



# SUSTAINABILITY STRATEGY 2021-2024







As a large local organisation and as an organisation which is in the education sector, we have a responsibility to not only reduce our own carbon footprint but also to teach our students about climate change and work with them to reduce their own impact on the planet.

Addressing the damaging consequences of climate change is not, and should not, be something we do in isolation. Working in partnership with others is key to delivering the ambitions we have set out. This strategy will outline how we intend to do that and become community leaders in this agenda.

Over the course of this strategy we will challenge ourselves to be bold, ambitious and action-orientated. As the leaders of this organisation we will ensure that sustainability remains a central consideration in our decision making and governance.

This strategy seeks to make our Group a greener place to learn and work. It sets out our own roadmap to becoming a carbon net zero organisation as well as becoming a more sustainable organisation which pays close attention to its impact on the environment, values biodiversity and sends our learners out into the world of work ready to meet the challenges and opportunities of a carbon net zero future.

## 1. INTRODUCTION

Climate Change is no longer something that is predicted to happen in the future. It is something that is happening all around us today. Whether it be scorching heat and wildfires in Southern Europe, catastrophic flooding elsewhere in Europe and Asia, record carbon dioxide emissions in the earth's atmosphere or unprecedented high temperatures in Northern America, it is clear that the world's climate is changing and becoming far more unpredictable. It is also clear that this rapid acceleration of changing climate is due to human impact on our planet.



*G Razey*

**Graham Razey, OBE**  
Chief Executive Officer



*E Brocklebank*

**Ella Brocklebank**  
Lead Governor on  
Climate Change



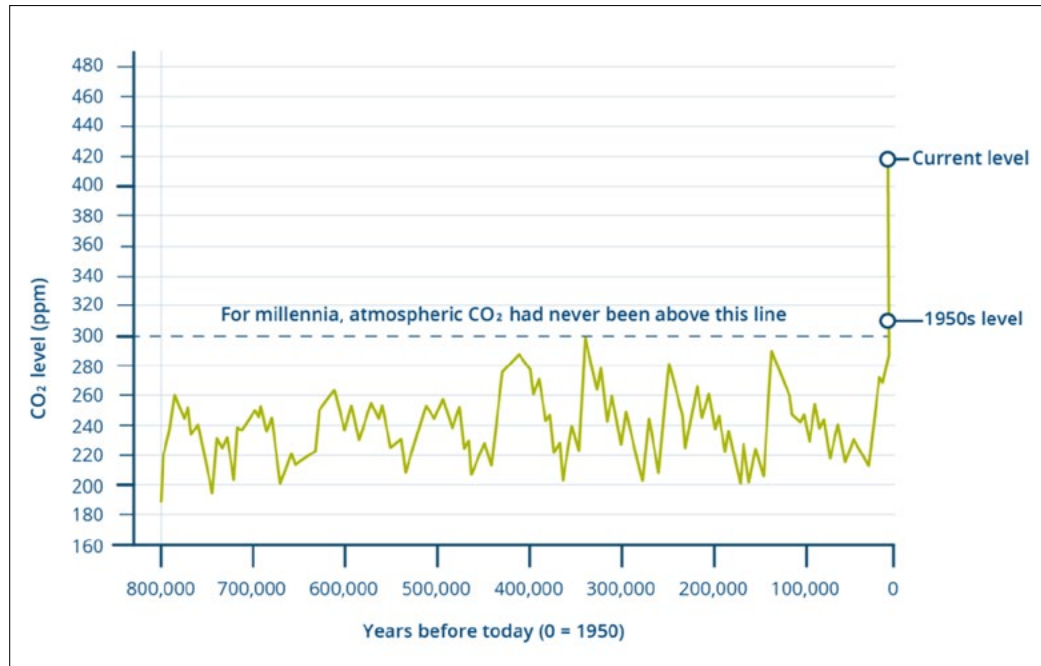
*Chloe Parker*

**Chloe Parker**  
SU Green Officer for  
Canterbury College

## 2. THE NEED FOR CHANGE

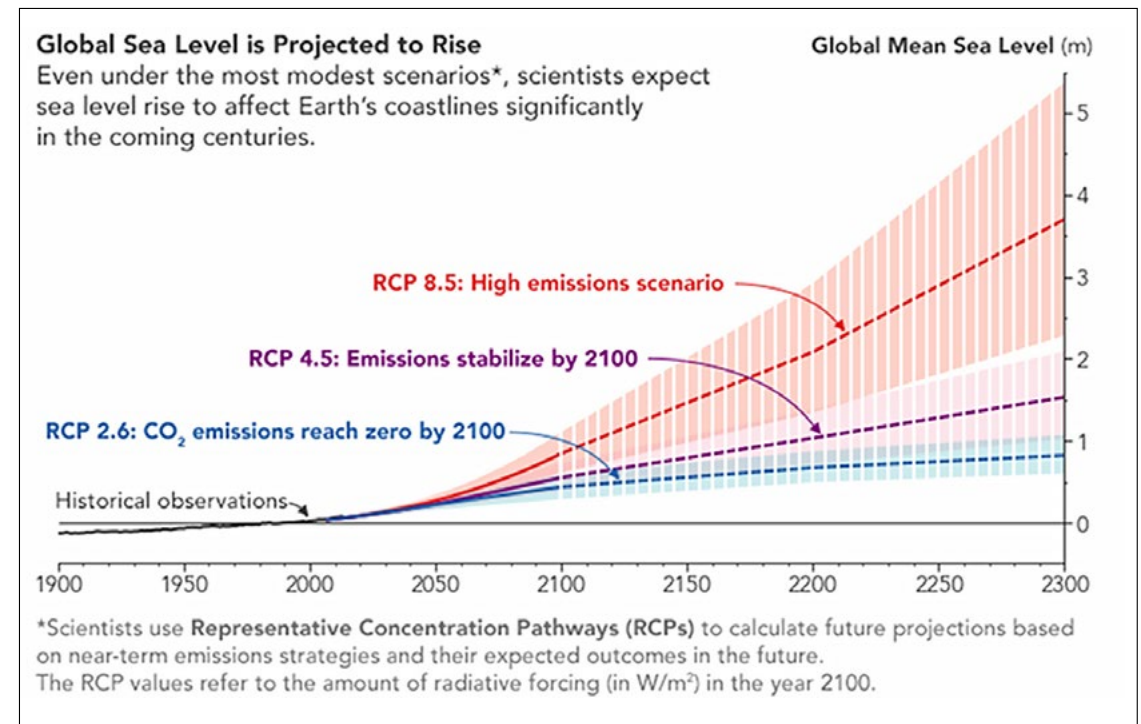
Climate Change refers to long-term changes in climate patterns at a global or regional level caused by rising temperatures in the atmosphere. During the last 10,000 years, these fluctuations have remained within a limited temperature range, enabling a relatively stable climate and enabling the emergence and growth of our modern civilisation. However, the rapid rise in global temperatures from the mid 20th century onwards represents a distinct departure from these earlier trends.

Scientific research has shown that this rise in temperatures is linked to an increase in atmospheric greenhouse gases (GHGs). The most abundant GHG is carbon dioxide which accounts for roughly two thirds of the GHGs in the atmosphere.



As shown above, the current concentration of carbon dioxide in the atmosphere has reached a radically higher level than any point in the last 800,000 years. This conclusion was reached by the Intergovernmental Panel on Climate Change (IPCC)

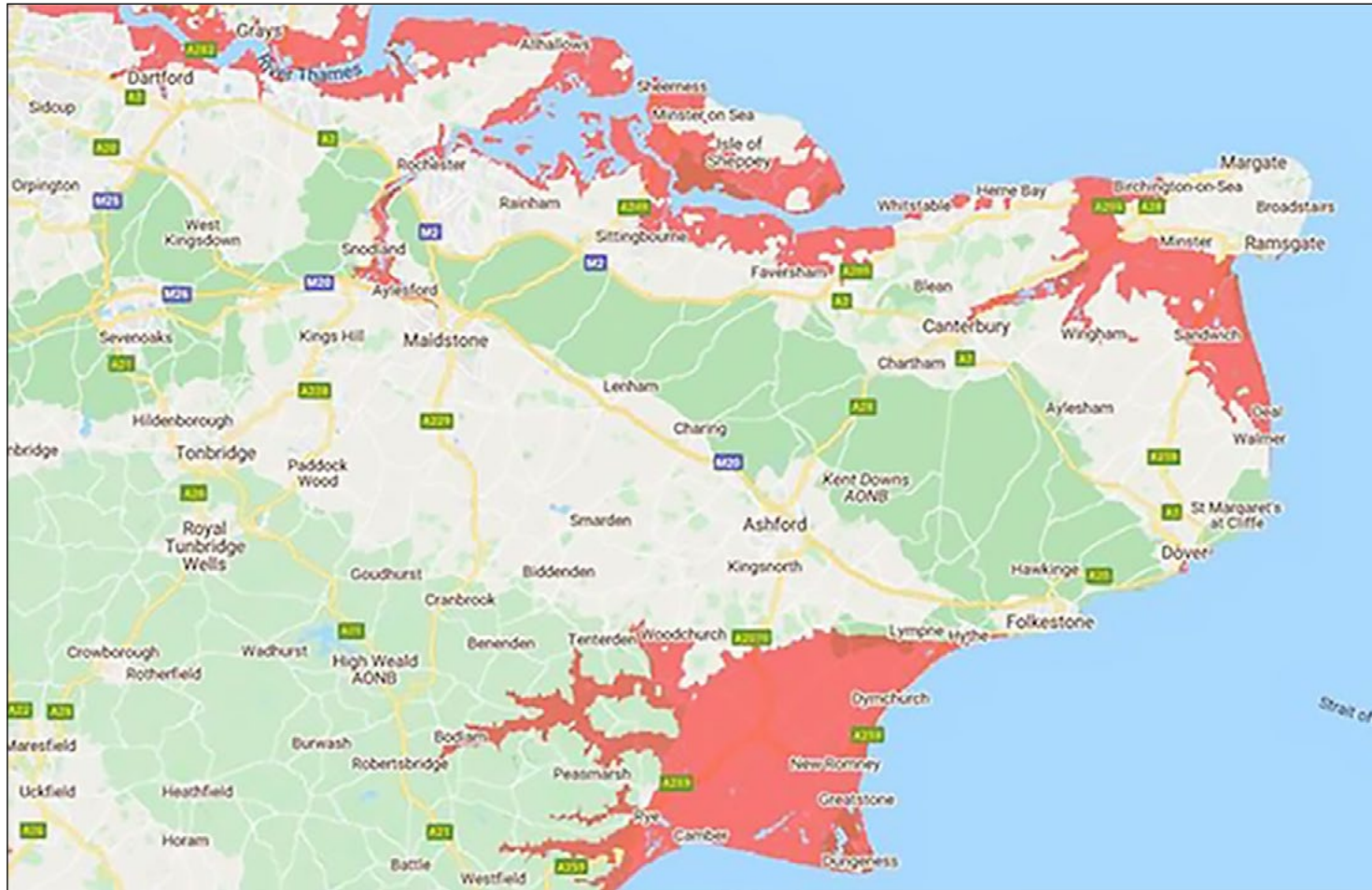
in 2013. Furthermore, the IPCC stated that the main reason for this increase was human activity. It is estimated that global temperatures will increase by around 4 or 5 degrees Celsius by the end of the century if no action is taken. By way of comparison, the last time the earth experienced similar temperatures was around 40 million years ago. At that time the earth was practically ice-free and sea levels were around 100 metres higher than today and there were no humans living on the planet. The impact of a similar rise in temperatures, with almost 8 billion humans on earth, many living in low-lying coastal areas would be utterly devastating. It is those countries who have contributed the least to global warming that will suffer the most from the effects although no-one will escape the catastrophic global impacts.





What this means for our local region by 2050 if no action is taken is dramatically illustrated in the picture below. The red areas on the map show areas which are very likely to be flooded by rising sea levels due to global warming.

The most far-reaching of these is the “Paris Agreement” signed in 2015. Ratified by 189 countries, it sets out targets and timelines for all signatories. The Paris Agreement aims to hold the increase in global temperatures to well below 2 degrees Celsius, and to pursue efforts to limit temperature rises to 1.5 degrees above pre-industrial levels.



Limiting temperature rises to 1.5 degrees will take an enormous amount of effort from the international community. The IPCC have stated, for this to be achieved, all countries need to be reducing their net emissions by half by 2030 and to net zero by 2050.

The Paris Agreement, looked at in conjunction with the United Nations’ “Sustainable Development Goals” (particularly Goal #13 – to take urgent action to combat climate change and its impacts”), is the driving force behind our own ambitions to become a carbon net zero organisation in line with the international objectives set. This “Sustainability Strategy” outlines our response to this critical agenda and sets out how we are going to achieve it.

Achieving net-zero emissions means **our organisation either emits no greenhouse gas emissions at all or offsets its emissions**, for example, through actions such as tree planting. As this Strategy will outline, we will take steps to reduce our carbon emissions as much as possible and only consider recognised, certificated offsets for those residual emissions where the practical implications and/or financial case supports that approach.

To address this, countries around the earth have tried to work together to reduce the amount of GHGs entering the atmosphere, and therefore reducing the increase in global temperatures to a more manageable level.

# 3. EKC GROUP VISION AND RACE TO NET ZERO

Whilst this strategy considers the work we have to do until 2024 we are already thinking far beyond that date to what a sustainable EKC Group will look like in 2040.

We have been working with the Carbon Trust since 2020 to establish our current GHG emission baselines. The baseline year which was assessed and analysed was the 2018-19 academic year. We now know what our GHG emissions are across all of our colleges.

Although GHG emissions are mainly carbon dioxide, they do also include other gases such as methane and nitrous oxide. The internationally recognised reporting standards dictate that all emissions are expressed as “carbon dioxide equivalent” which is why you often see carbon emissions expressed as “CO<sub>2</sub>e” and do not see separate emissions listed for the other gases which make up the GHG family.

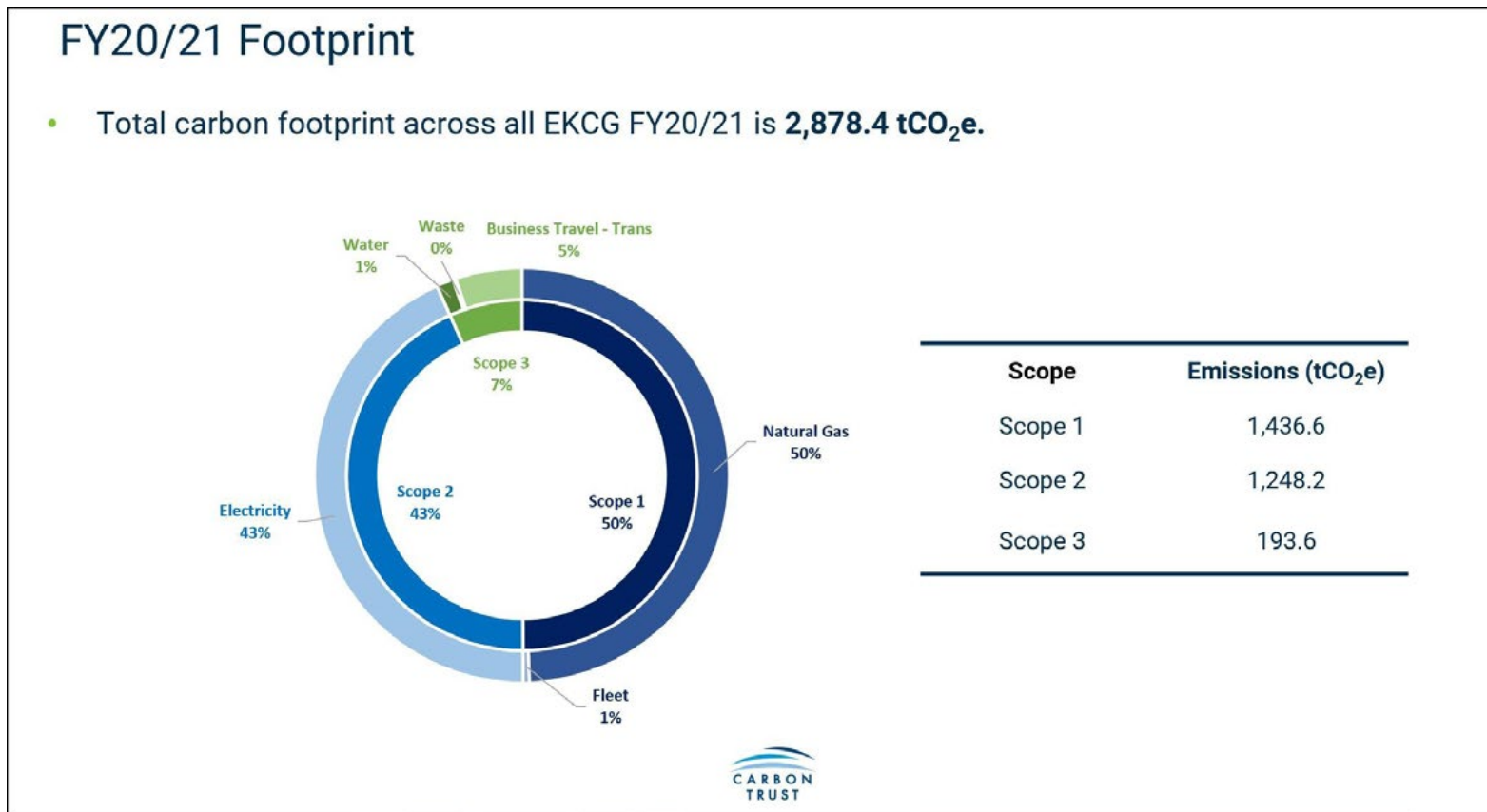
Emissions are broken down into different categories or “Scopes”.

**Scope 1** emissions refer to gas usage and company vehicles like minibuses or other fleet vehicles.

**Scope 2** emissions refer to electricity consumption

**Scope 3** emissions are voluntary in terms of their reporting. We have agreed to include certain Scope 3 emissions such as business travel, water consumption and waste & recycling. The general rule about Scope 3 emissions is that you should only include those which you have direct control over which explains why we have included the 3 types mentioned. Other Scope 3 emissions which have not been included are the emissions associated with the manufacture and transportation of goods used by the colleges. Over the course of this strategy we will review the inclusion of these Scope 3 emissions and consider whether to widen the scope of what we report.

It is immediately evident that the vast majority of our emissions consist of our usage of electricity and gas (around 93%) Business travel contributes a further 5% and the other 2% consists of water usage, fleet emissions and waste & recycling.



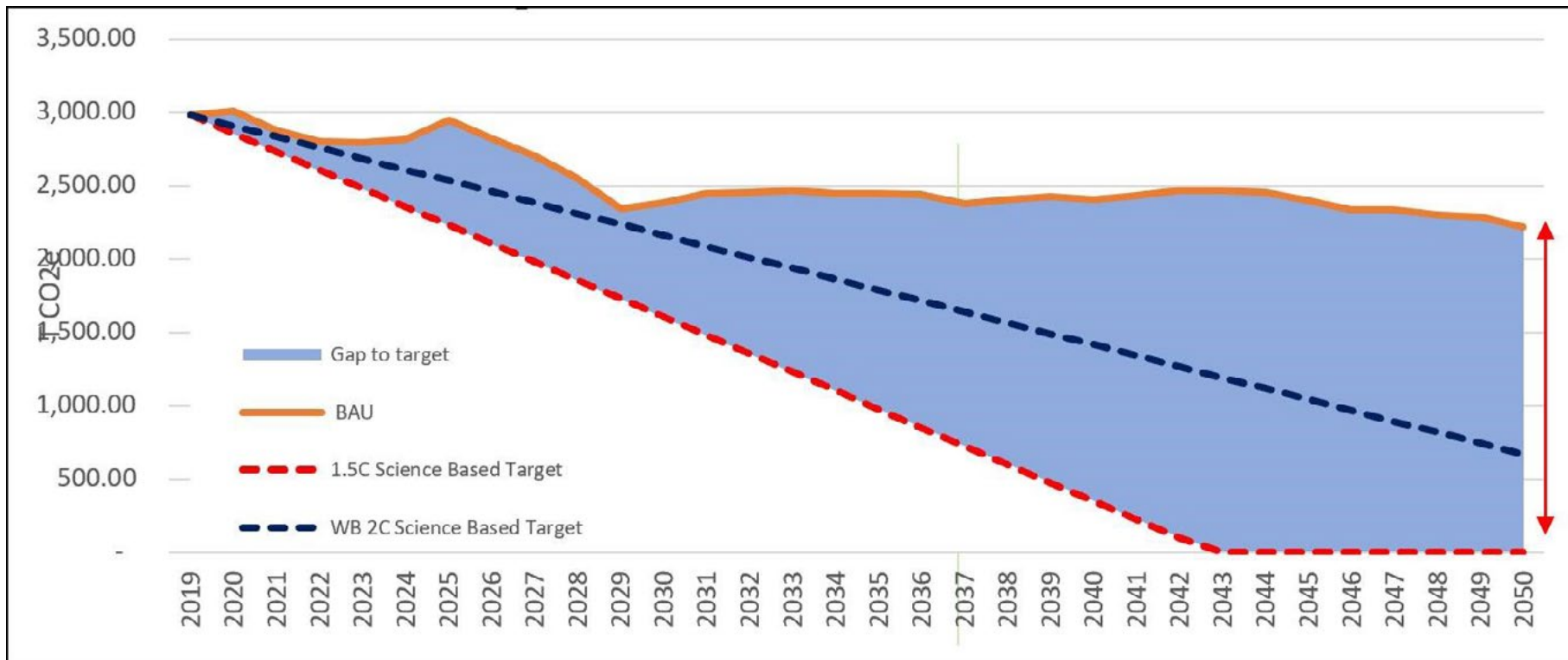
For us to become a carbon net zero organisation, it is clear that our main strategic response needs to focus on reducing our emissions around usage of electricity and gas. The remainder of this section outlines different scenarios over the next decade on how we will start our journey to reducing our emissions.

It is interesting to look at the “do nothing” approach which assumes we will not pursue low carbon heating systems, reduce electricity consumption or seek to reduce our carbon footprint in any other meaningful way. You will see from the graph below that this approach will, rather unsurprisingly, result in a huge gap to becoming carbon net zero by the middle of the century.

Balancing the UK Government commitment to become a net zero country by 2050, the current baseline emissions the Group is producing, the likely investment needed to significantly reduce our emissions and the need to monitor technological advances in areas such as hydrogen heating and decarbonisation of the national grid it is recommended that the EKC Group sets a target to become a carbon net zero organisation by 2040. This is 10 years ahead of the national target.

This strategy incorporates the steps set out in the “Climate action roadmap for FE colleges” which was developed by the Climate Commission for UK Higher and Further Education as well as all good practice existing at the time the strategy was created.

The strategy will be refreshed every 3 years to reflect emerging trends, progress made in reducing our carbon footprint and to recognise the fast-moving nature of this area.





## 4. WHAT DOES SUSTAINABILITY MEAN FOR THE GROUP?

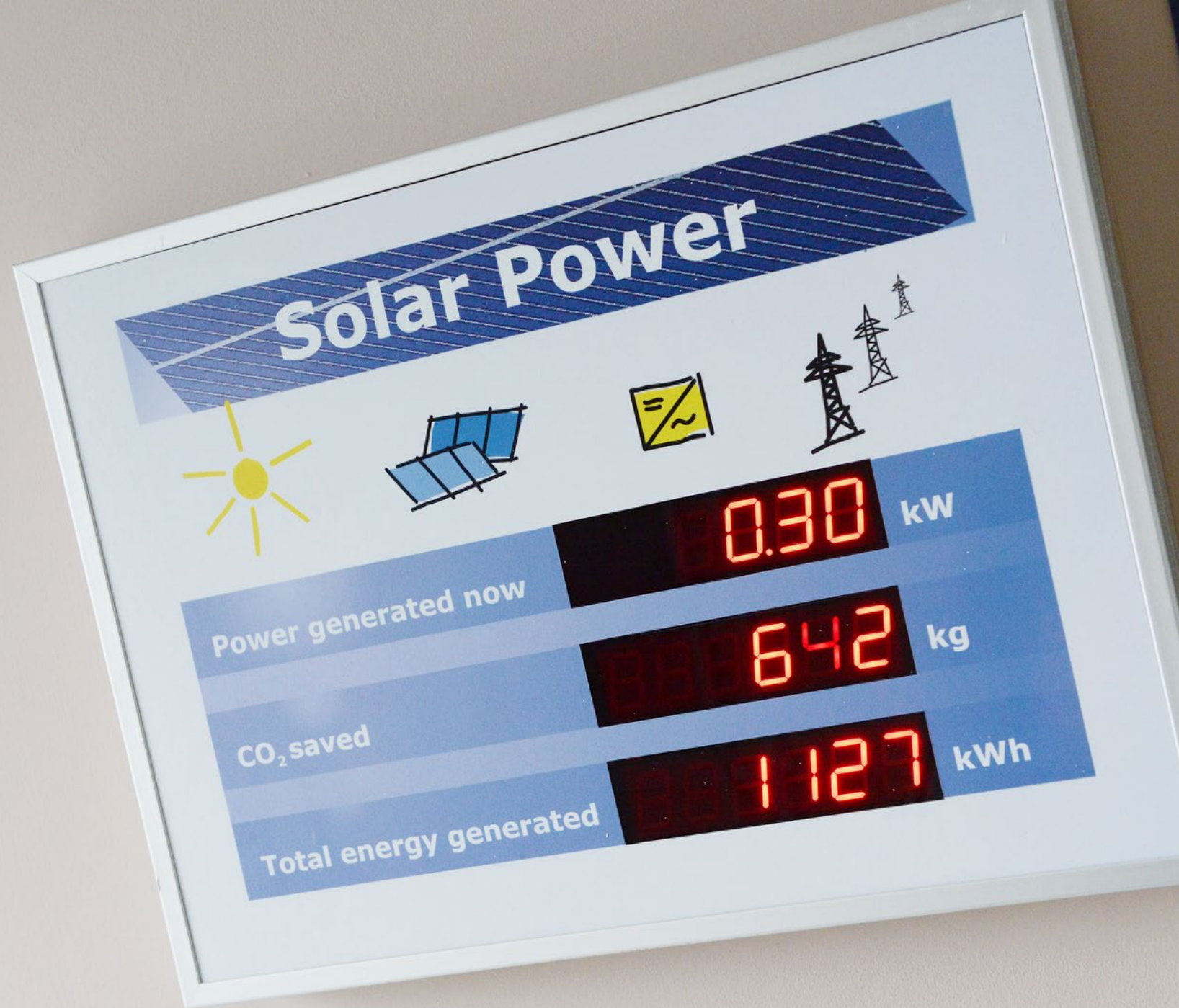
A useful definition of sustainability is

**“to achieve a balance between our activity and its impact on the Earth’s resources”**

Although becoming a carbon net zero organisation is a huge part of this, becoming a sustainable organisation is more wide ranging. Truly becoming sustainable also focuses on initiatives which minimise our impact on the environment around us and promotes and protects our natural resources such as plants, trees and wildlife.

Sustainability is also about having an ethical and socially responsible approach to our decision making and these values should always be embedded in the way we work. Sustainability needs to be at the core of who we are and what we do. It will shape and drive what we teach, what we buy, what we use, what we share and how we travel. We need to inspire our students to make a positive impact on the world after they leave us and lead sustainable lives themselves.

Many of the objectives in this strategy will directly lead to a reduction in our carbon emissions. Others will be directed at improving our local ecosystems. It is a combination of these two approaches which will make us a genuinely sustainable organisation.



# 5. EMBEDDING SUSTAINABILITY THROUGH GOOD GOVERNANCE

We need to make sure that the sustainability impact is considered in everything that we do. Our sustainability agenda cannot succeed unless the whole organisation (governors, staff and students) supports the journey we are taking. It must be an integral part of our governance and decision-making. Sustainability implications of what we do will become second nature and as ingrained in our thinking as financial, legal and reputational implications.

To achieve this, we will:

## 1. Consider the environmental impact of every decision we make.

All reports which go to groups, committees and boards will have a mandatory section included for the author to consider and highlight the environmental impact on the decision they are recommending. This will be monitored by the Chairs and challenged if it is felt the environmental impact has been understated or not thought through in enough depth.

## 2. Continue our Climate Change Working Group (CCWG)

The CCWG is a key group consisting of staff, students, the Union and a Governor. It is chaired by the Chief Operating Officer. The group is our sounding board for all sustainability topics and will continue to meet regularly and report into the Growth and Innovation Board in the new committee structure.

## 3. Make sure all new buildings and major refurbishments are designed with reduced emissions in mind

All new buildings being constructed will have energy efficiency and low carbon heating systems designed in at the outset. Due to the complexities and cost involved in retrofitting low carbon heating systems to older buildings it is critical that we design this into all new buildings and major refurbishments at the outset. This will have an immediate impact on our carbon emissions related to gas consumption as fossil fuel boilers are phased out.

## 4. Ensure our major suppliers share our values and commitment to becoming a carbon net zero organisation.

As well as carrying out financial due diligence on new suppliers, we will also make sure that any new supplier with a contract value of more than £10,000 provides evidence that they are also committed to becoming a carbon net zero organisation and can produce a carbon reduction plan. We want to work with others who share our core values and beliefs and want to use our scale and purchasing power to make sure our major suppliers are also committed to the same goals. We will also decide whether to apply this approach to existing suppliers at the same time.

## 5. Review investments which support fossil fuel industries

We will make sure our Group capital investments are not supporting the coal, gas or oil industries. This is commonly known as “fossil fuel divestment” and will reflect our beliefs and values that the net zero future world has no place for these industries in their current format and will seek to force change in those areas.

## 6. Add “Climate Change” to the Group’s risk register and monitor it regularly

The damaging impact of climate change has the potential to impact the Group in a number of ways. From supply chains being affected due to extreme weather in Asia, increased insurance premiums due to localised flooding, banks refusing to lend funds unless the Group has a credible plan to become carbon net zero and has properly assessed its risk from climate change, expensive adaptations to buildings to cope with the changing seasonal weather and inability to attract staff and students whose core values are not shared by the Group as a place to learn and work. Risks will be identified and assessed and monitored regularly through the Group’s committee structure.





## 6. BUILDING KNOWLEDGE AND CAPACITY

As with any strategy, we are obliged to make sure our organisation has the right skills and knowledge to help us deliver it. We also need to make sure that our learners enter the world of work not only ready for the challenges and opportunities that a net zero future bring but also to live their own lives in a more sustainable way.

We will achieve this vision by doing the following:

### 1. Embedding sustainability into every curriculum area

By the end of the 21/22 academic year, we will have embedded a sustainability perspective into every curriculum area. Whether a student is studying bricklaying, hairdressing or engineering, their curriculum will examine how their chosen area is becoming more sustainable and what a net zero future will look like in their area of study. Curriculum content should incorporate the UN Sustainable Development Goals to inspire the next generation of decision-makers and leaders.

### 2. Mandatory training for staff

We will design an interactive e-learning module for Sustainability which will be mandatory for all new starters and existing staff. The module will highlight how our approach to reducing our emissions and becoming more sustainable links in with global efforts to tackle the same issues.

### 3. Student talks

We will deliver talks to students on the damaging impact on climate change and outline what we are doing to help reduce our own impact.

### 4. Social action

We will always consider environmental projects when planning social action events and will look to deliver initiatives which support the local environment and promote biodiversity in our local communities.

### 5. Resources

We will employ a dedicated Sustainability Officer who will co-ordinate initiatives across the Group and move forward many of the objectives highlighted in this strategy.

# 7. WORKING IN PARTNERSHIP WITH OTHERS



Addressing the damaging effects of climate change is not something an organisation could, or should, do in isolation. On a global level, co-operation is key and this principle extends to our local areas too. As a key player in our local communities we will work together with other willing and enthusiastic partners to deliver real change on a regional basis. We will:

## 1. Continue to be active members of the Environmental Association of Universities and Colleges (EAUC)

The EAUC are a coalition of further and higher education institutions in the UK who share a goal in becoming more sustainable organisations. There are many advantages to being members; not least the carbon emission calculator and SECR reporting tool which is available to all members.

## 2. Work in partnership with local authorities

We will establish a network of information sharing and initiative delivery with willing partners in the local government community across our areas. Many local authorities have officers responsible for climate change or sustainability and we are key large local employers in their areas with the responsibility of training the next generation of the local workforce.

## 3. Working in partnership with other colleges and related bodies

We will seek funding and, if successful, deliver Sustainability projects across other partner colleges. This is part of the College Collaboration Fund scheme and seeks to share good practice and deliver quality initiatives with like-minded others. We will investigate using resources created by other groups such as the STEM Enthuse project.

## 4. Link with local working groups

We will always look to link up with any local sustainability working groups that we become aware of and work together on a regional basis.



# 8. MAKING THE MOST OF OUR RESOURCES

Our resources – the things we own and use – are precious. We will look to maximise the life cycle of buildings and equipment to prevent the need for assets to be disposed of too quickly. We will:

## 1. Recycle old computer equipment

We will continue to use specialised recycling companies for obsolete computer equipment rather than allowing this to be treated as general waste.

## 2. Continue to promote recycling within our buildings and our “zero to landfill” approach

We now have a comprehensive system of recycling where cans, bottles, plastics and paper/card can all be recycled. We also provide food waste collections at our colleges to make sure waste from our refectories and catering departments do not go into general waste. Our contract with Countrystyle Recycling is based on a “zero to landfill” principle. Any general waste collected is incinerated and converted to electricity to be fed back into the national grid. Clearly, the aim is to produce as little non-recyclable waste as possible but, for the waste that is produced, it is used to generate electricity. We will aim to reduce our general waste produced at our colleges by 50% over the course of this strategy.

## 3. Produce a heat decarbonisation plan

As mentioned earlier in this Strategy, it is critical that we reduce our gas consumption if we are to become a net zero organisation. Gas boilers are the main contributory factor of our emissions in this area. We will produce a heat decarbonisation plan which will cover the next 10 years which clearly identifies when boilers are likely to need replacing and which low carbon alternatives are most appropriate for the building in which they are situated. These could be air-source heat pumps, ground-source heat pumps, electric boilers or (depending on technological advances) hydrogen boilers.

## 4. Reducing business travel

The carbon emissions from business travel make up 5% of the Group’s overall carbon footprint. Staff drove a total of 413,000 business miles in 2018/19 – the equivalent of driving around the earth’s circumference over 16 times. Although there will always be a genuine need to hold some meetings and events in person, will move to a hybrid model in the future where face to face meetings are balanced out with virtual meetings using the technology we have invested in.

## 5. Review our electricity contracts

There are three ways in which our carbon emissions from electricity usage can be reduced; from using less electricity, from buying electricity which is certificated as being produced by renewable sources (for example, wind and solar) or by the national grid being “decarbonised” (where all the electricity being produced comes primarily from renewable sources so everyone benefits whether or not you specifically choose “green energy”) At the point our utility contracts are due for review we will evaluate these three options and assess the financial business case for purchasing “green” electricity against the government’s progress in decarbonising the electricity grid.

## 6. Implement sustainable food options in our refectories

Whilst we want to offer a broad range of food and drink options to our students and staff, we also want to make sure that these are sustainable options and do not involve a disproportionate impact on the environment. We will develop a Sustainable Food and Drink policy which will govern the sourcing and procurement of our food and drink supplies to source locally wherever possible for the overarching benefits this brings to our environment, society and economy.

## 7. Continue to reduce paper usage across the Group

We have a corporate objective, agreed with the Full Governing Body, to reduce our paper usage by 10% annually. We will continue to reduce our paper usage over the course of this strategy and develop business cases to invest in technology where appropriate to assist with this goal. We will learn from the lessons highlighted in the Paperless College Project which was delivered at Ashford College and scale these solutions across the Group.

## 9. ENCOURAGING BIODIVERSITY ON OUR CAMPUSES

To be a truly sustainable organisation we need to find a balance between the Group's activities and the impact this has on the environment and local ecology. As a Group we are fortunate to have a number of green spaces within our estate and these should be valued and protected.

We will:

### 1. Start using eco-friendly weedkillers on our estate

Commercial weedkillers which include Glyphosate are effective in killing weeds and other garden plants. However, they are also very damaging to insect life and, particularly, bees. There is also evidence that these types of weedkillers are damaging to human health. We will investigate and introduce weedkillers that avoid glyphosate as a key ingredient which will be kinder to wildlife as well as keeping our estate free from unwanted weeds.

### 2. Protect our trees

Trees are a critical tool in absorbing carbon emissions from the atmosphere. It is estimated that a mature tree can absorb around 21kg of carbon emissions each year from the atmosphere. To put this into perspective, it means we would need to have around 138,000 mature trees to absorb the total carbon emissions the Group produces each year. In view of this, and to reinforce our role as community leaders, we will only reduce the size of trees or cut down trees in exceptional circumstances. If we cut down trees, for example, because we are building something new, we will ensure that an equivalent number of trees are planted elsewhere on our estate to compensate.



### 3. Protect and promote wildlife

As we are fortunate enough to have a good number of green spaces and wildlife areas within our estate we have a duty to protect and promote the wildlife which uses them for a habitat. Following the success of the 2021 awards, we will continue to work with Kent Wildlife Trust to identify projects which promote and attract wildlife on our estate. We will actively evaluate initiatives such as "No mow May" to see if they result in increased biodiversity on our estate. We will focus on plants which attract pollinators such as bees due to their importance in the overall ecosystem. We will avoid unnecessary cutting back of areas where wildlife such as bees, butterflies and other insects are flourishing.



# 10. ENCOURAGE GREENER STAFF AND STUDENT TRAVEL CHOICES

As community leaders it is important that we live and breathe the values which are outlined in this strategy. For us to truly become “The greener place to learn and work”, we need to shift our thinking on a number of issues. In 2020 the average petrol car in the UK produced around 275g of carbon emissions per mile travelled. This is approximately 5 times as much as travelling by train and even higher compared to bus travel.

## 1. Staff travel

We will carry out a comprehensive staff survey which will obtain up to date data about staff’s current travel habits. Following this, we will develop a new staff travel plan which promotes and rewards greener transport choices such as using public transport, cycling and walking as an alternative to driving to work. We will monitor the Government’s review of the future of micro mobility to assess whether innovative travel options such as electric scooters meet the needs of staff and students. We will always have due regard for staff whose circumstances make it difficult to travel to work in another way (for example those with mobility problems).

## 2. Student travel

We will review the results of recent surveys and ensure that students continue to travel to colleges in a sustainable way to minimise their carbon footprint. We will always have due regard for students whose circumstances make it difficult to travel to work in another way (for example those with mobility problems).



# 11. PROMOTING OUR COMMITMENTS AND JOURNEY

It is important for all our staff, students and governors that we are as open and transparent as possible about the commitment we are taking. To be true community leaders we need to lead by example and promote all of the activities and initiatives we are undertaking together with annual reporting showing our progress against our objectives.

We will:

## 1. Voluntarily produce and publish annual Streamlined Energy and Carbon Reporting reports.

Although there is no legal obligation for the Group to report annually, we will voluntarily report on our carbon footprint on an annual basis and publish this on our website. This will show our progress each year against our vision to become a carbon net zero organisation.

## 2. Develop internal reporting to show our carbon footprint in real time

We will develop a reporting dashboard on the Power BI platform which uses the most recent data from utility bills, business travel etc and creates an “in year” picture of our carbon emissions and how they compare to previous years. This will mean projects and initiatives to reduce our emissions can be evaluated quicker than waiting for the end of the financial year.

## 3. Regular promotions and newsletters

We will produce regular updates on our sustainability work by using the intranet and various newsletters to staff, students and governors. We will also have content on our main website which highlights our work to an external audience.

## 4. Produce annual “Environmental Pledges”

The Group introduced the concept of each department within the Group producing its own set of “Environmental Pledges” in 2021. These are developed and shared with staff and students (if it is a curriculum area). We will continue to produce these annually, so every team shares our organisational goal and the relevant staff and students feel part of the journey too.

## 5. Enter external awards and consider external accreditation schemes

We will actively look at opportunities such as awards and accreditation schemes which reflect and reward our work in this area. There are several such awards we could consider entering and the first of these was the successful entries into the Kent Wildlife Awards in 2021.

## 6. Review inclusion of Scope 3 emissions

At the current time, Scope 3 reporting is voluntary, and we have decided to report on waste & recycling emissions, water consumption and business travel. We will look at whether we expand the definition of Scope 3 emissions during the course of this strategy.



## 12. ACTION PLAN

### Embedding sustainability through good governance

Action	Responsibility	Deadline	Cost
Consider the environmental impact of every decision we make.	Managers, group/ committee/board Chairs	Ongoing to 2024	No cost
Continue our Climate Change Working Group (CCWG)	Chief Operating Officer	Ongoing to 2024	Resource cost only
Make sure all new buildings and major refurbishments are designed with reduced emissions in mind	Executive Team, project sponsors	Ongoing to 2024	Cost of design will be reflected in funding bids submitted and capital budget allocated
Ensure our major suppliers share our values and commitment to becoming a carbon net zero organisation.	Chief Financial Officer, Finance Team	August 2022	No cost
Review investments which support fossil fuel industries	Chief Financial Officer.	August 2022	No cost
Add "Climate Change" to the Group's risk register and monitor it regularly	Chief Operating Officer	December 2021	No cost

## Building knowledge and capacity

Action	Responsibility	Deadline	Cost
Embed sustainability into every curriculum area	Chief Curriculum Officer	July 2022	Resource cost only.
Develop mandatory training for staff	Chief Operating Officer / Sustain-ability Officer	March 2022	Resource cost only.
Deliver student talks	Sustainability Officer	Start delivery in March 2022	Resource cost only.
Focus some social action activity on environmental initiatives	Chief Further and Higher Education Officer	March 2022	Resource cost only.
Employ a Sustainability Officer	Chief Operating Officer	December 2022	£35k pa – budget already allocated

## Working in partnership with others

Action	Responsibility	Deadline	Cost
Continue to be active members of the Environmental Association of Universities and Colleges (EAUC)	Chief Operating Officer	August 2022	Approx £2k pa
Work in partnership with local authorities	Chief Operating Officer / Chief Strategy Officer	July 2022	Resource cost only
Working in partnership with other colleges	Chief Operating Officer	July 2022 (March 22 for CCF work)	Resource cost only. Funding received.
Link with local working groups	Sustainability Officer	March 2022	Resource cost only



## Making the most of our resources

Action	Responsibility	Deadline	Cost
Recycle old computer equipment	Chief Operating Officer	Ongoing to 2024	No cost
Continue to promote recycling within our buildings and our “zero to landfill” approach	College Principals	Ongoing to 2024	No cost
Produce a heat decarbonisation plan	Chief Operating Officer / Director of Estates	July 2022	Resource cost to produce plan
Continue to reduce business travel	All staff	Ongoing to 2024	Financial saving from lower mileage claims
Review our electricity contracts	Director of Estates	January 2024	Financial implications will be highlighted when review takes place
Implement sustainable food options in our refectories by developing a “Sustainable Food and Drink Policy”	Director of Commercial	July 2022	Not known until reviewed
Continue to reduce paper usage across the Group	All staff	Ongoing to 2024	Business cases to be produced for any investment needed to further reduce paper usage

## Encouraging bio-diversity on our campuses

Action	Responsibility	Deadline	Cost
Start using eco-friendly weedkillers on our estate	Director of Estates / College Estates teams	April 2022	TBC
Protect our trees	Director of Estates / College Estates teams	April 2022	Resource cost only
Protect and promote our wildlife	Director of Estates / College Estates teams	April 2022	Resource cost only

## Encourage greener staff and student travel choices

Action	Responsibility	Deadline	Cost
Develop a staff travel plan	Chief Operating Officer / Chief People Officer	December 2022	Resource cost to develop plan. Additional cost to be highlighted in plan for approval.
Review student travel activity	Chief Further and Higher Education Officer / College Principals	December 2022	Review student travel modes to ensure most continue to take public transport to college

## Promoting our commitments and journey

Action	Responsibility	Deadline	Cost
Voluntarily produce and publish annual Streamlined Energy and Carbon Reporting reports	Chief Operating Officer	December 2021 and ongoing	Resource cost only
Develop internal reporting to show our carbon footprint in real time	Chief Operating Officer / Director of MIF	March 2022	Resource cost only
Issue regular promotions and newsletters	Sustainability Officer	September 2022	Resource cost only
Produce annual "Environmental Pledges"	All HoDs	October 2021 and annually thereafter	Resource cost only
Enter external awards and consider external accreditation schemes	Sustainability Officer / College Leads	Ongoing to 2024	Resource cost only
Review range of Scope 3 emissions measured	Chief Operating Officer / Sustainability Officer	December 2022	Resource cost only