



**Next Generation Sustainability  
Strategy and Structure:  
Supplementary Case Studies**

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## Bridgend College

**Structure: Dedicated Department**  
**Highest level of authority: Governing Board**  
**Web: <https://www1.bridgend.ac.uk/sustainability-4/>**



Sustainability at Bridgend College is incorporated as part of Health, Wellbeing and Sustainability. The approach is led by the Health, Safety and Sustainable Development Manager, Chris Long, who is responsible for developing strategy and policy for sustainability across the organisation. Chris is supported by two additional members of staff to make up the small but dedicated team. The aim of the team is to deliver understanding and increase ownership of sustainability action within departments, thus embedding it across the college. One member of the governing board is a sustainability champion, overseeing the sustainability approach from a high level.

Sustainability is incorporated within the Bridgend College Strategic Plan 2014-2019 and the '3E' objectives: efficient, excellent and engaging. Sustainability is also included within the College's annual reports. There is also an independent Sustainable Development Vision and Strategy 2016-2025, signed off by the Principal. This applies across the college in its entirety, responding to the Wellbeing and Future Generations Act, and setting out commitments in relation to all business areas.

Health and wellbeing are integral and fundamental aspects of sustainability at the College, and this small, integrated team set-up might be appropriately transferred to other small institutions, where size limitations often restrict resource availability.

## Case Study: Kingston University



**Structure: Dedicated Department**  
**Highest level of authority: Executive Level**  
**Web: <http://www.kingston.ac.uk/sustainability/>**

The Sustainability Hub at Kingston University has a strong service orientation, built on the premise of supporting departments to take action themselves, with the aim to embed sustainability in all areas. Consisting of a team of four staff, the hub also involves students through a paid 'green connectors' student scheme. The department is part of the Vice Chancellor's Advisory and Support Directorate, sitting at a senior level directly under the Vice Chancellor. The Sustainability Hub Director reports to the Finance Director, and the Deputy Vice Chancellor for Education in relation to sustainability within the curriculum.

The department has an independent budget which is used to provide a supportive advisory service to all faculties and operational departments. However, further sustainability spending is already embedded within other budgets, for example finance of the Estates department includes dedicated budgets for energy and biodiversity and two specialist staff.

Sustainability is explicitly stated as a core goal of the university, the corporate strategy 'Led by Learning' includes several commitments including: 'respect for individuals, communities and our environment'; to 'act ethically to minimise our impact on the environment' and to 'include issues relating to sustainability and ethics in the curriculum'. With sustainability related KPIs in place, an internal Environmental Management System is used to monitor progress and record continuous improvement.

## Case Study: Macquarie University

**Structure: Dedicated Department**  
**Highest level of authority: Executive Level**  
**Web: <http://www.mq.edu.au/about/about-the-university/strategy-and-initiatives/strategic-initiatives/sustainability>**



**MACQUARIE**  
 University

Sustainability at Macquarie University structurally sits as an independent department; the sustainability director sits at senior leader level and reports directly in to the Deputy Vice Chancellor and Chief Operating Officer, as well as the Deputy Vice Chancellor Academic. The team includes an Education for Sustainability (EfS) manager, working directly with academics to build sustainability into the curriculum. The team has developed good working relationships with other departments such as Estates and HR, in order to enable collaboration across business areas. They also work closely with the Deputy Vice Chancellor, Students and Registrar which gives access to the student portfolio. The strategic approach of the department is to employ the 'LiFE' (Learning in Future Environments) planning and self-assessment tool. The team structure is still evolving, and is likely to align more closely with the LiFE framework in the future.

There is an independent budget, which funds smaller projects, including teaching guidance and staff engagement initiatives. Where the department collaborates with others, funding will usually come from both budgets, varying on a project to project basis. The long term aim is to further encourage spending to be embedded within the budget for each area, tying closely to the concept of embedding sustainability itself within the culture and standard working practices.

A commitment to 'sustainability in all we do' is included in the main corporate strategy of the university. This trickles down to both the research framework and the teaching and learning framework.

Sustainability Director Leanne Denby considers the model and approach at Macquarie to be transferable, because none of the elements are unique to the Macquarie setting. The key factor is that the team is independent, giving it the capacity to work right across the institution.

## Case Study: University of Edinburgh

**Structure: Dedicated Department**  
**Highest level of authority: Executive Level**  
**Web: <http://www.ed.ac.uk/about/sustainability>**



**THE UNIVERSITY**  
*of* EDINBURGH

Created in 2014, the Department for Social Responsibility and Sustainability (SRS) at the University of Edinburgh sits within the Corporate Services Group, alongside others including Procurement, Health and Safety, Estates and Finance. The department has a staff of 16, and focuses on two broad themes. The first of these is strategy, defining SRS issues in relation to the university and how it should respond to them and including a responsibility to shape a coherent narrative on how the university is responding. The second theme is concerned with delivery, including practical programs of training, awards and events which are aimed at raising awareness around issues. Additionally there is a social responsibility and sustainability committee, chaired by a Senior Vice Principal who also acts as an academic lead. Other senior academics are also heavily involved; this gives the committee authority and influence across academic areas.

The department has a stand-alone budget, but their work is also to a certain extent embedded in budgets elsewhere such as Estates, by influencing their spend towards sustainability and social responsibility issues. SRS is incorporated into the university's overarching strategic plan, currently including one KPI in relation to climate emissions. There is also a standalone SRS strategy, which gives scope for a wider range of indicators.

The approach is transferable in that it is about change management, with a strategy of identifying the issues faced by the university and what can be done about them; the caveat to transferability is that the most appropriate set up would depend on the structure and culture of the individual institution.



UNIVERSITÉ  
LAVAL

## Case Study: Université Laval

**Structure:** Decentralised

**Highest level of authority:** Executive Level

**Web:** <https://www.ulaval.ca/en/sustainable-development.html>

Sustainability at Université Laval has a decentralised structure. It is led by a team of two: one executive and one professional, who are positioned within the Office of the Executive Vice-Rector, Development (VREX). The VREX oversees the daily operation of the university, and because of this overarching role, the office is well positioned to coordinate sustainability holistically. Below this, responsibility for sustainable development is decentralised and sits with sustainability 'stakeholders' - professionals across eight different areas such as education, procurement and facilities, encompassing all university activities between them.

Supporting the decentralised structure is a Sustainable Development Issue table of 25 members, which considers sustainable development objectives and strategies. There is also a network of sustainability champions across all faculties and services, taking responsibility within their own areas with the aim to further embed sustainability.

There is a dedicated sustainability fund, and resources towards sustainability are defined such that funding can come from this budget, including proportions of the salaries of some of the sustainable development stakeholders. Sustainability is one of the President's three main themes, alongside internationality and research, having played a large part in his election campaign. It is incorporated within the corporate strategy, and is explicitly stated as one of the university's core values.

## Case Study: University of Manchester

**Structure:** Decentralised

**Highest level of authority:** Executive Level

**Web:** <http://www.socialresponsibility.manchester.ac.uk/>



The University of Manchester

Sustainability is incorporated within social responsibility, one of three core strategic goals at the University of Manchester. The Office of Social Responsibility is headed by the Associate Vice President for Social Responsibility, who is supported by a small team. The office focuses on developing strategy and ensuring its delivery across all areas of the university. A decentralised environmental sustainability team, also reporting to the Associate Vice President for Social Responsibility, sits within estates. There is an academic lead for environmental sustainability who works closely with the Office of Social Responsibility to link academic work on sustainability with estates oriented work, as well as helping to embed sustainability within the curriculum. The budget is embedded within the decentralised areas in which work is carried out.

As well as featuring prominently in the corporate strategy, there is an independent social responsibility strategy, with environmental sustainability feeding through four key themes. There are a number of performance indicators relating to sustainability, as well as one KPI.

Associate Vice President for Social Responsibility James Thompson explains that while a single central delivery team encompassing both social responsibility and environmental sustainability might be the set-up he would opt for out of choice, this is not a practical option at the University of Manchester. The decentralised approach has been influenced by the previous structure that it has evolved from, and the size of the University (currently the 5<sup>th</sup> largest university in the UK).