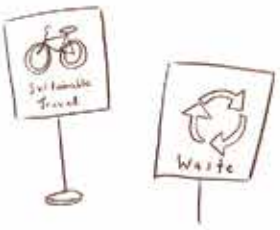
THE UNIVERSITY of EDINBURGH

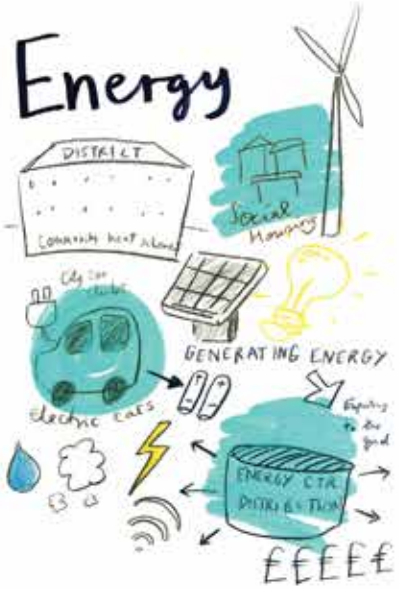
Department for Social Responsibility & Sustainability Strategy

4 Year Strategic Plan 2016/17 to 2019/20

Social Responsibility and Sustainability

Illustration: Katie Chappell





The University of Edinburgh

Department for Social Responsibility and Sustainability

4 Year Strategic Plan 2016/17 to 2019/20

The University's Strategic Plan outlines our vision of making a significant, sustainable and socially responsible contribution to the world[1]. It is centred around the strategic objectives of leadership in research and teaching and key development themes of influencing globally, contributing locally, partnerships with industry and digital transformation.

As a global and world leading University, Edinburgh benefits society primarily through the learning, teaching and research which is carried out. In addition, as a large organisation with 500+ buildings, c30,000 students, c10,000 staff and supply chains reaching across the world, the University impacts people and nature through the way in which it operates and carries out its business. The University has an opportunity to proactively contribute to society and create value through all aspects of its operations from research to learning and teaching, supported by its operations and business practices through to its wider outreach in public and community engagement. Students, staff, governments, industry partners and other stakeholders have increasing expectations in this regards. We seek to reduce our impacts of our campuses and in our supply chains/value chains, but also to use our knowledge, influence and scale of activity to be a positive force for change.

The purpose of this document is to explain the strategy of the Department which connects to the University's strategic objectives, our key themes and objectives, ways of working and how we monitor and measure the value we add to the University. This is an update to the Department 2015-2018 Strategic Plan integrating learning from the last two years.

1 The University of Edinburgh Strategic Plan 2016

Our Purpose

Providing high quality advice, support and action on social responsibility and sustainability

Our Vision

We will be the most successful social responsibility service in the university sector anywhere in the world.

We will do this by attracting and keeping great staff, being confident in what we are good at, inspiring staff and students in the University to make meaningful change and delivering performance that matches and goes beyond the best anywhere. Our advice will be sought and our activities will be valued.

Our Mission

We exist to enable the University to understand, explain and deliver on its ambition to be a leading socially responsible and sustainable University.

- We **understand and explain** what the important risks and opportunities are
- We **develop** the University's response to these challenges and opportunities
- We **deliver** and facilitate programmes to catalyse action and collaboration across campus

We thus contribute to the University's broader vision of making "…a significant, sustainable and socially responsible contribution to the world."

Our Values

- We value evidence in making our case and we are always willing to listen and learn
- Working with others is how we do our business
- We recognise we need to keep earning the right to be heard
- We have a shared respect for people and natural systems and take a long-term view
- We believe in succeeding and failing together
- We practice what we preach

Staff and student workshop 2015/16

Our Approach

We will:

- Provide holistic, strategic and actionable advice on social responsibility and sustainability issues to senior management and colleagues across the University
- Support the development of evidence based strategy, policy and best practice
- Provide up-to-date and inspiring guidance to promote positive behaviours
- Engage the University community through initiatives which engender lasting change
- Work with colleagues using research and development to pre-empt emerging challenges – treating the University as a living laboratory
- Take a critical approach to our own activities, adjusting our actions in the light of best practice, what works and what is best value for the University
- Be clear and confident in our communications with people so they understand when and why they need our advice and support and inspire them to be involved in the solutions and the action to deliver change
- Work with communities and partners and be a focal point for engagement and influencing of government and its agencies on social responsibility and sustainability issues

Themes and Objectives

The University recognises a broad definition for Social Responsibility and Sustainability including: existing sustainability and carbon initiatives; sustainable procurement, fair trade and supply chain issues; responsible investment issues; embedding social responsibility and sustainability issues in the learning, teaching and research of the University; access to education and widening participation issues; fair employer and equalities and diversity issues; and community and public engagement.

The Department recognises there are areas we will lead work on and areas which will be led elsewhere. We have grouped our objectives for the period under the priority areas set for the Department which are directly linked to delivering key aspects of the University's Strategic Plan and associated Corporate Service Group's Strategic Plans. The issues and the programmes are often interlinked and can cross over.

Across all topics we will integrate and give consideration for: scanning, evidence and strategic development; inspiration and communications; operational responsibility and sustainability; research, learning and teaching; planning and reporting; and people systems and processes. Treating the University as a Living Laboratory is a key part of our approach and cuts across our programme areas.

1. Climate and Energy

- SWITCH Energy Engagement & Communication Programme
- Sustainable Labs Programme
- Sustainable Travel Programme

2. Resource Efficiency

- Resource Efficiency and Circular Economy Programme (Warp It Project)

3. Supply Chain SRS

- Fairness in Trade and Sustainable Procurement Programme

4. Responsible Investment

5. Awards, Recognition, Staff Learning and Development

- Sustainability Awards Programme
- Be Sustainable and other workshops or online learning

6. Our Community and Links to Learning and Teaching

- Events, Reach, Student Engagement, Academic Engagement, new Community Engagement Programme

7. Strategy, Governance, Planning and Reporting

8. People, Systems and Processes

9. Thought Leadership and Partnerships

Themes and Objectives

1. Climate and Energy

We will develop policy and strategy to support the University to manage carbon risks and opportunities. Our programmes including SWITCH and the Sustainable Campus Fund, Sustainable Laboratories and Sustainable Travel will engage with staff and students to help deliver our targets. We will expand our Scottish, UK and global climate partnerships and networks in order to support University objectives in this area.

Climate and Carbon Policy

Following the launch of the Climate Strategy (2016) we will:

- Review and where appropriate, establish **objectives and targets for renewable energy** generation on and off site along with any offset approach by 2018
- Prepare a 3 year implementation plan by 2017 for the new climate strategy including development of emissions pathways and milestones to 2025
- Confirm an approach and methodology for **carbon appraisal** in developments and refurbishments by 2017
- Continue to build links with researchers around the University and strengthen our relationships with climate research and links to academic courses (see also Theme 6).
- Improve our data analysis and reporting on carbon and fulfil annual statutory reporting requirements
- Make recommendations on sustainable design guidelines and standards (including BREEAM review) to assist Estates during 2016-17
- Expand our climate partnerships starting with improved Scottish linkages in 2016-17.

SWITCH and the Sustainable Campus Fund

Through our **Energy Engagement and Communications Programme** our goal is for all staff and students to have access to information and tools to reduce their energy impact at the University, contributing to an overall reduction in energy spend of 10 percent from business as usual by 2018 and associated carbon targets. **Key outcomes by 2019:**

- **Sustainable Campus Fund** has achieved its anticipated savings (£675,000 annually, 5.1 yrs payback by 2018-19) through joined up work with Estates to identify projects for the Fund and ensure effective processes for application and implementation in place.
- **A network of 300 Energy Coordinators** by 2020 and ongoing awareness raising **campaigns** have made contributions to the carbon and energy savings (targeted change as per survey findings from 2016). Actions will also be targeted through the Edinburgh Sustainability Awards, office, lab and student accommodation toolkits (see below).
- Effective support provided to Assistant Director Estates Operations as required for review of energy strategy, policy, data and reporting as well as opportunities to increase capacity, funding, research and expertise.
- Strengthened links with researchers (staff and students) for living lab projects linked to energy use on our campuses.

Efforts will be joined up and delivered working closely with Estates and the Energy Office. Key Committees linked to this work include: Sustainable Operations Advisory Group (SOAG) as well as the Utilities Working Group, Sustainable IT Group and the Sustainable Labs Steering Group.

Sustainable Laboratories

Our aim is that University of Edinburgh laboratories will be recognised as among the most sustainable globally through well designed and managed labs which enable and promote world-class science. Through our Sustainable Laboratories Programme we will achieve the following **key outcomes:**

- **Carbon** and **energy** savings through 10 projects identified / £200k annual savings (over 3 years) and energy coordinators in all laboratories buildings
- **Reuse and Equipment Sharing** through 75% of labs regularly participating in re-use schemes (e.g. Warp It, CCL North re-use options, other options)
- **Reduced consumption of materials**, especially hazardous materials with processes reviewed to identify substitution opportunities by 2020. 3 substitutions will be successfully implemented.
- Effective support provided for wider strategic initiatives (such as lab developments)

Efforts will be joined up and delivered working closely with Estates including Development, Energy and Waste as well as with other departments. The Sustainable Labs Steering group will continue to guide our approach and efforts in this area.

Zero by 2040 banners on campus

Sustainable Travel

We will deliver a Sustainable Travel Programme that will contribute to reductions in Scope 3 emissions due to business travel alongside anticipated cost reductions. While commuting targets are considered out of scope of our climate strategy targets, we will continue to seek to promote active travel amongst staff and students recognising multiple benefits. Sustainable Travel Guidance will be tested and promoted and key outcomes by 2020 will be:

Reduce carbon from business travel:

- Staff either replace short haul flights with train options or use other means of decarbonising travel (e.g. videoconferencing), contributing to a 10 percent reduction in BAU growth by 2025 with roughly 600 tCO2e p.a. and approx. 450 flights avoided by 2020. We will seek to recruit 300 staff to sign up for a sustainable business travel pledge. Avoiding journeys entirely would save an estimated £70k by 2020 (and £250k by 2025).
- Options such as the electric bikes and shifts to electric vehicles will be promoted

Encourage staff and students to take low and lower carbon travel options in their own commutes.

- We will seek to promote efforts to help ensure that the proportion of staff commuting via lower carbon means remains high.
- We will work with Transport Office to promote initiatives such as safe cycling each Spring and Autumn.
- We will continue to promote the Sustrans Active Travel Champion programme to staff and students.

Key activities will include exploring needs and options for technical and administrative support in 2016-17 to deliver and support reduction in flights target through use of desktop and room based VC and TC. Efforts will be joined up and delivered working closely with Estates and the Transport Office as well as with other departments.

Themes and Objectives

2. Resource Efficiency and Circular Economy

Our Resource Efficiency and Circular Economy Programme will contribute in practical ways towards increasing reuse and decreasing contamination and through links with research, innovation and outreach.

Activities will also include assisting Estates with the review and adoption of a new Waste and Resources Policy during 2017 for agreement by 2018 and planning a programme of lifecycle analysis and other evidence to support resource decision making. Anticipated outcomes by 2019 are:

- **Increase and expand reuse internally and externally to the University:** Via the Waste and Reuse Portal (Warp-it) we will seek to expand to 1000 users by 2019 and a cumulative £500k saved. Through links with social enterprises and other organisations we will seek to expand external reuse. In 16/17 we will seek to make PC reuse 'Business as Usual' and identify further routes for Lab equipment reuse.
- **Innovations in Circular Economy through collaboration with researchers and our own University wide operations.** This will include living lab projects, partnerships with business school and others. Opportunities will be actively explored to increase our capacity, funding and income in the area.
- **Reduced contamination in waste streams to improve quality of recycling:** this will include social media campaigns, and supporting a network of waste and recycling coordinators aiming for 150 by 2019.
- **A network of staff champions (Waste and Recycling Coordinators)** will be further developed and supported with an aim to have 150 active by 2019.

Efforts will be joined up and delivered working closely with Estates and Waste as well as with other Departments. This will link to the Sustainable Operations Advisory Group (SOAG) and key sub-groups including the Sustainable Labs Steering Group and the Sustainable IT Group.

Themes and Objectives

3. SRS in Supply Chains

Through our Fairness in Trade and Sustainable Procurement Programme, our goal is to work with procurement and other departments to ensure that all relevant SRS considerations are embedded as business as usual in all main procurement categories, informed by up to date research.

This will also help the University to meet its sustainability duties under the new Procurement Reform Act Scotland 2014 as well as the Modern Slavery Act 2015 and the University Conflict Minerals Policy. **Key outcomes by 2019:**

- **SRS questions are included in all tenders** and actively promoted and followed up through contract management
- Priority **supply chains mapped** enabling greater transparency and understanding of where to target efforts
- Actionable **research and recommendations** on aspects of supply chains/procurement is published – drawn on internally and by the HEFE sector
- **Staff and students aware** of SRS issues in procurement and ways of tackling them
- **Collaborations** established between researchers and companies to develop new SRS supply chain solutions.
- Opportunities actively explored to increase our capacity, funding and income in the area of SRS supply chains including 'big data' and supply chain transparency

Efforts will be joined up and delivered working closely with Procurement as well as with other departments. The Fair Trade Steering Group was stood down in 2015 recognising that SRS and supply chain issues should be linked into the Sustainable Operations Advisory Group (SOAG) and the SRS Committee.

Themes and Objectives

4. Responsible Investment and Fund Raising

We will work with Finance, the Business School and other departments to progress efforts in relation to the Principles for Responsible Investment and our Responsible Investment Policy Statement.

We will also explore ways to connect research from SRS in supply chains to responsible investment and ethical fund raising activities.

Key outcomes by 2019:

- Research and development of plans to offer opportunities for students to learn about and gain hands-on experience through courses and/or co-curricular activities (potentially via SLICC or other student societies).
- Ongoing participation as part of the Principles for Responsible Investment (PRI) including reporting/benchmarking leading to recommendations for improved performance.
- Maintain agreed exclusion list and carry out scanning and research to put forward recommendations to relevant committees / groups.
- Develop, seek agreement and implement proposals for social finance (with Finance and AP Community Relations).
- Provide advice on social responsibility issues as a member of the Ethical Fund Raising Advisory Group

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Themes and Objectives

5. Awards, Recognition and Staff Learning & Development

Across various SRS issues we will ensure that staff are supported with the awareness, knowledge and skills to contribute to SRS in their areas of work and that efforts are celebrated and encouraged.

- **Sustainability Awards Programme** continues to provide tools support and encourages best practices for taking practical action around the University and to celebrate efforts. We will continue to see a growth in uptake year on year through staff and student participation and across schools. During 2018 we will carry out a review of the awards methodology, aims and processes
- **Be Sustainable Tools and Training**: reach 20% of staff and students through the online module and offer workshops for interested departments.
- **Internal** data and **benchmarking**: pilot internal benchmarking framework in 2017 with recommendations for next steps and further roll out.
- **Expanding routes to SRS Learning and Development:** building on learning from the Be Sustainable module, develop further materials and tools for staff training, learning and development. Seek to have SRS included in all staff inductions by 2020.
- **Encourage staff to engage in the Living Lab projects, collaborating with researchers (including students)**

By 2020

- 10% participate in **SRS L&D Course**
- 15% staff participate in **Awards**
- 20% participate online or in workshop in **Be Sustainable**
- 100% SRS included in **Staff Inductions**

Themes and Objectives

6. Community Engagement and Links to Learning and Teaching

Ensuring students and staff are informed about issues and supported in opportunities to integrate social responsibility and sustainability into research, learning and teaching activities and using the campus as a 'Living Lab'.

- Contribute to ensuring that all students have opportunities to take courses which include SRS as part of their degree by 2018 supporting the work programme of the Dean of Students.
- Support and broker **student projects** and celebrate action through **Sustainability Awards Student elements, Student Grants, Student Placements**
- Continue to **develop approach to Living Labs** on campus linking academics, students and practitioners on SRS issues. Develop **Toolkit by 2018** on web with resources for staff and students to develop projects.
- **Increase SRS volunteering and placement opportunities** within SRS department and help to facilitate other opportunities for student work. Edinburgh Award for SRS established by 2017. Working closely with EUSA and with AP Community Relations explore mechanisms to take a step change in our approach to student participation in living labs.
- **Facilitate research and action** on University Standards for Social Responsibility via the NUS Erasmus project (ESSA) ensuring University of Edinburgh participation in this funded project is well managed
- **Reach** at least 10% of staff and 15% of new intake students through our communication campaigns and maintain active relationships with at least 4000 staff and students .
- Continue to **expand social media presence** and our **newsletter subscription** to support our campaigns including at least quintupling our user base from a 2014 baseline.
- Ensure **high quality and impactful events** (Our Changing World and Visions for Change) to raise awareness of issues and connect to practice attracting at least 5000 people annually
- Support the implementation of the Community Engagement strategy implementation plan through a new Community Engagement Programme, including embedding new staff into the department during 2017, developing a community grants scheme, finalising metrics and targets and supporting the AP Community Relations and Head of External Affairs effectively.

Welcome Week 2016/17

Themes and Objectives

7. Strategy, Governance, Planning and Reporting

Supporting good governance, accountability and transparency on SRS issues and ensuring the University has appropriate structures, policies and partnerships in place to manage risks and opportunities and deliver on commitments.

- Ensure development of SRS component of new strategic plan and CSG reporting requirements during 2016-17 and refresh University SRS Strategy by summer 2017 for agreement by spring 2018.
- Deliver annual SRS Reporting according to materiality and stakeholder engagement aligning with global best practice (including SRS content in annual report and accounts and a standalone SRS report)
- Support development of SRS policy linked to priority areas and implementation including food policy implementation to 2019 and refreshing biodiversity policy during 2017-18
- External benchmarks and awards submissions (e.g. AUDE green scorecard, EAUC green gown awards)
- Ensure the smooth running of the University's mechanisms for SRS governance with 3-4 committee meetings (each) of SRS and SOAG supported per year bringing a range of issues which committee members engage on effectively and delivery of at least 2 strategic workshops per year to 2018-19.
- Review and confirm effectiveness of environmental and SRS compliance systems during 2017-18

Corporate reporting which the Department prepares includes: SRS content in annual report and accounts, standalone SRS report; CSG reporting and mandatory carbon reporting.

Themes and Objectives

8. Our Approach - People, Systems and Processes

Ensuring the Department for SRS has the people, resources, systems and processes in place to achieve its vision and mission, is cost effective and is an exemplar in embodying SRS within its own practices.

- All programmes, projects and activities are cost effective in their use of time and other resources with inputs costed and quarterly and annual reviews measuring outcomes, outputs and inputs. Continue to development departmental approach to effective delivery including project and programme management approaches
- Raise £100k of direct department costs from external sources over the 3 years to 2019-20 and support delivery of at least £500,000 of additional external income through to 2019-20.
- Achieve IIP accreditation to recognise the systems and processes we have in place (in place by summer 2017 with a target for silver at a minimum) and ensure all staff have learning and development programmes in place and continue to develop a High Performance Culture across the department.
- Ensure a fit for purpose office location in 2017 and that the health and well-being of staff is supported.

Themes and Objectives

9. Thought Leadership and Partnerships

In support of our vision to be the most successful SRS service in the world, we will develop and strengthen our partnerships at Scottish, UK and global levels.

We will demonstrate thought leadership in SRS issues using events, briefings, academic papers and demonstrating high quality, innovative strategic decision making. Our activities are under development but will include:

- Developing , maintaining and strengthening partnerships with universities around the world via EAUC, ISCN and Peking Green Alliance networks building relationships with organisations such as PKU, Harvard, MIT, UBC and Yale as well as the UK Directors of Sustainability Network and collaboration with Russell Group leaders including Oxford, Cambridge, Manchester, UCL and Bristol.
- Supporting UK University ambitions (via EAUC) on sustainability leadership, living labs, University leadership and knowledge exchange and benchmarking.
- Working with Harvard University to develop and communicate its sustainability leadership programme during 2017-2018
- Exploring hosting one major international conference on sustainability or social responsibility leadership by 2020.
- Publishing at least 5 academic papers on SRS topics by 2020.
- Explore opportunities for formal international bench marking and peer review, including capacity building programmes with the global south.
- Researching our own practices, contribute to knowledge development and exchange. We will support efforts which research and share learning on our own practices and build community of knowledge linked to embedding SRS within Universities and organisations.

Our 'Clients' and 'Customers' and 'Partners'

Achieving the objectives we have set cannot take place in isolation but involves working with stakeholders across the University and beyond. This includes: other departments in CSG; Schools and Colleges; Senior management and Committees; External Stakeholders; and Scottish, UK and International universities.

We seek to co-create programmes with staff and students and provide high quality evidence and support which benefits the University community.

Critical Success Factors

- Effective approach to carbon management. Delivery of agreed targets
- Carbon and cost savings identified and delivered to meet 10 percent target (15-18)
- Sustainable Campus Fund meets targets with effective processes for application and implementation
- Staff engagement in the energy saving programme around the University. Carrying out local walkarounds and helping identify opportunities
- Contribute to objectives to reduce waste and increase reuse resulting in £ savings and landfill diversion
- SRS risks and opportunities effectively assessed across categories and integrated in decision making
- Awareness of SRS issues amounts staff and students and participation in programmes to deliver change
- Students able to explore SRS in and outside the curriculum
- Retention of SRS staff

Core Competencies and our People

Filming for resource efficiency

The core competencies we need to deliver on our strategy are:

- Knowledge of SRS risks and opportunities as they apply to the University including: climate and energy; supply chains and human rights; resource efficiency; responsible investment and community engagement
- Knowing how to make change and innovate successfully including how to encourage positive behaviour change
- Building and maintaining University wide networks on SRS issues to enable communication, testing of ideas, and improve the evidence we have at our disposal

Our organogram (as of April 2018) is presented below.

Director of SRS
Dave Gorman

Zero Carbon Options Development Manager
Stuart Brown

Head of SRS Programmes
Michelle Brown

Office Manager / PA to Director
Wendy McDonald

Committees & Projects Officer / PA to Head of SRS Programmes
Jane Rooney / Vanessa McCorquodale (cover)

Business Development Executive (with EI)
Charlotte Lee Wolfe

Climate Policy Manager
Elizabeth Vander Meer

Community Engagement Programme Manager
Sarah Anderson

Research and Policy Manager
Liz Cooper

Programmes Manager
Matthew Lawson

Communication Manager
Joe Farthing

Engagement Manager
Chris Litwiniuk

Zero Carbon Options Analyst
Cara Merusi

Coordinator
Alexis Heeren

Coordinator
Rachel Chisholm

Coordinators
Sarah Ford-Hutchinson
Alexandra Kuklinski
Aaron McHale
Eppy Harries-Pugh

Coordinators
Alan Peddie
Andrew Arnott
Aisling O'Reilly
Rachael Barton

Reuse Assistant
Bradley Richards

INVESTORS IN PEOPLE | Silver Until 2020

Student volunteers, internships, placement opportunities, and staff champions

Monitoring and Evaluation: Indicators and Targets

The University measures performance at an organisational level in relation to carbon; energy; waste and recycling and other material sustainability issues. We coordinate University-wide reporting on carbon emissions, waste and energy reduction.

We will carry out ongoing monitoring of progress on key programmes and initiatives summarised internally in the Department on a monthly basis (traffic lights) to highlight any emerging gaps and risks. We will review progress towards outcomes and value added on a quarterly and annual basis. An annual stakeholder survey and staff and student workshop will help us to evaluate progress as well as reviews of key activities and project completion reports. We will balance the need for quantitative data and more qualitative feedback including most significant change stories from our stakeholders. We will incorporate lessons learned and build action research into our approach. We will carry out specific programme and project evaluations in collaboration with researchers.

4 Year Strategic Plan 2016/17 to 2019/20

Priority Themes	University Targets	Related Department Indicators. Those highlighted in bold are those on our Quarterly Infographic	Department Targets for 2020 (some further development required for areas)
Carbon and **Energy**	By 2025: Reduce Co2e per £M turnover by 50% from 2007/8 Return Co2e absolute emissions to 2007/8 levels Net zero by 2040	• Standards for new development • Approach to renewables and offsets agreed • **Contribution to carbon and energy targets** • **SCF performance** • **#active champions** • Visibility of materials around campus • Percentage change in staff survey re energy • External award recognition for Energy and Carbon • Sustainable Travel – reduction in Co2e BAU	• Development standards agreed and in use • Renewable and offset strategy and targets agreed • **1.8 M savings identified for 10 Percent target** • **675k annual savings identified through SCF by 2018** • **300 active Energy Coordinators by 2020** • SWITCH materials visible in every location by 2019 • Reduction from 36% to 15% in survey respondents noting 'I forget' as reason not to switch off…. • 300 pledges for sustainable travel and 600tCO2e p.a saved
Resource Efficiency		• **Active users, money saved and waste avoided through Reuse** • **Active staff champions**	• **1000 active users by '19 and 500k saved via Warp-it** • **50 active coordinators** • Circular Economy Innovation Hub Network active

Priority Themes	Related Department Indicators. Those highlighted in bold are those on our Quarterly Infographic	Department Targets for 2020 (some further development required for areas)
Supply Chain SRS	• **Categories SPPT assessment has been completed** • Number of suppliers engaged with on SRS issues and % of spend covered by supplier engagement • Number of positive changes in supply chains as a result of engagement (direct or via partnerships EW) • % of research needs and critical issues identified in SPPT addressed • % staff with purchasing responsibilities have taken steps to increase their knowledge • % relevant tenders that include modern slavery and conflict minerals requirements	• **All 5 prioritised categories complete and issues raised embedded in procurement process** • Further categories prioritised and addressed • **50% of spend suppliers engaged** • Reporting of positive changes in supply chains as result of our work • 100% research needs identified through SPPPTs addressed • 100% critical issues identified through SPPPTs addressed • 80% purchasing staff engaged reached • 100% relevant tenders include modern slavery, conflict minerals and other prioritised issues
Responsible Investment	• Contribution to RI	• Positive programme in place by 2019 • **Annual PRI reporting and min of 'B' on benchmarking**
Awards and Staff Learning and Development	• **Staff in office, lab awards as percentage of total** • Effectiveness of project grants • Internal benchmarking • **Staff inductions include SRS at UoE 100%** • Staff L&D opportunities	• **% of staff participating in office, lab awards** (#tbc January) • **% of student residences and students participating** (#tbc January) • # staff in project grants • Internal benchmarking developed trialled, • 1**00% staff inductions include SRS** • Staff L&D opportunities for all
Community/ Public Engagement and Links to L&T	• Student learning opportunities for SRS • Researcher & Practitioner Living Labs for Programmes • Academic Participation in Programmes • **Reach of communications campaigns and events**	• **10% of staff and 15% of new intake students reached** • Uni SRS Standards (NUS Erasmus) Project successful • Quintuple digital presence from 2014 baseline • Living Lab toolkit in place • **5000 people reached annually in SRS events**
Strategy and Reporting	• SRS Reporting to required standard and on time • Items to committees get approval • Good Food Policy Implementation Plan	• **SRS Strategy signed off by 2018** • Annual Report signed off by committees • Actions taken as per Food Policy Implementation Plan
Our People, Systems and Processes	• IIP level • Staff L&D Strategies • Funding and Income • Fit for Purpose Office	• **In place by 2017 (target of Silver)** • 100% staff have L&D plans aligned to strategy • **£100k raised by 2020 for Dept and 500k for SRS in general** • New office location agreed during 2017
Leadership and Partnership	• Partnerships developed • Active thought leadership demonstrated • International peer review and exchange	• Metrics to be developed further • Harvard programme supported • At least 5 academic papers published by 2020 • International conference and peer review/exchange options reported on

Social Responsibility
and Sustainability
THE UNIVERSITY of EDINBURGH
Welcome
Can I help?

SRS Department: Summary of Services

Service (i.e. what do we provide)	Outcomes 2016-2020	Strategic Benefit (i.e why?)	Critical Success Factors or Key Result Areas	Performance Measure (KPIs)	Costs (Drivers and per Unit)
Climate and Carbon Policy £193,000* (22%)	Renewables strategy agreed. Estates development standards agreed. Future targets met.	Strategic needs. Risk management. Reputation. Compliance. Stakeholder expectations.	Effective approach to carbon management.	Targets to be set as part of the strategy development. Delivery of agreed Climate Strategy in 2016 and Renewables and Offset Strategy in 2018.	Compliance and reputation. £2 / tonne CO_2e £0.32 / m^2 GIA
Energy / Carbon Engagement* Programmes (with Estates) £218,318* (25%) Includes Labs Specific Programme	SCF achieved savings of £675k with 5.1 yr payback by 2019. 10% savings achieved. CO_2e savings. 300 active energy coordinators.	Financial savings. Carbon savings. Enables achievement of Strategy. Innovation. A better place to study and work. Links to learning, teaching and research Industry engagement	Carbon and cost savings achieved through the Sustainable Campus Fund and Energy Engagement. Participation in the programme.	SCF performance. Contribute to corporate objective of 10%. # of active champions across the University.	Space, staff and students. £2.14 / tCO_2e 1% of utility spend (approx.) £0.36 / m^2 GIA £22 / FTEstaff (for comparison, utility spend per member of staff is £1800)
		Energy engagement includes **laboratories** specific programme work (MVM and CSE Only)			
Resource Efficiency and Circular Economy (with Estates) £76,000* (9%)	Waste avoided through re-use and correct recycling. Landfill diversion. 2000 Warp It users.	Financial savings. Resource savings. Stakeholder expectations. Compliance. Innovation. Industry engagement.	Savings achieved through re-use and correct recycling. Participation.	Contribute to corporate objectives to reduce waste and increase reuse. Financial savings. Landfill diversion.	Space, staff and students. £0.13 / m^2 £14 / tonne waste arising £8 / FTE staff
Supply Chain SRS (Fair Trade and Sustainable Procurement) (with Procurement) £144,360* (16%)	Risks and opportunities assessed (human rights, environment, etc.) Supplier engagement.	Risk management. Compliance. Reputational. Links to learning, teaching and research. Industry engagement.	SRS risks and opportunities *effectively* assessed across all five prioritised categories and *integrated* into decision making.	Risks and opportunities mapped. Category briefings. # of participants at SPPPT workshops and briefings.	Size, scale and complexity of supply chains = 0.08 % of identified procurement spend £3.7 / student
Responsible Investment (with Finance) £55,323* (6%)	Risks and opportunities analysed and acted upon. PRI expectations met.	Risk management. Financial and reputational. Stakeholder expectations. Industry engagement.	SRS fully integrated into investments and committee remits.	Reviews completed and new commitments implemented. PRI reports submitted.	Reputation. Size of endowment = 0.01% of total investment, c5% of advice fees £1.5 / student
Awards, Recognition and Staff Learning and Development (previously localised advise and projects) £74,102* (8%)	Project specific. Carbon avoided. Positive social impacts. Staff learning and development. Participation.	Risk management. Reputational. Financial savings. Links to learning, teaching and research.	Programme enables effective contributions towards University strategy. Participation in the programme.	Contribute to corporate objectives (energy, resource efficiency, etc...)	Specific metrics dependent on specific projects. £8 / FTE staff
Community and Public Engagement and Links to Learning and Teaching (CAM, OCW, specific schools, events, etc) £130,450 (15%)	Students able to explore SRS in curriculum or University supported activities. Academic participation. Support to community engagement.	Reputation. Innovation. A better place to study and to work and links to learning, teaching and research and industry engagement.	Participation and interest by academic and operational staff as well as students.	# Involved. Feedback. Reach of communications campaigns and events. TBC once community strategy finalised.	Reputation. Size and scale of organisation. £3.3 / student

*Approximate SRS Department Staff Costs 2017/18 as of information available November 2017. Additional internal cross-cutting services include SRS Strategy refresh, committee support and SRS reporting which is integrated across all services. Staff numbers for FTE.

Staff and student workshop
2016/17

You can view our strategy online at
www.ed.ac.uk/sustainability
and it can be made available in alternative formats on request.

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