments to be paperless by 2026</p>
4. Research	Performance Indicators
<p>To have increased the proportion of our research that supports the enhancement and protection of the environment, and ensuring our research is conducted in a way that minimises our environmental impact</p>	<p>KPI 10: The opportunity to consider sustainability is embedded at all stages of the research planning, costing and delivery process by 2025 KPI 11: A sustainability module is developed for the Researcher Development Framework (RDF), and sustainability is embedded across the RDF more generally by 2022 KPI 12: There is an increased number of funding, knowledge exchange and impact activities in the areas of climate, ecological and sustainability research by 2025 KPI 13: There is an increased number of events showcasing our climate, ecological and sustainability research to internal and external stakeholders by 2023 KPI 14: The strategic plans for the Environment and Society and Centre for Public and Policy Engagement are delivered by 2023</p>

5. Biodiversity and Grounds	Performance Indicators
<p>To maintain and enhance our green spaces, encouraging biodiversity, while limiting its reduction and encouraging our community to benefit from it. We will continue to make our outdoor spaces inspiring places to study, work and live</p>	<p>KPI 15: Greenspace policy being delivered by 2023</p> <p>KPI 16: By 2024 achieve >5% increase in biodiversity from 2022 baseline</p> <p>KPI 17: By 2025 surveyed student and staff's awareness of green spaces increases by 15% and use of green spaces increases 10% both from a 2020 baseline</p>
6. Water Management	Performance Indicators
<p>To stabilise, and where possible reduce water consumption across the estate during a period of growth, focusing on waste avoidance and increasing rain/grey water use</p>	<p>KPI 18: Average annual consumption to be no more than 2019 levels (average allows for seasonal variations) by 2026</p>
7. Waste and Recycling	Performance Indicators
<p>To increase the proportion of recyclable material collected on campus, alongside an overall decline in waste production, delivered through improved facilities and behaviour change</p>	<p>KPI 19: By 2026 total waste reduced by 5% (measured in tonnes) year-on-year from a 2019 baseline</p> <p>KPI 20: General food waste audit across all areas and food waste trial undertaken in accommodation areas by 2023</p> <p>KPI 21: By 2024 single use plastics will not be used by events or marketing materials</p> <p>KPI 22: Average annual recycling reaches 50% by 2026</p>
8. Travel and Transport	Performance Indicators
<p>Minimise the carbon and environmental impact of the University's travel and transport activities including commuting, business, and research travel and encourage greater use of sustainable forms of transport where travel is necessary</p>	<p>KPI 23: 20% reduction in parking permits issued from 2019 baseline and a 100% increase in proportion of EV/Hybrid vehicles being used for commuting by 2026</p> <p>KPI 24: By 2026 a 5% increase in student and 11% increase in staff journeys by sustainable means (bus, train, bike, walk) from a 2019 travel survey baseline</p> <p>KPI 25: 75% of University of Essex fleet vehicles to be electric by 2026</p> <p>KPI 26: 30% reduction in business air travel from 2019 baseline (2,188 tCO₂e, 3,844 trips) by 2026</p>

9. Food and Drink	Performance Indicators
<p>To reduce the environmental impact of all aspects of food and drink procurement, preparation, provision and promotion, helping customers make more sustainable choices through a coordinated approach from all providers</p>	<p>KPI 27: Sustainable Food and Drink Policy that ensures ethical and sustainable purchasing using local and seasonal produce created and being delivered by 2023</p> <p>KPI 28: By 2026, vegetarian and vegan food to represent 50% of all food sales</p> <p>KPI 29: By 2024 single use plastics will not be used by catering or be available in catering outlets</p>
10. Sustainable Buildings	Performance Indicators
<p>To minimise the environmental impact of our physical estate, through enhancement to the sustainability credentials of our built environment and through behavioural change of our campus community</p>	<p>KPI 30: By 2035, energy consumption for the built environment reduced by 76% from 2019 baseline</p>
11. Space Use	Performance Indicators
<p>To maximise efficiency and effectiveness in our use of space in order to deliver excellence in education and research whilst minimising our space envelope and energy cost base</p>	<p>KPI 31: Student and staff number growth incorporated without further growth to the built environment</p> <p>KPI 32: 100% achievement of the Sustainable Essex programme by all departments / sections by 2023</p> <p>KPI 33: 100% reuse or recycling of fixtures, fittings and equipment by 2023</p>
12. Finance and Procurement	Performance Indicators
<p>Ensure sustainable and environmental impacts are a key component of financial decision making and that we proactively champion initiatives that work towards the University's declaration of a climate and ecological emergency</p>	<p>KPI 34: Carbon and environmental impact is integrated into procurement process, life of contract and embedded into financial planning processes and whole life cost of capital purchases are used to minimise financial and environmental impact</p> <p>KPI 35: Investment and banking processes align with our environmental and ethical principles</p>
13. Our Community	Performance Indicators
<p>Support our community as we normalise sustainability by emphasising environmentally conscious behaviours and providing the mechanisms to empower prospective and</p>	<p>KPI 36: Sustainability embedded into pre-arrivals and inductions for new starters by 2023</p> <p>KPI 37: Continuous multiplatform consultation in place by 2022/23</p>

existing students, staff, alumni and partners to think sustainably and integrate it into their lives

KPI 38: All departments participating in and achieving a minimum of Bronze in Sustainable Essex Awards programme by 2023

KPI 39: Students report satisfaction in provision of sustainability education and extra-curricular activities, measured through NSS or equivalent by 2026

Climate Action Plan

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 1			Scope 1 and 2 Carbon Emissions			
Aim			Reduce scope 1 and 2 carbon emissions by 76% by 2035			
Objective		SSS01	Reduce scope 1 and 2 carbon emissions			
Deliverable	2025/26	SSS01.1	Create by 21/22 and implement by 25/26 a Carbon Management Plan (CMP) which meets the Carbon Trust and most current Capital Investment Framework (CIF2) requirements and sets out clear measures and time-frames	Energy Manager	SAG, M&CD, FPDI,	O1.1, O1.3, O1.8, O2.10, RPO1, RKO9, EAP2
Deliverable	2021/22	SSS01.2	Create and implement an energy policy to include building temperature and heating duration protocols	Energy Manager	SAG, M&CD, FPDI,	O1.3, O1.8, O2.10, RPO1, RKO9
Deliverable	2021/22	SSS01.3	Introduce a 'best working practice' leaflet/digital media communication to guide our community on the ways they can contribute and make a difference	Energy Manager	SAG, CER, SU, WHH, M&CD,	O1.1, O1.2, O1.3, O1.8, O2.1, RPO1, RKO9, RCO14, EAP2.1, EAP7.1
Deliverable	2021/22	SSS01.4	Develop and implement a behavioural change communication and engagement plan to educate our community on the part they need to play	Sustainability Manager	SAG, CER, SU, WHH,	O1.1, O1.2, O1.3, O1.8, O2.1, RKO9, RCO14, EAP2.1
Deliverable	2022/23	SSS01.5	Achieve Carbon Trust Standard for reducing CO2 year on year	Energy Manager	SAG	O1.1, O1.2, O1.3, O1.8, RPO1, RKO9, RCO14, EAP2.1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS01.6	Include Carbon Management plan in CEG and allow members including students to input	Head of SAG	CEG	O1.1, O1.2, O1.3, O2.10 O3.1, EAP2.1
Deliverable	2021/22	SSS01.7	Develop a set of principles for carbon offsetting that aligns with the carbon management hierarchy of avoid, reduce, replace offset	Head of SAG	CEG	O1.2, O1.3,
Objective		SSS02	Significantly increase electricity generation through renewables by 2026			
Deliverable	2025/26	SSS02.1	Create and implement a plan to self-generate further renewable electricity	Energy Manager	SAG, M&CD	O2.10
Objective		SSS03	Develop a better understanding of energy use and carbon emissions of our buildings			
Deliverable	2023/24	SSS03.1	Calculate total carbon emissions attributed to residential accommodation (both in-house and externally provided accommodation)	Energy Manager	SAG, Soft FM,	O2.10
Deliverable	2024/25	SSS03.2	Create and implement a prioritised plan to sub-meter gas, electric and water utilities to main buildings across all 3 campuses	Energy Manager	SAG, M&CD, Soft FM, WHH, SU, KG	O2.10
Deliverable	2025/26	SSS03.3	Undertake a review and action recommendations from the analysis of sub-meter data to better understand the baseload of buildings, trends and comparators	Energy Manager	SAG	O2.10
Deliverable	2025/26	SSS03.4	Undertake a review and action recommendations from the analysis of BMS systems to better understand how energy is used within our buildings	Energy Manager	SAG, M&CD	O2.10
Deliverable	2025/26	SSS03.5	Undertake a review and action recommendations from the analysis of building use and occupancy to better understand the requirements of our buildings so energy usage can be optimised	Energy Manager	SAG, M&CD, CTO	O2.10, RKO9, RCO14

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 2			Scope 3 carbon emissions			
Aim			Define, track and reduce our scope 3 emission			
Objective		SSS04	Define scope 3 emissions to collect data on			
Deliverable	2021/22	SSS04.1	Using internal and external expertise, create a clear plan setting out the activity areas scope 3 emissions will be collected on	Head of SAG	SAG, M&CD, Soft FM, FPDI, KG	O2.6, O2.10, O3.6
Objective		SSS05	Measure and report on our scope 3 emissions			
Deliverable	2022/23	SSS05.1	Measure and report on an annual basis all defined scope 3 emissions and present findings in a formal report	Sustainability Manager	SAG, FPDI, Soft FM, Essex Food, KG	O2.10
Objective		SSS06	Set scope 3 emissions reduction target and plan, to reduce emissions to zero			
Deliverable	2021/22	SSS06.1	Using internal and external expertise, define a firm date we aim to reach net zero scope 3 carbon emissions	Head of SAG	SAG, CEG, FPDI,	O2.6, O2.10, O3.6
Deliverable	2022/23	SSS06.2	Develop and incorporate Scope 3 emissions included in CMP covering: Waste (including construction), water, procurement, staff and student business trips, commuting to the university on a daily basis, carbon emissions associated with the travel between student's homes and the university at the start and end of term	Head of SAG	SAG	O1.1, O1.2, O1.3, O2.10, RKO9, EAP1.1, EAP4
Objective		SSS07	Enable our community and partners to contribute to reducing our scope 3 emissions			
Deliverable	2022/23	SSS07.1	Develop and implement a behavioural change communication and engagement plan to educate our community on the vital role they need to play in reducing scope 3 emissions	Sustainability Manager	SAG, CER, SU, WHH, KG	O1.1, O1.2, O1.3, O1.8, RKO9,

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
						RCO14, EAP1.1 EAP4

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 3			Education for Sustainability			
Aim			To ensure our education to be delivered and supported in a sustainable way. For our education to have a transformational effect on our students and staff such that they can go on and have a positive influence on global sustainable development. For our commitment to sustainable education to transform people, knowledge and communities			
Objective		SSS08	Embedding sustainability into the curriculum			
Deliverable	2021/22	SSS08.1	Include content from a 'Think Sustainable' campaign in the new 'Ready for Success' resources including the Pre-Arrival Undergraduate Portal. This will raise awareness of the University declaration of a climate and ecological emergency and build a shared commitment from the outset.	Head of Student Development, Head of TEL, Head of Outreach	Heads of Department, CER, SAG	O1.1, O1.2, O1.8, O3.1 O1.4, O1.5, O1.6, O1.8, O1.9, O2.1, O3.1 EO22, EO25, EO26, EO27, EO28, RCO14, RCO17, EAP1.1
Deliverable	2021/22	SSS08.2	Introduce review of sustainability in education into existing annual course review and periodic curriculum review every 5 years drawing on the existing expertise and good practice of staff already addressing sustainability in their modules. Adjust the design, delivery and	Deputy Deans Education, QUAD	Heads of Department, Directors of Education (DoE), Library, IT, Academic Section,	O2.1, O2.2, O2.6, O2.8, O2.10, EO16, EAP7

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
			organisation of courses and modules as required, and reporting progress routinely through Faculty Education Committees		People & Culture, Students' Union	
Deliverable	2021/22	SSS08.3	Capture how modules and courses embed sustainability in the curriculum through our existing quality assurance and enhancement processes (e.g. New course approval stages, Annual Review of Courses and Periodic Review) seeking specialist expertise where needed	QUAD, DDEs, DDPGREs, DoEs	Heads of Department, Deputy Deans Education (DDE), Deputy Deans, Postgraduate Research and Education (DDPGRE)	O2.9, O2.10, EO7, EO16, EO27, RCO14, EAP7
Deliverable	2022/23	SSS08.4	Nominate a sustainable education lead in every department either as a bespoke role or integrated into an existing role such as the Director of Education	Executive Deans	Heads of Department, Directors of Education	O1.3, O2.9, O2.10, EO7, EO16, EO27, RCO14, EAP7
Objective		SSS09	Expand extra-curricular opportunities for sustainability learning and professional development			
Deliverable	2022/23	SSS09.1	Develop student inductions to include university sustainability policy and strategy and other student engagement opportunities	Director of Student Life, VP Education, Students' Union	Heads of Department, Directors of Education, SAG	O1.1, O1.2, O2.1, O2.2, O2.10, O3.1, EO22, EO25, EO26, EO27, EO28, EAP 1.1
Deliverable	2022/23	SSS09.2	Together with the SU and vTeam, expand and raise the awareness of extra-curricular opportunities to develop knowledge and experience in sustainable practice	Director of Student Life, Students' Union	CER, Departmental Managers, SAG	O1.1, O1.2, O1.4, O2.1, O2.2, EO28, EAP1.1, EAP2
Deliverable	2021/22	SSS09.3	Include information from 'Think Sustainability' and declaration of climate emergency within our institutional applicant brochure, which profiles and celebrates How We Work at Essex including the benefits of working at the University.	Assistant Director P&C (OD)	Academic Departments, Professional Services Sections	O2.9, O3.1, O3.2, EO7, EO16, EO22, EO25, EO26,

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
						EO27, EO28, EAP1.1, EAP9
Deliverable	2022/23	SSS09.4	Incorporate sustainability, carbon literacy and the environment in to staff personal development to include essential training, refresher training while integrating further optional role specific training to raise awareness of the impact within our working environment and the responsibilities of our community. This will help our community to understand our values, shared responsibilities and to meet requirements	Assistant Director People & Culture (OD), Sustainability Manager	Academic Departments, Professional Services Sections	O1.6, O1.8, O2.1, O3.1, EO7, EO16, EO22, EO25, EO26, EO27, EO28, RPO1, RPO2, RPO4, RPO5, RPO7, PSS016, EAP9
Deliverable	2023/24	SSS9.5	Develop staff inductions to cover university sustainability policy, strategy and areas for staff to engage	Assistant Director People & Culture (OD), Sustainability Manager	Academic Departments, Professional Services Sections, SAG	O1.6, O2.10, EO7, EO16, EO22, EO25, EO26, EO27, EO28, EAP9
Deliverable	2021/22	SSS9.6	Include content on sustainable education in the Educator Development Framework and Researcher Development Framework. This will include the formats of workshop, resources, or network as required.	Assistant Director P&C (OD)	PVC Education, PVC Research, DDEs, DDRs	O2.2, O2.10, EO7, EO16, EO22, EO25, EO26, EO27, EO28, RKO9, RCO14, EAP7
Deliverable	2021/22	SSS09.7	Incorporate sustainable education in CADENZA pathways to Fellowship (e.g. CADENZA direct application process, and content in module 1 and 2 of the Post Graduate Certificate in Higher Education Practice (PGCHEP))	Head of Academic and Professional Practice	Heads of Department, Heads of Section	O2.10, EO7, EO16, EO22, EO25, EO26, EO27, EO28, RCO14, EAP2, EAP6
Deliverable	2023/24	SSS09.8	Include a webinar series on climate and ecological emergency as part of Welcome events and Staff Induction. This will provide case studies of student and staff achievements and activities in support of sustainability	Assistant Director P&C (OD)	Academic Departments, Professional Services Sections, SAG	O1.1, O1.2, O1.6, O1.8, O2.1, O2.2, O2.6, EO20, EO21, EO23, EO24, RCO14, PSSO9

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS09.9	Include reference to our commitment to sustainability in all education role descriptions and adverts including information about the steps each of us is asked to take to deliver this commitment	Assistant Director P&C (ERR)	Summer school, SAG	O2.10, EO21, RPO1, EAP7
Objective		SSS10	Recognise, record and reward student and staff learning on sustainability			
Deliverable	2022/23	SSS10.1	Introduce Carbon Literacy training and other achievements linked to sustainability on every graduate transcript and HEAR	Director of Student Life	Academic Departments, Professional Services Sections, SAG	O2.9, O2.10, EO7, EO16, EO22, EO25, EO26, EO27, EO28, RKO9, EAP7
Deliverable	2022/23	SSS10.2	Develop HR Organiser to include Carbon Literacy training and other sustainability professional development activity on every staff record	Assistant Director People & Culture (ERR)	Academic Departments, Professional Services Sections, SAG	O1.6, O2.10, EO7, EO16, EO22, EO25, EO26, EO27, EO28 PSS015, EAP9
Deliverable	2023/24	SSS10.3	Recognise leadership in education sustainability in the permanency and promotion criteria. Consider education sustainability achievements in the annual performance review of all staff	Director of People & Culture	Director of People & Culture	O1.7, O.210, EO7, EO16, EO22, EO25, EO26, EO27, EO28, PSS 024, PSS025, EAP9
Deliverable	2022/23	SSS10.4	Identify and include how sustainability can deliver our agreed HR Excellence in Research Award Action Plan (Vitae). The plan sets out how we sustain an enabling environment for researchers and help to build our national and international profile for the support we provide to early career researchers	Assistant Director P&C (OD)	PVC Research, DDEs, DDRs, DDPGRES	O1.5, O2.9, O3.7, EO7, EO16, EO22, EO25, EO26, EO27, EO28 PSS07, RPO7, RKO12, RCO14, EAP9

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS10.5	Ensure sustainability impact is considered and reflected in the University protocols for SMART working, recognising, appreciating and capturing the strength of different working environments and the impact they have on the University community. This will include supporting guidance for reporting managers	Assistant Director P&C (ERR)	ITS, UECS	O1.6, O1.8, O2.10, PSS04, PSS08, PSS016, RCO14, EAP9
Deliverable	2022/23	SSS10.6	Ensure sustainability is embedded more clearly in our recognition and reward processes to evidence our commitment to the community	Assistant Director P&C (ERR)	Heads of Department, Heads of Section	O2.10, O3.10, PSS011, RCO14, EAP9
Deliverable	2021/22	SSS10.7	Include sustainability in education in the mentoring categories and support for peer review in the Peer Exchange Network.	Assistant Director P&C (OD)	Heads of Department, Heads of Section	O1.6, O1.7, PSS016, EAP7, EAP9
Deliverable	2021/22	SSS10.8	Develop question prompts and coaching questions for Module Leads to reflect on current practice and identify quick changes	Assistant Director P&C (OD)	Directors of Education	O1.7, PSS016, EAP7, EAP9
Objective		SSS11	Redefine learner engagement to support sustainability			
Deliverable		SSS11.1	Review and revise all relevant University policies that mandates physical attendance, with its associated carbon cost, as the primary yardstick of learner engagement			O2.10
Objective		SSS12	Improve availability and understanding of the environmental and carbon impact of educational activities for staff and students			
Deliverable	2022/23	SSS12.1	Develop and implement staff and student carbon impact calculator/metering feedback system	Energy Manager	Heads of Department, Heads of Professional Service, Students' Union	O1.8, O1.9, O2.9, O2.10, EO1, EO2, EO4, EO15 EO24, RPO5, PSS015, EAP1.1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2024/25	SSS12.2	Develop environmental and carbon impact metrics by course, department and faculty for consideration as standing items by Education Committee, AQSC and FECs	Energy Manager, Sustainability Manager	Academic Departments, Professional Services Sections, SAG	O1.8, O1.9, O2.9, O.210, EAP7
Deliverable	2024/25	SSS12.3	Include environment and carbon footprint data of our education activities in the University Annual Report	Registrar	SAG	O2.10, RPO5
Deliverable	2024/25	SSS12.4	Make environment and carbon footprint data of our education activities available for prospective students and other external stakeholders	Director of CER	Academic Departments, Professional Services Sections, SAG	O2.9, O3.5, O3.7
Objective		SSS13	Smart timetabling to maximise the use of space and resource to ensure maximum benefit from travel to our campuses			
Deliverable	2022/23	SSS13.1	Review current timetabling provision and create and implement a plan to integrate carbon impact of scenarios	Academic Registrar	Academic Departments, Professional Services Sections, SAG	O2.9, O2.10, RPO5
Objective		SSS14	Paperless education			
Deliverable	2022/23	SSS14.1	Evolve the design and delivery of prospectuses to be paperless	Director of CER	SAG	O2.9, O2.10
Deliverable	2022/23	SSS14.2	Develop and implement a plan to make module handbooks, documentation, content and assignments paperless	Academic Registrar	SAG	O2.9, O2.10, EAP7
Deliverable	2023/24	SSS14.3	Replace student printing and photocopying facilities with free alternative electronic scanning options (note – need to consult with IT, Library, Student Services Hub and the SU. Will also need to think about paperless e-readers and tablet	Director of ITS		O2.9, O2.10,

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
			availability for those students who are unable to participate in BYOD)			
Deliverable	2023/24	SSS14.4	Prohibit the use of printers in University owned student accommodation and include in the accommodation contract			O2.10
Deliverable	2023/24	SSS14.5	Documentation for all education-related committees, exam boards, ARC's, periodic reviews, new course approvals, academic offence committees and other administrative support activities to be paperless	Academic Registrar, Director of ITS	Academic Departments, Professional Services	O2.9, O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 4			Research			
Aim			To have increased the proportion of our research that supports the enhancement and protection of the environment, and ensuring our research is conducted in a way that minimises our environmental impact			
Objective		SSS15	Develop a framework for delivering sustainable research which embeds climate consciousness at all stages of the planning, costing and delivery process			
Deliverable	2022/23	SSS15.1	Climate and environmental considerations are a core part of the research planning and development process	PVCR, DDRs, Director of REO	REO, SAG	O2.8, O2.10, RKO11
Deliverable	2022/23	SSS15.2	Costing of projects considers the environmental impact of research – including travel, activities and equipment	Director of REO, Energy Manager	REO, SAG	O2.10, RKO13

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS15.3	The full-life environmental and climate impact of research projects is established at the design stage	Director of REO, Energy Manager	REO, SAG	O1.5, O2.9, O2.10, RKO13
Deliverable	2023/24	SSS15.4	Research is delivered in a carbon neutral way or, when this is not possible, consideration is given to where offsetting might be possible elsewhere	Research Community, SAG	All, REO, SAG	O1.5, O2.9, O3.4, O3.5, RKO13, EAP7
Objective		SSS16	Review the climate, ecological and sustainability research currently being conducted at Essex to a) promote greater engagement and collaboration across the university and b) identify future research areas for strategic development.			
Deliverable	2022/23	SSS16.1	A comprehensive and shared understanding of current climate, ecological and sustainability research at Essex	PVCR, DDRs, Director of REO	REO, SAG, Departments	O1.5, O2.9, O3.4, O3.5, RPO1, EAP1.1
Deliverable	2022/23	SSS16.2	A strategic understanding of the opportunities to develop new and/or complementary areas of research	PVCR, DDRs, Director of REO	REO	RKO9, EAP7
Deliverable	2022/23	SSS16.3	A clear view of the types of partnerships that will help optimise the impact of our research	PVCR, DDRs, REO, Dean Research Partnerships	REO	O3.3, O3.8, O3.9, RKO11, RKO12, EAP6
Objective		SSS17	Raise the profile our Environmental Research at Essex and link the Climate Emergency Group to our Centre for Environment and Society and Centre for Public and Policy Engagement			
Deliverable	2022/23	SSS17.1	Develop and deliver a communication plan around our climate, ecological and sustainability research at Essex	CER	REO, CES, CPPE, SAG	O2.6, O2.9, O2.10, RPO1, RCO14, EAP1.1
Deliverable	2021/22	SSS17.2	Delivery of the strategic plan of the Centre for Environment and Society	Director of CES	REO, CER	RPO1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS17.3	Delivery of the strategic plan of the Centre for Public and Policy Engagement	Director of CPPE	REO, CER	RPO1
Objective		SSS18	Curate and deliver a programme of events to enhance interdisciplinary research collaboration around climate, ecology and sustainability			
Deliverable	2022/23	SSS18.1	Enhanced internal research collaborations – e.g., conferences, CUREs	PVCR, DDRs	CER	O1.5, O2.8, O3.2, O3.3, O3.5, O3.6, O3.7, RKO11, RKO12, EAP6
Deliverable	2022/23	SSS18.2	Stronger partnership collaborations – YUFE, YERUN, EARC	PVCR, DDRs, Dean Research Partnerships	REO	O1.5, O2.8, O3.6, O3.7, RKO11, RKO12, EAP6
Deliverable	2022/23	SSS18.3	Identification of new event and partnership opportunities	PVCR, DDRs, Dean Research Partnerships		RKO11, RKO12, EAP6
Objective		SSS19	The RDF should promote climate consciousness at all career stages to equip the research community with the necessary knowledge and skills to deliver on our climate responsibilities			
Deliverable	2021/22	SSS19.1	The RDF embeds climate consciousness at key points	Head of Research Development and Impact	REO	O2.8, O2.9, O3.6, O3.7, RKO13, EAP1.1
Deliverable	2021/22	SSS19.2	The RDF continually adapts to the changing environment, ecology and sustainability research context and activities	Head of Research Development and Impact	REO	O2.8, O2.9, O3.6, O3.7, RKO13, EAP1.1
Deliverable	2023/24	SSS19.3	The research community is empowered to conduct world-class research in a climate conscious manner	Research Community		O2.8, O2.9, O3.6, O3.7, RKO10, RKO13, EAP1.1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 5			Biodiversity and Grounds			
Aim			To maintain and enhance our green spaces, encouraging biodiversity, while limiting its reduction and encouraging our community to benefit from it. We will continue to make our outdoor spaces inspiring places to study, work and live			
Objective		SSS20	Minimise green space loss			
Deliverable	2023/24	SSS20.1	Develop a green space policy to define how any planned impact on green space is avoided, mitigated and managed	Grounds Manager	SAG, Director of ECS, Director of M&CD	O2.10
Deliverable	2023/24	SSS20.2	Develop a green space and biodiversity plan designating areas for development, non-development and areas where green space and biodiversity can be improved/increased	Grounds Manager	SAG, Director of ECS, Director of M&CD	O2.10
Objective		SSS21	Gain a better understanding of our campus's biodiversity, ecology and carbon capture			
Deliverable	2021/22	SSS21.1	Undertake regular biodiversity, ecological and carbon capture audits	Grounds Manager	SAG	O2.10
Objective		SSS22	Retain and increase biodiversity			
Deliverable	2023/24	SSS22.1	Develop and implement a plan to maintain existing and increase areas of biodiversity and ecology across our 3 campuses including native tree planting, wildflower and unmown areas, habitats, water and wetland areas	Grounds Manager	SAG	O2.10
Objective		SSS23	Increase physical activity among students and staff within our green spaces			
Deliverable	2022/23	SSS23.1	Introduce a green exercise class or activity	Director of Sport	Grounds Manager, SAG	O1.1, O3.1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS23.2	Introduce signed walking and running routes of differing distances through our green spaces	Director of Sport	Grounds Manager, SAG	O1.1, O3.1
Objective		SSS24	Increase student and staff usage and awareness of our green spaces			
Deliverable	2022/23	SSS24.1	Develop and implement a communication and engagement plan developing our communities understanding of the environment around them	Sustainability Manager	Grounds Manager	O1.1, O1.2, O2.10
Deliverable	2022/23	SSS24.2	Survey our community to gauge an understanding of awareness and use of our green spaces	Sustainability Manager	Grounds Manager	O1.2, O1.7, O2.10,
Deliverable	2022/23	SSS24.3	Install information boards within green space areas highlighting the breadth of wildlife and biodiversity present to educate and inform our community on our green spaces, biodiversity and wildlife	Grounds Manager	SAG	O1.1, O1.2, O1.4
Deliverable	2022/23	SSS24.4	Develop and implement a plan to increase wildlife, habitat and ecology educational walks	Grounds Manager	SAG	O2.10
Objective		SSS25	Decrease carbon emissions from Ground's maintenance activities			
Deliverable	2024/25	SSS25.1	Introduce electric grounds vehicles	Grounds Manager	SAG	O2.10
Deliverable	2022/23	SSS25.2	Increase level of electric powered hand tools	Grounds Manager	SAG	O2.10
Deliverable	2025/26	SSS25.3	Install PV on Grounds Section barns	Grounds Manager	SAG	O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 6			Water Management			
Aim			To stabilise, and where possible reduce water consumption across the estate during a period of growth, focusing on waste avoidance and increasing rain/grey water use			
Objective		SSS26	Implement water efficiency measures			
Deliverable	2021/22	SSS26.1	Audit water use infrastructure, to include cold water storage, shower and tap flow regulators, occupancy sensors, pipe insulation	M&CD, Energy/Water Manager	M&CD	O2.10
Deliverable	2022/23	SSS26.2	Create and implement a 'Water Management Plan' for water reducing measures, to include catering and Bioscience, cold water storage, shower and tap flow regulators, occupancy sensors, pipe insulation	Energy/Water Manager	M&CD, Bioscience, Catering	O2.10, RPO1, EAP7
Deliverable	2023/24	SSS26.3	Create a 'Water Management Policy/Standard' prescribing water efficiency measures for renovation and replacement works over and above Building Regulations	Energy/Water Manager	M&CD	O2.10, RPO1
Deliverable	2021/22	SSS26.4	Create and implement a proactive plan to review all water outlets for leaks and faults	M&CD	Energy/Water Manager	O2.10
Deliverable	2022/23	SSS26.5	Specify soft landscaping that requires low water consumption during landscaping works	Grounds Manager	SAG	O2.10
Objective		SSS27	To increase the proportion of rain/grey water used			
Deliverable	2024/25	SSS27.1	Create and implement a 'new build' design standards for grey water reuse	Director of M&CD	Energy/Water Manager	O2.10, O3.4
Deliverable	2024/25	SSS27.2	Introduce grey water harvesting infrastructure for use by the Grounds team for watering of green spaces	Grounds Manager	SAG	O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable		SSS28	Educate community on water saving actions across our campuses			
Deliverable	2025/26	SSS28.1	Achieve Carbon Trust Standard for reducing water year on year	Energy/Water Manager, M&CD	SAG	O1.1, O1.2, O1.3, O1.8, RPO1, EAP1.1
Deliverable	2024/25	SSS28.2	Undertake an audit of all sections, departments and faculties to better understand their water use and how we can successfully engage and educate our community	Energy/Water Manager	Sustainability Manager, M&CD	O1.1, O1.2, O1.6, O1.7, O2.10, RKO13
Deliverable	2023/24	SSS28.3	Create and implement an engagement and communication plan to educate our community with calls to action	Sustainability Manager	Energy/Water Manager	O1.1, O1.2, O1.6, O1.7, O2.3, O2.10, RPO1, RPO5, EAP1.1, EAP7

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 7			Waste and Recycling			
Aim			To increase the proportion of recyclable material collected on campus, alongside an overall decline in waste production, delivered through improved facilities and behaviour change			
Objective		SSS29	To reduce the amount and impact of waste produced on our campuses, in accordance with the waste hierarchy			
Deliverable	2021/22	SSS29.1	Development of a central point for the collation of waste data from all sources across our campuses	Sustainability Manager	Soft FM, SU, Essex Food, SAG, Facilities Manager (Southend & Loughton)	O2.10, RKO13

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS29.2	Review opportunities for internal reuse of items and introduce mechanism to facilitate this	Sustainability Manager	Soft FM, CPU, Space Management	O2.10
Deliverable	2021/22	SSS29.3	Maintain continuity of compliance with national guidance and legislation on waste management, working with suppliers to monitor progress.	Contracts Manager (Soft FM)	SAG, CPU	O2.8, O3.10
Objective		SSS30	To increase the proportion of on-site recycling, including food			
Deliverable	2022/23	SSS30.1	Review existing provision and develop waste and recycling infrastructure across academic and accommodation areas where necessary	Sustainability Manager	Soft FM	O2.10, RKO13
Deliverable	2022/23	SSS30.2	Assess opportunity to introduce food waste collection for accommodation areas and develop a trial to test feasibility	Soft FM	Essex Food, WHH, SU, SAG	O2.10
Deliverable	2023/24	SSS30.3	Develop and implement a plan to increase food recycling across our campuses, including food outlets and communal areas	Soft FM	Essex Food, WHH, SU, SAG	O2.10, RPO1
Objective		SSS31	Increase education and information to improve waste reduction and recycling			
Deliverable	2021/22	SSS31.1	Develop an online, searchable tool to be embedded on the website/student and staff directories	Sustainability Manager	Soft FM, WEDM	O2.10, RPO1
Deliverable	2021/22	SSS31.2	Develop and implement waste and recycling communication campaign	Sustainability Manager	SU, Soft FM, CER	O1.1, O1.2, O1.6, O1.7, O1.8, O2.10, RPO1, EAP1.1
Objective		SSS32	Utilise our procurement processes to limit unnecessary use of resources			
Deliverable	2022/23	SSS32.1	Take-back requirements are set out in tenders and data is recorded throughout the contract (where applicable)	CPU	Soft FM, SAG	

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS32.2	Policy and guidance are set out to support contract managers in expectations for resource efficiency	Sustainability Manager	CPU	O2.10, RKO13
Deliverable	2022/23	SSS32.3	Environmentally efficient options, where applicable, are set as the standard in order to encourage users to choose these as the norm	Sustainability Manager	CPU, Soft FM, Essex Food	O2.10, RKO13
Objective		SSS33	To eliminate single use plastics, in preference for reusable or recyclable alternatives			
Deliverable	2021/22	SSS33.1	Review of existing single plastics use to identify opportunities	Sustainability Manager	Essex Food, WHH, SU, CPU, Events	O2.10, RKO13
Deliverable	2022/23	SSS33.2	Develop and implement a 'Plastics Policy' setting out approach to plastics and single use plastics for all outlets and external catering and events	Sustainability Manager	Essex Food, WHH, SU, CPU, Events	O2.10, RPO1, RKO13
Deliverable	2022/23	SSS33.3	Develop and implement a system and associated campaign to reduce use of single use plastic water bottles and coffee cups	Sustainability Manager	Essex Food, WHH, SU, CPU, Events	O1.1, O1.2, O1.7, O1.8, O2.10, RPO1, EAP1.1
Objective		SSS34	Continue to meet and exceed the requirements of the waste Duty of Care code of practice			
Deliverable	2021/22	SSS34.1	Serviceable WEEE items from accommodation are donated via the BHF Pack for Good campaign	Soft FM	SAG, SU, ECS	O1.8, O3.5
Deliverable	2021/22	SSS34.2	Recording and monitoring of WEEE recycling from ITS, CSEE in line with broader collation from contract managers	Sustainability Manager	Soft FM, ITS, CSEE	O2.10
Deliverable	2021/22	SSS34.3	Suppliers/contractors to provide clarity on treatment and disposal of materials removed from campus; this information will be available via Sustainability report	Sustainability Manager	Soft FM, Facilities Manager (Southend & Loughton)	O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 8			Travel and Transport			
Aim			Minimise the carbon and environmental impact of the University's travel and transport activities including commuting, business, and research travel and encourage greater use of sustainable forms of transport where travel is necessary			
Objective		SSS35	Reduce the proportion of unnecessary and unsustainable commuting to our campuses			
Deliverable	2022/23	SSS35.1	Modify the parking management system and parking pricing strategy to discourage use of polluting vehicles, dissuade local driving commuters and encourage travel only when necessary.	Transport Manager	ITS	O1.3, O1.8, O2.10
Deliverable	2022/23	SSS35.2	Expand car sharing offering and introduce dedicated car sharing spaces and monitoring software	Transport Manager	ITS, EMS	O1.8, O2.10
Objective		SSS36	Increase the proportion of journeys to and between our campuses by sustainable transport			
Deliverable	2022/23	SSS36.1	Create and implement a business travel policy creating transparency around the emissions of each journey and mode of transport	Transport Manager	Director of ECS	O1.8, O2.10
Deliverable	2021/22	SSS36.2	Offer preferential parking locations for electric, hybrid, car share vehicles	Transport Manager		O1.8, O2.10
Deliverable	2022/23	SSS36.3	Adjust parking charges to incentivise sustainable transport	Transport Manager	Director of ECS	O1.8, O2.10
Deliverable	2022/23	SSS36.4	Offer free sustainable transport initiatives to encourage greater take up	Transport Manager	Essex Food, Essex Sport, Student Union	O1.8, O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable		SSS37	Increase student and staff journeys by active travel methods			
Deliverable	2021/22	SSS37.1	Introduce a free personal travel plan app and supply travel plan by default	Transport Manager	Human Resources, Student Union, Accommodation, Student Recruitment, Personal Travel Plan Partner	O2.10, EAP1.1
Deliverable	2023/24	SSS37.2	Increase provision of well lit, secure and green cycle storage on our campuses	Transport Manager	M&CD, H&S	O2.10
Deliverable	2023/24	SSS37.3	Increase provision of well lit, secure cycle paths	Transport Manager	M&CD, H&S	O2.10
Deliverable	2022/23	SSS37.4	Increase offering and frequency of cycling services such as repairs and equipment.	Transport Manager		O2.10
Deliverable	2022/23	SSS37.5	Introduce a bike rental a scheme in conjunction with local authorities and partners	Transport Manager	Essex Sport, SU	O2.10, O3.10
Deliverable	2023/24	SSS37.6	Introduce a rewards scheme based on verified active travel	Transport Manager	Essex Sport, Essex Food, CER, Personal Travel Plan Partner	O2.10
Deliverable		SSS38	Build support for sustainable transport and increase education on the impacts of travel			
Deliverable	2025/26	SSS38.1	Install sufficient additional EV charging provision for our community to encourage EV take up	Transport Manager	M&CD	O2.10
Deliverable	2023/24	SSS38.2	Introduce EV charging provision for visitors	Transport Manager	M&CD	O2.10
Deliverable	2025/26	SSS38.3	Install sufficient additional EV charging provision for our fleet vehicles to provide required capacity	Transport Manager	M&CD	O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS38.4	Ensure all travel related activities include emissions data	Transport Manager	SAG, Travel partner	O2.10
Deliverable	2022/23	SSS38.5	Develop and implement an engagement plan/campaign to increase student and staff use of walking, cycling and buses to travel to and from campus	Transport Manager	SAG, CER	O1.1, O1.2, O1.7, O1.8, RPO1
Deliverable	2023/24	SSS38.6	Investigate opportunities around salary sacrifice for EV vehicles and report back on findings	Transport Manager	Central Finance, CPU	O2.10
Deliverable	2022/23	SSS38.7	Further develop relationships with local bus service providers and continue to maximise discounts for bus passes	Transport Manager	SU, First Bus, Arriva	O2.10
Objective		SSS39	Increase proportion of low emissions vehicles in the University's core vehicle fleet			
Deliverable	2021/22	SSS39.1	Develop and implement a plan to rationalise the number of vehicles in fleet	Transport Manager	Departments with vehicles	O1.8, O2.10
Deliverable	2025/26	SSS39.2	Develop and implement a plan to significantly increase the proportion of electric or hybrid vehicles in the University fleet	Transport Manager	M&CD	O1.8, O2.10
Deliverable	2021/22	SSS39.3	Create and implement a plan to increase EV charging provision for University vehicle fleet	Transport Manager	M&CD	O1.8, O2.10
Objective		SSS40	Reduce carbon emissions and environmental impact of business and research air travel			
Deliverable	2022/23	SSS40.1	Create and implement a business travel policy to include a requirement for all journeys to be justified and have associated CO ₂ published at point of booking and claiming expense	Transport Manager	Director of ECS	O1.8, O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 9			Food and Drink			
Aim			To reduce the environmental impact of all aspects of food and drink procurement, preparation, provision and promotion, helping customers make more sustainable choices through a coordinated approach from all providers			
Objective		SSS41	Ensure an ethical procurement and supply chain			
Deliverable	2022/23	SSS41.1	'Sustainable food' is a contract requirement for all tenders	Head of Catering and Events, WHH, SU	CPU	
Deliverable	2023/24	SSS41.2	Purchase all meat from farms with high welfare standards, with farm to plate traceability	Head of Catering and Events, WHH, SU	SAG	
Deliverable	2023/24	SSS41.3	Fish purchases will be from MSC approved sources and all catering outlets certified to Marine Stewardship Council standards (P&P 0.2%)	Head of Catering and Events, WHH, SU	SAG	
Deliverable	2022/23	SSS41.4	Obtain all coffee from ethically sourced companies	Head of Catering and Events, WHH, SU	SAG	
Deliverable	2023/24	SSS41.5	Source all fruit and vegetables locally and seasonally	Head of Catering and Events, WHH, SU	SAG	
Deliverable	2021/22	SSS41.6	All outlets collaborate to optimise orders and consolidate deliveries (across Essex Food, SU and WHH)	Head of Catering and Events, WHH, SU	SAG	O2.10
Objective		SSS42	Reduce the environmental impact of catering equipment and catering environments			
Deliverable	2021/22	SSS42.1	Review catering spaces to better understand the spaces and equipment, identify and implement opportunities for greater efficiencies (front and back of house)	SAG	Head of Catering and Events	O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS42.2	All existing and new equipment to include maintenance and servicing contracts to maximise energy efficiency	Head of Catering and Events, WHH, SU	M&CD	O2.10
Deliverable	2022/23	SSS42.3	Create an equipment purchase policy to set standards for energy efficiency and environment impact, optimising efficiencies and disposal of equipment at end of life	Head of Catering and Events, WHH, SU	SAG	O2.10
Deliverable	2021/22	SSS42.4	Develop best practice promotional/marketing material to increase awareness to maximise efficient use of equipment	SAG	Head of Catering and Events, WHH, SU	O1.8, O2.10
Objective		SSS43	Reduce waste and increase recycling			
Deliverable	2021/22	SSS43.1	Conduct a food waste audit throughout catering processes to identify opportunities for greater efficiencies and develop an action plan based on findings	SAG	Head of Catering and Events, WHH, SU	O2.10
Deliverable	2021/22	SSS43.2	Conduct a single use plastics audit in food/retail outlets to establish key areas to be addressed and develop an action plan based on findings	SAG	Head of Catering and Events, WHH, SU	O2.10
Deliverable	2025/26	SSS43.3	Review industry initiatives and best practice that support waste reduction and increased recycling in catering and food/beverage retail and develop a plan to implement improvements	Head of Catering and Events, WHH, SU	SAG	O2.10
Deliverable	2022/23	SSS43.4	Reduce food waste from delivered catering by gaining a better understanding of the customer needs and educating and empower environmentally conscious choices	Head of Catering and Events, WHH, SU	SAG	O1.2, O1.8, O2.10, O3.1
Objective		SSS44	Consider the environmental and social impact of catering operations			
Deliverable	2022/23	SSS44.1	Undertake a holistic review of vegetarian and vegan menu options and create a firm plan for 50% of menu choices to be vegetarian and vegan by 2026	SAG	Head of Catering and Events, WHH, SU	O1.2, O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS44.2	Gain a better understanding of where our food is supplied allowing us to maximise 'local' suppliers	SAG	Head of Catering and Events, WHH, SU	O2.10
Deliverable	2022/23	SSS44.3	Produce a publicly available ethical and sustainable catering framework/policy in collaboration with all outlets on campus, embracing principles of good practice and to continual improvement in sustainable food and catering	Head of Catering and Events, WHH, SU	SAG	O2.10
Deliverable	2022/23	SSS44.4	Further develop community awareness of relevant environmental and social effects of purchases through appropriate training and induction programmes	Head of Catering and Events, WHH, SU	SAG	O1.2, O1.6, O1.7, O3.1, EAP1.1
Objective		SSS45	Create a strong environmental marketing and communication strategy			
Deliverable	2022/23	SSS45.1	Communicate an ethical and sustainability catering policy to staff, customers to demonstrate broad approach and encourage positive change; specifically information related to the sustainability of food, to all customers via various mediums including; the University Intranet, posters, newsletters, plasma screens, notice-boards and social media	Head of Catering and Events, WHH, SU	CER, SAG	O1.1, O1.2, O1.8, O2.10, O3.1
Deliverable	2022/23	SSS45.2	Communicate ethical and sustainable catering policy with suppliers to ensure their practices align with our own standards	Head of Catering and Events, WHH, SU	CER, SAG	O2.10
Deliverable	2021/22	SSS45.3	Training on environmental and social aspects of catering mandatory for all catering staff	Head of Catering and Events, WHH, SU	P&C, SAG	O1.6, O1.8

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 10			Sustainable Buildings			
Aim			To minimise the environmental impact of our physical estate, through enhancement to the sustainability credentials of our built environment and through behavioural change of our campus community			
Objective		SSS46	Optimise intelligent building management systems and the nature of building use to reduce energy use			
Deliverable	2024/25	SSS46.1	Further implement occupancy sensors / smart sensors within the estate for heating / lighting purposes	Director of M&CD	SAG	
Deliverable	2024/25	SSS46.2	Further develop Building Management Systems (BMS) infrastructure, zoning and set-up	Director of M&CD	SAG	O2.10
Deliverable	2023/24	SSS46.3	Develop a Sustainable Building Design Policy and Guide for new buildings and refurbishments in order to set sustainability standards / credentials	Director of ECS	Capital Planning Group members	O2.10
Deliverable	2021/22	SSS46.4	Produce policy and guidelines to ensure energy efficient use of campus buildings by our campus community	Head of SAG	Department and Section Heads	O2.10
Deliverable	2021/22	SSS46.5	Moderate heating temperature within all buildings during core hours and further reduce temperature during limited use periods	Director of M&CD	Space Management Group members	
Deliverable	2022/23	SSS46.6	Limit spaces available during non-core hours / low occupancy periods and close down / switch off energy for spaces not in use	Director of M&CD, HOD's, Faculty Managers	Space Management Group members	
Objective		SSS47	Optimise infrastructure to reduce water use			
Deliverable	2024/25	SSS47.1	Further implement water efficiency infrastructure through refurbishments and programme of replacement / maintenance	Director of M&CD	N/A	

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS47.2	Develop and implement infrastructure to manage legionella risks whilst reducing the level of flushing required	Director of M&CD	N/A	
Objective		SSS48	Enhance low energy infrastructure to minimise energy use			
Deliverable	2024/25	SSS48.1	Further implement the replacement programme for LED / low energy lighting installations	Director of M&CD	N/A	
Deliverable	2024/25	SSS48.2	Scope energy efficient heating and ventilation system solutions for future consideration when existing infrastructure reaches end of life	Director of M&CD	Capital Planning Group members	
Deliverable	2022/23	SSS48.3	Develop an energy efficient equipment policy for implementation and compliance by Departments / Sections	Head of SAG	Department and Section Heads	O2.10
Deliverable	2022/23	SSS48.4	Research and review technology advancements in low / efficient energy infrastructure and develop a plan for incorporation within capital and maintenance plans	Director of M&CD, Head SAG	Capital Planning Group members	O2.10
Objective		SSS49	Improve building fabric to reduce energy use, focused on value for money investment solutions			
Deliverable	2024/25	SSS49.1	Review building fabric upgrade options to reduce energy loss at optimal return on investment and develop a plan for implementation	Director of M&CD	Capital Planning Group members	O2.10
Objective		SSS50	Increase buildings heated by low carbon energy, focused on value for money solutions			
Deliverable	2025/26	SSS50.1	Further enhance maintenance regimes for low carbon energy infrastructure in order to optimise performance and return on investment	Director of M&CD	N/A	
Deliverable	2022/23	SSS50.2	Scope new low carbon infrastructure options for energy supply to buildings and produce a development / funding plan	Director of M&CD, Head of SAG	Capital Planning Group members	

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Objective		SSS51	Minimise the environmental and carbon impact of estate growth			
Deliverable	2023/24	SSS51.1	All essential new buildings to be designed to minimise carbon impact whilst contributing a range of priority sustainability benefits	Director of ECS	Capital Planning Group members	O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 11			Space Use			
Aim			To maximise efficiency and effectiveness in our use of space in order to deliver excellence in education and research whilst minimising our space envelope and energy cost base			
Objective		SSS52	Achieve growth in student and staff numbers within existing built environment through efficient and effective use of space and multi-functional / shared use space			
Deliverable	2021/22	SSS52.1	Implement the initial phase of Smart working at Essex (SWAE) in order to inform follow on phases	Director of ECS	Director of People and Culture, Director of ITS	
Deliverable	2022/25	SSS52.2	Implement follow on phases of Smart working at Essex (SWAE)	Director of ECS, CTO, Faculty Managers, Departmental HOD's	Director of People and Culture, Director of ITS	
Deliverable	2021/22	SSS52.3	Deliver multi-functionality and shared space use objectives into the space planning process at space request and space option stages	Director of M&CD	Space Management Group members	

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS52.4	Develop new policies to ensure efficient and effective use of space	Director of M&CD, CTO, Faculty Managers, Departmental HOD's	Space Management Group members	
Deliverable	2022/23	SSS52.5	Seek opportunities for greater migration of space to central timetabling and greater efficiency / effectiveness of timetabled spaces	Director of M&CD, Academic Registrar, CTO	Space Management Group members	
Deliverable	2023/24	SSS52.6	Develop plans for greater usability of outdoor spaces for excellence in education and research	Head of SAG	Space Management Group members	
Objective		SSS53	Increase energy efficiency of built environment through policy and behavioural change and every member of our community sharing in the responsibility through their commitment and contribution			
Deliverable	2021/22	SSS53.1	Produce policy and guidelines to ensure energy efficient use of campus buildings by our campus community	Head of SAG	Department and Section Heads	O2.10, RPO1
Deliverable	2023/24	SSS53.2	Further develop energy use data through infrastructure and reporting systems to support departments / sections in monitoring and reducing their energy use	Head of SAG	Department and Section Heads	O1.8, O2.10, RPO1, RKO13
Deliverable	2021/22	SSS53.3	Produce a policy and support mechanism to maximise engagement and compliance with the Sustainable Essex programme by all departments / sections	Head of SAG	Department and Section Heads	O1.8, O2.10, RPO1
Objective		SSS54	Consolidate space use during low occupancy periods enable reduction in energy use			

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS54.1	Develop a non-core operating hours policy and model to ensure reduced space use during low occupancy periods	Director of M&CD, CTO, Faculty Managers, Departmental HOD's	Space Management Group members	O2.10
Deliverable	2022/23	SSS54.2	Model opportunities for widened core operating hours to minimise the need for new buildings to support growth	Director of M&C, CTO, Faculty Managers, Departmental HOD's	Space Management Group members	
Objective		SSS55	Optimise re-use of furniture, fixtures and fittings through space refurbishment, re-configuration and re-allocation projects			
Deliverable	2022/23	SSS55.1	Develop a policy, system and process to ensure all furniture, fixtures and fittings are recycled through re-use within or without the organisation, or via recycled waste	Head of SAG	Head of Procurement	O1.8, O2.10, RPO1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 12			Finance and Procurement			
Aim			Ensure sustainable and environmental impacts are a key component of financial decision making and that we proactively champion initiatives that work towards the University's declaration of a climate and ecological emergency			
Objective		SSS56	To embed sustainability into the procurement process			
Deliverable	2023/24	SSS56.1	Achieve Carbon Trust Standard for reducing CO2 in the supply chain year on year	Head of Procurement	CPU, SAG	O1.1, O1.2, O1.3, O1.8

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS56.2	Incorporate questions on bidder's sustainability and environmental policies as part of the procurement process	Head of Procurement	CPU, SAG	O2.10
Deliverable	2022/23	SSS56.3	Incorporate by default reuse and recycling into procurement process for supplies (I.e. furniture)	Head of Procurement	CPU, SAG	O2.10
Objective		SSS57	Ensure sustainability is introduced as thematic heading in the planning round			
Deliverable	2022/23	SSS57.1	Introduce a sustainability theme into the planning round resource template so that revenue requests that address the climate emergency and/or lower our carbon emissions are given the same strategic priority as existing themes	Head of Service Accounting	Head of Sections	O2.10
Objective		SSS58	Incorporate sustainability into the capital investment process			
Deliverable	2022/23	SSS58.1	Introduce sustainability, environmental and carbon impact sub sections into Business Plan and Project Mandate templates allowing full life costs, carbon mitigations, carbon offsetting costs and future financial payback benefits to be captured to inform decision making	SAG	Head of Financial Accounting and Capital, Project Governance Office	O2.10
Deliverable	2022/23	SSS58.2	Introduce whole life cost assessment to assess affordability and benefits of capital purchases	Project Governance Office	Head of Financial Accounting and Capital, SAG	O2.10
Deliverable	2022/23	SSS58.3	The positive future year revenue impacts from capital projects to be fed through to the University's financial forecasts	Head of Financial Accounting and Capital	Governance Office, SAG, Capital Project Managers	O2.10
Objective		SSS59	Embed sustainability into the SPAG agenda			

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2022/23	SSS59.1	SPAG to provide significant influence and support to sustainability initiatives with progress monitored through SPAG project monitoring reports	Deputy Director of Finance	SPAG	O2.10
Deliverable	2022/23	SSS59.2	SPAG Terms of Reference to be adjusted to make explicit reference to the strategic oversight of the Action Plan for Financial Sustainability including climate emergency work streams	Deputy Director of Finance	SPAG	O2.10
Objective		SSS60	Ensure treasury management principles are consistent with the University's climate emergency agenda			
Deliverable	2024/25	SSS60.1	Review all existing investments and banking partners and maximize investments and relationships with ethical and green investments partners	Director of Finance, Planning & Data Insight, Investment Sub Committee	Head of Financial Accounting and Capital, Head of Income and Payments	O2.10
Deliverable	2022/23	SSS60.2	Gain endorsement by CEG for the Statement of Investment Principles to ensure consistency with the University's approach in this area.	Deputy Director of Finance, Investment Sub Committee	Head of Financial Accounting and Capital	O2.10
Deliverable	2022/23	SSS60.3	Communicate the Ethical Investment Policy by making it publicly available and reported on at a senior level	SAG	Deputy Director of Finance	O1.8, O2.10

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Priority 13			Our Community			
Aim			Support our community as we normalise sustainability by emphasising environmentally-conscious behaviours and			

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
			providing the mechanisms to empower prospective and existing students, staff, alumni and partners to think sustainably and integrate it into their lives			
Objective		SSS61	Emphasise sustainable and environmental choices			
Deliverable	2021/22	SSS61.1	Review the relevant touchpoints through the entire student/staff cycle, including pre-arrivals and induction to identify areas that sustainability messaging can be embedded	Sustainability Manager	Marketing & Student Recruitment, Communications, P&C, OD, Student Engagement, SU, ECS	O1.1, O1.2 O1.6, O1.8, O2.1, RPO1, EAP1.1, EAP7
Deliverable	2022/23	SSS61.2	Introduction of a sustainability campaign to promote and highlight environmental choices and benefits to individuals	Sustainability Manager	Communications, CPU, SU	O1.1, O1.2 O1.6, O1.8, O2.1, RPO1, EAP1.1, EAP7
Objective		SSS62	Share institutional and community sustainability progress and successes			
Deliverable	2021/22	SSS62.1	Create and publish an annual Sustainability Report with key data shared across communications channels	Sustainability Manager	SAG, CER	O1.8, O2.10, O3.1, RPO1, EAP1.1
Deliverable	2022/23	SSS62.2	Introduce a mechanism to promote student projects/research and their impact	Sustainability Manager	CER, Education, Research	O1.5, O1.10, O2.3, O3.2, RPO2, EAP7
Deliverable	2021/22	SSS62.3	Develop collateral to highlight achievements students and staff have made [Email signatures, Zoom backgrounds...]	Sustainability Manager	CER	O1.3, O1.5, O1.6, RPO2
Deliverable	2023/24	SSS62.4	Link Sustainability Sub-Strategy KPIs to Tableau to both embed sustainability thinking and monitor progress	Sustainability Manager	REO, FDP&I	O2.10, RPO1

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS62.5	Collate information on the range of communication tools available for communicating stats & KPIs	Sustainability Manager	CER	RPO1
Deliverable	2022/23	SSS62.6	Further development of the Sustainable Essex Awards programme to integrate into existing schemes, and expand to students living on campus	Sustainability Manager	P&C, OD, Soft FM, CPU, ECS	O1.1, O1.2, O2.1, O3.1, EAP1.1
Objective		SSS63	Educate our community by sharing sustainability metrics and data			
Deliverable	2022/23	SSS63.1	Create a communication plan that takes our community on a journey of what's been achieved, what we are currently doing and where we are going. Making the unseen, seen.	CER	SAG, ECS Communications	O1.1, O1.3, O1.5, O1.8, O2.1, O2.10, RPO1, EAP1.1
Deliverable	2022/23	SSS63.2	Prominently display information on energy and carbon emissions in key buildings and locations including use of digital screens for 'live' updates	Energy Manager	SAG, ECS Communications, CER	O1.8, RPO1
Deliverable	2021/22	SSS63.3	Make relevant existing data accessible on University webpages to assist in making informed choices	Sustainability Manager	WEDM	O1.8, O2.10, RPO1
Deliverable	2022/23	SSS63.4	Introduce a personal carbon footprint calculator to enable people to understand the footprint of university-related activities	Energy Manager	SAG	O1.8, O2.10, RPO1, EAP1.1
		SSS64	Listen to our community through continuous consultation			
Deliverable	2022/23	SSS64.1	Provide a means of continuous consultation and feedback with our community via a multi-platform solution that maximises sustainability listen and learn opportunities	Sustainability Manager	CER	O1.7, O1.8, O2.10, RPO1, RK09
Objective		SSS65	Communication processes and collateral choices to be considerate to the environment			

Type	Year	ID	Objectives and deliverables	Objective Owner	Cross-Section Support	Strategic reference
Deliverable	2021/22	SSS65.1	Develop guidance to support life-cycle thinking in the purchase of promotional materials and resources [part of Think Sustainability initiative]	Sustainability Manager	CER, CPU, ECS Communications	O1.8, O2.10, RPO1, RKO9
Deliverable	2021/22	SSS65.2	Produce communication and engagement policy on sustainable practices – defining principles; setting out steps to consider; branding guidelines	CER	Sustainability, ECS Communications	O1.8, O2.10, RPO1, RKO9, EAP1.1
Objective		SSS66	Reinforce local partnerships to ensure joined up approaches for projects and engagement			
Deliverable	2021/22	SSS66.1	Develop system to record relevant partnership activity in relation to sustainability and environmental projects, including through existing frameworks	Sustainability Manager	CER, Education Committee, Research Committee	O2.10, RKO9, RKO11, RKO12, EAP6
Deliverable	2021/22	SSS66.2	Regularly communicate benefits of external partnerships and the impacts they are supporting	CER	Sustainability	RKO11, RKO12, EAP6
Objective		SSS67	The Students Union to maximise the contribution students can make to the climate and ecological emergency through aligned working and developing a collaborative approach the reflects our shared mission			
Deliverable	2022/23	SSS67.1	Develop activities and programmes to give students the opportunity to engage with sustainability and influence change	SU	SAG	O1.1, O1.2, O2.1, O2.3, O3.1, EAP1.1
Deliverable	2022/23	SSS67.2	Integrate sustainability messages into SU initiatives	SU	SAG	O1.1, O1.2, O2.1, O2.3, O3.1, EAP1.1
Deliverable	2021/22	SSS67.3	Include SU presence in university-wide sustainability events	SAG	SU	O1.1, O1.2, O2.1, O2.3, O3.1, EAP1.1