

CECAP Action Plan

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Document Control Sheet

Author(s)	Sustainability Manager
Version	1

Document Amendment History

Version	Date	Amendment details	Approved by
1	09.11.20	Final version for Board approval	Sustainability Manager

BU CECAP
Action Plan

Internal Resource Cost
<£25K £
£'5K - £100K ££
>£100K £££

IRC
Implementation year
Ongoing activity

Some recommendations will require ongoing action to fully action so are shown implementing over several years (such as reviewing all relevant policy documents at expiry date)
Some recommendations require an initial action to implement and then an amount of ongoing effort to maintain impact (such as updating training materials)

Ref	Title	Who's responsible?	Who do we need to influence?	Cost	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
GO1.1	Climate focus for BU2025 refresh 23/24 update	Sustainability Manager	VC Policy Advisor	IRC							
				IRC							This action is early engagement with appropriate staff / groups to ensure influence during refresh
GO1.2	Review policy framework to ensure all policies respond to the crisis	Sustainability Manager	ULT	IRC							Ongoing as required based on policy expiry dates
GO1.3	Reappraise Departmental KPIs	Sustainability Manager	HR	IRC							
GO1.4	Review, and amend as appropriate, the Academic Career Framework	HR/COO/Deputy Vice Chancellor in consultation with the Unions	HR	IRC							
GO1.5	Make individuals explicitly responsible - adopt goal alignment	Sustainability Manager	HR	IRC							The action shown here is engagement with HR and it maybe that implementation takes more than one year overall.
GO1.6	Review existing controls on development and research funds	Sustainability Manager	DDR	IRC							
GO1.7	Create a body to oversee the purchase of carbon offsets	Energy Manager	CECAP Group	IRC							As beginning to offset is recommended for 2020/21, this is a priority action.
GO1.8	Agree effective carbon price to inform offsetting strategy and project viability	Energy Manager	CECAP Group	IRC / ££ - £££							IRC cost for development / setting or carbon price but ongoing cost for payment of offsets. This action must be complete prior to implementation of GO1.9
GO1.9	Adopt polluter pays principles for certain activities	Sustainability Manager	CECAP Group	IRC							It may be necessary to trial arrangements for this recommendation for a period before full implementation but indicated as happening in a single year here.
GO1.10	Rename and extend the remit of the CMP Group and Sustainability Team to cover all emissions sources	Energy & Sustainability Manager	CECAP Group	IRC							
GO1.11	Include relevant areas of the response in the TORs of all committees	Sustainability Manager	VC Policy Advisor	IRC							Although not essential, this action is shown early in the period such that TORs support ongoing policy review.
GO1.12	Implement a staff and student assembly	Sustainability Manager	CECAP Group	IRC							
GO1.13	Revise governance to support a reduction in the environmental impact of research	Deputy Vice Chancellor	RDS/DDR	IRC							
GO1.14	Ensure the climate and ecological crisis is included on BU risk register	Sustainability Manager	ULT	IRC							
BH1.1	CECAP Charter	Sustainability Manager	HR/ULT	IRC							
BH1.2	Develop and implement crisis literacy training	Sustainability Team	HR (OD)	£							
BH1.3	Continue staff focused Green Rewards scheme and other behaviour change campaigns	SSO	CECAP Group	££							Continuation of existing activity
BH1.4	Continue Green Impact and other student focused behaviour change programmes	SUBU/SSO	SUBU	£							Continuation of existing activity
BH1.5	Enhance and promote existing mechanisms to reward pro-environmental behaviour	Sustainability Manager	HR	IRC							Initial action to review existing work and develop additional / enhanced approaches.
BH2.1	Developing a baseline of scope 3 carbon emissions and setting a target for carbon reduction.	Energy Manager	CECAP Group	IRC							Initial baseline established. Effort is to continually refine over time.
BH2.2	Ongoing annual communication and engagement plan	SSO	M&C/SUBU	IRC							
BH2.3	Sustainability team to work with other departments and teams to engage students in the crisis response	SSO	SUBU/Faculties	£							
ES1.1	Continue to align programmes with SDGs and include the climate and ecological crisis in all levels of programmes in the indicative content of at least one unit per level by 2022/23.	SAN/ESD CoP	Academic Quality/Deputy Vice Chancellor/ULT/FLI E	IRC							
ES1.2	Continue to align research with SDGs	SAN/ESD CoP	Academic Quality/Deputy Vice Chancellor/ULT/FLI	IRC							
ES1.3	Review approvals process for new programmes	SAN (supported by the SSO)	RDS	IRC							
ES1.4	Develop a Living Labs programme to support the CECAP	SAN/ESD CoP	Student Services	£							
AR1.1	Support staff to develop personal resilience plans	Sustainability Manager	HR	IRC							
NB1.1	New builds that respond to the climate and ecological crisis	Head Of Estates Development	EDC/SC	IRC							Initial action to review and amend as necessary the Sustainable Construction Policy.
	Roll-out beyond construction	Sustainability Manager/PMU	SC/ULT	IRC							
NB1.2	Ensure budget setting reflects required project outcomes.	Head Of Estates Development	EDC/SC/Finance/Board	IRC							Action to be complete prior to refresh of BU2025
NB1.3	Enhance effectiveness of minor works programme to address the climate and ecological crisis	Head Of Estates Development/ Energy Manager/MSM	EDC/Estates SMT	IRC							
NB1.4	Maximise the climate and ecological benefits of large scale refurbishments	Head Of Estates Development/ Energy Manager	EDC/SC	IRC							Initial work to investigate opportunities and develop process / produce guidance
NB1.5	Prioritise nature-based solutions	Head of Estates Development	Biodiversity Group / EDC	IRC							Initial action to review and amend as necessary the Sustainable Construction Policy.
EB1.1	Roll-out LED lighting to all BU buildings	Energy Manager/MSM	EDC/Finance Director/CECAP group	£££							
EB1.2	Continue with RGF projects as they are identified	Energy Manager/MSM	EDC/Finance Director/CECAP group	£££							
EB1.3	Carry out estate-wide energy focused BMS audit	Energy Manager/MSM	Estates SMT/CECAP group	££							
EB1.4	Optimisation of new Gateway buildings	Energy Manager/Head Of Estates Development/MSM	EDC/CECAP group	££							
EB1.5	Poole House smoke vent compressor	Energy Manager/MSM	EDC/Estates SMT/CECAP group	££							Following completion of existing RGF projects or before if funding becomes available

EB1.6	Fan and pump replacements, and control enhancements	Energy Manager/MSM	EDC/Estates SMT/CECAP group	££															Following completion of existing RGF projects or before if funding becomes available
EB1.7	Consider options to enhance PPM and reactive maintenance impact	Energy Manager/MSM	CECAP group	££															Initial work to investigate opportunities and develop process / produce guidance
EB1.8	Upgrade Talbot Campus transformers	Energy Manager/Head Of Estates Development/MSM	EDC/CECAP group	£££															
EB2.1	Identify buildings to trial replacement of gas boilers with heat pumps	Energy Manager/MSM	CECAP group	IRC															
EB2.2	Identify opportunities to reduce space heating system temperatures in existing buildings	Energy Manager/MSM	CECAP group	£															This action may need to take account of post-Covid requirements
EB2.3	Monitor new technologies and seek opportunities to trial	Energy Team	CECAP group	IRC															
EB2.4	Replace dependence on LPG at Chapel Gate	Energy Manager/General Manager/MSM	CECAP/EDC	£££															
EB3.1	Optimising cooling provision at Talbot Campus	Energy Manager/MSM/Head of	EDC/CECAP group	£															Feasibility study
EB3.2	IT cooling	Energy Manager/Infrastructure Architect/IT		IRC / ££															IRC cost to identify and plan, ££ for implementation of some elements
EB4.1	Better monitoring of building utilisation	Energy Manager/Space Planning Manager/Head of	Estates SMT/EDC	££															
	Potential timetable compression	Energy Manager/Space Planning Manager/Head of FM	Estates SMT/EDC	IRC															Will require consultation with academics (perhaps via the SAN).
EB5.1	Adopt active energy management principles	Energy Team	CECAP group	IRC															Once processes have been established, they can be refined over time.
EB6.1	Rainwater harvesting	MSM/Energy Team	CECAP group	£															Investigating opportunities
EB6.2	Greywater recycling	MSM/Energy Team	CECAP group	£															Investigating opportunities
EB6.3	Purified water systems	MSM/Energy	CECAP group	IRC															
EB6.4	TC borehole feasibility study	Energy Manager/MSM/Head of Estates Development	EDC/CECAP group	IRC															
EB7.1	Replacement of all refrigerants with low / zero GWP alternatives	Energy Manager/MSM/Programme Manager	Estates SMT	IRC															
NA1.1	Update relevant policies to include NBS	Sustainability Manager/Biodiversity Group	SC	£															
NA1.2	Consider co-benefits of approach to offsetting	Energy Manager / Biodiversity Group	CECAP Group	IRC															Consider as part of setting offsetting strategy and continually monitor for further opportunities.
NA1.3	Identify opportunities to support nature	Sustainability Manager / Biodiversity Group	SC	IRC															Initial work to identify opportunities with ongoing work to monitor and maintain.
NA1.4	Encourage staff and students to connect with nature	Sustainability Manager / Biodiversity Group	SC	IRC															
NA1.5	Incorporate nature into education and research	SAN (supported by the SSO)	RDS/FLIE	IRC															
RE1.1	Building mounted PV arrays	Energy Manager	EDC/CECAP Group	££ - £££															Includes programmed installations plus additional installs identified during CECAP development.
RE1.2	Install solar canopies over appropriate car parking	Energy Manager	EDC/CECAP Group	£££															Suggested time frame but will need to react to availability of funding.
RE1.3	Examine the potential for battery storage technology associated with PV arrays	Energy Manager	EDC/CECAP Group	£															Feasibility study
TR1.1	Reduce the impact of the BU bus fleet																		
	Engage with More Bus re driving efficiency	Travel & Transport Manager	More Bus	IRC															
	Non-diesel buses at contract renewal	Travel & Transport Manager	TPG	£££															Potential to reduce capex by balancing with reduced operating costs
TR1.2	Move to all electric vehicle fleet by 2025	Travel & Transport Manager	TPG	££															Capex likely to be offset by fuel and maintenance savings
TR1.3	Implement staff salary sacrifice scheme for EVs	Travel & Transport Manager	TPG	IRC															
TR2.1	Revise the Business Travel Policy and support with communications and guidance	Sustainability & Travel & Transport Managers	ULT	IRC															
TR2.2	Provision of EcoDriver training	Travel & Transport Manager/HSW team	TPG	£															Initial action to identify approach and supplier.
TR2.3	Introduce stop-start technology on new buses	Travel & Transport Manager	Unibus	IRC															
TR2.4	Refresh the BU bike share scheme	Travel & Transport Manager	TPG	IRC															
TR2.5	Work with suppliers to only provide lower impact commercial hire vehicles	Head of Procurement/Travel & Transport Manager	SC	£															
TR2.6	Provision of pool cars	Travel & Transport Manager		££															
TR3.1	Encourage remote working	Travel & Transport Manager/Director of HR	ULT	IRC															Note that although encouraging remote working is an IRC cost, there may be associated IT and other costs for provision of equipment etc
TR3.2	Promote active travel	Travel & Transport		IRC															
TR3.3	Travel for Work loan	Travel & Transport	TPG	IRC															
WS1.1	Focus on supplier packaging and single use materials	SSO/Head of procurement/Chartwells/SUBU	SC	IRC															Ongoing, active engagement recommended for continual improvement.
WS1.2	Net zero waste contract	Sustainability Manager	SCAG	IRC															Ongoing, active engagement recommended for continual improvement.
WS1.3	Increase and maintain recycling rate target	SSO	Suez	IRC															Ongoing, active engagement recommended for continual improvement.
WS2.1	Improve collection of construction and demolition waste data	Head of Estates Development/SSO	EDC	IRC															Initial action to develop appropriate pro-forma and guidance
WS2.2	Set stringent targets on construction waste	Head of Estates Development	EDC	IRC															
FD1.1	Reduce food impact	SSO/Chartwells/SUBU	CUG	IRC															Ongoing, active engagement recommended for continual improvement.
IT1.1	Support enhancements to remote working	Director of IT Services/Director of	DUIT/SC	£££															Costs indicated associated with providing staff with required equipment
IT1.2	Low energy IT and energy focused IT controls	Director of IT Services/Head of Procurement/	DUIT/SC	££ - £££															Capex levels will depend on the contract with IT suppliers but this may be seen as a value add by suppliers so cost may be lower than anticipated.
IT1.3	Review UPS provision and replace significantly under-utilised units	Director of IT/Infrastructure Architect/Energy Manager	DUIT/EDC	££															
IT1.4	Relocation of Studland House data centre to the cloud	Director of IT/Head of Procurement	DUIT	£££															Actual cost depends on contract
PC1.1	Consider redrafting the Sustainable Procurement Policy	Head of Procurement	SC	IRC															
PC1.2	Gather data on carbon (and potentially wider environmental) credentials of suppliers	SSO/Head of Procurement	SC/FRC	IRC															Ongoing, active engagement recommended for continual improvement.
RP1.1	Align reporting with best practice (GHG Protocol)	Sustainability Team	CECAP Group/SC	£ - ££															Cost dependent on whether a proprietary software solution is adopted and the specifics of the provision
RP1.2	Enhance metering systems	Energy Team	CECAP group	££															
RP1.3	Align with TCFD reporting requirements	Sustainability Manager/Finance Director	CECAP group/FRC/SC	£															Capex to get support with initial development of approach and process

RP1.4	Improve data capture	Sustainability Team	CECAP group	£							Ongoing
RP1.5	Improve data management	Sustainability Team	CECAP group	£ - ££							Ongoing. Link to RP1.1 and investigation of a software solution
RP1.6	Set additional targets where appropriate	Sustainability Team	CECAP group	IRC							Ongoing. Need to identify revenue/capital cost implications of setting targets