

1. Overview

UEA environmental policy commits to 'openly communicate, through sharing knowledge and regularly publishing reports on environmental commitments, action and performance' (Feb 2011). There is also a specific need for awareness raising and training through implementation of the Environmental Management System (EMS).

Related procedures have been developed within the EMS to control specific processes e.g. complaints and compliments (see Table 1). The University has separate procedures relating to Freedom of Information Act and Environmental Information Act which also need to be adhered to. Training is dealt with in a separate training log¹ and covers a wide range of issues including general awareness and job/role specific training. The log should be cross-referenced with this plan.

Table 1. Related EMS Procedures¹

Reference	Title	Content
3.3.1	Communication	Details the process for receiving, documenting and responding to relevant communication from external interested parties. Establishes a commitment to report externally on environmental commitments, action and performance.
3.2.1	Competence, training and awareness	Details the process for undertaking training needs analysis and maintaining training records
	EMS manual	Explains the core elements of the EMS and their interaction. Includes management structure and internal communication among the various levels and functions of the organisation

Although successful communication with stakeholders has been undertaken (see Table 2), engagement with students and the academic community has been limited. There is a need to clearly establish a comprehensive and coordinated plan to encourage the behavioural changes needed across campus and deliver the established environmental policy commitments and related targets. There is also a need to ensure external stakeholders are engaged in a proactive way.

Employees and students are continually involved with UEA's activities and therefore regular updating of information is required (Azzone et al. 1996, WCAG 2010) demanding a regular commitment of resources. A weekly Sustainability Team communications meeting has been established to produce regular content and develop campaigns. Communications will also be introduced as a specific agenda item at all special interest group meetings e.g. Carbon Reduction Team, Biodiversity Team (appendix 1 provides a checklist for discussions). The plan will be reviewed annually by the Sustainability Board taking into account the environmental policy and programme, and in the light of changing priorities and actions.

2. Aims and Objectives

The aim of this plan is to communicate a joined up and comprehensive commitment to achieving real environmental performance improvements, stimulating behaviour change through awareness raising, communication and engagement. The key objectives are to:

- Raise the profile of the sustainability strategy and celebrate success and innovation
- Engage internal and external stakeholders
- Contribute to environmental performance targets outlined in the environmental programme

¹ located in the Loreus document control system

3. Stakeholder Review

As a large and complex organisation UEA has a wide variety of stakeholders with differing informational needs (see Fig 1). By identifying and prioritising these stakeholder groups UEA can focus available resources whilst simultaneously meeting the needs of as many stakeholders as possible.

Priority group 1: Staff, students, potential future students², SportsPark, SCVA, associate partner organisations³ e.g. CRed, LCIC, John Innes etc, local community, People and Planet Green League, Eco-Campus/ISO and visitors to campus (including schools).

Priority group 2: Wider academic community, NGO's, business (including contractors and other HEI's), employers of graduates, financial community (HEFCE and investors), regulators and policy makers, local & national media, alumni and the general public.

Prioritisation is not intended to suggest that any one group of stakeholders is of higher overall value than another, but simply reflect stakeholders' ability to directly influence UEA environmental targets.

Staff and student involvement in decision making is of value to these stakeholders and opportunities to gather suggestions/ feedback should be maximised. Related staff and student groups should also be engaged where possible e.g. BUG (UEA Bicycle user group).

Enhancing the 'Student Experience' should be a key focus of student campaigns. The Forum of Futures Survey (2007) highlights sustainable development as an issue that students take into consideration when choosing their place of study. Sustainably aware graduates will be looked on more favourably by potential employers.

Engaging with stakeholders in priority group two offers wider benefits e.g. increasing the perception of joined up working and community involvement through the visibility of links with associated partner organisations such as the Low Carbon Innovation Centre, CUE East and others. UEA also has a significant influence on local businesses which can be used to spread good practice. Additionally there is a specific need to satisfy the requirements of specialist stakeholders such as the Environment Agency and Anglian Water.

There are also a number of significant general market trends driving action which UEA should respond to:

- Climate change and reducing the impact of the organisation on the environment
- Corporate responsibility
- National promotion of energy and waste reduction/recycling
- Increased fuel and energy prices
- Heightened awareness of the health benefits of a more active lifestyle
- Inability of the University to match parking demand to parking supply.
- Technological advances resulting in the "mobile" office
- Need for students to reduce the cost of attending University
- Economic climate; organisations seeking to reduce costs

² Prospective students experience is assumed to be broadly similar to that of the current student population

³ Associated partner organisations are assumed to have similar informational needs to staff and business.

Fig 1. Information Requirements of Stakeholder Groups⁴

		Staff	Students	Local Community	NGOs	Business	Financial Community	Academia	Regulators and Policy Makers
EMS	Audit/review				✓		✓		
	Current policy		✓	✓	✓	✓	✓	✓	
	Emissions/impacts			✓	✓	✓		✓	
	EMS standards				✓	✓	✓	✓	
	Future programmes		✓	✓	✓	✓	✓	✓	✓
	Performance trends	✓	✓	✓	✓		✓	✓	✓
	Regulatory compliance	✓	✓	✓	✓	✓	✓	✓	✓
	Training	✓	✓						✓
	Expenditure			✓	✓		✓		✓
Financial issues	Financial position of institution	✓					✓		
	Liabilities					✓	✓		
Health and Safety	Contingency planning					✓	✓		✓
	Duty of Care					✓			✓
Report	Risk assessment	✓				✓	✓	✓	
Issues	Data quality							✓	
	Verification				✓		✓	✓	
	Compliance plus strategies		✓						✓
	Participation/feedback	✓	✓						
Pro-active	Accountability	✓	✓		✓			✓	
Issues	Sustainability		✓		✓			✓	
	Transparency of decision making	✓	✓		✓			✓	
	Other pro-active strategies		✓						
	Life-cycle assessment				✓			✓	
Other	Local community initiatives		✓	✓					
Issues	technology			✓				✓	

Adapted from Azzone et al. (1997)

4. Key Messages

With regular opportunities to encourage change in social norms as new students arrive every year, it is important to establish a set of key messages in order to effectively communicate a joined up and comprehensive commitment. Branding of the Carbon Crew (see appendix 2) with the distinctive bugs (transport, waste, water and energy) has been successful in achieving this to date and continues to gather strength. Adding a further two characters (biodiversity and purchasing) will strengthen the brand further and better identify information as being related to sustainability. It is important to continue this unified campaign using the Carbon Crew logo and CRed Pledge web site link ("pledge to change their behaviour" pages) on all communications sent from the Sustainability Team.

⁴ Derived from research undertaken using multiple stakeholder interviews, Azzone et al. (1997)

The key messages to broadcast are:

Internally: Each and every member of the University community can make a difference through small changes in behaviour and the adoption of more sustainable practices. Changes in behaviour may benefit the individual, the University and the wider community.

Externally: Promote understanding of actions taken and how the strategy will develop in the future.

A summary of issue specific plans is presented in appendix 2, these will be used as a springboard to enhancing and developing campaigns/engagement and will be regularly reported on within the EMS.

5. Communication Methods

The choice of communication method is dependent on the message and the audience. A review of existing methods is presented in Table 2. There is a need to improve communication/marketing of existing schemes e.g. Carbon Crew if the potential benefits are to be capitalised on and bottom-up initiatives encouraged, rewarded and instigated. There are also opportunities for greater use of technology and more original media e.g. theatre, dance, story-telling, sculpture/art. Whatever media is chosen it is important to ensure resource efficiency, accessibility and inclusion.

Providing performance trend data is key to staff and student fulfilment (Azzone 1997), and these trends can be represented in a use of KPI's (those quoted in the environmental report 2010 should be used and added to with financial KPIs). To increase transparency of information; data is required in a language that is readily comprehensible to stakeholders, where possible it should be presented in quantitative rather than qualitative formats that make progress trends easily identifiable, maximising the use of visual display techniques in the form of graphs and diagrams (Sturley 2009).

Live data such as energy, waste and water use for individual halls of residence and departmental buildings provide welcome feedback on staff and students resource saving efforts. This data could be used to generate competition between halls, which could be managed by Carbon Crew volunteers, actively improving environmental performance and providing key feedback loops.

“Shouting about” environmental success (Futerra 2010) is essential. This may include attainment of the Eco-Campus Award, external awards for buildings and accomplishment of internal goals. Staff, student and community contributions to environmental performance should be recognised, with greater publicity given to the Green Impact Awards. External environmental awards can be used to publicise actions and provide credibility. National and International Awareness/Celebration Days (examples provided in appendix 3), should be used where appropriate to amplify performance improvement.

Case studies are important in giving examples of initiatives that have been successful; they highlight important areas and lend a “human dimension” to the otherwise (potentially) bland and corporate face of a large organisation (Futerra 2010).

The Cabinet Office Behavioural Insights Team (July 2011) Behaviour Change and Energy Use publication identifies a number of behavioural issues which should be taken into account when designing new campaigns:

- ⊙ People are heavily influenced by what others around them are doing (social norms). Personalising data e.g. providing comparative energy consumption information and making content UEA specific. Providing default options e.g. turning all computers to sleep mode after x minutes.
- ⊙ Incentivise through immediate rewards rather than long term paybacks e.g. free accredited training for champions
- ⊙ Engage individuals as members of a community (rather than as individual consumers) e.g. discounts for groups, community level rewards (residences, depts. etc.).

- ⊙ Provide direct incentives for individuals e.g. prizes,
- ⊙ Key moments can prompt action – make sure the message goes out at salient points in time e.g. staff and student induction
- ⊙ Clear links to policy e.g. in accommodation contracts

Table 2. Existing communication methods

Media	Current activity	Barriers and Opportunities
Electronic Media	Environment and Sustainability web pages (http://www.uea.ac.uk/estates/environmentalpolicy) contain significant environmental information but this is difficult to access, spread throughout a variety of links that effectively “hide” data from the casual user.	New content being developed which will increase use of “green” imagery. Review options for developing a ‘vision’ page to connect wider sustainability content. Clearly visible links from both the internet and intranet (including the portal) should be utilised to promote visibility and emphasise the importance of environmental management among stakeholders (Navon 1989)
	Use of social networking facilities e.g. Twitter & Facebook;	Require frequent monitoring and daily output
	Short videos on YouTube e.g. biomass, NEWS	Opportunities for use to promote success should be utilised in the future
	Info@ E-bulletin, regular slot agreed with Communications Office	Requires regular news stories – Tues 5pm weekly deadline. Opportunity to amplify messages using national/international awareness days e.g. Earth Hour, national tree week (see appendix 3)
	Portal/Intranet includes link to environmental report	Opportunities to include more content to engage academic staff
	Film produced for Court 2011, currently on website. A green vision film has also been suggested which could be used on open days and at induction talks	Opportunities to promote via You tube.
	Thermal Images on Carbon Crew website	Need to be promoted together with a positive message about what action is being taken to reduce energy use e.g. revised Carbon Reduction Plan
Written Informational and/or Promotional Materials (including hoardings, side of bus advertising etc and more formal documents raising awareness particularly with	e.g. flyers, posters with supporting leaflets providing more detailed information at designated information points within buildings to ensure materials are easily accessed. Actions include: <ul style="list-style-type: none"> • Carbon Crew posters, stickers for light switches and recycling/rubbish bins. Posters reviewed annually • Monthly building energy use data/charts • Prompts e.g. on recycling bins • Sustainable Way provided in paper format and as 	Opportunities to provide further comparative data on energy, waste and water

Senior Managers and outside audiences).	<p>an interactive map on the web; there will also be an option to download the text in MP3 format and a map movie, with tours planned in the future</p> <ul style="list-style-type: none"> • Annual Environmental Report • Transport scheme promotional leaflets e.g. Try before you Buy/Cycle to work scheme, Dr Bike, to be revised with carbon crew branding 	
	Monthly Sustainability page in Broadview	Further opportunities exist with The Ziggurat alumni magazine, TURF section in Concrete and Rabbit newsletter (UUEAS). UUEAS publications require specific student related content to be generated.
Events/Campaigns	<ul style="list-style-type: none"> • Carbon Crew chocolate drop, Bike Week, Wellbeing Week etc. provided opportunities to combine written materials with personal intervention, enabling students and staff to participate in fun events and benefit through schemes such as free bike to work breakfasts. • Waste visits to MRF are also part of environmental training for cleaning staff. • Student Switch Off and other SU driven campaigns (e.g. Green Week). Have run joint events e.g. climate change week 	Opportunities to develop further joint campaigns with UUEAS
	Carbon Crew Volunteers Conference, departmental meetings etc. Drop-in lunchtime sessions effective feedback mechanism	Opportunities to develop role of senior tutors in halls of residence, training required. Encourage staff to use the communications checklist (appendix 2) in team meetings etc.
	Presentations at the Staff Introductory Conference, induction talks etc.	Opportunities to deliver externally to interested parties
	Related ENV/DEV etc. lecture/seminar series and UEA hosted/run business environment events	Currently largely advertised only within departments. Opportunities to film lectures in Thomas Paine Lecture Theatre
Merchandising	Carbon Crew branding on promotional “freebies” for staff and students which support sustainable activities with items such as tray liners, beer mats, logo bugs etc.	Resource intensive but opportunities for use of incentives
Training	Specific training available for Carbon Crew volunteers (see also training log)	Need to ensure training is available to student Carbon Crew members
	Student projects - successful projects in 2011 on departmental audits and waste communication	Opportunity to develop list of projects and circulate to relevant departments

6. Technical barriers

The current monitoring regime limits the ability to report KPIs more frequently and produce personalised data. Data availability should be reviewed in relation to potential future communication initiatives.

The UEA environmental webpages are required to conform to the template used for all UEA web material (to present a continuous non-fragmented brand) however this needs to be balanced against the advantages of using colour and differences in style to attract the attention of users (aiding in the dissemination of pro-environmental data). The existing system also precludes the use of interactive content e.g. A general blog (reviewed by UEA sustainability staff) allowing students and staff to take ownership of environmental management issues, providing feedback on decisions, expressing opinions, increasing feelings of participation and value in internal stakeholders (Miller 1986).

7. Sensitive Information

There has been a recent drive for open environmental reporting (negative as well as positive items) and use of qualified and comparable information (Cerin & Dobers 2001, Kolk 1999). Open reporting adds legitimacy to claims of environmental performance and reduces the potentially greater risk of attempting “green-wash” and subsequent uncontrolled data release. Many stakeholders such as staff, students, and NGO’s place a high value on transparency in corporate actions and reporting. A general climate of suspicion leads to stakeholders “assuming the worst” if data is not presented in an open manner as recommended in this report (Kolk 2005). The UEA should consider that large quantities of data are available under the Freedom of Information Act (2000), and that being perceived by stakeholders to be initially withholding such data could be detrimental to public image. The Communications Office should be briefed on potentially negative information for release to advise on data control and presentation issues.

One legitimate business risk that could be increased by escalating access to environmental information is amplified pressure from stakeholders to meet higher standards of performance over more stringent timelines. This could potentially result in higher costs; however, it may also provide additional resources in the form of assistance from activist stakeholders or voluntary project champions.

As a measure to control selected information; password protection can be utilised to restrict data to those with a valid UEA login (either student or staff).

8. Responsibilities

Primary responsibility for implementing this plan lies with the Sustainability Team. Individuals within the team are responsible for providing content and developing campaigns in their specific specialist areas. Engaging the Communications Office and the Estates Communications Team will be essential to ensure the corporate brand is upheld.

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Sustainability Communications Checklist

UEA environmental policy commits to 'openly communicate, through sharing knowledge and regularly publishing reports on environmental commitments, action and performance'



The key messages to broadcast are:

Internally: Each and every member of the University community can make a difference through small changes in behaviour and the adoption of more sustainable practices. Changes in behaviour may benefit the individual, the University and the wider community.

Externally: Promote understanding of actions taken and how the strategy will develop in the future.

Top 10 Things to Remember

1. 'SHOUT ABOUT' environmental success!
2. Sell the 'sizzle' not the sausage
3. Encourage, reward and instigate bottom-up initiatives. Recognise staff and student contributions to environmental performance
4. Personalise data e.g. providing comparative energy consumption information and making content UEA specific.
5. When promoting activities from other departments – give it a Sustainability Team spin
6. Maximise opportunities to gather suggestions/ feedback
7. Key moments can prompt action – make sure the message goes out at salient points in time e.g. staff and student induction
8. Ensure resource efficiency, accessibility and inclusion of all communications.
9. Link content to enhancing the 'Student Experience' and current market trends e.g. need for students to reduce the cost of attending university and increased fuel and energy prices
10. **REMEMBER: Info@ e-bulletin DEADLINE: 5.00 pm every Tuesday; Broadview DEADLINE: Usually mid-month, dates for 2012 awaited.**

Communications Meeting Checklist

What have been the sustainability successes this week/month?

Are there successful initiatives which can be used as case studies?

What staff/student contributions need to be acknowledged?

Can we report on headline reduction targets? Is performance trend data available to support communication (e.g. personalised data, live data)?

Can we promote top tips (e.g. do one thing)?

What national/international awareness/celebration days are coming up? Can we amplify the message?

Are there related ENV/DEV etc. lecture/seminar series and UEA hosted/run business environment events coming up? Can we amplify the message?

Is there a need/opportunity for staff and student consultation/involvement in up and coming decision making?

Dissemination

Make an early decision on whether content is worth wider dissemination dependent on which stakeholders are involved. The main options are:

- ✧ Risk and Sustainability news
- ✧ Estates headline news
- ✧ Communications Office (UEA headline news and press releases)
 - ✧ Info@ e-bulletin **DEADLINE: 5.00 pm every Tuesday**
 - ✧ Broadview **DEADLINE: Usually mid-month, dates for 2012 awaited.**
- ✧ Portal
- ✧ CarbonCrew
- ✧ Sustainability website content
- ✧ Environmental report
- ✧ New campaign/event/leaflet/poster/prompts
- ✧ Training/induction

Communications Office should be briefed on potentially negative information for public release.

Make sure the CarbonCrew logo and CRed Pledge web site link ("pledge to change their behaviour" pages - <https://uea.cred2.co.uk/CRed/>) is on all communications sent from the Sustainability Team.

Appendix 2. Summary Issue Specific Communications Plan

Issue	Action	Key Messages	Related documents/data	Priority Stakeholders
Sustainability	<ul style="list-style-type: none"> Annual Environmental Report Weekly info@content Regular content for Concrete and Rabbit (UUEAS) New web content Increase visibility and connectivity of web links/content Develop portal/intranet content List of student projects Develop joint campaigns with UUEAS Promote sustainable way Environmental awards 	<p>Vision</p> <p>Student Experience</p> <p>EcoCampus Silver</p> <p>Performance trend data/case studies</p> <p>Sustainable Way</p> <p>Neil Ward, New chair of Sustainability Board</p> <p>New Bugs!</p> <p>Ethical investment policy – opportunities to engage with this requirement of P&P</p> <p>Use international/national ‘Awareness Days’ to amplify local messages</p> <p>Related lectures/seminars/business environment events on campus (see Broadview?)</p> <p>Individual ownership and behaviour change</p> <p>Spreading good practice to local business</p>	<p>Corporate Plan 2010 (revision due July 2012)</p> <p>Environmental Report</p> <p>Environmental Policy, IER, Environmental Programme, Aspects Register</p>	<p>Staff and students, local community, Green League, EcoCampus, Contractors, suppliers, alumni</p>
Biodiversity	<ul style="list-style-type: none"> Link with Elaine Sherriffs for regular info@ and Broadview content Tom in Grounds as possible communication champion 	<p>Volunteering opportunities</p> <p>New biodiversity bug</p> <p>Biodiversity audit</p> <p>biodiversity targets</p> <p>Gardening Club, including links with CAT</p> <p>Wildlife trail, UEA Conservation Volunteers</p>	<p>Grounds Maintenance and Conservation Plan, Landscape Strategy, Conservation Development Strategy</p>	<p>Staff, students, local community, Norfolk Biodiversity Partnership Local Authority (County Wildlife Sites)</p>
Built Environment	<ul style="list-style-type: none"> Contractor induction Guidance for clients Student project on refrigerants 	<p>Energy Certificates, Awards for current buildings, Sustainable Way</p> <p>Construction and refurbishment – client requirements</p> <p>BREEAM excellent and Passivhaus</p>	<p>Landscape Strategy, Conservation Development Strategy, Estates Development Strategy</p>	<p>Clients, staff and students, contractors</p>
ESD		Existing degree courses e.g. strategic Carbon		Staff and students,

		Management MBA Teaching fellowship – greening future leaders UNESCO decade of ESD (2005-2014)		Campaign for Greener Healthcare, employers of graduates
Environmental Awareness Training	<ul style="list-style-type: none"> Follow up promotion x% staff completed Make publicly accessible on web 	Complete training		Staff, contractors
Energy + Climate	<ul style="list-style-type: none"> Recent-time energy usage data from BMS on CRed website Develop comparative/ personalised performance trend data Thermal images to be promoted with new Carbon Reduction Plan Biomass tours, YouTube, explanatory information – to be discuss with ET when on line Student SwitchOff 	New Carbon Reduction Plan Carbon Footprinting, expanding to scope 3 emissions Monitoring energy performance displayed in comparative figures - How are you doing at reducing your energy usage? Commissioning the Biomass Plant Carbon reduction target of 22% reduction on 2005/2006 baseline by 1011/2012	Carbon Reduction Plan	Staff, students, SportsPark, SCVA, CRU, Tyndall Centre, UEA School of Environmental Sciences CRed, CUE East, Low Carbon Innovation Centre, HEFCE
Carbon Crew	<ul style="list-style-type: none"> Increase publicity on green impact award achievements Carbon Crew Olympics 2012 Recruitment Training for student members Student handbook Senior Tutors 'Hello you 'pack Competitions between halls of residence Live data via BMS/LCIC Create feedback opportunities 	Carbon Crew Cred pledge website Student Switch Off Green Impact Awards EA- Water saving tips, Water use data (monthly update if possible), Waste production data (monthly updates if possible), Carbon Reduction Plan Carbon Footprinting, Monitoring energy performance (monthly figures), Go Greener, Green Impact Awards,	Carbon Reduction Plan Waste strategy Travel plan Annual environmental reports	Staff, students, CRed, UUEAS
Procurement	<ul style="list-style-type: none"> Staff awareness training 	New purchasing bug	UEA Sustainable	Staff, students, UUEAS,

	<ul style="list-style-type: none"> Website development Develop top tips for commodities 	Supplier sustainability credentials Buyers guides Top tips for commodities Flexible framework	Procurement Policy, Fairtrade Policy Flexible Framework Strategy	Fairtrade Foundation
Sustainable Food	<ul style="list-style-type: none"> Develop sustainability hub in catering Food labelling – student project Good egg award, good pig award (and other) Food for life accreditation Sustainable branding for Blend 	Food miles, local suppliers Seasonal produce Keep cups and bring your own mug Food composting, reductions in packaging waste Energy use Fairtrade products Bottled water alternatives Student guidance on sustainable purchasing Partnerships with suppliers	Food policy Seafood policy	Staff, students, UUEAS, visitors, suppliers, local businesses
Transport	<ul style="list-style-type: none"> See travel marketing plan Promote revised travel expenses form Advice on business travel for staff and students 	BUG (bicycle user group) Fill That Hole, Clear That Trail, Public transport Car Share Reducing GHG emissions from business travel	Travel Plan, SNS Travel Plan, Commuter Audit,	Staff, students, visitors
Waste	<ul style="list-style-type: none"> Recycling communication dissertation recommendations live performance data, competitions between halls of residence 	Materials Guide, UEA Big Halls Clean Up Waste reduction tips Excellent progress against waste target – 70% landfill diversion over 2006/7 levels by March 2015 Waste production data Duty of Care and waste hierarchy	Waste Strategy	Staff, Students, Waste Contractor, Local Businesses
Water	<ul style="list-style-type: none"> Performance data Competitions between halls of residence 	Reduce water consumption by 10% per student over 2006/7 levels by March 2013		Staff, Students, EA and Anglian Water
Emergency	<ul style="list-style-type: none"> Spill training 	Incident reporting	Environmental Incident	Staff, Students, EA and

Preparedness	<ul style="list-style-type: none"> • Emergency plan testing • Promote incident reporting 		Plan Incident Reporting Form	Anglian Water
Legislative compliance	<ul style="list-style-type: none"> • Management briefing packs 	Legal register and action plan	Legislation Register	Staff, EA and Anglian Water

*Eco Campus

Eco Campus is an Environmental Management System (EMS) and award scheme for the higher education sector. The scheme allows universities to be recognised for addressing key issues of environmental sustainability. The aims of the Eco Campus Scheme are to encourage, reward and provide tools to assist institutions in moving towards environmental sustainability through good operational and management practices. Eco Campus will:

- Provide strategic direction for institutions;
- Ensure risk management practices are implemented;
- Improve resource efficiency, such as a reduction in energy consumption and waste production through encouraging recycling and preventing pollution;
- Achieve financial savings such as reduced energy bills and landfill costs;
- Help to ensure compliance with environmental legislation therefore reducing risk of non-compliance;
- Actively involve staff and students in an institution's move towards sustainability which will help to create a sense of community and ownership;
- Encourage student recruitment by providing evidence of responsible practice therefore enhancing the reputation of universities;
- Build upon extensive well established networks within and outside the HE sector, involving several thousand hours of development;
- Draw on, add-value, and make reference to existing good practice, guidance and support already in place, for example, work carried out by the EAUC and HEEPI;
- Facilitate certification to standards such as ISO14001 and EMAS;
- Demonstrate good corporate citizenship by improving institutional standing within the local community.

**Carbon Crew Responsibilities

Enthusiastic individuals will be recruited and undergo training to “champion” the sustainability agenda. Their role will include:

- Develop their own knowledge of energy, waste, water and sustainable travel issues.
- Champion the UEA's sustainability policies in their day to day roles.
- Maintain regular contact with the UEA Sustainability Team / CRed via meetings as arranged by the building coordinator.
- Act as a focal point for users on energy, waste and water issues within their building.
- Direct colleagues to relevant transport information.
- Communicate with users about general environmental issues and the environmental awareness programme;
- Seek to influence decision making on environment issues relevant to their own work areas and UEA.
- Change posters as requested by UEA Sustainability Team/Lead Champion.
- Participate in activities to encourage the reduction in UEA's environmental impact.
- Building coordinator to carry out basic diagnosis and a facilitation role via the Environmental Officer on energy and waste issues.
- Building coordinator to seek new volunteers as required.
- Provide comment back to the Sustainability Team and act as a communication conduit between colleagues and the Sustainability Team.

Appendix 3. Example Related National and International Awareness/Celebration Days

Awareness/celebration days marked ⁺ run annually on the dates shown. All other dates may vary.

Awareness Day	Date	Primary designating organisation/URL
RSPB Big Garden Bird Watch	28th & 29th Jan 2012	RSPB: http://www.rspb.org.uk/birdwatch/
National Story-telling Week	28th Jan - 4th Feb 2012	Society for story-telling: http://sfs.org.uk/nsw
World Wetlands Day	2nd Feb ⁺	RAMSAR Convention: http://www.ramsar.org/cda/en/ramsar-activities/main/ramsar/1-63_4000_0
Go Green Week	6 th – 11 th Feb 2012	People and Planet: http://peopleandplanet.org/gogreenweek
National Nest Box Week	14th – 21st Feb	British Trust for Ornithology: http://www.bto.org/nnbw/index.htm
World Book Day	1st March 2012	UNESCO: http://www.worldbookday.com/
National Science and Engineering Week	9th – 18th March 2012	British Science Association: http://www.britishtscienceassociation.org/web/nsew/
World Water Day	22nd March ⁺	UN: http://www.worldwaterday.org/page/107
Fairtrade Fortnight	27th Feb – 11th March 2012	Fairtrade Foundation: http://www.fairtrade.org.uk/get_involved/fairtrade_fortnight/default.aspx
Earth Hour	8.30pm, Sat 31st March 2012	WWF: http://www.earthhour.org/Homepage.aspx
World Health Day	7th April ⁺	WHO: http://www.who.int/world-health-day/en/
EU Sustainable Energy Week	11 th – 15 th April 2011, 2012 TBA	EU: http://www.eusew.eu/
World Heritage Day	18th April ⁺	UNESCO/ICOMOS (International Day for Monuments and Sites): http://www.international.icomos.org/18thapril/index.html
Earth Week	16 th -22 nd April	Earth Day Network: http://www.earthday.org/
Earth Day	22nd April ⁺	Earth Day Network: http://www.earthday.org/
International Mother Earth Day	22 nd April ⁺	UN: http://www.un.org/en/events/motherearthday/
International Dawn Chorus	6th May 2012 (1 st	Wildlife Trusts: http://www.idcd.info/ and http://www.bbcwildlife.org.uk/idcd

Day	Sunday in May)	
Walk to Work Week	9th – 13th May 2011, 2012 TBA	Living Streets: http://www.livingstreets.org.uk/our-projects/walking-works/walk_to_work_week/
World Fair Trade Day	12th May 2012	World Fair Trade Organisation: http://www.wfto.com/
Green Office Week	14 th – 18 th May 2012	Avery: http://www.greenofficeweek.eu/
National Vegetarian Week	21 st -27 th May 2012	National Vegetarian Society: http://www.nationalvegetarianweek.org/
International Day for Biodiversity	22nd May ⁺	Convention on Biodiversity/UNEP: http://www.cbd.int/idb/ and http://www.greeningtheblue.org/event/international-day-biodiversity-22-may-2012 (this link may change)
National Butterfly Awareness Day	First Sat in June	Association for Butterflies: http://www.forbutterflies.org/gardening/butterfly-awareness-day-june-4/
World Environment Day	5 th June ⁺	UNEP: http://www.unep.org/wed/
Green Transport Week	17 th – 26 th June 2011, 2012 TBA	Environmental Transport Association: http://www.eta.co.uk/green_transport_week
Recycle Week	18th – 24th June 2012	WRAP: http://www.recyclenowpartners.org.uk/
Team Green Britain Bike Week	18th-26th Jun 2011, 2012 TBA	EDF Energy/Bike Week: http://www.bikeweek.org.uk/
National Insect Week	25th Jun-1st Jul 2012	Royal Entomological Society: http://www.nationalinsectweek.co.uk/
World Water Week	21st – 27th Aug 2011, 2012 TBA	Stockholm International Water Institute: http://www.worldwaterweek.org/about
European Bat Night	27 th – 28 th Aug 2011, 2012 TBA	EU EUROBATS Secretariat: http://www.eurobats.org/news_events/european_bat_night.htm
National Organic Month	September ⁺	Soil Association: http://www.soilassociation.org/Businesses/Marketingandopportunities/OrganicFortnight/tabid/105/Default.aspx
Ozone Day	16 th Sept ⁺	UNEP (International Day for the Preservation of the Ozone Layer): http://www.unep.fr/ozonaction/events/ozoneday/
British Food Fortnight	17th Sept -2nd Oct	Love British Food: http://www.lovebritishfood.co.uk/

	2011	
European Car Free Day	22 nd Sept ⁺	Environmental Transport Association: http://www.eta.co.uk/our_work/in_town_without_my_car
Seed Gathering Season	23 rd Sept – 23 rd Oct ⁺	Tree Council: http://www.treecouncil.org.uk/community-action/seed-gathering-season
World Habitat Day	First Monday in Oct ⁺	UN: http://www.unhabitat.org/
A Walk in the Woods Week	3 rd – 9 th Oct 2011	Ramblers Association: http://www.ramblers.org.uk/info/events/Festivals/woodlandwalks
National Liftshare Week	3 rd – 7 th Oct 2011	Liftshare.com: http://www.liftshare.com/business/liftshareweek.asp
World Food Day	16 th Oct ⁺	UN: http://www.fao.org/getinvolved/en/
Apple Day	21 st Oct	Common Ground: http://www.commonground.org.uk/
Energy Saving Week	25 th – 28 th Oct 2011	Energy Saving Trust: http://www.energysavingtrust.org.uk/Easy-ways-to-stop-wasting-energy/Join-the-conversation
Make a Difference Day	29 th Oct 2011	CSV: http://www.csv.org.uk/campaigns/csv-make-difference-day
World Vegan Day	1 st Nov ⁺	The Vegan Society: http://www.vegansociety.com/News-And-Events/world-vegan-day/
National Stress Awareness Day	2 nd Nov	International Stress Management Association UK: http://www.isma.org.uk/national-stress-awareness-day/
National Tree Week	26 th Nov – 3 rd Dec 2012	The Tree Council: http://www.treecouncil.org.uk/community-action/national-tree-week
Festival of Winter Walks	24 th Dec – 2 nd Jan	Ramblers Association: http://www.ramblers.org.uk/info/events/Festivals/winterwalks

United Nations (UN) observances are listed here <http://www.un.org/en/events/observances/index.shtml>. 2011 - 2020 is the UN Decade on Biodiversity <http://www.cbd.int/2011-2020/>.

Most national awareness days are listed here but these have not yet been updated for 2012- <http://www.national-awareness-days.com/index.html>