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OUR RESPONSE  
TO THE  
CLIMATE EMERGENCY

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## INTRODUCTION

The University declared a Climate Emergency and signed the SDG Accord Climate Letter in 2019. In *Our Response to the Climate Emergency* we set out an ethical, socially just and inter-generationally just strategy to make a meaningful contribution to the UK's carbon reduction strategy and targets, including reducing carbon within our own operations and in our wider value chain, and developing education, research and advocacy to enable others to do so.

*Our Response* is presented in three parts: Part One – Our Strategy; Part Two: Progress to Date; Part Three: The Next Two Years. While Part One is intended to provide the long-term framework for *Our Response*, Parts Two and Three will be refreshed and updated every two years to report on progress and plans.

*Part One: Our Strategy* sets out our particular responsibilities and related opportunities as a values-led higher education institution, including: to educate the next generation of climate advocates; to provide evidence to inform interventions, policies and systems change; to reduce our own carbon consumption; and to model behaviours as a regional anchor institution.

*Part Two: Progress to Date* sets out our success in the last decade in more than halving our direct carbon consumption through our first Carbon Management Plan and subsequent activity, as well as initial progress in developing education, research and advocacy through our Futures Initiative, all of which has been recognised by national and international *Green Gown Awards* for continuous institutional improvement.

*Part Three: The Next Two Years* sets out plans to establish baselines, set targets, and begin implementation. It addresses five areas: procurement, including construction and refurbishment; staff and student commuting; utilities (electricity, gas & water), vehicle fuel and waste; business travel; education, research and advocacy. While target setting will continue until the end of Phase two in some areas, implementation will commence within the first year.

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PART ONE

OUR STRATEGY

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## OUR STRATEGY

### The Approach

The purpose of *Our Response to the Climate Emergency* is to drive the University to make a meaningful contribution to the UK's carbon reduction targets and strategy. It is underpinned by our declaration of a Climate Emergency and our signature of the SDG Accord Climate Letter in 2019. Our approach has been developed within the context of the University's responsibilities as:

- **a values-led organisation** to develop an ethical, socially just and inter-generationally just approach to the Climate Emergency
- **an educator** to develop the next generation of evidence-informed climate advocates
- **a knowledge producer and broker** to provide evidence to inform interventions, policies and systems change in response to the Climate Emergency
- **a carbon consumer** to reduce our own carbon emissions
- **a regional anchor institution** to model behaviours and develop advocacy for an evidence-informed response to the Climate Emergency

These responsibilities, and the related opportunities they bring, suggest that our potential to make a meaningful contribution goes significantly beyond simply reducing our own carbon consumption, as reflected in our commitment in signing the SDG Accord Global Climate Letter, in which we committed to:

- Mobilize more resources for action-oriented climate change research and skills creation;
- Pledge to reach net-zero by 2050 at the very latest;
- Increase the delivery of environmental and sustainability education across curriculum, campus and community outreach programmes.

Although, like all other higher education signatories to the Global Climate Letter, we committed to reaching net-zero by 2050 at the latest, we expect that Phase 2 of *Our Response* will set a much more ambitious, stretching and far-reaching target.

As a civic university with clear and acknowledged responsibilities and opportunities we are in a position to mobilise our privileged access to knowledge to support, enable and influence the activities of others and thereby become an agent of change. Figure 1 provides a clear representation of the diminishing returns of efforts related to reducing 'own' carbon emissions, set against the exponential impact of efforts to enable the reductions of 'others', either through behaviour change, or systems change.



Fig. 1: Level of effort set against reducing and enabling emissions reductions. Adapted from Quantis<sup>1</sup>

<sup>1</sup> [https://quantis-intl.com/wp-content/uploads/2020/05/absolute-zero\\_slidedeck\\_final-copie-nxpowerlite.pdf](https://quantis-intl.com/wp-content/uploads/2020/05/absolute-zero_slidedeck_final-copie-nxpowerlite.pdf)

Our Response to the Climate Emergency can be considered on two dimensions (i) actions within, and actions beyond the University's value chain; (ii) actions by the University and supporting and/or financing the actions of others. Figure 2 illustrates these dimensions and identifies four categories that can be considered as part of our approach.

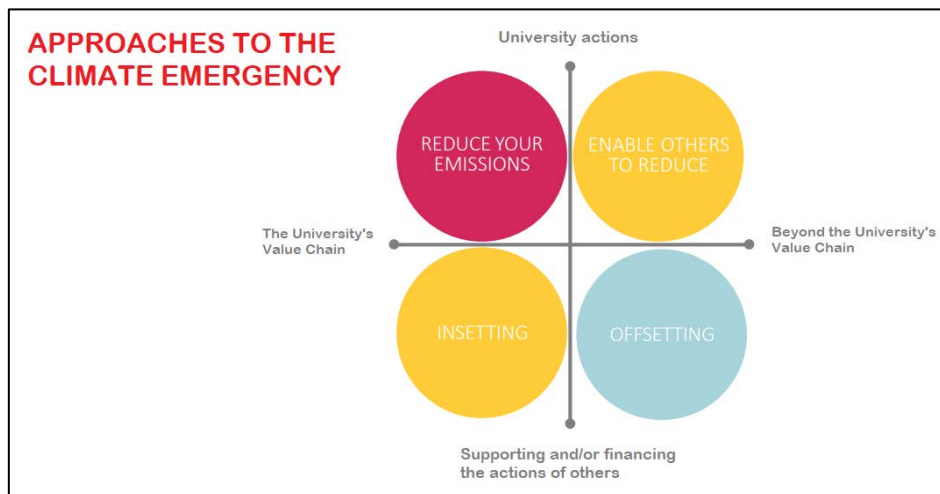


Fig. 2: Setting priorities for reducing and enabling emissions reductions. Adapted from Quantis<sup>2</sup>

Actions within the University's value chain include:

- *University actions to **Reduce Our Emissions***<sup>3</sup>; such as energy efficiencies, estate consolidation, installing water efficient systems, switching to lower carbon suppliers or technologies.
- *Actions that support and/or finance the actions of others* through changes to university operations, policy and practice. These can include inward investment (**Insetting**), such as subsidising sustainable travel options for staff and student commuting, changes to travel policies for business travel, or implementing more restrictive procurement policies.

Actions beyond the University's value chain include:

- *University actions that **Enable others to reduce*** their emissions through education, research and evidence-informed advocacy for interventions, policies and systems changes. These may support more sustainable travel options, increase the availability of low or zero-carbon options in the market for goods and services, and evidence the most effective, cost-effective and carbon-effective approaches to behaviour change among institutions, organisations and individuals.
- *Actions that finance the actions of others* through purchasing carbon **Offsets** through an external marketplace, to offset internal emissions. Offsetting is considered to be a last resort since the financial constitution and business model of the University does not allow for significant revenue to be directed towards offsetting all or even some of its value chain emissions. It also raises tensions relating to ethics and social justice that may conflict with the University's mission and values.

<sup>2</sup> [https://quantis-intl.com/wp-content/uploads/2020/05/absolute-zero\\_slidedeck\\_final-copie-nxpowerlite.pdf](https://quantis-intl.com/wp-content/uploads/2020/05/absolute-zero_slidedeck_final-copie-nxpowerlite.pdf)

<sup>3</sup> Scope 1: Direct emissions from University operations; Scope 2: Purchase of Grid electricity; Scope 3: Indirect emissions. Scope 1 & 2 emissions are within the University's value chain and are more directly influenceable by University actions.

## Phasing the Strategy

This strategy should be seen as a dynamic document, and one that begins with the first Carbon Management Plan 2010-16 (**Phase 1**) that was extended to 2021. **Phase 2** is the current developmental stage during which the process and timescales for setting targets will vary depending on: whether there is a robust historical data; the work that needs to be undertaken in order to set baselines; and the consideration of strategies to ensure that meaningful reductions can be made. Thus, this strategy maintains a long-term view with strategic review points falling in 2023, 2025, and every two years thereafter.

- Phase 1: 2010-21 – First Carbon Management Plan (CMP) and subsequent activity, delivering a 54% reduction in Scope 1 & 2 emissions, along with the development and implementation of the *Futures Initiative*.
- Phase 2: 2021-23 – Development of *Our Response to the Climate Emergency* (this document) triggered by the stimulus of University Climate Emergency declaration and being a Signatory to SDG Accord Climate Letter in 2019 (interrupted by Covid-19 pandemic).
- Phase 3: 2023-25 – Full implementation of actions within all categories, with annual monitoring and reporting strategies in place.
- Phase 4: 2025 onwards – Monitoring and review of progress against targets, with strategic refresh in light of progress (Continuous improvement).

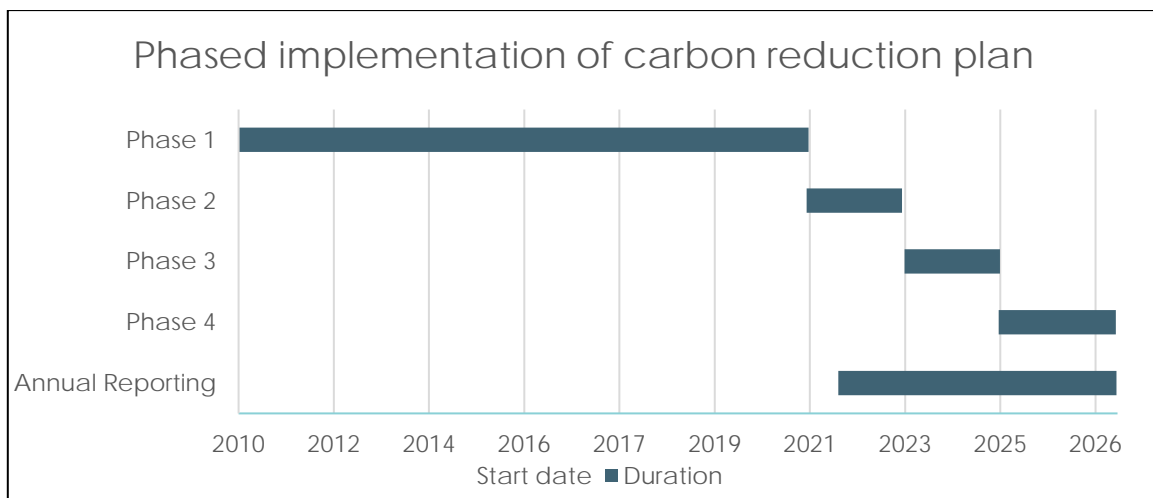


Fig. 3: Phased implementation, with continuous review and improvement through to 2050

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## PART TWO

### PROGRESS TO DATE

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## PROGRESS TO DATE: PHASE 1 (2010-2021)

During the last decade we have more than halved our direct carbon emissions, and now rank 13<sup>th</sup> out of the UK's 102 large, multi-subject universities low direct emissions (scope 1 & 2)<sup>4</sup>.

This period marked the very important development and implementation of the University's first formal Carbon Management Plan (CMP) that focused on **Reducing our emissions**, and was a time when the University developed a 'Culture of Sustainability'; of continuous improvement, through the holistic implementation of an ISO14001 certified Environmental Management System. It represents a period when the University responded significantly to its responsibilities set out in Part One.

The development of a robust CMP, in collaboration with the Carbon Trust<sup>5</sup>, led to a period of significant institutional drive, supported by early financial investment from the University, and considerable amounts of zero-interest loans through Salix Finance<sup>6</sup>. Consequently, quite stretching targets were largely achieved (Table 1).

Emission scopes	Targets 2010-16	Achieved
Scope 1 & 2 (Gas, Vehicle Fuel & Electricity)	25%	24%
Scope 3 (Water, Waste & Business Travel)	20%	47%

Table 1: Phase 1 Carbon Management Plan targets set and achieved.

Whilst there was a gap in reporting between 2017-19, the introduction of SECR<sup>7</sup> in 2018 required annual carbon reporting to be included within the Directors' Annual Report. 2018/19 was set as a new baseline year, at which point emissions since 2010 were shown to have fallen by a total of 40%, due to the implementation of more granular sub metering and control strategies, and estate consolidation. Further reductions during the following year (2019/20) reflect the switch to a 100% renewables electricity tariff, the impact of Covid-19, and further estate consolidation. Fig. 4 illustrates the 54% reduction in Scope 1 & 2 emissions from 2010 to 2020, with the two-year gap in reporting for 2017-19.

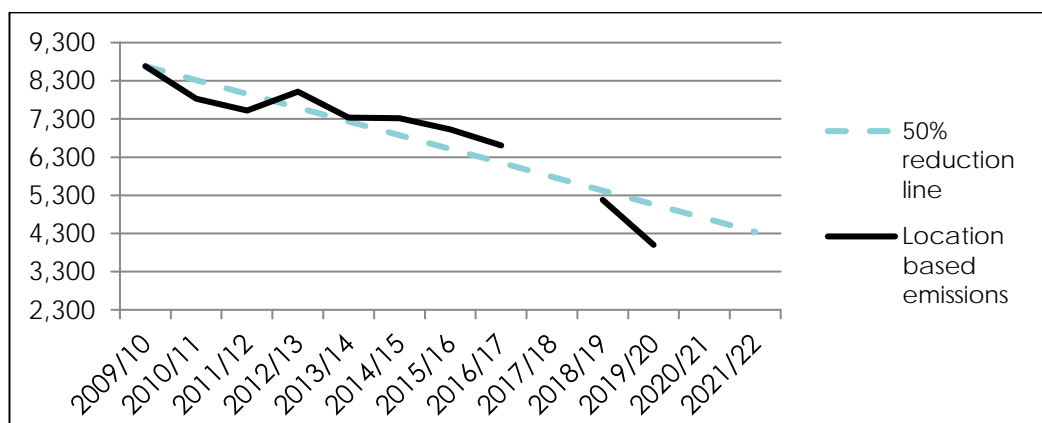


Fig. 4: Scope 1 & 2 emissions reductions achieved by 2010-16 Carbon Management Plan, through to 2019/20.

<sup>4</sup> HESA Estates Management Data, August 2021

<sup>5</sup> Carbon trust is an expert partner for businesses, governments and organisations - supporting them in realising ambitious plans for a sustainable, low carbon future.

<sup>6</sup> Salix Finance Ltd. provides Government funding to the public sector to improve energy efficiency, reduce carbon emissions and lower energy bills.

<sup>7</sup> Streamlined Energy and Carbon Reporting (SECR) framework, under which the University is required to report as part of the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.



Phase 1 also saw the introduction of the *Futures Initiative* to support the development of expertise that **Enabled others to reduce** their emissions through education, research and advocacy. More than 100 projects were funded, and the sustainability related knowledge, skills, experience and expertise across the University was expanded significantly. This impacted on the development of the current Mission and Values statements, Strategic Framework, the Learning and Teaching Strategy, the Graduate Attributes Statements, and the Strategic Plan for Research and Enterprise. The impressive and sustained impact during Phase 1 was recognised by National (2017) and International (2018) Green Gown awards for 'Continuous Improvement Institutional Change'. It has changed the culture of the University and has provided a firm foundation for the development of **Phase 2**, which has much more significant ambition for far-reaching impact.

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# PART THREE

## THE NEXT TWO YEARS

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Phase 2 is deliberately developmental. It will establish strategies, set targets, and develop robust monitoring strategies. The developmental work of Phase 2 sets ambitions that go beyond the University’s direct emissions to take responsibility for indirect emissions within our value chain, and to deliver on our responsibilities to be a change agent to enable reductions in the emissions of others. These wider ambitions will support us to ensure our effort is directed to the areas where greatest reduction can be achieved, both within and beyond the University’s value chain. Fig. 5 provides an estimation of our current emissions profile based on:

- Actual Electricity and Gas emissions for 2019/20
- Vehicle fuel, Waste, Water and Business travel from 2016/17
- Procurement from 2019/20 using the updated HFE scope 3 emissions profiling tool, excluding construction and IT fit-out for Verena Holmes
- Estimated commuting emissions based on sector comparison (pre-COVID)

Emissions from Electricity are significantly reduced due to the purchase of a 100% renewables tariff (Onshore wind), since January 2020.

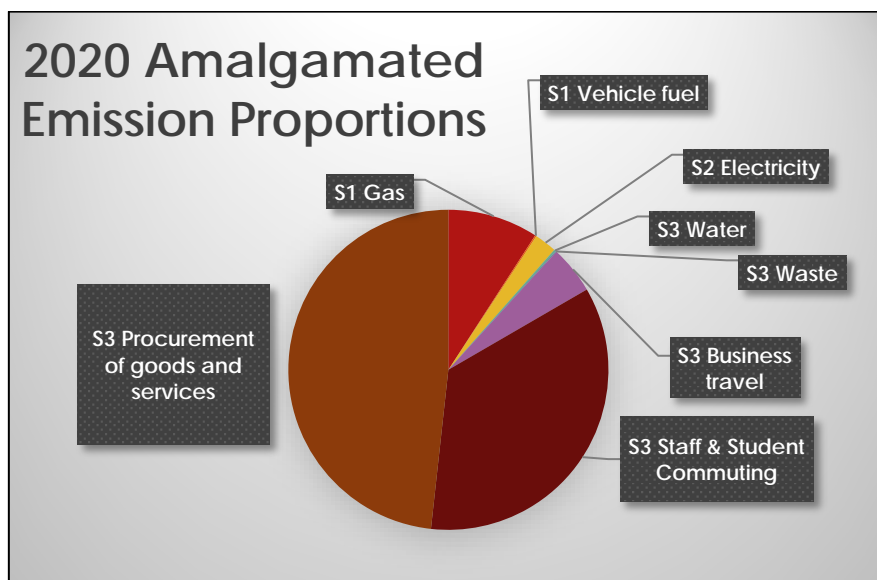


Fig. 5: Estimation of current University emissions by source.

This phase will therefore focus on: our indirect emissions in our wider value chain (procurement, staff and student commuting); on continuing to reduce our direct emissions (utilities, business travel); and, importantly and potentially most impactfully, on delivering on our responsibilities to enable others to reduce their emissions through our education, research and advocacy. These are set out below with a currently known approximate percentage of the whole university emissions profile, noting the first two areas account for approximately 80% of our current emissions:

- Procurement, including construction and refurbishment (45%)
- Staff and student commuting (35%)
- Utilities (electricity, Gas & Water), vehicle fuel and waste (15%)
- Business travel (5%)
- Education, Research & Advocacy

Whilst moving forward with establishing carbon reduction targets needs to be a priority, it will be critical that education, research and advocacy strategies are formulated as part of the establishment of the University’s new Strategic Framework for 2023-2030, encompassing the full scope of sustainability to ensure that we enhance our role as an enabler of change.

There are some areas where targets will need to be set to monitor specific actions to reduce emissions, and not just the overall emissions themselves. e.g., commuting. In every case there are particular complexities and a series of internal and external 'unknowns'; so, it is important that we do not anticipate the outputs, but seek to understand and tackle the factors that are influenceable. Those factors that cannot be influenced directly need to be offset by our role to educate, evidence and advocate for change elsewhere in the system. Further consideration will be needed to understand how the impact of this can be positioned within the target-setting context and measured independently. Before considering the timescales and detailed process for target setting it is important that some key principles are established. These will link to the core values of the organisation, represent a collective caring approach that works for the common good for current and future generations, and will need to carefully consider the risks and opportunities related to organisational reputation.

### ***Overarching Principles***

- Efforts to reduce emissions need to be proportionate to those produced by each emission source.
- Reputational issues need to be considered during the target setting and implementation phases.
- The scale and scope of targets will need to be related to the difficulty/cost of reduction ahead of 'end of life' replacement plans and upstream impact of technology (which may reduce emissions with no action on our part).
- Targets should be set within the context of the national and local carbon budget approach that prioritises more significant reductions through to 2030.
- Targets can only be set when there is a clear understanding of annual emissions for each emission source.
- There needs to be a baseline and a monitoring strategy that aligns with the strategy for reducing each emission source.
- There needs to be significant consultation and publicity across the staff and student bodies to ensure that there is widespread engagement with and action in support of the strategy.

There are also a series of internal and external factors that will influence our targets and actions, many of which will become clearer during Phase 2. These include:

- The Government's strategy and timescales for decarbonisation of the gas infrastructure through the use of hydrogen and other technologies.
- The costs for implementing energy decarbonisation across the University, and the impact of external infrastructural developments.
- The availability of opportunities to create direct-wire connections to local electricity generation.
- The speed of the decarbonisation of the supply-chain.
- The operational modes of the University that will govern the frequency of travel into campus by staff and students.
- The level to which business travel will return to pre-Covid-19 levels based on customer/ stakeholder need.
- The speed of creating a decarbonised transport infrastructure, along with the spread and effectiveness of this in rural areas.
- The impact of Verena Holmes and the on-going development of the Estate Masterplan.

## Establishing baselines

It is clear from the summary of Phase 1 that considerable work has already been undertaken, evidenced by the 54% reduction in direct emissions during that period, and that this is part of a long-term strategy. However, given the worsening global context, as provided by the IPCC 6<sup>th</sup> Sixth Assessment Report<sup>8</sup> (August 2021), it is paramount that the University responds accordingly, and sets further stretching targets that make a meaningful contribution to the UK's carbon reduction strategy and targets. Whilst it is tempting to move forward rapidly with the target setting process, without a rigorous and holistic assessment of baselines and realistic opportunities for on-going reductions, there are significant risks of setting targets that are too easy or too hard to achieve; both of which present reputational and moral implications.

Setting targets for Staff and Student Commuting and Procurement will require significant investment in effort to establish robust emissions baselines, on-going monitoring, and realistic strategies for reductions. However, it should be noted that the University already reports annually to the City Council on its travel plan for all campuses; and has a long-standing Value for Money (VFM) assessment process within Procurement, that was reported annually to HEFCE<sup>9</sup> until it was replaced by the Office for Students.

## Setting targets, delivery and review

Phase 2 follows a period of institutional adjustment in response to marketization of the sector, student number uncertainty and a significant capital investment programme. The purpose of Phase 2 is to set the context for discussion and engagement with the next stage of *Our Response to the Climate Emergency*, and provide the foundations for implementation from Phase 3.

Whilst it is important to prioritise the setting of appropriate and stretching targets, it is also important to recognise that the approaches and timescales used to establish baselines and set targets for each emissions source, such as staff and student commuting, will be different.

Actions and timescales to establish targets for each of the five key areas are outlined in the following sections. Fig. 6 shows that, although baselining and target setting will take place over a 24-month period, delivery and implementation will commence after just 7 months. A major strategic review will be undertaken in 2023 and every two years thereafter, with annual reporting provided to the Governing Body at its September meeting.

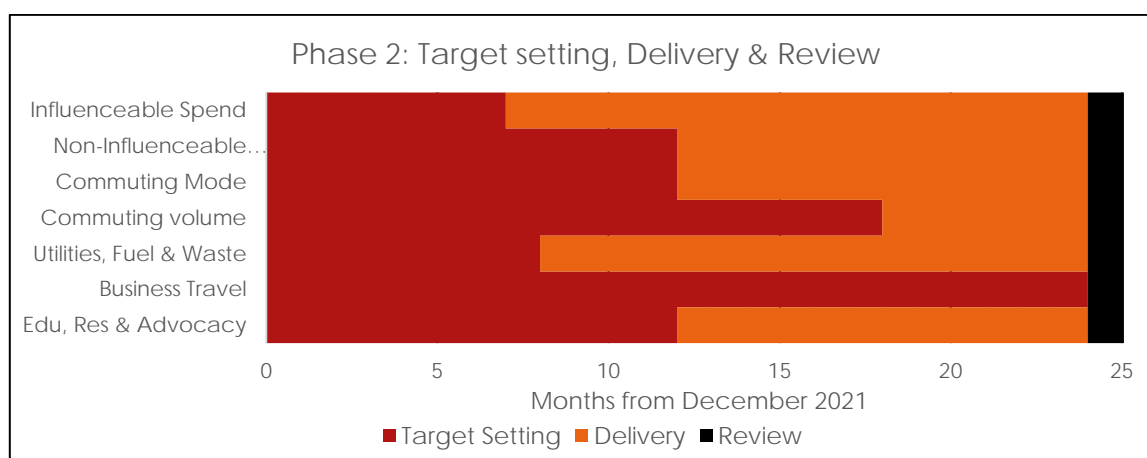


Fig. 6: Overview of the target-setting and initial delivery phase, through to the first strategic review in 2023.

<sup>8</sup> <https://www.ipcc.ch/assessment-report/ar6/>

<sup>9</sup> Former Higher Education Funding Council for England

## ***(I) Taking responsibility for our Indirect Emissions***

### **Procurement, including construction and refurbishment**

The HE Sector has developed a Higher Education Supply Chain Emissions Tool (HESCET), which converts commodity-based spend into Green House Gas Emissions using the DEFRA emissions factors that are updated annually. Most universities use either PROC-HE or UNSPEC coding structures for procurement, which makes using the HESCET straightforward. Unfortunately, CCCU uses its own coding structure, which requires a separate mapping process to be undertaken. Whilst imperfect, this will allow us to provide a consistent annual procurement emissions profile.

Categorising procurement spend by carbon impact will facilitate the development of a prioritised impact-focused strategy for reducing procurement emissions. **However, there are only two ways in which the tool will demonstrate emissions reductions year on year:**

- Firstly, as the carbon emissions of commodities reduce across the UK, the DEFRA emissions conversion factors will consequently reduce; thus, showing a reduction in the University procurement emissions profile.
- Secondly, a reduction in spend in any commodity area will result in a reduction in procurement emissions.

**Changes from a high-emitting supplier to a low-emitting supplier for the same commodity will not be reflected in the emissions profile calculated by the HESCET. Therefore, it is important that annual monitoring and reporting is directly related to the strategies employed to reduce procurement-based emissions, as well as calculated through the HESCET.**

Construction, refurbishment and fit-out activities are a particular category of capital expenditure that requires special attention. Construction, and significant refurbishment bring with them very significant embodied<sup>10</sup> carbon emissions that live with the organisation for their whole life. This means that the initial specification needs to be very carefully considered. **Going forward a tender specification for all such projects needs to be considered in light of whole-life emissions and cost.**

#### ***Actions to establish procurement baseline and target setting process:***

- Establish a whole university procurement emissions profile using the HESCET - Dec 2021
- Identify an impact and influence hierarchy for all procurement categories – Mar 2022
- Propose reduction strategies for high impact, influenceable spend categories – June 2022
- Establish a University-wide procurement policy framework – Sept 2022
- Set targets and monitoring strategies for each category – Dec 2022
- Report annually on each category as well as the whole emissions profile – February 2022

In such a complex and wide-reaching area, with many people responsible for procurement activities across the University, it will be necessary to collect evidence of and control unregulated spend, which will require more formal processes to be put in place. The actions outlined above are designed generate a more controlled and regulated procurement operation.

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<sup>10</sup> Embodied carbon is all the CO<sub>2</sub> emitted in producing materials. It can include all the emissions from construction materials, building process, fixtures and fittings inside as well as from deconstructing and disposing of it at the end of its lifetime.

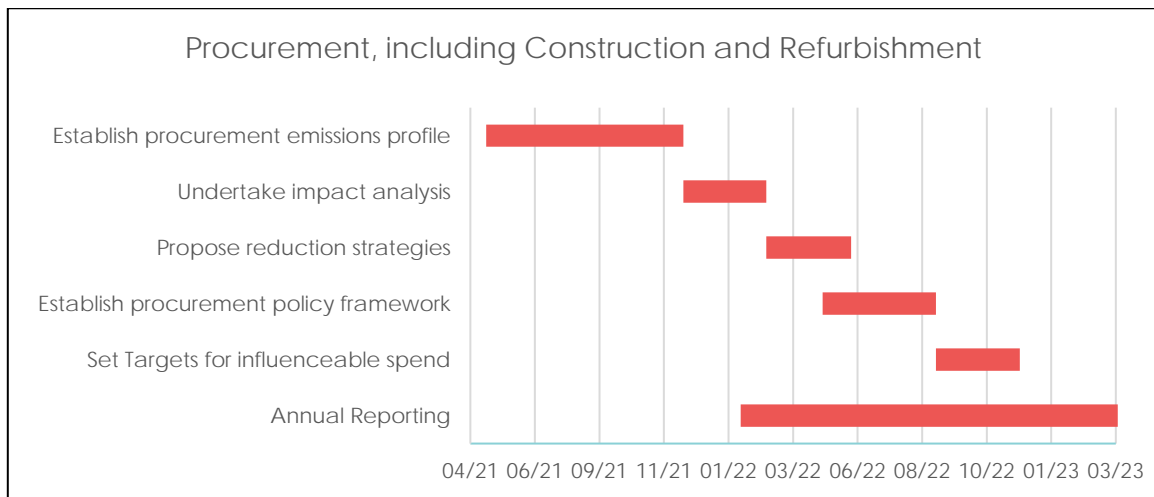


Fig. 7: Key work stages for setting targets for influenceable spend

## Staff and Student Commuting

Staff and Student commuting emissions are an indirect University responsibility; one that we can have influence over by supporting active travel and public transport, advocating for reductions in single use car travel, and supporting more flexible modes of study and work. However, it is a very complex area, which is intrinsically linked to the business operations of the University. Whilst it is important that the University learns from the pandemic and our adaptation to on-line work and study, the positive impact on the commuting emissions profile needs to be balanced against the need to deliver to students as a campus-based university.

Carbon emissions are generated in direct proportion to mode of travel, distance and frequency. As such, the two key strategies for reductions in this area are to change the mode of commuting and to reduce its volume. Additionally, variation will occur through changes to staff and student populations year on year. However, it is incumbent on the University to establish an emissions baseline for staff and students that segments the populations by mode of transport, identifies opportunities for and supports modal shift, works with City Councils and public transport operators to reduce costs, and considers flexible working and study as a positive change to the University business model.

### **Actions to establish commuting baseline and target setting process:**

- Establish principles and process for annual measuring staff and student commuting modes, distance and frequency, to provide a staff commuting emissions profile. Include travel to and from home between semesters for home and international students – Dec 2021
- Initiate annual data collection – Jan 2022
- Establish commuting emissions profile – June 2022
- Set targets for modal shift to more sustainable forms of travel – Dec 2022
- Set targets for commuting volumes; shifting from physical to virtual access – Sept 2023
- Advocate for reductions in costs, improved diversity and frequency of public transport.
- Establish a Travel Monitoring and Implementation Group

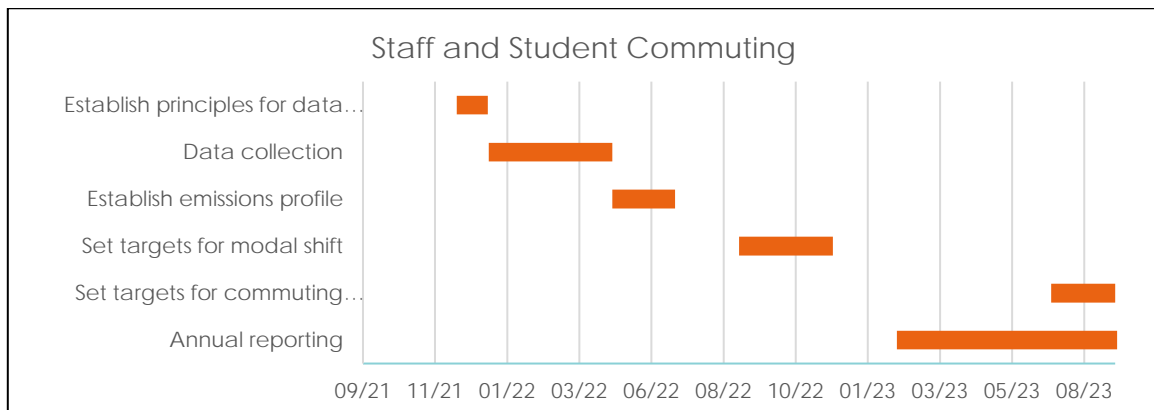


Fig. 8: Key work stages for setting targets related to modes and volumes of staff and Student Commuting

## (II) Continuing to reduce Direct Emissions

### Utilities (Electricity, Gas & Water), vehicle fuel and waste

Under Phase 1, utility related emissions, vehicle fuel and waste were reported annually, and whilst there was a hiatus in utilities reporting in recent years, this has now been re-established through the SECR reporting requirements. Waste reporting has continued unabated since 2013, with targets reset in 2020. Water consumption reporting has always been problematic due to insufficient metering or untimely water bills.

Electricity and Gas form the vast majority of the emissions for this category. Whilst emissions from electricity are relatively low, due to a 100% renewables tariff, the necessary move away from Gas will inevitably see electricity consumption increase. The majority of buildings (12) on the North Holmes Campus are connected to a gas-fired district heating system, with the most recent addition being Daphne Oram. Old Sessions House and Augustine House have their own gas heating systems and draw electricity from the National Grid. Verena Holmes uses a gas-fire Combined Heat and Power (CHP) plant to generate electricity and provide heating. Student accommodation and buildings at the Medway and Tunbridge-Wells campuses occupy leased buildings, which add further complexities.

**Prior to setting new targets for Scope 1 & 2 emissions it is imperative that the development of a Heat Decarbonisation Plan is undertaken, which is integrated with and guides the development of the longer-term Estate MasterPlan.**

#### **Actions to establish utilities baseline and target setting process:**

##### Major

- Ensure systematic annual reporting of Gas, Electricity, Vehicle fuel, F-gas and other fugitive emissions, Water consumption/treatment, and Waste. – October to Dec 2021
- Develop a Heat Decarbonisation Plan (HDP) for the Canterbury district heating system, and all other buildings in Canterbury, Medway and Tunbridge-Wells, that is integrated with the Estate Masterplan; ensuring integration of solar generation – October 2021 to March 2022
- Set targets for reductions in scope 1 & 2 emissions – June to Sept 2022.

##### Minor

- Continue replace fleet vehicles and grounds maintenance tools with electric alternatives, ensuring positive reputation impact.



- Continue to replace all water facilities with water efficient or waterless devices as appropriate; advocating for community reductions.
- Continue to reduce waste production and increase recycling through operational efficiencies, and minimisation of single-use items; advocating for community reductions
- Continue to reduce paper use through the Digital Strategy.

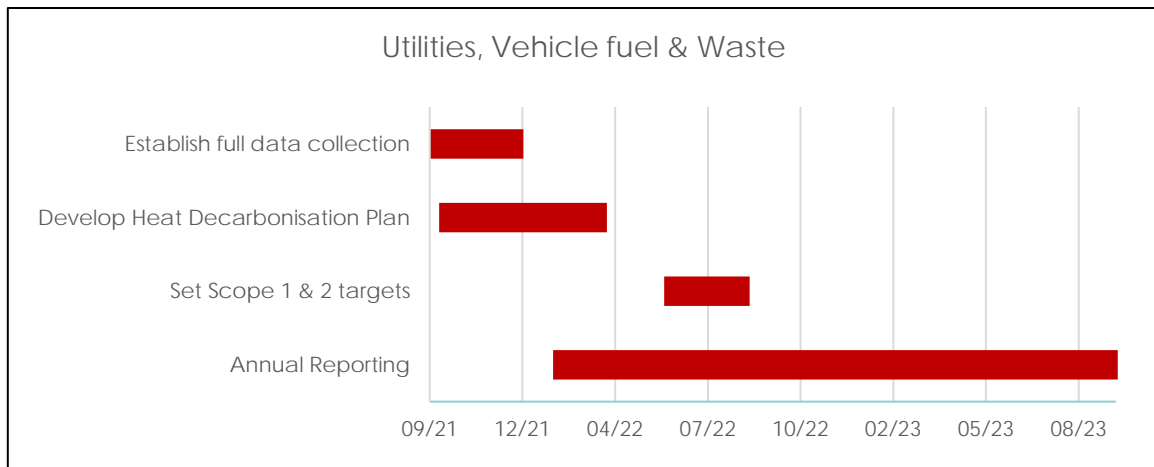


Fig. 9: Major work stages for setting targets and annual reporting for Utilities, Vehicle fuel & Waste

## Business travel

Unlike commuting, business travel can be controlled through policy and procedure. The post-covid world is perhaps an ideal period to reconsider the role of travel within the context of the whole business operation. Clarity over travel for business need and an appropriate modal hierarchy will need to be established, along with a tightening of the financial regulations with respect to the use and purchase of public transport through our travel procurement provider, Key Travel<sup>11</sup>).

Business travel has been monitored for several years, through expenses claims, procurement activities and through Key Travel. Conversions to create an emissions profile are straightforward and have been reported on an annual basis. Whilst the recent shift to home working and very limited travel have caused reconsideration of what is necessary and acceptable travel, there are clearly activities that benefit significantly from being undertaken face to face (e.g. networking and discussion).

### ***Actions to establish business travel baseline and target setting process:***

- Establish a business travel baseline using data from AY 2018/19, with data for 2019/20 also reported – Dec 2021
- Develop proposals for a business travel policy and guidance based around a travel hierarchy – June 2022
- Operate new policy from August 2022 in order to reduce business travel emissions within the context of a new and or stable operational paradigm.
- Set targets for emissions reductions – Dec 2023
- Task the Transport and Sustainable Business Working Group (TSBWG) with oversight and reporting.

<sup>11</sup> Key Travel is the world's largest travel management company specialising in the humanitarian, faith and academic sectors.

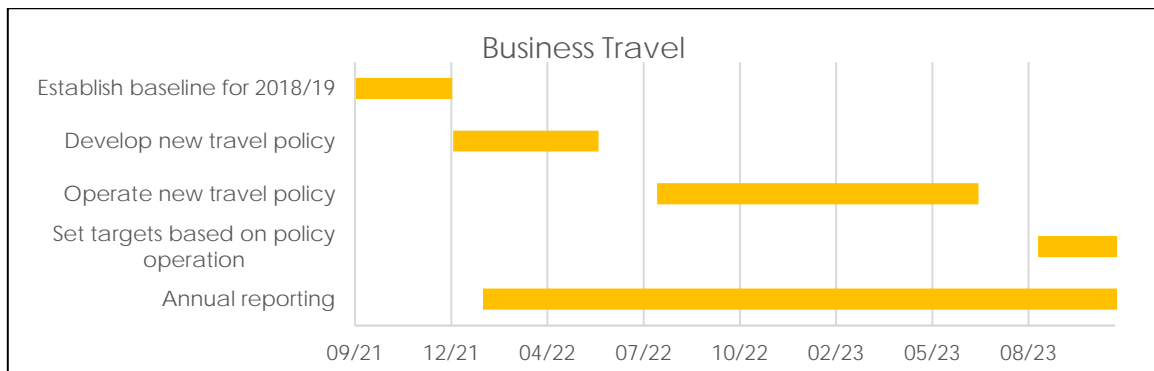


Fig. 10: Key work stages for setting targets and annual reporting for Business Travel

### (III) Being a Change Agent – Enabling others to reduce their emissions

#### Education, Research and Advocacy

Our education, research and advocacy seek to have an impact beyond the University’s value chain by evidencing and enabling wider interventions, policies and systems changes. As outlined in **Part One: Our Strategy** they are qualitatively different from actions within the University’s value chain but have the potential to have a far greater reach by **enabling others to reduce their emissions**. We already deliver education and research linked to sustainability in parts of the University, and this has been reflected in our previous REF submissions and Graduate Attributes and Outcomes. However, we have not previously set systematic and strategic targets for these areas.

We will set targets along a logic chain for impact. Firstly, internal targets for the nature and scope of (a) the education we commit to provide to all of our students, and (b) the research we undertake. Secondly, external targets for (a) the destinations of our graduates, and the positions of influence they will occupy in a range of industries and sectors, and (b) the users in the public, private and third sectors who will take up our research evidence. Thirdly, targets for the actual impacts and change that our graduates, research and evidence will affect. While it is easier to set targets for the earlier part of this logic chain, our experience of collating and understanding Graduate Outcomes data, and of developing Research Impact Case Studies for the Research Excellence Framework provide us with methodologies for targeting setting further along the chain. It will be vitally important that our approach to education, research and advocacy features in discussions of our next Strategic Framework during 2022.

#### **Actions to establish education, research and advocacy targets:**

- Set targets for the nature, scope and content of curriculum content, and how it will be delivered – Dec 2022
- Implement (Jan -July 2023) and deliver (from Oct 2023) curriculum changes.
- Develop a research strategy and programme that sets targets to deliver evidence to support wider interventions, policies and systems changes – Dec 2022
- Commission (Jan-Mar 2023) and commence implementation (from April 2023) of research programme
- Review Graduate Outcomes data and set targets for the industries and sectors, and the levels of influence, that our Graduates will reach from 2025 – Dec 2022
- Identify and set targets for stakeholders and research users in the public, private and third sectors who will take up our research evidence from 2023 – Dec 2022

- Review Graduate Careers data, previous Research Impact pathways, and climate strategies for a range of industries and sectors, to set targets for the actual change that will be affected by our graduates, research and evidence – Dec 2022.

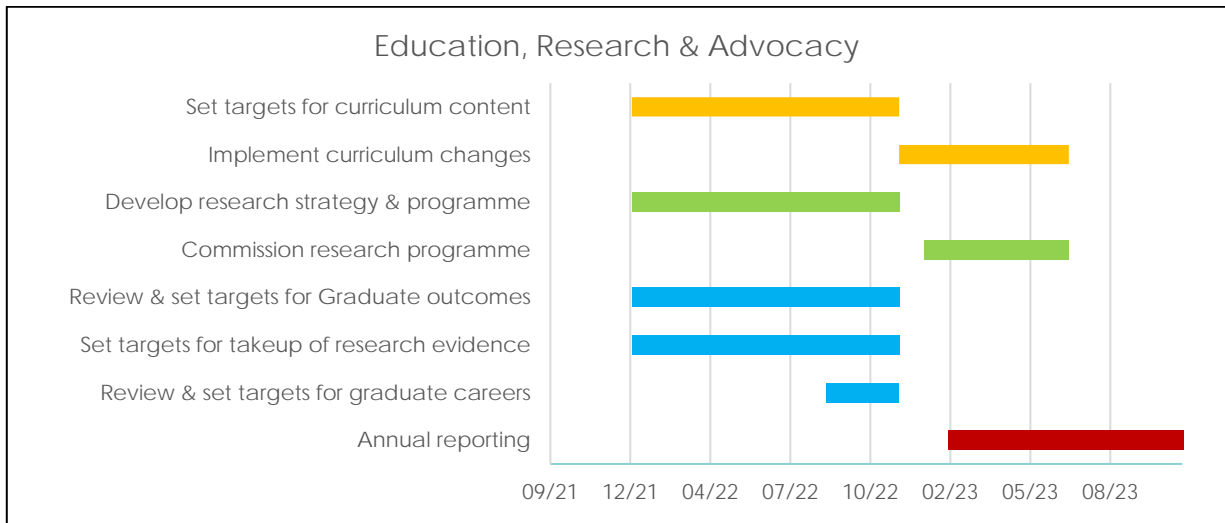


Fig. 11: Key work stages for setting targets and annual reporting for Education, Research and Advocacy