

# Southampton Solent University

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## Environmental and Sustainability Strategy

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	v2.6.1 August 2016 - Progress updates to Action Plan
	v2.6.2 July 2017 - Progress updates to Action Plan

## Foreword

In recent years, the University has made great strides in raising awareness of environmental issues amongst its students, staff and stakeholders. The development of a Carbon Management Plan and implementation of a range of projects has already resulted in many positive actions and significant emission reductions.

This Environmental and Sustainability Strategy extends the work already undertaken, by providing a route-map of aspirations and targets, extending to all areas of environmental impact. It provides further demonstration of our commitment to continual environmental improvement across all of our locations and operations.

Embedding sustainability into the workings of the University is a strategic process and this plan introduces the next stage in the journey. Students, staff and stakeholders alike will play a vital role in the University's drive to continual environmental improvement and its contribution to a sustainable future.

## **1. Introduction**

Southampton Solent University is committed to reducing the environmental impact of its activities and recognises the need to demonstrate this commitment by continuously improving environmental performance. The University produced its first Environmental Policy in 2007 and appointed an Environmental and Sustainability Manager in 2008. A Carbon Management Plan setting out how the University would reduce its carbon emissions was approved by both the Carbon Trust and the University Board in 2010. Implementation of an Environmental Management System is underway at all sites, using the award winning 'EcoCampus' scheme; the University is currently working towards Gold standard, having achieved a Silver award in October 2014.

This Environmental and Sustainability Strategy supports the Environmental Policy and provides the framework by which the University will improve its environmental performance. It is wide ranging, bringing together in one place and in a consistent format the existing environmental activities, and outlining new ones.

Key themes have been identified to facilitate the development of detailed action plans and identification of responsibilities. Some actions can be initiated relatively quickly; others require detailed consideration of where responsibilities lie and the level of resource available for implementation.

## **2. Strategic ownership**

The Solent Sustainability Group provides the strategic management and oversight for the Environmental and Sustainability Strategy. The group is chaired by the Director of Estates and Facilities, reporting progress and actions directly to Management Board.

Members of the group are drawn from schools, services and the student body as appropriate and as required; associated special interest groups are established for particular projects, or as the need for consultation or specific expertise arises.

## **3. Operational ownership**

Each theme in this Strategy needs to have a clear owner if it is to be implemented successfully. The Environmental & Sustainability Manager acts in a strategic capacity and provides advice and assistance to the individual theme owners.

Operational managers for implementation of the strategy are listed in Appendix 1. Detailed Action Plans and timetables for implementation are listed in Appendix 2.

The following sections provide summaries and goals for each theme.

#### **4. Theme 1: Environmental Management System**

The University will develop an Environmental Management System (EMS) which encompasses the majority of the themes included in this Strategy. The EMS is included as a theme in its own right, as this allows its progress to be set out in an Action Plan alongside the other themes.

##### **Goals:**

- To achieve incremental progress, primarily through EcoCampus, towards full implementation of an Environmental Management System to the internationally recognized ISO14001 standard, or equivalent.

#### **5. Theme 2: Energy**

Energy use constitutes the largest environmental impact under the direct influence of the University. Implementation of this part of the Strategy has been assigned a high priority. The recent appointment of a dedicated Energy Manager will facilitate progress.

The University is committed to minimising its environmental impacts and costs arising from energy use in buildings, as well as meeting the requirements of legislation and sector targets. The Carbon Management Plan contains detailed information about the University's approach to energy reduction.

##### **Goals:**

- To manage energy in accordance with BS EN ISO 50001:2011 '*Energy management systems - requirements with guidance for use*'.
- To continue to reduce CO<sub>2</sub> emissions from energy, in line with the University's Carbon Management Plan.
- To incorporate low energy / low carbon / sustainability features into estate developments.
- To continue to identify and implement energy and emission reduction projects.

## 6. Theme 3: Student, Staff and Community Engagement

The success of this Environmental Strategy depends on the participation and engagement of staff, students and other stakeholders, including those in the wider community. There are currently a number of initiatives in progress, and the University is committed to developing these and introducing new ones. Campus initiatives have included 'Green Impact', 'Student Switch Off', 'Green Week' and 'Blackout'. Community initiatives have included the award-winning "Eco Ernie" clean-up and recycle campaign.

### Goals:

- To raise awareness of sustainability and to communicate environmental and sustainability activities, initiatives and successes to students and staff.
- To encourage active staff participation in reducing environmental impact by promoting a range of awareness raising activities such as Green Impact and Green Week.
- To enhance student engagement and participation through activities such as Green Impact audits, Green Week, Blackout, Student Switch Off, waste and recycling campaigns. Education for Sustainability (Theme 10) should consider opportunities for student engagement with Themes 2, 5, 6 and 8.
- To work with our partners in the wider community to share best environmental practice and collaborate in environmental and sustainability initiatives.

## 7. Theme 4: Water

The University aims to reduce water consumption in line with national targets, measured against a 2008 baseline figure. The University also aims to continuously improve control over its emissions to reduce environmental impact and prevent pollution. Flushing controls have been fitted in most areas of the campus to reduce consumption, and more water-efficient fittings are being installed. The flow through main water meters is monitored via a continuous data collection and analysis service, providing rapid notification when large leaks occur. Additional means of leak detection will be investigated and processes developed to ensure faster location and repair of leaks. Monitoring programmes are in place to control and reduce emissions to water from the University's activities, with training provided for teams whose activities may present risks of spillage or discharge.

### Goals:

- To reduce environmental impacts and costs arising from water use, through better management.

- To improve methods of leak detection by further implementing automatic metering and monitoring service on main incomers, installing leak detection technology on new buildings and providing additional isolation points.
- To reduce the time taken from initial leak detection to determining precise location and completing repairs.
- To agree specifications for new and replacement installations of taps, urinals, WCs and showers, to reduce usage of potable water when compared to existing fittings.
- To consider opportunities for rainwater harvesting and grey water use.
- To target reduction of water use in line with DEFRA recommendations (c. 20% reduction by 2030 from 2008 baseline). Interim targets will be established.
- To reduce the risks of contamination of water bodies, by increasing monitoring levels and audit activities as appropriate
- To raise risk awareness, by increased training and information provision for staff whose activities could have significant environmental impacts

## 8. Theme 5: Waste

The University is committed to minimising waste, by reducing unnecessary procurement, increasing reuse and recycling rates, and converting food and contaminated waste to energy when possible. Sending waste to landfill is regarded as a last resort, as this causes environmental impact in the form of CO<sub>2</sub> emissions and loss of amenity.

There is both an environmental and financial benefit from increasing recycling rates; achieving year-on-year improvements will remain a priority. By working with its partners and developing innovative approaches including waste-to-energy, the University has achieved substantial reductions in waste to landfill over recent years.

### Goals:

- To achieve reductions in waste to landfill in line with, or exceeding, the Carbon Management Plan targets.
- To initiate a programme of user education with a Reduce - Reuse - Recycle theme and partnering the Student Union and University waste contractor in publicising and supporting awareness events.
- To work more closely with our cleaning, catering and waste service partners.
- To reduce unnecessary ordering of consumables and equipment, reduce the amount of packing waste, and encourage greater reuse where appropriate.
- To reduce unnecessary procurement by using Warp-it and similar systems, to facilitate relocation and reuse of surplus furniture, office and other equipment.

## 9. Theme 6: Sustainable Travel

The University is committed in its Travel Plan to ‘... *reduce the adverse impact of travel ... including congestion, pollution and road safety hazards ... reduce reliance on car trips, particularly for short or single-occupancy journeys, and to promote more sustainable alternatives, especially walking, cycling and public transport... to establish a long-term management strategy that seeks to deliver sustainable transport objectives*’.

The University Travel Plan contains detailed information about the University’s approach to sustainable travel, including a commitment to collaborate with local councils, partners and transport providers.

### Goals:

- To achieve specific targets listed in the University’s Travel Plan and Carbon Management Plan.
- To run awareness campaigns to promote the use of sustainable travel options.
- To provide improved information on sustainable travel to, from and around the University.

## 10. Theme 7: Sustainable Procurement

The University is committed to working closely with its suppliers and contractors to raise awareness and encourage environmentally sustainable behaviour. The University will develop its procurement activities and policy in line with the Government’s ‘Sustainable Procurement Flexible Framework’.

### Goals:

- To begin implementing the ‘Sustainable Procurement Flexible Framework’.
- To develop a Sustainable Procurement Policy for communication to staff and key suppliers.

## 11. Theme 8: Biodiversity

The University recognises its statutory duties and is committed to both conserving and promoting biodiversity and creating a pleasant and sustainable working environment for its staff and students. The University collaborated with the Hampshire & Isle of Wight Wildlife Trust to undertake habitat surveys and produce an initial Biodiversity Action Plan, which was approved in September 2014.

### Goals:

- To develop and implement the Biodiversity Action Plan.
- To incorporate features for conservation of biodiversity into new developments.
- To preserve and enhance biodiversity across the estate.
- To establish baseline information and conduct audits to measure progress.
- To explore opportunities for academic collaboration.

## 12. Theme 9: Sustainable Construction

Construction and refurbishment activities create significant environmental impacts, and the University is committed to meet high environmental standards when conducting these activities.

For new construction projects, the University will use the Building Research Establishment Environmental Assessment Method (BREEAM) to rate the environmental impacts. For significant refurbishment projects, the Royal Institute of Chartered Surveyors 'SKA' scheme, or similar methodology, will be used.

### Goals:

- To achieve a BREEAM 'Excellent' rating on all new developments, or 'Very Good' where there are significant mitigating factors.
- To achieve a SKA 'Gold' rating on all major refurbishments, or 'Silver' where there are significant mitigating factors.
- To further develop in-house standards for heating, ventilation, lighting and mechanical and electrical services, to meet best practice for environmental performance.

## 13. Theme 10: Sustainability in the Curriculum - Education for Sustainability

The University recognises the contribution that it can make to sustainable development by enabling its students to acquire the skills and knowledge to allow them to make a lasting difference. The University will begin to establish existing levels of education for sustainable development within the curriculum and explore opportunities to extend these.

### Goals:

- To establish current levels of education for sustainable development within the curriculum, to enable progress to be measured.
- To explore opportunities to include education for sustainable development within the curriculum.
- To encourage and support academic staff with the integration of education for sustainable development into the curriculum.

## Appendix 1. Operational Owners of the Individual Themes

Theme	Operational owner	Summary of main responsibilities
Environmental Management System	Head of Health, Safety & Environment with the Environmental & Sustainability Manager	Production of documentation for the system Maintaining documentation up-to-date Auditing the University against the requirements of the system
Energy	Energy Manager (working with Head of Technical Services, Building Services Engineer and Environmental & Sustainability Manager)	Managing energy use at the University in accordance with BS EN ISO 50001:2011 ' <i>Energy management systems - requirements with guidance for use</i> ', in particular: <ul style="list-style-type: none"> <li>• monitoring energy use by reference to data on the BMS and on the IMServ EDV system</li> <li>• taking action to minimise energy use by load shedding and reducing standing loads.</li> </ul>
Student and Staff Engagement	Individual initiatives will have their own operational owners identified, although the Environmental & Sustainability Manager will initiate many of these, and be the initial lead.	Dependent on each initiative - refer to detailed Action Plan
Water	Energy Manager (with the Environmental & Sustainability Manager)	Monitoring water use by reference to data provided by Demeter and Southern Water Taking action to minimise water use by reacting to the monitoring information, e.g. promptly dealing with leaks.
Waste	Contracts and Projects Manager (with Facilities Duty Managers, Campus Operations Manager, Halls Managers and E&S Team)	Management and budget control of waste disposal contract (General Waste & recycling) in all areas except Residences.
	Facilities Duty Managers with Campus Operations	Waste and recycling collection logistics across campuses.

Theme	Operational owner	Summary of main responsibilities
	Manager and Environmental & Sustainability Team	
	Contracts and Projects Manager with Residence Managers	Management and budget control of waste disposal contract (General Waste & recycling) at Residences.
	School and Service Managers, with guidance from Contracts and Projects Manager and Environmental & Sustainability Team	Management of Special Waste.
	Project Managers	Construction waste.
Sustainable Travel	To be identified - supported by Environmental & Sustainability Team	Implementing the actions in the University Travel Plan - refer to detailed Action Plan.
Sustainable Procurement	Procurement Manager	Implementing the Government's 'Sustainable Procurement Flexible Framework'- refer to Action Plan.
Biodiversity	Environmental & Sustainability Team, Contracts and Projects Manager, Grounds Team	Developing a Biodiversity Policy and implementing the Biodiversity Action Plan.
Sustainable Construction	Head of Projects and Estate Development, for major projects; refurbishments and minor projects by operational owners.	Ensuring projects meet the requirements of the BREEAM (major projects) or SKA schemes (refurbishments).
Sustainability in the Curriculum - Education for Sustainability	To be identified - supported by Environmental & Sustainability Team	Defining an initial outline plan for implementation.

## Appendix 2. Action Plans

### 1. Environmental Management System implementation

Item	What	Comments	Person(s) Responsible	Deadline	Status
1.	Implement and Document an Environmental Management System to ISO 14001 or equivalent	The University is currently implementing its EMS through 'EcoCampus', a fully accredited environmental award scheme providing a staged approach.	Environmental & Sustainability Manager	Ongoing continuous improvement; EcoCampus awards at two year intervals	Gold stage completed; Platinum submission by October 2018.
1.1	<b>EcoCampus Bronze accreditation</b>				
1.1.1	Achieve Bronze	Bronze Award granted in July 2012.	Environmental & Sustainability Manager		Completed, July 2012
1.2	<b>EcoCampus Silver accreditation</b>				

Item	What	Comments	Person(s) Responsible	Deadline	Status
	Submit for EcoCampus Silver accreditation.	Following EcoCampus plan, detailed below, 1.2.1 - 1.2.7. Work commenced on these actions in summer 2013.	EMS implementation team		Complete
1.2.1	Develop and implement a 'Legal & Other Requirements' procedure	Defining lead responsibility for ensuring/monitoring compliance with each piece of legislation, and how and where records are kept.	Environmental & Sustainability Manager		Complete
1.2.2	Complete a 'Legal Register'	Will use information from EcoCampus, Cedrec database, earlier environmental reviews	Environmental & Sustainability Manager		Complete
1.2.3	Maintain all legal records	The EcoCampus document management system will be used initially.	EMS implementation team, as defined in procedure (1.2.1)	Ongoing, as part of EMS maintenance cycle	Ongoing

Item	What	Comments	Person(s) Responsible	Deadline	Status
1.2.4	Develop and implement an 'Environmental Aspects' procedure; complete an 'Aspects and Impacts Register'; Rank items in register; develop and implement an 'Objectives, Targets & Programme' procedure.	Upload to EcoCampus document management system.	Environmental & Sustainability Manager		Complete
1.2.5	Agree a finalised Environmental Policy, signed off by VC or DVC	<p>The draft policy produced in EcoCampus Bronze level complies with EcoCampus and ISO requirements. Presented at Management Board and posted on the publicly available University Web Pages. An amended version was agreed at Management Board and posted publicly in April 2014.</p> <p>The Policy is now reviewed annually by Solent Sustainability Group, any proposed changes are to be approved by Management Board.</p>	<p>Deputy VC - was Dr Richard Blackwell</p> <p>David Corless Director of</p>	June 2018	<p>Complete</p> <p>2017 review completed.</p>

Item	What	Comments	Person(s) Responsible	Deadline	Status
			Estates and Facilities		
1.2.6	Communicate the Environmental Policy to all stakeholders	The latest Policy is publicly available at <a href="http://www.solent.ac.uk">www.solent.ac.uk</a> . It is reviewed annually and updated as required.	Environmental & Sustainability Manager	Annual review due 2018	Completed for 2017
1.2.7	EcoCampus Silver Audit by external assessors	To be arranged on completion of silver actions in EcoCampus plan (audit completed June 2014; Silver award received October 2014)	EMS implementation team		Completed
<b>1.3</b>	<b>EcoCampus Gold accreditation</b>				
	Achieve EcoCampus Gold accreditation	Detailed plan is provided in EcoCampus literature. Full operational implementation of the Environmental Management System will now be supported by procedures and processes, training and regular audits.	EMS implementation team		Completed - Gold accreditation awarded late 2016
<b>1.4</b>	<b>EcoCampus Platinum accreditation</b>				

Item	What	Comments	Person(s) Responsible	Deadline	Status
	Achieve EcoCampus Platinum accreditation	<p>Outline plan is provided in EcoCampus literature.</p> <p>Detailed plan is being developed including:</p> <ul style="list-style-type: none"> <li>• Monitoring and measuring processes and plans</li> <li>• Evaluation of Compliance processes and plans</li> <li>• Non-conformity, Corrective Action and Preventive Action processes and plans</li> <li>• Internal Audit processes and plans</li> <li>• Control of Records process (records will be moved to Solent Drive)</li> <li>• Management Review process</li> </ul>	EMS implementation team	October 2018	Not yet due
<b>1.5</b>	<b>ISO 14001 accreditation</b>				
	Achieve EMS ISO14001 accreditation	Detailed plan will be developed on achieving EcoCampus Platinum accreditation.	EMS implementation team	July 2019	Not yet due

## 2. Energy

Item	What	Comments	Person(s) Responsible	Deadline	Status
2.1	<b>Carbon Management Plan</b>				
2.1.1	Review of the Carbon Management Plan	The review will consider the Estate development plan, including new construction and demolition at EPT, reconfiguration at Warsash, latest acquisitions and the new St Mary's Campus. Progress against target to be reviewed and further carbon reduction projects devised. Consultancy services will be considered. Design detail of new buildings will be required before energy projections can be made. University-owned residence information may need to be updated.	Energy Manager in consultation with Carbon Management Team	October 2017, but subject to latest campus development plans	Not yet due

Item	What	Comments	Person(s) Responsible	Deadline	Status
2.1.2	Implement the Carbon Management Plan projects and activities, updating and amending Plan when necessary	The first Carbon management Plan identified 10 'Existing and Early Start' projects for 2009/10; 4 'Planned Projects' for 2009/10; 12 'Near Term' projects for 2010/11 & 2011/12; 7 'Medium to Long Term' projects for 2012/13 & 2013/14. Review progress and status, and publish an updated plan.	Individual Project Managers		The review at the CMT showed that the majority of projects had been completed.
2.1.3	Scope further projects from the Carbon Management plan	This will be included both as part of the review of the Plan (2.1.1), and annually in preparation for funding applications	Energy Manager with CMT	Annually, for Capital Bids	Ongoing
2.1.4	Extend Carbon Plan data collection and analysis to provide additional baselines	Emissions from various areas are not yet quantified in the Plan, such as those from new & newly acquired buildings, business travel and scope 3 (indirect) emissions (including those from Commuting), and Procurement. Consideration of these issues will be included with the review of the Plan (2.1.1).	Energy Manager in consultation with Carbon Management Team and E & S Manager	Summer 2018	Not yet due

Item	What	Comments	Person(s) Responsible	Deadline	Status
2.1.5	Provide annual information on energy use, assess progress against targets.	Report to Solent Sustainability Group (formerly Solent Green Spark Group) and Carbon Management Team. Information is based on a calendar year, but there is a lag with some of the data.	Energy Manager, with assistance from E & S Team	Annually for SSG, after full set of data is available for preceding year	Reporting will continue to Solent Sustainability Group
<b>2.2</b>	<b>Revolving Green Fund (RGF) / Salix / SEELS projects</b>				
	Consider RGF/Salix, or similar, as source of future funding for carbon reduction projects	Energy reduction projects were previously awarded funding by HEFCE/RGF2 and co-ordinated by E&S Manager. Consider as future source of funding when required	Environmental & Sustainability/ Energy/Project Managers		Projects completed.
<b>2.3</b>	<b>Define Energy Strategy</b>				
2.3.1	Identify and provide resources (primarily staff time) to monitor and target areas for energy reduction, and to take action to	Ongoing analysis of recent and historically accumulated electric, gas, district heat scheme and water meter data and BMS settings will reveal areas where wastage can be significantly reduced and savings made.	Director of Estates and Facilities		Energy Manager and Building Services

Item	What	Comments	Person(s) Responsible	Deadline	Status
	reduce energy use based on the results of monitoring.	Detailed analysis and supplementary action is time consuming. Requires collaboration within Estates and working with various users. Implementation of the subsequent actions 2.3.2 - 2.3.4 will be defined as part of the energy strategy. This will also define 'Person(s) Responsible'.			Engineer appointed.
2.3.2	To manage energy in accordance with BS EN ISO 50001:2011 ' <i>Energy management systems - requirements with guidance for use</i> '.	This provides a structured way of bringing about a reduction in energy use, following a quality based approach using the 'plan-do-check-act' model for continual improvement. Roles and responsibilities set out in the standard will need to be identified.	Energy Manager	To be confirmed	Awaiting further discussions on process
2.3.3	Provision of Additional Utility Metering				
2.3.3.1	Additional electrical meters	The University's core energy data collection system is IMServ EDV, providing live and day+1 online energy data for all buildings. Additional meters are installed as	Energy Manager and Building Services Engineer	Ongoing - meters are being installed on	Key energy staff have access to EDV (and BMS) for energy

Item	What	Comments	Person(s) Responsible	Deadline	Status
		requirements arise for additional data, and during all new developments.		all new developments	monitoring, targeting and reduction.
2.3.3.2	Additional gas meters	Gas meters are also connected to the IMServ EDV system. New Warsash gas meters were installed and connected in December 2013.	Environmental & Sustainability Manager		Complete
2.3.3.3	Connect District Heating system meters to University M&T system	District Heating AMR meter information is currently available only to the scheme owners (Engie). Additional connections from these meters to the University IMServ-EDV monitoring system would provide “Day+1” data, to ensure the system is operating efficiently, to validate invoices and to provide alarms when faults arise. Agreement is required from Engie.  A previous trial connection to the Priva BMS failed to provide data.	Energy Manager with Engie (plc)	To be confirmed before connection of new sports building to District Heating	Raised at Engie DHS planning meeting.

Item	What	Comments	Person(s) Responsible	Deadline	Status
2.3.3.4	Additional water meters	A new water metering system has been implemented with Demeter Ltd and Southern Water - actions will be taken forward under theme 4 (see 4.1.1)	See 4.1.1	See 4.1.1	
2.3.4	Improved energy utilisation				
2.3.4.1	Building Management System - control and monitoring.	The BMS allows for equipment and heating settings to be configured for buildings and parts of buildings such that energy use is reduced to a minimum. Regular close monitoring via BMS will reduce energy consumption by increased control. This requires both staff time and effective BMS usage. Some areas may benefit from further BMS integration where existing controls are limited.	Building Services Engineer and Energy Manager	Continuous	In progress
2.3.4.2	Implementation of 'load shedding'	Even when the BMS has been configured to provide optimal energy use (2.4.1), opportunities arise on a day-by-day basis to reduce energy use further - a process known	Building Services Engineer and Energy Manager	Ongoing	In progress

Item	What	Comments	Person(s) Responsible	Deadline	Status
		as 'load shedding'. For example, buildings configured such that cooling is provided during the summer based on typical external temperatures could have the cooling switched off on days/times of days when external temperatures are significantly lower. Periods of lower demand also arise when areas continue to be fully serviced but are either sparsely or unpopulated.			
2.3.4.3	Minimise standing loads	This is another sub-set of 2.4.1, but provides a clear opportunity for reducing energy consumption. Overnight, weekend and vacation power loads should be minimised, consistent with building use. Increased monitoring of data from sub-meters and improved BMS controls will provide additional information for investigation and prioritisation.	Building Services Engineer and Energy Manager	Ongoing	Ongoing
2.4	Display Energy Certificates				

Item	What	Comments	Person(s) Responsible	Deadline	Status
	These need to be renewed annually	These certificates provide information about the 'operational' energy performance of buildings. Display of these certificates in the entrance area is a legal requirement for all Public Buildings over 500m <sup>2</sup> . The University currently has 35 DEC's.	Energy Manager with advice from E&S Manager	End of January 2013 and annually thereafter	Completed for 2017.
<b>2.5</b>	<b>Purchase of 'Green Energy'</b>				
	Purchasing a proportion of energy from 'Green' (low carbon renewable) sources	The University has flexible energy contracts in place. The variable tariffs can provide opportunities to purchase energy from renewable sources at favourable rates. Finance managers and the E&S Manager receive 'trigger alerts' when costs approach pre-set limits, which allow decisions to be taken regarding the purchase of electricity. Conditions for the purchase of 'green energy' were such in 2013 that the decision was taken to purchase 'green energy' for all the	Finance Managers, Energy Manager and E&S Manager	Contract renewal October 2018	Completed October 2016, next due 2018

Item	What	Comments	Person(s) Responsible	Deadline	Status
		University's electrical energy. This continues with the latest contract (Oct 2016).			
<b>2.6</b>	<b>Building Utilisation</b>				
	Achieve better building utilisation in order to reduce the number of buildings used for out of hours working.	Buildings are often opened when use is minimal. Energy use is not consistent with occupancy levels - equipment and services are turned on unnecessarily	CMT and Energy Manager in association with Schools and Services	Ongoing	Ongoing
2.6.1	Establish working group to take action on building utilisation as agreed at SGSG meetings	Decide membership, terms of reference, implementation dates for changes	Carbon Management Team	To be reviewed	Postponed pending new appointments
2.6.2	Reduce building opening hours where appropriate	Monitor building electricity and heat use / survey occupancy levels especially evenings - weekends - holiday periods / identify key buildings suitable for reducing opening hours, implement changes.	Energy Manager in consultation with CMT, Schools and Services	Ongoing	Ongoing

### 3. Student and Staff Engagement and Communication

Item	What	Comments	Person(s) Responsible	Deadline	Status
3.1	<b>General Communication</b>				
3.1.1	Staff Inductions	<p>Induction message on sustainability is provided to all new starters, by means of a short introductory document on the portal, produced by E&amp;S Team. This is supplemented by access to online training materials available as part of Health and Safety package.</p> <p>HR make reference to the various environmental portal pages and online environmental training, in an email sent to new starters.</p>	<p>HR Manager with assistance from E&amp;S Manager</p> <p>E&amp;S Manager and H&amp;S Team</p>	<p>Oct 2017</p> <p>January 2014</p>	<p>In progress</p> <p>Ongoing process.</p>
3.1.2	Student Inductions	Provide Fresher's Week Messages on waste/recycling, energy use in Halls, Student Switch Off programme. Note that Warsash and City Campus campaigns can have widely differing requirements.	Environmental & Sustainability Team working with NUS,	Annually, each September	Ongoing, planning for 2017 in progress.

Item	What	Comments	Person(s) Responsible	Deadline	Status
			Student Union, Residence Managers and others.		
3.1.3	Internal and External web pages, newsletters.	<p>It is important to have attractive and informative portal pages to encourage participation in the environmental and sustainability strategy. A 'green' in-house style needs to be developed to provide strong branding and to assist with the profile and with recognition.</p> <p>Provide regular updates as newsworthy items arise e.g. annual Green League, Revolving Green Fund initiatives, Green Impact, Green Week, Blackout, community environmental events, progress with carbon reduction projects, periodic reminders to switch off - at Christmas and Easter, campaign reports and newsletters linked to Green Impact or similar initiatives.</p>	<p>E&amp;S Team and web author(s) with External Relations</p> <p>E&amp;S Team, Energy Manager and web author(s)</p>	<p>Completed summer 2016, review summer 2017</p> <p>Throughout the year.</p>	<p>In progress</p> <p>Ongoing</p>

Item	What	Comments	Person(s) Responsible	Deadline	Status
3.1.4	Provision of occasional ad-hoc group briefings, lectures, individual updates; where significant need or potential benefits	Provided to staff and students as time allows e.g. lectures to environmental courses and to encourage students to assist with auditing activities, Green Impact team briefs, updates to Warsash energy and waste teams, Blackout event.	E&S Team	Intermittently, through the year.	Undertaken as requirement or opportunity arises
3.1.5	Maintain communication with environmental and sustainability forums, community groups, local education partners	The University will continue to participate in various local environmental forums, e.g. Southampton Energy Partnership and the (Council sponsored) Southampton Travel Planners' Forum. We also work with partners in the HE sector via South Coast Affinity Group, the Environmental Association for Universities and Colleges Environmental Managers' Group, the SUPC environmental group and organisations such as Sustrans.	Environmental & Sustainability Manager leads	Throughout the year.	Ongoing
<b>3.2</b>	<b>Sustainability Champions</b>				

Item	What	Comments	Person(s) Responsible	Deadline	Status
3.2.1	Define the role	This is a voluntary role - an outline role descriptor was produced and accepted at Solent Green Spark Group.	Environmental & Sustainability Manager	Complete	Complete
3.2.2	Provide support	Support will primarily be by attending meetings and ad hoc contacts with the E&S Team, and through involvement in initiatives such as Green Impact.	Environmental & Sustainability Team	Ongoing	Ongoing
3.2.3	Nominate champions	The current process of recruiting champions through informal processes (via Green Impact, EMS involvement, Warp-it use, attendance at energy and waste forums etc.) will continue.	E&S Team	Throughout the year	
3.2.4	Provide training	This is linked with training needs analysis and other work already being done for the Environmental Management System.	Environmental & Sustainability Team	Ongoing	In progress
<b>3.3</b>	<b>Student Switch Off (SSO) campaign</b>				
	Establish annual Student Switch Off (SSO) campaign	Run in collaboration with the National Union of Students' sustainability team, SSO is a student focussed competition between Halls of Residence,	NUS with support from		

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<p>to reduce energy use. There is an annual charge, usually offset by savings in energy costs.</p> <p>Typical actions:</p> <ul style="list-style-type: none"> <li>• Meet/contact NUS representative, plan schedule, introduce to residence managers</li> <li>• arrange attendance at Fresher's Week</li> <li>• assist with publicity and campus contacts provide monthly energy statistics</li> <li>• organise and fund end of year awards</li> <li>• undertake annual review of campaign</li> <li>• negotiate requirements for following year</li> </ul> <p>(also see Waste section)</p>	the E&S Manager	<p>Annually, September</p> <p>September/October</p> <p>c. Easter, subject to term dates.</p> <p>May/June</p> <p>July</p>	

Item	What	Comments	Person(s) Responsible	Deadline	Status
3.4	<b>Green Impact</b>				
3.4.1	Establish annual Green Impact Universities and Colleges programme	<p>‘Green Impact Universities and Colleges’ is a national scheme, run in collaboration with the National Union of Students’ sustainability team. Targeted at all university staff, it involves completion of agreed team tasks listed in a workbook, raising awareness of sustainability issues. Students and staff are both engaged in the follow-up process of checking and auditing team activities and achievements, before an annual awards event.</p> <p>Typical actions include:</p> <ul style="list-style-type: none"> <li>• Agree contract terms with NUS</li> <li>• Meet teams to review and revise workbook, schedule start-finish-audit-award dates.</li> <li>• Initial publicity and information, team recruitment, departmental presentations as required.</li> </ul>	E&S Manager and teams	<p>July</p> <p>August</p>	Established

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<ul style="list-style-type: none"> <li>• Organise launch event and information</li> <li>• Progress checks, emails, newsletter, feedback reports, team and one-to-one meetings</li> <li>• Liaison/planning with NUS national contacts</li> <li>• Recruitment and training of staff and students to audit workbooks and score, appoint judges for special awards.</li> <li>• Organise awards purchase, certificates, venue for ceremony, ensure adequate attendance, set up displays, catering, agree EAUC/NUS representation and Senior Management roles.</li> <li>• Awards ceremony - plan annual event.</li> </ul>		<p>October/ November</p> <p>February/ March</p> <p>October/ November</p>	

Item	What	Comments	Person(s) Responsible	Deadline	Status
		N.B. Identifying “Green Champions” through Green Impact can provide essential points of contact in schools and services for environmental and sustainability initiatives			
3.4.2	Green Impact Student Unions	Organised primarily by the Student Union team, this is a collaborative venture with the NUS, targeted at increasing sustainability by the Student Union and its student members. The University supports the scheme, for example has previously offered guidance and funding for environmental initiatives, such as energy saving works, Eco Ernie and the student allotment project	Student Union with support from E&S Manager	Agreed by Student Union with NUS	Student Union can advise
<b>3.5</b>	<b>Green Week</b>				
	Arrange Annual Green Week	The annual event highlights and galvanises green activities around campus. Often linked to Fairtrade Fortnight and Climate Week. A range of activities are planned with daily events across main campus.	E&S Team, Student Union, Solent Health Spark, Green Impact teams, environmental	By agreement with participants	Ongoing

Item	What	Comments	Person(s) Responsible	Deadline	Status
		A 'Green Day' has often taken place at Warsash during the same period.	contacts and suppliers		
<b>3.6</b>	<b>Energy Usage information to building users</b>				
3.6.1	Identify buildings where sub metering would provide meaningful, useful information for building occupants	A matrix was compiled and presented to Solent Green Spark Group, to aid in understanding of metering requirements and to see where such information might encourage energy conservation.	E&S Manager	First undertaken in 2012.	Complete
3.6.2	Install additional automatic metering in RM to allow 'real time' information to be displayed to users on energy "dashboards" - pilot scheme	Real-time meters installed on a floor-by-floor basis in the RM building as part of the RGF2 projects (above), feeding into University's electricity monitoring and targeting system (IMSERV). New "dashboard" software and displays trialled.	E&S Manager	Complete	Complete
3.6.3	Provide feedback (dashboard usage displays) to building users	Benefits of providing occupants with energy dashboards were inconclusive. IMSERV no longer supporting dashboard software, further rollout cancelled.	Carbon Management Team	N/A	Cancelled

Item	What	Comments	Person(s) Responsible	Deadline	Status
3.6.4	Providing information in other areas.	See above.	Carbon Management Team	N/A	Possible future project
<b>3.7</b>	<b>Energy &amp; Waste meetings, Warsash</b>				
	Schedule regular Energy and Waste Meetings at Warsash	Regular meetings take place at the Warsash site to ensure local environmental contacts are informed and able to contribute to energy, recycling and related Green initiatives. A “Green Day” event takes place each year. Agenda is set in conjunction with E&S Manager. Developments at Warsash (2017) are likely to result in relocation of these activities in future.	Warsash Admin representatives and E&S Team	Suspended	Awaiting completion of move from Warsash to City Campus and St. Mary’s Campus
<b>3.8</b>	<b>Blackout</b>				
3.8.1	Schedule and arrange Blackout event	First run in 2015, organised by Environmental Team in conjunction with NUS, students and staff. A weekend is selected to minimise energy use around the University. Trained teams of volunteers visit	E&S Team, Energy	Ad-hoc.	Completed April 2017

Item	What	Comments	Person(s) Responsible	Deadline	Status
		buildings on the Friday evening, to turn off equipment and record observations. A thank-you event takes place afterwards. Savings are calculated and details published.	Manager, NUS, volunteers.		
<b>3.9</b>	<b>Community events</b>				
3.9.1	Community clean-up events; charity collection and donation activities; walk to work week; cycle challenge; My Journey activities etc.	Estates and Facilities work with the Student Union and External Relations to facilitate the award-winning clean-up as required. An annual schedule of collection activities is produced by the Student Union. Other community events are organised as opportunities arise, such as sustainable travel events and competitions in conjunction with City Council, Sustrans and larger local employers.	Student Union; E&S Team; local community stakeholders; Solent Health	Annually	Ongoing
3.9.2	Follow-up of community funding opportunities	Opportunities arise from time to time to bid for external funding for community projects. Consideration will be given to the benefits of resourcing a bid versus the benefits of the outcome.	Student Union team and E&S Manager	Varies	Pending
<b>3.10</b>	<b>(Freedom of) Information Requests, including “People and Planet University (Green) League”</b>				

Item	What	Comments	Person(s) Responsible	Deadline	Status
	Respond to relevant Freedom of Information and similar information requests, such as the annual People and Planet University (Green) League; AUDE Green Scorecard; HESA Environmental Management Statistics. Intermittent requests from public bodies, HEI's, commercial organisations, students and academics are considered on an ad-hoc basis.	The University receives an annual Freedom of information request from the Green League. The University's environmental strategy is not driven by league tables, but it is important that our work and commitment to the environment and sustainability is fairly reflected in our position in this widely-publicised league table. Gathering and presenting relevant information from a wide range of sources represents a considerable investment of time and effort each year. More information will be made available via Web pages and the Portal.	E&S Manager with assistance from relevant services and individuals	Deadlines subject to dates that FOI requests received	Annual review from July 2017

#### 4. Water

Item	What	Comments	Person(s) Responsible	Deadline	Status
4.1	<b>Reduce water losses from leaks and minimise unnecessary water use to achieve reduction target</b>				
4.1.1	Confirm roles and responsibilities for monitoring the use of water and taking action, and document these.	Live (day +1) data is provided Demeter Ltd. Process for reacting to suspected leaks to be clarified.  Included in discussions about defining roles & responsibilities for the energy strategy (2.3.1 & 2.3.2).	Energy Manager and Engineering Services Manager		Completed
4.1.2	Improve methods of leak detection by implementing an automatic metering service on main incomers and extending metering provision.	Demeter Ltd was commissioned to install improved metering facilities to provide more accurate and timely water usage information. In many cases, this involves agreeing the installation of logging devices on existing meters owned by Southern Water. Additional locations	E&S Manager will oversee the initial stage of implementation.	Implement metering on main incomers, commenced 2013.	Main project complete. Additional meters to be installed as needs arise.

Item	What	Comments	Person(s) Responsible	Deadline	Status
		for meters are being identified to provide increased granularity where required.			
4.1.3	Reduce time taken from initial leak detection to determining precise location and completing repairs.	To achieve long term reduction targets (4.4). Improved supply drawings required; additional isolation points to be installed at EPT campus; clarify procedure (flowchart) and responsibilities for reporting and taking action.	Energy Manager, with E&S team, maintenance staff and Demeter Ltd	Summer 2017	For consideration by Solent Sustainability Group.
<b>4.2</b>	<b>Specifications for water fittings</b>				
	Agree specifications for new and replacement installations of taps, urinals, WCs and showers to reduce usage of potable water when compared to existing fittings.	The university installs a variety of taps including manual, percussion and sensor operated. The selection of taps and fittings seldom takes into account the effect on water consumption.	Head of Technical Services and ratified by CMT.	Ongoing	In progress for new developments
<b>4.3</b>	<b>'Grey' water and rainwater harvesting</b>				

Item	What	Comments	Person(s) Responsible	Deadline	Status
	Survey and report on opportunities for 'grey' water and rainwater harvesting at various locations	Feasible for new developments and major refurbishments, and will be considered as part of BREEAM (see theme 9).	Individual Project Managers	Ongoing	In progress on new developments
<b>4.4</b>	<b>Set water reduction targets</b>				
	Agree long term target for reduction, followed by interim targets when profiles are established for all locations. Monitor progress towards target by using information from invoices and water meters	Green Spark Group (now Solent Sustainability Group) proposal to target water reduction level in-line with national aims (20% reduction by 2030 from ~2008 baseline) is considered realistic and achievable. Interim targets should also be agreed, based on consumption profile to be established during campus development and estate expansion program.	E&S Manager with Energy Manager, reporting to Solent Sustainability Group	2016 (long term target agreed) 2018 (interim targets agreed)	Complete. Main target agreed. Interim targets to be agreed as changes to estate are confirmed.
<b>4.5</b>	<b>Effluents</b>				

Item	What	Comments	Person(s) Responsible	Deadline	Status
	Conduct spill response exercises in areas where spills are most likely to result in environmental contamination	The following areas will be included: Warsash Pier, Timsbury, Warsash Thorneycroft (subject to Warsash campus developments)	Environmental Officer, Site Managers	Oct 2017	Spill response exercise conducted at Warsash Pier 22/08/2016.
	Conduct 6 monthly inspections of the interceptor system in the Fire School at Warsash.	Fire School activity at Warsash produces a liquid effluent that goes through a system of treating interceptors before discharge. Regular inspections are undertaken to make sure the system is functioning properly.	E&S Team, Head of Ship Handling & Fire Fighting	Ongoing, six monthly.	Natural Solutions currently conduct inspections. Latest report received July 2017.
	Collect monthly samples of the effluent leaving the interceptor system in the Fire School at Warsash.	The Fire School activity at Warsash produces a liquid effluent that goes through a system of treating interceptors before being released into the local water body. This system is covered by a discharge consent; levels are checked monthly by the Environment Agency and by independent	E&S Manager, Head of Ship Handling & Fire Fighting	Ongoing, monthly. Current contract includes monthly	Natural Solutions are currently contracted to conduct the sampling.

Item	What	Comments	Person(s) Responsible	Deadline	Status
		environmental specialists commissioned by the University. Regular monitoring ensures early identification of any problems that may increase risk of pollution or increased discharge levels.		sampling until August 2017.	

## 5. Waste Management

Item	What	Comments	Person(s) Responsible	Deadline	Status
5.1	<b>Procedure(s) for managing waste</b>				
	The need to define roles and responsibilities for managing waste, and the	There is a range of legislation covering 'waste' and it is important that the University has defined procedures that	Environmental and Sustainability team to draft, agree with		Completed Oct 2016. Documented in Environmental

Item	What	Comments	Person(s) Responsible	Deadline	Status
	operational procedures for managing waste.	clearly explain how it complies with each piece of legislation and who is responsible for specific roles to ensure compliance.	those who have defined roles and responsibilities		Management System
<b>5.2</b>	<b>Increase general recycling rates and minimise general waste to landfill</b>				
5.2.1	Confirm preferred specifications for new and replacement recycling bins to increase standardisation across the estate.	Changing waste practices and contractors have resulted in non-standard waste containers at some locations	Facilities Teams, Contracts Manager, Residence Managers, Departmental and Faculty Teams	Ongoing	Pilots in progress
5.2.2	Clarify funding process and acquire necessary funds.	The number and type of bins required needs to be established via an audit. Additional funds will be required to purchase.	Facilities Teams, Contracts Manager, E&S Manager, Residence Managers, Departmental and Faculty Teams		Work in progress with new waste contractor

Item	What	Comments	Person(s) Responsible	Deadline	Status
5.2.3	Extend the pilot scheme (i.e. removal of general waste bins).	Provide either food caddies/recycling bins or 'combination' bins, in all suitable areas	Facilities Teams.	Ongoing, as required.	Completed.
5.2.4	Pilot the removal of individual desk waste bins in open plan workspaces	N.B. Benefits are limited if all desk bin waste is already going into recycling stream, and may alienate users. Implement with care only where appropriate.	Facilities Teams.		Ongoing as opportunities arise.
5.2.5	Identify locations still requiring 'General Waste/Landfill' disposal, or having other exceptional needs	The majority of locations should be able to implement recycling and food waste only.	Facilities Teams, Contract Manager, E&S Team, Residence Managers	Ongoing	Performance of new waste contractor is being monitored to establish any required changes.
5.2.6	Raise staff and student awareness by providing clear information about waste streams and bin usage. Explain the way that the University system	By a variety of methods, including: <ul style="list-style-type: none"> <li>• Student inductions in Halls of Residence</li> <li>• Student recycling competitions</li> </ul>	Facilities Teams, E&S Manager, Residence Managers,	An annual initiative - ongoing	Ongoing. Various special initiatives completed in 2017, including Solent Sorts It! /Waste Stream

Item	What	Comments	Person(s) Responsible	Deadline	Status
	works and what we are trying to achieve.	<ul style="list-style-type: none"> <li>• Staff inductions on joining the University</li> <li>• Online information for staff and students</li> <li>• Information on bins</li> <li>• Campaigns and events e.g. Green Week</li> <li>• Green Impact initiatives / workbooks</li> </ul>	Departmental and Faculty Teams		Review/ Student Departure Charity Collection, shortlisted for Green Gown Awards
5.2.7	Ensure students in Residences are provided with information about waste and recycling soon after arrival.	There is a need for clear, simple and visible guidelines for student residents on how to dispose of different types of waste. As far as possible, procedures for waste disposal should be consistent across the Campus, although there are currently some unavoidable local variations.	Residence Managers with assistance from Facilities, Waste contractors and E&S Manager	Summer - meetings of Halls Managers. Student Information by early September	Ongoing.
5.2.8	To run a waste reduction and recycling initiative in the Student Halls, in	Student Switch Off began as an energy reduction competition in our student residences. Working with the National Union	Residences Teams in conjunction with		Annually. Feedback from SSO organisers

Item	What	Comments	Person(s) Responsible	Deadline	Status
	conjunction with Student Switch Off organisers and Residence Managers	of Students, from 2012 we began to include the recycling competition element. This is helping to identify improvements to recycling levels in the Halls. Recently supplemented with in-house initiatives from Halls managers.  See also theme 2.	Student Switch Off and E&S Team		and Halls Managers determines next year's plan.
<b>5.3</b>	<b>Reuse of furniture</b>				
	To pilot a furniture reuse scheme	Limited by storage space; consider implementing Warp-it (or similar) system to advertise available items for direct collection	E&S Manager with Facilities Team		Complete. Warp-it system implemented
	Improve Warp-it use	The Warp-it system is under-utilised with furniture appearing in waste compound without previously being advertised. EMS process to be checked and approved. Disposal of furniture without Warpit being	E&S Officer with Facilities Team, may need support from SSG.	December 2017	Raised at SSG.

Item	What	Comments	Person(s) Responsible	Deadline	Status
		used can then be raised as an EMS non-conformity.  Establish links with external partners, including charities, for disposal of unwanted furniture and obsolete equipment.			
<b>5.4</b>	<b>Other “student in the community” waste and recycling initiatives</b>				
	To continue to support Eco Ernie or similar “student in the community” waste and recycling initiatives	Estates and Facilities will continue to support Student Union and External Relations team initiatives by arrangement	Student Union with E&F teams	As required	Ad-hoc arrangements
<b>5.4</b>	<b>Construction waste</b>				
	To collect comprehensive data on all construction waste produced by University activities.	Construction waste was not centrally recorded as data collection was at the discretion of the individual project managers and contractors. A Site Waste Management Plan was produced for the “Spark” building	Individual Project Managers with E&S Team	In progress.	In progress. E&S Officer to check availability of reports.

Item	What	Comments	Person(s) Responsible	Deadline	Status
		development and will be considered for all future developments and refurbishments			
<b>5.5</b>	<b>Hazardous waste</b>				
	To collect comprehensive data on all hazardous waste produced by University activities to ensure legal compliance.	Hazardous waste data is recorded by the faculties or departments producing the waste, but may not always be readily accessible when required.	Service Heads in conjunction with E&S Team	Ongoing	Procedures are being refined as part of EMS implementation process.
<b>5.6</b>	<b>Waste reduction through procurement</b>				
	Identify and implement procurement processes required to reduce waste brought onto site by suppliers and consequently entering the University's waste streams	Contractual terms can restrict unnecessary packaging. This will be taken forward as part of theme 7, 'Sustainable Procurement'.	See theme 7	Ongoing	See Theme 7

## 6. Sustainable Travel

Item	What	Comments	Person(s) Responsible	Deadline	Status
6.1	<b>University Travel Plan</b>				
	Review of the Travel Plan and agreement of Action Plan	Southampton City Council requires all major employers in the area to produce a Travel Plan. Plans are also a requirement to obtain planning permission for new developments. The first full University Travel Plan was published in 2011.	E & S Manager, for Solent Sustainability Group	Before completion of the new sports building (2018-9), Plan will be revised to reflect City Campus developments and	Complete. Updated Full Travel Plan approved by City Council late 2016. Approved by

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<p>An action plan was approved by SSG 21/3/17:</p> <ol style="list-style-type: none"> <li>1. Achieve increased car-sharing by staff</li> <li>2. Promote sustainable travel initiatives and options</li> <li>3. Review car parking policy and charging</li> <li>4. Continue to reduce business miles travelled by staff in their own cars</li> <li>5. Continue promotion of health benefits of cycling and walking</li> <li>6. Continue regular liaison with our local travel partners</li> <li>7. Achieve further measured improvement of cycle facilities</li> <li>8. Improve provision of travel information for students and staff</li> <li>9. Undertake staff and student travel surveys at least every 3 years</li> </ol>		include the latest Action Plan	Solent Sustainability Group, and publicly available. A new Action Plan was approved by SSG 21/3/17 and will be included in next rev of Travel Plan. Working Group established.

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<p>10. Review comments, opinions, ideas from staff, students and stakeholders</p> <p>11. Provide eco-driving training for staff that drive University vehicles</p> <p>12. Fully establish the staff cycle hire scheme</p> <p>A Consultative Working Group has been formed to expedite some of the above actions, review car parking operation and facilitate sustainable travel initiatives.</p>			
<b>6.2</b>	<b>Actions required for initial implementation</b>				
6.2.1	Establish requirements for additional data to evaluate progress against existing or proposed targets	<p>Data required is detailed in the travel plan and includes:</p> <p>BUGS membership records (target: to double the size of BUGS from 100 to 200 members between February 2011 and February 2015 and to increase membership each year)</p>	E&S Team		Completed 2016

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<p>Staff travel claims (target: to reduce the total number of business miles travelled by staff in their own cars by 15% over a 5-year period)</p> <p>Travel data for updated Carbon Management Plan targets (e.g. Scope 3 travel related emissions, pool and fleet mileage/emission data)</p>			
6.2.2	<p>Formulate staff and student travel survey questionnaires and undertake surveys.</p> <p>Timings of surveys will differ, according to requirements (e.g. Annual National Student Survey deadlines)</p>	<p>Endeavour to maximise response. Results of the survey should show modal shift. Specific travel plan targets include:</p> <p>Reducing the proportion of commuter trips made by private car by 15% over a 5-year period from the Baseline figure identified in the initial (2011) travel survey.</p> <p>Doubling the number of registered car-sharers over a 5-year period. (See online Plan for latest targets)</p>	Travel Plan Co-ordinator with E&S Team	The plan includes a requirement for regular travel surveys. Next full staff and student surveys due 2018.	Complete for 2016.

Item	What	Comments	Person(s) Responsible	Deadline	Status
6.2.3	Provide improved information and publicity on sustainable travel to, from and around the University	To include information such as pedestrian and cycle routes, public transport options, availability of loans/funding for bicycles and season tickets, local transport initiatives and groups, Solent Health Spark and bike doctor events etc.	Travel Plan Co-ordinator with E&S Team and External Relations	Ongoing	Ongoing
6.2.4	Run awareness campaigns to promote the use of sustainable travel options.	The University has collaborated with partners such as Sustrans, Southampton City Council, Southampton Travel Planners' Forum, UoS and others. Events publicised have included the 'Cycle Challenge', 'Big Bike Week', 'Walk to Work Week', 'My Journey' as well as bike workshops, recycled bike sales and pedometer challenges, organised by the University's Solent Health Spark and Green Spark teams. These activities will continue as resources allow.	E&S Team, Solent Health, External Relations and community partners	Ongoing	Ongoing

Item	What	Comments	Person(s) Responsible	Deadline	Status
6.2.5	Include Sustainable Travel events in the annual Green Week	Previously included: 'Dr Bike' cycle maintenance and repair workshops, BUGS sign-up, Sustrans, First Bus and City Council travel-safe events.	Green Week organising committee	Preparation December to February each year	Completed
6.2.6	To liaise with our partners in the area to benefit from a co-ordinated approach to travel initiatives	Southampton City Council has specific targets to reduce single occupancy car journeys in the area. The council is committed to work with the city's major employers to achieve these reductions and to encourage sustainable travel. The Southampton Travel Planners' Forum provides larger local employers with an opportunity to discuss plans and initiatives. Plans currently include implementation of city-wide loan bikes.	E&S Manager and Solent Health team	Ongoing	Ongoing. Meetings attended and hosted through 2016-17.
6.2.7	To establish a Car Share Scheme	A number of dedicated parking spaces need to be allocated for car-sharers, decision required from Working Group. Access to these spaces could be by displaying two permits per car, or a special high-vis car-share permit.	Working Group, with E&S Team	To be confirmed. Subject to campus parking space redistribution and	Proposals presented at Working Group 3/5/2017.

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<p>ANPR options are being investigated. Reduced charges or other incentives to be agreed. Staff locations have been mapped from postcodes; assistance may be provided to help staff to identify potential car-shares by advertising for partners. Publicity may include trial-share period, cost- saving calculations, guarantee drive-you-home service/taxi for emergencies (if agreed). Long-term aim should be to extend the scheme and collaborate with local employers beyond the University.</p>		<p>decisions on operation/charges.</p>	<p>Awaiting decisions. LiftShare company also consulted</p>

## 7. Sustainable Procurement

Item	What	Comments	Person(s) Responsible	Deadline	Status
7.1	Implementation of the Government's 'Flexible Framework' for procurement				
		<p>The University will work towards implementing the Government's 'Flexible Framework' for procurement.</p> <p>The Flexible Framework assesses 5 key areas at each level: People, Policy Strategy and Communications, Procurement Process, Engaging Suppliers, Measurement and Results.</p> <p>For further information relating to each of the actions below, refer to Flexible Framework Documentation at:  <a href="https://www.gov.uk/government/publications/sustainable-procurement-in-government-guidance-to-the-flexible-framework">https://www.gov.uk/government/publications/sustainable-procurement-in-government-guidance-to-the-flexible-framework</a></p>	Procurement Manager and team, with E&S Manager	See 7.2 and 7.3	Initial discussions undertaken; deadlines agreed

Item	What	Comments	Person(s) Responsible	Deadline	Status
<b>7.2</b>	<b>Baseline information</b>				
	Establish Current Baseline levels against Flexible Framework Table	In order to do this, the Procurement Manager and a nominated Procurement Administrator will need to receive training in flexible framework first (see 7.3.2).	Procurement Manager, nominated Procurement Administrator	2018	Work in progress - training stage completed March 2017
<b>7.3</b>	<b>Achieve Foundation Level 1 in five key areas</b>				
7.3.1	Produce draft Sustainable Procurement Policy	Initial Draft will be produced for consideration by Solent Sustainability Group (or appropriate governance team); see <a href="http://portal.solent.ac.uk/documents/finance/procurement/sustainable-and-ethical-procurement-policy.pdf?t=1499872949245">http://portal.solent.ac.uk/documents/finance/procurement/sustainable-and-ethical-procurement-policy.pdf?t=1499872949245</a>	Procurement Team		Completed March 2014.

Item	What	Comments	Person(s) Responsible	Deadline	Status
7.3.2	Identify Sustainable Procurement champion, provide basic training for key procurement staff.	Environmental and Sustainability Manager to advise on good flexible frameworks training opportunities.  The training participants will be the Procurement Manager and a nominated Procurement Administrator, to become the Sustainable Procurement champion.	Procurement Manager, nominated Procurement Administrator	Dec 2017	Process underway. Manuel Carvalho provided training sessions Feb/March 2017.
7.3.3	Sustainable procurement training included in key employee inductions.		Procurement Manager, nominated Procurement Administrator	To be agreed	
7.3.4	Expenditure analysis undertaken and key sustainability impacts identified.		Nominated Procurement Administrator	2018	

Item	What	Comments	Person(s) Responsible	Deadline	Status
7.3.5	Contracts awarded on value for money basis, not lowest price.		Procurement Manager		Completed
7.3.6	Buyers adopt government buying standards	A review will need to be conducted before the department is certain of this.	Procurement Manager	2017	
7.3.7	Key supplier spend analysis undertaken, identifying high sustainability impacts.		Procurement Manager, nominated Procurement Administrator	2018	
7.3.8	Key suppliers targeted and views sought		Nominated Procurement Administrator	2018	
7.3.9	Foundation Level aspects identified, measures in place and delivered.		Procurement Manager, nominated	Beginning 2019	

Item	What	Comments	Person(s) Responsible	Deadline	Status
			Procurement Administrator		
<b>7.4</b>	<b>Benchmarking</b>				
	Meet regularly with our partners in the Higher Education sector (e.g. SUPC Environmental Group) to exchange information and best practice	Groups such as the Southern Universities Purchasing Consortium have a wealth of experience in implementing Sustainable Procurement practice and achieve benefits from collaborative working. The University receives invitations to participate in SUPC sustainable procurement events and should take advantage of these opportunities when time and resources permit.	Procurement Team and E&S Team	As meetings arise	Ongoing

## 8. Biodiversity

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<p>As stated in its Environmental Policy, the University is committed to continually improving environmental performance and developing biodiversity plans. Statutory duties exist under primary legislation including the Wildlife and Countryside Act 1981 (as amended) and more specifically the Natural Environment and Rural Communities Act 2006, Section 40, to <i>'have regard to the purpose of conserving biodiversity'</i>.</p> <p>An EAUC / HEFCE report suggests a strategic approach as set out below, see <a href="http://www.eauc.org.uk/biodiversity_guide">http://www.eauc.org.uk/biodiversity_guide</a></p>			
<b>8.1</b>	<b>Develop a Biodiversity Action Plan</b>				
8.1.1	Create a formal biodiversity group	<p>The group should:</p> <ul style="list-style-type: none"> <li>include all involved and interested groups and individuals in the institution and local community</li> </ul>	E&S Team (with Campus Operations Manager, Contracts and Projects	Complete - review members annually	Mgt. team established. Membership will be extended. Reports to

Item	What	Comments	Person(s) Responsible	Deadline	Status
		<ul style="list-style-type: none"> <li>• be recognised within the institution's management structure with institutional support for its decisions and a reporting responsibility to the institution</li> <li>• have a budget assigned to its activities.</li> </ul>	Manager, Groundwork team, Student Union)		SSG. Contract Manager has budget
8.1.2	Create a biodiversity policy	<p>The policy should:</p> <ul style="list-style-type: none"> <li>• commit the University to promoting biodiversity</li> <li>• be approved by senior managers</li> <li>• be given wide publicity</li> <li>• be reviewed regularly</li> </ul>	E&S Manager with approval from senior management	Complete	Environmental Policy and Biodiversity Plan constitute the policy
8.1.3	Create a biodiversity plan	<p>The plan will</p> <ul style="list-style-type: none"> <li>• be agreed and resourced by the University</li> <li>• set out clearly the way in which the University intends to manage biodiversity on its campuses</li> <li>• set out the communication strategy to raise awareness of staff and students</li> <li>• consider opportunities for student involvement</li> </ul>	E&S Manager working with partners, including Hampshire and Isle Of	Complete	Plan is complete and published.

Item	What	Comments	Person(s) Responsible	Deadline	Status
			Wight Wildlife Trust		
<b>8.2</b>	<b>Implementation</b>				
	Implement the Biodiversity Action Plan	<p>Costings for Biodiversity enhancements have been produced by grounds contractor and appropriate works undertaken. Major site developments at Warsash and City campus need to be finalised before some works proceed. Development plans will consider options for biodiversity enhancement.</p> <p>Monitoring at Timsbury Lake by Environmental Conservation specialists continues, reports completed for 2011-17, ongoing reports contracted.</p> <p>New green space areas designated as suitable for wild flower meadow planting at City Campus, seeded with “RHS Perfect for Pollinators” plants. Highly commended in “Bees’ Needs” awards, November 2016.</p> <p>For further advice and case studies:-  <a href="http://www.eauc.org.uk/biodiversity_guide">http://www.eauc.org.uk/biodiversity_guide</a></p>	E&S Manager / biodiversity group	Ongoing, planned around major campus developments from 2017 - 2020. Annual surveys commissioned at Timsbury.	In progress, various actions completed during building works (see comments)

Item	What	Comments	Person(s) Responsible	Deadline	Status
<b>8.3</b>	<b>New building developments</b>				
	Incorporate biodiversity criteria in new building developments	Biodiversity should always be considered as part of the planning for new developments; Set specific BREEAM criteria (see theme 9)	Head of Projects and Estate Development (with individual Project Managers and E&S Manager)	Ongoing	Biodiversity Plan and BREEAM are part of project planning process included at development meetings

## 9. Sustainable Construction

Item	What	Comments	Person(s) Responsible	Deadline	Status
9.1	<p>To ensure that new building and major refurbishment projects are carried out in a sustainable way, and that the buildings constructed/ refurbished have optimal performance in terms of their environmental performance and sustainability, the University will:</p> <ul style="list-style-type: none"> <li>achieve a BREEAM 'Excellent' rating on all new developments, or 'Very Good' where</li> </ul>	<p>All new developments of the University Estate have the potential to incorporate low energy methods of construction and deliver buildings that operate to high standards of environmental performance. This is a crucial factor if the University is to achieve the carbon reductions it is obliged to achieve in its Carbon Management Plan. All major projects should be planned with these goals in mind.</p> <p>Implementing BREEAM and SKA standards ensure wide range of sustainability considerations are included in developments, including Waste, Water, Travel, Energy, Health, Materials used, Land and Ecology, Pollution prevention.</p>	Head of Projects and Estate Development, with individual Project Managers	Developed on a project-by-project basis	Ongoing: BREEAM Excellent achieved on "Spark" building, new Sports Building to be targeted

Item	What	Comments	Person(s) Responsible	Deadline	Status
	<p>there are significant mitigating factors;</p> <ul style="list-style-type: none"> <li>• achieve a SKA 'Gold' rating on all new refurbishments, or 'Silver' where there are significant mitigating factors; and</li> <li>• adopt a proportionate 'soft-landings' approach for the full life of a project.</li> </ul>				
9.2	Develop an in-house SKA rating framework	The SKA scheme relies on an approved SKA assessor reviewing and rating the environmental performance of a refurbishment scheme. It is planned to have an in-house framework to explain how this will be implemented. A "Design Standards Document" is now in draft form.	Project Managers (with advice from E&S Team) - Julie Staunton co-ordinating Design Standards	Subject to development plan activities	SKA Roadshow held at Solent July '17. Project managers to consider framework

Item	What	Comments	Person(s) Responsible	Deadline	Status
			Document and SKA event.		
9.3	To further develop in-house standards for heating, lighting, mechanical and electrical services etc. to meet best practice for environmental performance.	University requirements need to be made clear to consultants and project managers. These standards need to be reviewed regularly, to benefit from experience and take advantage of new products that provide enhanced environmental performance coming to market.	Carbon Management Team	Ongoing	M&E standards document produced and under review.

## 10. Education for Sustainable Development - Sustainability in the Curriculum

Item	What	Comments	Person(s) Responsible	Deadline	Status
10.1	Define an outline action plan for implementation	<p>Education for Sustainable Development has been the subject of presentations and papers by the Environmental and Sustainability Manager, at SGSG meetings, to raise awareness at senior management level.</p> <p>Estates and Facilities and the Environmental Team have several points of engagement with staff and students. These include Green Impact and Blackout events, environmental auditing activities and collaboration with students and staff on various environmental and sustainability projects.</p> <p>E&amp;S team are working to extend the work already being done and identify new academic contacts</p>	Solent Sustainability Group with E&S Team	Action plans are formulated annually	Activities are undertaken every year. 2017 projects include EMS, recycling and Fair Trade collaborations with students and academics

Item	What	Comments	Person(s) Responsible	Deadline	Status
		An ESD Plan could be based on steps in the People and Planet University (Green) League methodology, indicated below.			
10.1.1	Include commitment in the University Strategic Plan	Green League requirement: <i>'Strategic or Corporate Plan commits to promoting Education for Sustainable Development through the curriculum'</i>	Not confirmed		Pending further discussion
10.1.2	Include commitment in the teaching and learning strategy.	Green League requirement: <i>'Teaching and Learning strategy explicitly mentions Education for Sustainable Development in the curriculum.'</i>	Not confirmed		Pending
10.1.3	Include commitment in the Environmental Policy	Green League requirement: <i>'Environmental policy explicitly mentions promoting Education for Sustainable Development through the curriculum'</i> .	Deputy VC with E&S Manager	Complete	Approved from April 2014
10.1.4	Identify resources to support academic staff	Green League requirement: <i>'Institution makes available support or training to help all academic staff integrate education for sustainable development into the curriculum'</i> .	E&S Team	Ongoing	Seminars / training provided by Environmental

Item	What	Comments	Person(s) Responsible	Deadline	Status
		The E&S Team work with academic staff each year to identify areas for joint projects and learning opportunities.			Officer during 2016-17. Discussions with specialist providers undertaken.
10.1.5	Define mechanism for reviewing and reporting progress.	Green League requirement: <i>‘Institution has a mechanism for reviewing and reporting progress’</i> Environmental and Sustainability team work with the Schools on ESD initiatives and record student recruitment to activities year on year. Reported at Solent Sustainability Group.	E&S Team in conjunction with academics	Ongoing	In progress