Environmental Sustainability Strategy Consultation: 2 March – 14 April 2020 Feedback report

1. Introduction

The Environmental Sustainability Strategy Consultation survey engaged University staff and students' responses on environmental sustainability around the question of 'Are we doing enough?' The consultation focussed on the themes of research, curriculum, carbon from energy consumption on the estate, biodiversity, sustainable food, sustainable resource use, international travel, domestic travel, investments, supporting student action and funding. In coding the responses, additional themes of timeline, disability and comments specific to departments or colleges were added as these emerged from the responses. The theme of supporting student action was amplified to include staff actions in line with responses. The online survey asked respondents 11 closed questions and 4 open-ended questions which related to 13 priorities and 11 additional measures proposed by the Environmental Sustainability Strategy Working Group. A total of 939 survey responses were received from staff and students.

2. Summary

The 939 survey responses were made up of 51.6% staff, 47% students and 1.4% other. The staff responses were made up of 17.9% academic, 17.1% research, 61.7% professional and admin and 3.3% other staff. The student responses consisted of 63% undergraduate and 37% postgraduate students.

The closed ended questions were multiple choice with respondents presented with 11 additional measures and required to select a response to each from the categories strongly agree, agree, disagree, strongly disagree and no opinion. The results show that all measures received overall positive support, combining strongly agree and agree responses, ranging from 59% - 93%, indicating strong support for each of these measures. The proposed measures under the themes of Energy and Carbon (3.9), Curriculum (2.6) and Sustainable Food (5.6) prompted the most positive support while the themes of

Sustainable Food (5.3 & 5.7), Domestic Travel (8.5) and Sustainable Resource Use (6.5) prompted the most resistance ranging from 25-19%.

Of the optional 4 open-ended questions a total of 711 respondents answered at least one of the open-ended questions. Many respondents answered multiple questions and commented on multiple themes. The first open-ended question asked if the 13 priorities covered the most important issues which received a 60% positive response. The themes most commented on were Domestic Transport, 22.9% of all responses included this theme. Sustainable Food was the next most commented theme at 20.8%. The consultation revealed concerns about the timeline of 2050 with 20.1% of respondents concerned that 2050 was not an ambitious enough target for the University. Sustainable Resource Use generated significant interest, both for and against with 17.4% of the data focus.

The theme that was the most significant to all staff was Domestic Travel. Research and academic staff showed more interest in International Travel while professional and administrative staff commented more on Sustainable Resource Use. The student responses elicited the most comment on the timeline with Sustainable Food and International Travel also generating significant interest.

Other issues raised in the report included socio-economic impact of the strategy on staff and students and the inclusion of climate justice.

See Annex A for a list of themes, Annex B for a list of priorities and additional measures and Annex C for the survey questions.

3. Methodology

The analysis of responses included calculating the responses levels of staff and students. Student responses were broken down into undergraduates and postgraduates and staff responses were broken down into academic, research, professional and administrative staff and other staff. The data was extracted from the closed ended responses to analyse the level of support or resistance to each additional measure. The open-ended responses were codified by 14 themes, listed in the appendix, and categorised for positive or negative reception. Common and popular themes, concerns, and issues that were raised within the consultation have been identified. Many respondents commented on multiple themes.

4. Findings

4.1 Breakdown of staff and student responses

The response data consisted of 939 responses, made up of 51% staff, 47% student and 2% other, shown in Figure 1 below. The student responses are made up of 36.5% postgraduates and 63.5% undergraduate. Staff responses consisted of 17.1% research, 17.9% academic, 61.7% professional and administrative staff and 3.3% other.

Based on the 2019 figures, the University is made up of 63% students and 36% staff. The University staff consists of 13% academic, 34% research, 23% administrative and the

remaining 30% split into 7 categories including Library and Museum staff. Responses have been gauged from various divisions of the University but not proportionately. Administrative staff have been particularly over-represented in responses.
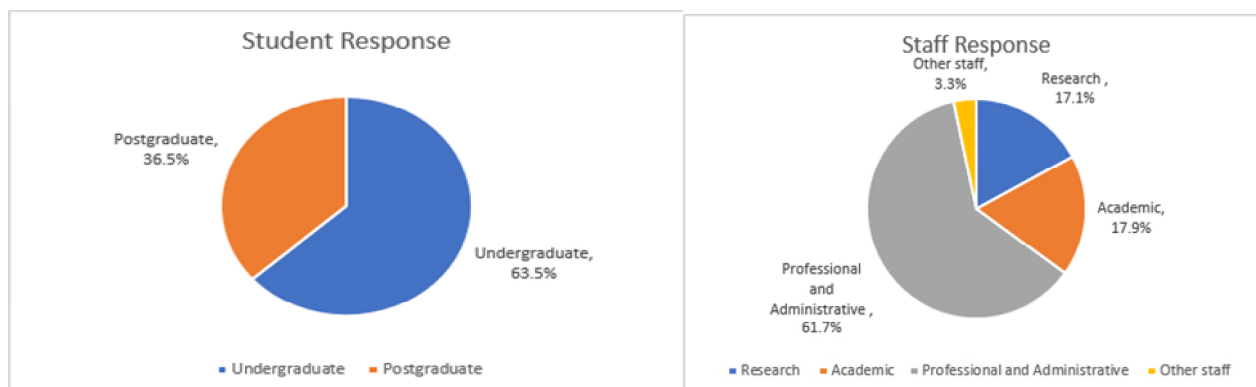

Figure 1: Student and staff Consultation response rates

4.2 Closed data response findings on measures being considered

The consultation asked respondents to read a selection of proposed measures and select a response from strongly agree, agree, disagree, strongly disagree and no opinion. The results, reflected in Figure 2 below, show that each measure received positive support ranging from 59% (6.10) - 93% (3.9) of combined strongly agree and agree responses, indicating strong support.
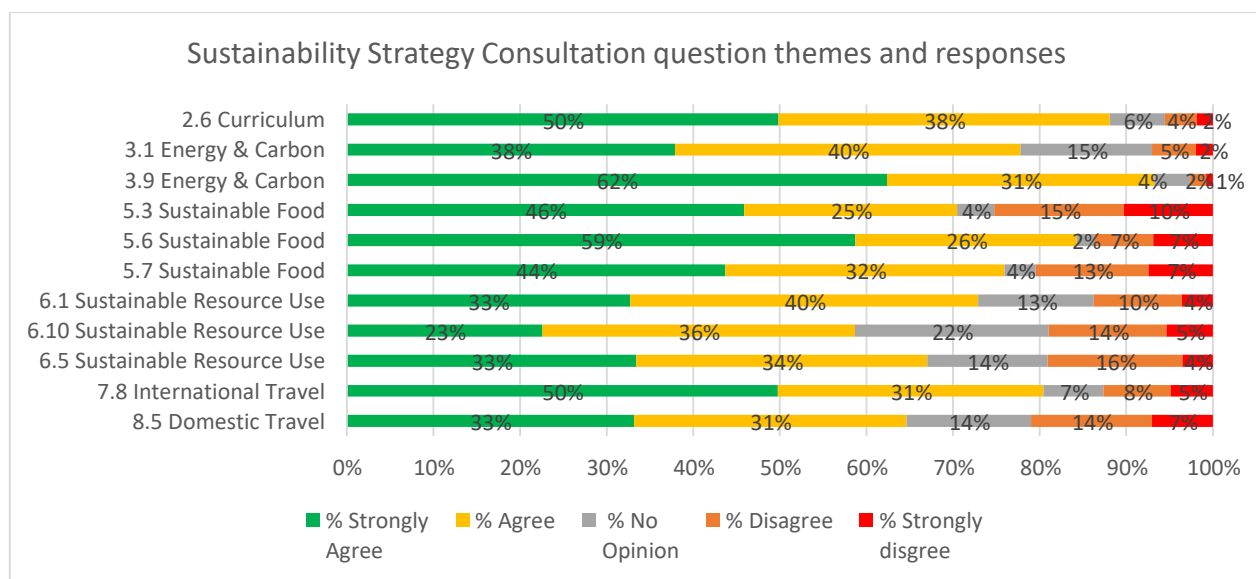

Figure 2: Demonstrates the responses to each measure proposed

The three most supported measures were:

- *3.9 Energy & Carbon,* 'Even if it requires significant financial investment install new and innovative renewable energy technology solutions using heat from water and air

as an alternative to gas'. This measure received 93% 'strongly agree' and 'agree' responses.

- *2.6 Curriculum*, 'Encourage existing degree programmes to develop environmental sustainability streams where appropriate'. This measure achieved 88% 'strongly agree' and 'agree' responses.
- *5.6 Sustainable Food*,' Reduce the amount of meat offered to achieve a minimum 50% reduction by 2025 and 80% by 2030 with British sourcing of what remains'. This measure had 84% 'strongly agree' and 'agree' responses.

In contrast, the measures that attracted the most resistance were the following:

- *5.3 Sustainable Food*, 'Make vegetarian and vegan the default menu option in all catering provided by the University with meat available on request'. This measure had 25% of responders chose 'strongly disagree' or 'disagree'.
- *5.7 Sustainable Food*, 'Reduce the amount of dairy offered to achieve a minimum 35% reduction by 2025 and 60% by 2030 with British sourcing of what remains'. For this measure, 20% of responses selected 'strongly disagree' or 'disagree'.
- *8.5 Domestic Travel*, 'Deliver the Central Area Parking Strategy to remove all commuter parking (apart from blue badge parking)', which received 21% 'strongly disagree' and 'disagree' responses.
- *6.5 Sustainable Resource Use*, 'Introduce a target for each member of staff to have only one computer provided by the University'. This measure received 19% 'strongly disagree' and 'disagree' votes.

Although there was resistance to these measures, they still received more positive than negative support.

4.3 Open text response findings

The Strategy's priorities, listed in Annex B, produced an overall positive response- with 60% of responses in support of the priorities. The themes set out in the analysis are taken from the Environmental Sustainability Strategy Consultation document with the addition of 3 themes, Timeline, Disability and Colleges & Departments which emerged from the responses received in order to accurately code the responses. Details about the themes can be found in Annex A and the priorities and additional measures are listed in Annex B. The data in the Figure 3 below reflects the open responses that the consultation gathered from the open-ended questions.

4.4 Key findings of each theme in open text responses

Figure 3 shows the difference in staff and student responses to each theme, revealing that some issues generated much higher response levels from one group than the other.

- Domestic Travel

This theme was the most significant for staff. There was concern expressed over the impact of difficult, costly or time-consuming commuting on the University's staff retention rate. The position of disabled staff or staff with caring responsibilities and parking availability was also

a dominant concern. There was significant interest in working from home to decrease commuter emissions, particularly citing the Covid-19 lockdown experience as evidence of that this can be done effectively. It was also stressed that Priority 12, 'Promote large scale infrastructure projects to improve walking, cycling and public transport in Oxford', should be a top priority and that the University must work closely with Oxford City Council to ensure this is achieved. There was support for improving bike and walking paths but resistance to the lack of parking spaces. Some responses requested University discounts for public transport costs, particularly for expensive train commutes.
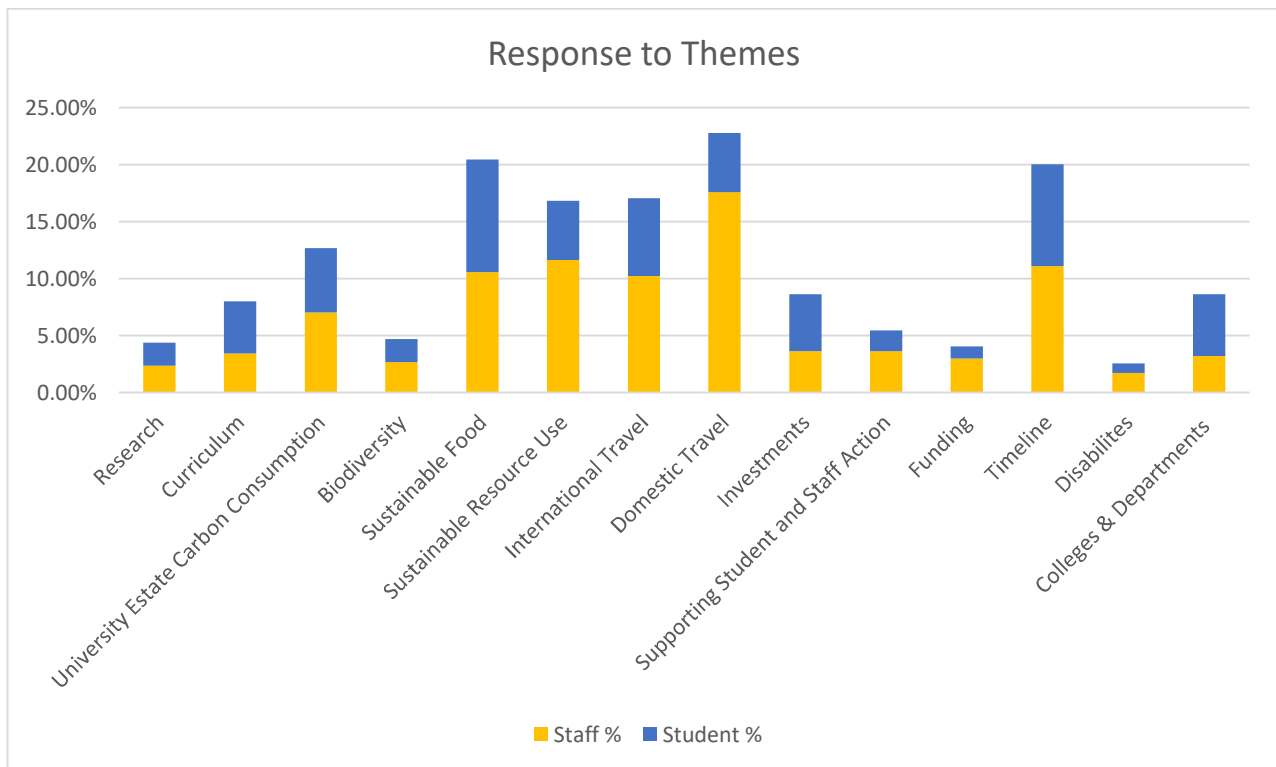

Figure 3: This graph shows the percentage of open text responses from staff and students for each theme

- Sustainable Food

Many responses in this theme were passionate and engaged about the importance of changing eating habits within the University. The answers that reflected resistance to the sustainable food measures largely concerned the ethics of forcing food choices on people by removing meat options. Some respondents were sceptical of whether the replacement of meat and dairy as an arbitrary goal would be productive if the replacements were not also carbon calculated. The responses evidenced a nuanced understanding of sustainable food. There was also concern expressed about default options that could be low quality and less tasty than meat options. Many respondents referred to themselves eating meat or dairy but nevertheless believed that it was important for the University to have a policy making vegetarian and vegan the default options.

- Timeline

Timeline had a significant amount of interest and the most criticism of the University. Respondents made it clear that they did not believe 2050 was an ambitious enough net

zero and net biodiversity gain target, citing the urgency of the climate crisis and expressing concern that the consultation was mere 'greenwashing' because of the unambitious target of 2050.

- International Travel

Comments on international travel were significant to a lot of responses. There was concern about the international travel habits of academics. Many believed that the University should limit international travel by academics as much as possible. Carbon offsetting had negative feedback if not also accompanied by a reduction in flights and it was often said this should only be used as a last resort. Many respondents wanted increased use of video conferencing for meetings and conference. Increased investment in video conferencing was supported in order to support reduced air travel and referred to the experiences of Covid-19. Respondents wanted rail travel to be encouraged for domestic and European travel with the additional costs of rail travel allowable. It was suggested that any new policies should not negatively impact academics with lower grant funding or early career academics. There was understanding that a significant change in culture around international conferences within the academic community is required to reduce travel.

- Sustainable Resource Use

This was also particularly significant in the consultation responses. The responses expressed concern about the one computer policy. There were suggestions that if people were given a laptop instead, they could work flexibly, and workspaces could function as docking stations that could be shared by different departments. There was concern about the security of data from a policy to reduce server numbers. Many people suggested that resources could be reduced if people worked from home. There was concern that some departments produce significant waste such as laboratories which should be addressed. Many requested increased investment and promotion of video technology. Respondents wanted to see IT hardware recycled. Sustainable water use was often mentioned with suggestions of reducing water use and implementing schemes such as 'rainwater harvesting'.

- University Estate Carbon Consumption

Concern was expressed over the energy efficiency of many University buildings suggesting refurbishment and retrofitting to make them more sustainable. There many references to the need for construction of new University buildings to be sustainable and requests that University space be used more efficiently rather than building new sites.

- Colleges and Departments

Contributors stressed their desire to see a bottom up strategy from departments to the University and concerns were raised over financial burdening of departments arising from the Strategy. Comments on colleges focussed on requesting that the strategy include similar measures to be implemented in colleges.

- Investments

Many responses were supportive of a complete divestment from fossil fuels. It was noted that many respondents understood the divestment to apply to the University only and

wanted implementation of the policy in colleges as well. Many stated that investments should be dealt with as a higher priority. It was noted that investments should be as ethical and transparent.

- Curriculum

There was support for the increased opportunity to study environmental sustainability within the curriculum with some considering this would advance students' careers after University. There was also concern that this should not be shoe-horned in, should be done effectively and not necessarily for all disciplines of study.

- Student and Staff support

Staff wished to see a focus on staff sustainability courses, training and information. Responses suggested that there should be more targets in place for staff and departments in-order to encourage sustainable action. There was much support for encouraging students to buy food in reusable food containers. There was concerns about how travel changes would impact students getting to and from colleges. It was also highlighted that international students would be unfairly penalised by the suggested measure of students committing to follow the travel hierarchy.

- Biodiversity

Contributors expressed the desire for the University to act to protect the Oxford Green Belt, produce more green spaces, and create community planting/wildlife projects. There was suggestion that colleges should also be encouraged to increase the biodiversity of their grounds and gardens. Attention was also brought to the fact that biodiversity should be considered when addressing other issues of conflict such as considering the effects on biodiversity of construction of cycle paths.

- Research

The prioritisation of research into sustainable energy, transport and technologies was significant to responses. It was noted that the University should lead in environmental sustainability research in order to find solutions to the climate crisis.

- Funding

Responses concerning funding wanted more information about how changes in the University would be funded and asked for full transparency about how each element of the strategy would be funded. Concern was expressed for Departments being further burdened by charges.

- Disability

It was noted that the Environmental Sustainability Strategy must complete an Equality Impact Assessment and consult with disability specialists to ensure that the transitions are effective and non-discriminatory. Disability was a key concern in Domestic Travel, particularly on parking. Respondents requested sensitivity to hidden disabilities in allocating parking.

4.5 Analysis of staff responses to themes in open text responses

All staff were most concerned with Domestic Travel over all other themes. Figure 4 reflects the open text responses by theme broken down into each staff group.
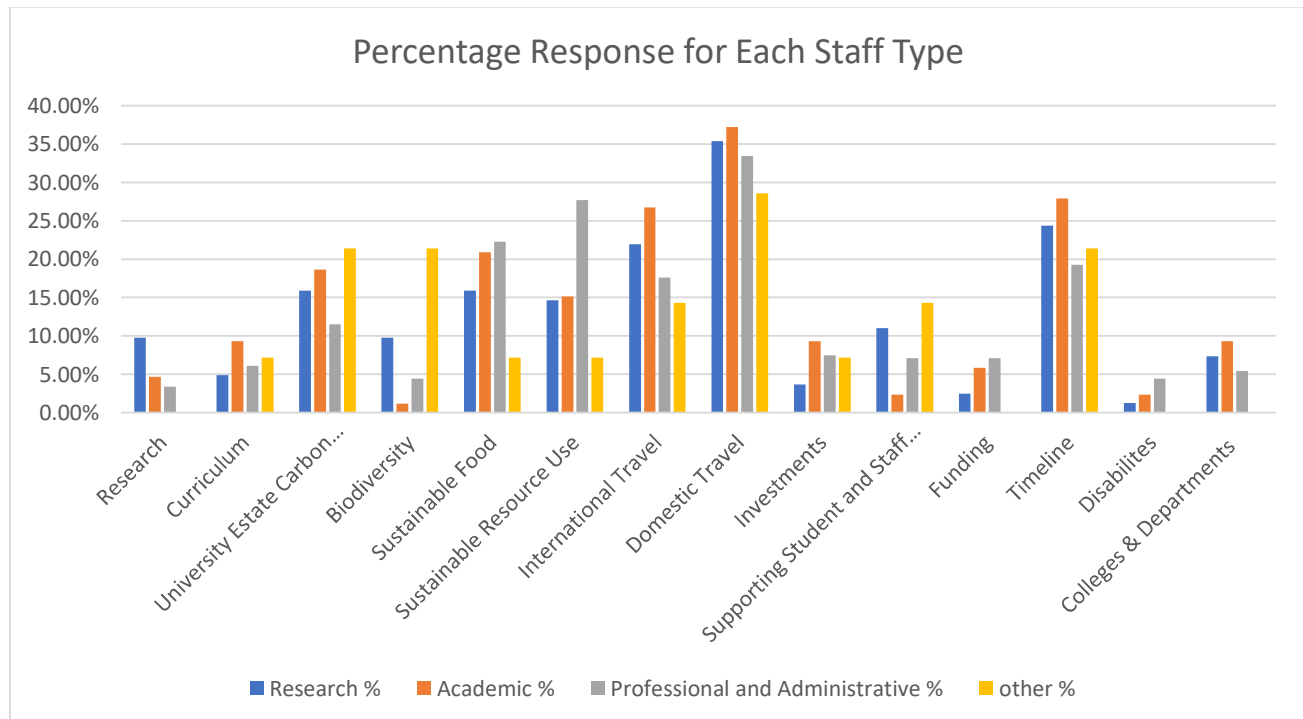

Figure 4: Percentage response for each staff group, representing Research, Academic, and Professional and Administrative staff's responses from open text responses

- The top responses for Research staff consist of (1) Domestic Travel (2) Timeline, (3) International Travel and (4) University Estate Carbon Consumption. Expectedly, researchers were significantly more interested in the Research theme than academic staff or professional and administrative staff.
- Academic staff were most concerned with (1) Domestic Travel, (2) Timeline, (3) Sustainable Food and (4) International Travel. Academic staff were more interested in international travel as well as Investments, University Estate Carbon Consumption, Curriculum and Colleges & Departments than other staff groups.
- Professional and administrative staff were the most concerned with (1) Domestic Travel, (2) Sustainable Resource Use, (3) Sustainable Food, and (4) International Travel. This group were significantly more interested in Sustainable Resource Use than other groups of staff and were also more interested in Sustainable Food than other groups.
- Research and Academic Staff + International Travel:
  Research and Academic staff suggested the University focus on facilitating low-carbon alternative to flying, including incentives for using trains. It was cited that currently train travel is more expensive than a cheap flight, and a preference for train travel was rejected within departments due to extra expense. There were concerns raised about international travel policies that could penalise younger, less 'grant-rich'

academics. Staff asked for the right infrastructure and culture changes to take place in order to make sure that changes to travel did not restrict academic or research ability. A change this group requested was supporting efforts to enable remote conferencing. Most responses stated that offsetting is not an acceptable solution to reducing carbon, and that reducing the number of flights taken is more important.

- Professional and Administrative Staff + Sustainable Resource Use:
A key concern for Professional and Administrative Staff was policies on Sustainable Resource Use. Particularly, the one computer per member of staff policy was brought up consistently with concern. It should be stressed that a huge majority of professional and administrative staff placed working from home as their top priority when discussing how best to use technology and space sustainably. They expressed that this would reduce commuter emissions and increase space efficiency. Respondents raised the potential for a more agile working style that used docking stations and laptops rather than desktops. Many respondents urged departments to make more changes such as banning single use plastics. There was concern about how policy changes could impact departments inconsistently and be inapplicable or detrimental to some departments. There was resistance to one policy for all departments. There was a lot of concern about reducing servers and the impact this could have on security and research capacity. Some staff also asked to increase the use of tablets to reduce paper use.

4.6 Analysis of student responses to themes in open text responses

Timeline accounted for the highest total student response, followed by Sustainable Food and International Travel. Figure 5 reflects student responses of undergraduate and postgraduates.

- The top responses for Undergraduates were Timeline, Sustainable Food and University Estate Carbon Consumption.
- Postgraduates showed the most response to International travel (significantly more than undergraduates) with the next highest responses Timeline then Sustainable Food.
- Students + Sustainable Food:

  The responses for sustainable food within the student community were polarised. Some responders emphatically suggested that meat and dairy should be banned as soon as possible suggesting it would be the most significant step the University could take to both reduce carbon emissions and be a world leader. Many students supported making the default option vegan and vegetarian and supported immediate introduction of this measure. There was support for colleges to be pushed to reduced meat and dairy consumption. Other student responses were resistant to change, citing their desire and need to have access to meat and dairy products. There were also responses that were positive to the changes in food at the University provided the food was tasty and nutritious. There was concern raised that vegan and vegetarian food is not necessarily more environmentally sustainable. Some suggested that if it is slowly phased out and food changes are presented

alongside food related research and sustainability education there would be less resistance. There was also considerable interest in reducing plastic packaging and food waste.
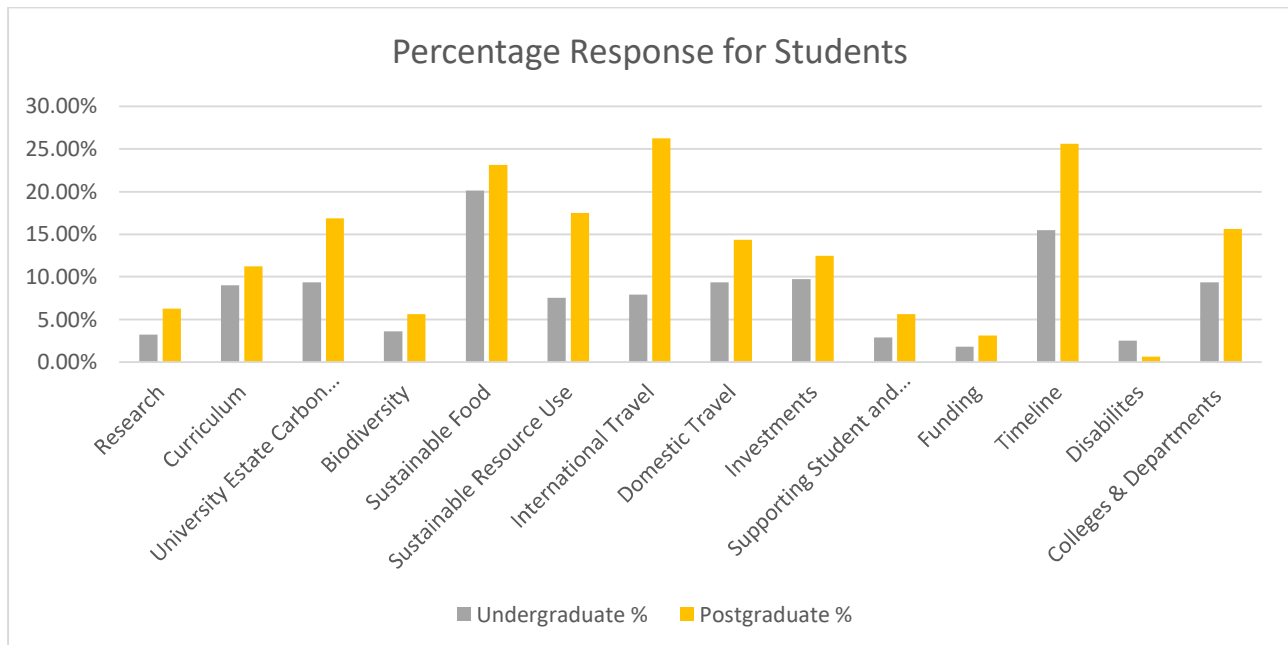

Figure 5: Undergraduate and postgraduate student responses to open-ended questions

4.7 Responses by divisions

For the second half of the survey responses, an additional question was added asking Research and Academic staff to state their division within the University. Figure 6 below reflects that Medical Sciences Division had the highest response rate and Figure 7 reflects the responses to themes by division.
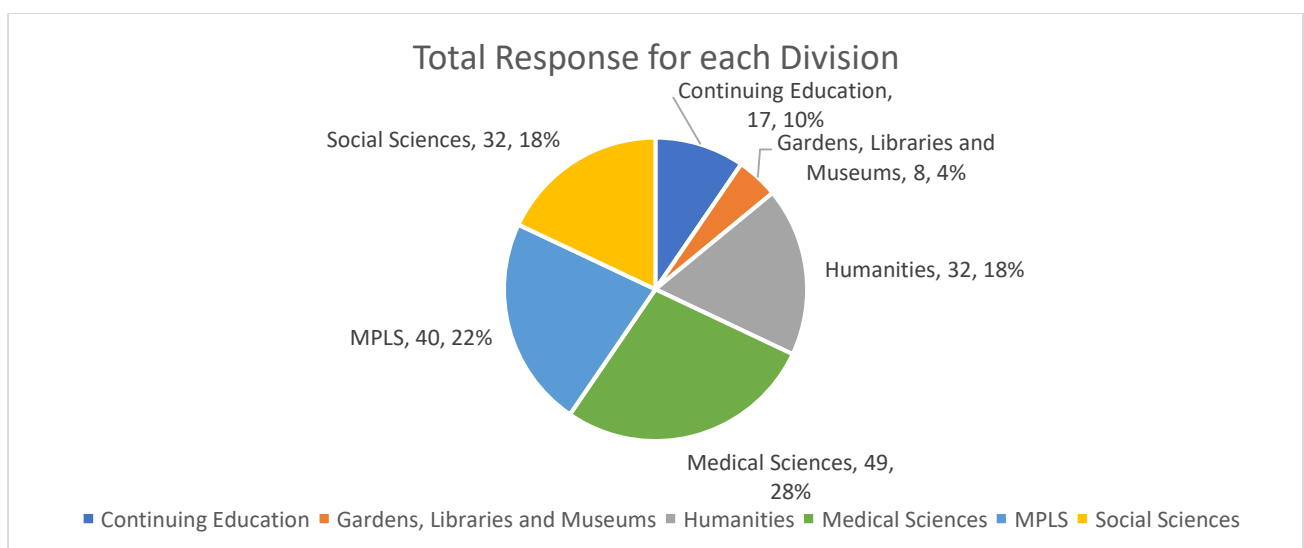

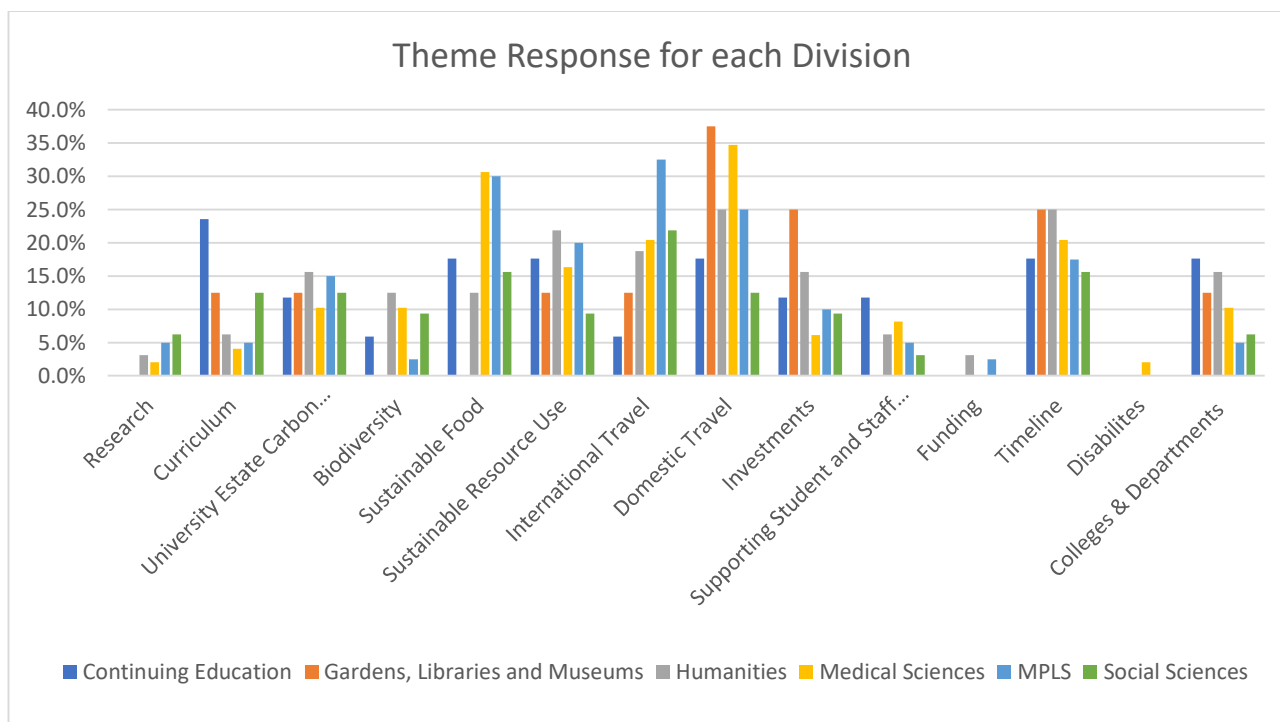Figure 6: Divisional responses of Academic and Research Staff

Figure 7: Divisional responses of academic and research staff to open-ended questions by theme

4.8 Additional topics raised in open-ended responses outside of the themes

Two additional topics were raised outside of the themes.

- Social and economic impact of an Environmental Sustainability Strategy on staff and students

  Respondents expressed concern about the uneven economic impact an Environmental Sustainability Strategy will have on disadvantaged lower income staff and students in the University. These respondents referred to a decreasing number of University staff and students who can afford to live in Oxford.

- Climate Justice

  It was asked that the University make climate justice part of the environmental strategy. This includes climate justice in teaching, collaboration and investment decisions. A small number of responses mentioned the calculation of a historic carbon debt of the University and the need for the University to address climate justice.

5. Conclusion

There is considerable positive support and enthusiasm for an Environmental Sustainability Strategy that includes the priorities set out in the consultation. Multiple responses echoed

the same desire to see the University be more ambitious in terms of the timeline of 2050 and the timeline of implementing the priorities to advance environmental sustainability and address climate change.

The responses reflect a focus on Domestic Travel, Sustainable Food and International Travel that the strategy must address. Environmental sustainability changes were welcomed in all areas of the University despite divergence in the nature of the changes and the implementation of these.

There is a clear awareness of the power and influence of Oxford University globally in its research and teaching, in changing its practices to implement environmental sustainability and in showing leadership in environmental sustainability. Numerous staff and students reflected that the Consultation made them feel proud to work and study at Oxford because the University is taking environmental sustainability seriously.

Annex A: Themes used in coding the survey responses

	Themes	What is included in this theme
1	Research	How to research, what we research, collaboration, materials used in research
2	Curriculum	Existing curriculum, new courses, changing curriculum
3	Carbon from energy consumption on the University Estate	Carbon from energy consumption - electricity and gas, space utilisation at the University, energy efficiencies, water & water efficiency, new energy innovations
4	Biodiversity	Use of the University land & estate, planting trees, wildlife
5	Sustainable Food	Any food issue, food waste
6	Sustainable Resource Use	Includes plastic & other waste, recycling, IT, supply chain
7	International Travel	Includes offsetting, encouraging rail travel, flying, virtual communications, virtual conferences
8	Domestic Travel	Includes commuting to the University, travel in and around Oxford, cycle and walking infrastructure, public transport infrastructure in and around Oxford, working from home
9	Investments	Includes fossil fuel divestment, banning investments, donor's sponsorship of departments
10	Supporting Student Action / What staff can do	Encouraging students' involvement & included in here also measures requested for staff.
11	Funding	Funding for a University offsetting programme to fund carbon reduction, funding for energy efficiency improvements in buildings, funding to cover moving away from gas to electricity use in buildings
12	Timeline	Any reference to time, 2050/2030, too long, not ambitious enough
13	Disabilities	Any reference to disability
14	Colleges/departments	Any comment specifically related to colleges or University departments

Annex B: Priorities and additional measures

		Priorities
First 12 months	1	Agree and implement a programme with defined actions and timelines for the University to achieve net zero carbon and net biodiversity gain by 2050 or earlier.
	2	Agree an approach to carbon and biodiversity accounting and annual reporting
	3	Agree to embed environment sustainability in the University's governance and decision making
	4	Agree to establish an environmental sustainability fund to help us avoid, reduce and offset biodiversity impacts and carbon emissions.
	5	Encourage investment groups to engage with and support companies on net zero targets using the Oxford Martin School Principles for Climate-Conscious Investment. Introduce a specific ban on any investment funds whose activities are primarily focused on funding new oil and gas extraction, and ban holding direct equity in these companies.
1-5 years	6	Offer all students the opportunity to study environmental sustainability, either within or outside their examined curriculum
	7	Implement mechanisms to maximise leverage from our research collaborations, partnerships and knowledge exchange activity in support of environmental sustainability
	8	Implement proposals for the enhancement of biodiversity on the University estate
	9	Implement proposals to reduce the ecological and carbon impact of the food provided at the University.
	10	Implement proposals to end the use of natural gas and oil and replace with zero carbon energy across the University estate
	11	Set targets for stabilising and then reducing carbon emissions from international travel in line with a net zero target.
5+ years	12	Promote large scale infrastructure projects to improve walking, cycling and public transport in Oxford
	13	Develop policies to assess fossil fuel sponsorship of research and require sponsors to be signed up to net zero carbon and net biodiversity gain.

	Additional measures	**Related theme**
2.6	Encourage existing degree programmes to develop environmental sustainability streams where appropriate.	2 Curriculum
3.1	Balance the internal recharge rate of gas and electricity to promote the implementation of electrical technology. This would mean an increase per unit for gas to generate funds to introduce alternative heat sources.	3 Carbon from energy consumption on the University Estate
3.9	Even if it requires significant financial investment install new and innovative renewable energy technology solutions using heat from water and air as an alternative to gas.	3 Carbon from energy consumption on the University Estate
5.3	Make vegetarian and vegan the default menu option in all catering provided by the University with meat available on request.	5 Sustainable food
5.6	Reduce the amount of meat offered to achieve a minimum 50% reduction by 2025 and 80% by 2030 with British sourcing of what remains.	5 Sustainable food
5.7	Reduce the amount of dairy offered to achieve a minimum 35% reduction by 2025 and 60% by 2030 with British sourcing of what remains.	5 Sustainable food
6.1	Extend the current 5-year replacement cycle for IT hardware purchases to a 6-7 year cycle.	6 Sustainable Resource Use
6.5	Introduce a target for each member of staff to have only one computer provided by the University	6 Sustainable Resource Use
6.10	Reduce server numbers or share server capacity to reduce energy consumption.	6 Sustainable Resource Use
7.8	Make proposals for a charge on all flights to contribute to a robust, credible, internally-administered and verified offsetting scheme.	7 International Travel
8.5	Deliver the Central Area Parking Strategy to remove all commuter parking (apart from blue badge parking).	8 Domestic Travel

Annex C

Survey Questions

Environmental Sustainability Strategy Consultation

Introduction
The information you provide in this survey will be used to help us develop the
Environmental Sustainability Strategy and ensure it reflects the priorities of the
University.
Though we do not ask for personal information, in completing it you may provide information from which you
can be identified. We will ensure that we process the data from this survey in accordance with University
policy and the General Data Protection Regulation. Thank you for agreeing to take part in this survey.

Headline priorities
We want the University to be able to evidence a net gain in biodiversity and be net zero carbon across all of
our activities by 2050, with an aspiration to achieve this earlier if possible. This consultation is asking for your
views on how we get there.

Priority 1 below is fundamental. The remaining priorities each have equal importance. During the academic
year 2020/2021 we will agree a programme with defined actions and timelines to achieve net zero carbon and
net biodiversity gain.

Please review the priorities and comment below:
First 12 months
Priority 1: Agree and implement a programme with defined actions and timelines for the University to achieve
net zero carbon and net biodiversity gain by 2050 or earlier.
Priority 2: Agree an approach to carbon and biodiversity accounting and annual reporting.
Priority 3: Agree to embed environmental sustainability in the University's governance and decision making.
Priority 4: Agree to establish an environmental sustainability fund to help us avoid, reduce and offset
biodiversity impacts and carbon emissions.
Priority 5: Encourage investment groups to engage with and support companies on net zero targets using the
Oxford Martin School Principles for Climate-Conscious Investment. Introduce a specific ban on any
investment funds whose activities are primarily focused on funding new oil and gas extraction, and ban
holding direct equity in these companies.
1-5 years
Priority 6: Offer all students the opportunity to study environmental sustainability, either within or outside their
examined curriculum.
Priority 7: Implement mechanisms to maximise leverage from our research collaborations, partnerships and
knowledge exchange activity in support of environmental sustainability.
Priority 8: Implement proposals for the enhancement of biodiversity on the University estate.
Priority 9: Implement proposals to reduce the ecological and carbon impact of the food provided at the
University.
Priority 10: Implement proposals to end the use of natural gas and oil and replace with zero carbon energy
across the University estate.
Priority 11: Set targets for stabilising and then reducing carbon emissions from international travel in line with
a net zero target.
5+ years
Priority 12: Promote large scale infrastructure projects to improve walking, cycling and public transport in
Oxford.
Priority 13: Develop policies to assess fossil fuel sponsorship of research and require sponsors to be signed
up to net zero carbon and net biodiversity gain.

Have we covered the most important issues or is there any priority you think we have not included?

Do you have any comments you would like to make on these priorities?

Additional measures

These are additional measures the Environmental Sustainability Strategy Working Group is considering. We value your input and want to know if you support these measures being implemented.

Against each possible action we have provided an initial assessment of timescale, cost and impact. Cost and impact are difficult to quantify but, in this instance: for costs, 'Low' means below £1m, 'Medium' means £1-10m and 'High' means over £10m and for time 'Low' means the first 12 months, 'Medium' means in years 1-5, and 'High' means beyond year 5.

Please rate whether you agree or disagree with each using the drop-downs:

2.6 Curriculum: Encourage existing degree programmes to develop environmental sustainability streams where appropriate.

Time: Medium   Cost: Medium   Impact: High
- o   Strongly agree
- o   Agree
- o   Disagree
- o   Strongly disagree
- o   No opinion

3.1 Energy & Carbon: Balance the internal recharge rate of gas and electricity to promote the implementation of electrical technology. This would mean an increase per unit for gas to generate funds to introduce alternative heat sources.

Time: Low   Cost: Low   Impact: Medium
- o   Strongly agree
- o   Agree
- o   Disagree
- o   Strongly disagree
- o   No opinion

3.9 Energy & Carbon: Even if it requires significant financial investment, install new and innovative renewable energy technology solutions using heat from water and air as an alternative to gas.

Time: Medium   Cost: Medium   Impact: Medium
- o   Strongly agree
- o   Agree
- o   Disagree
- o   Strongly disagree
- o   No opinion

5.3 Sustainable Food: Make vegetarian and vegan the default menu option in all catering provided by the University with meat available on request.

Time: Medium   Cost: Medium   Impact: High
- o   Strongly agree
- o   Agree
- o   Disagree
- o   Strongly disagree
- o   No opinion

5.6 Sustainable Food: Reduce the amount of meat offered to achieve a minimum 50% reduction by 2025 and 80% by 2030 with British sourcing of what remains.

Time: Medium   Cost: Low   Impact: High
- o   Strongly agree
- o   Agree
- o   Disagree
- o   Strongly disagree
- o   No opinion

5.7 Sustainable Food: Reduce the amount of dairy offered to achieve a minimum 35% reduction by 2025 and 60% by 2030 with British sourcing of what remains.

Time: Medium   Cost: Low   Impact: High
- o   Strongly agree
- o   Agree
- o   Disagree
- o   Strongly disagree
- o   No opinion

6.1 Sustainable Resource Use: Extend the current 5-year replacement cycle for IT hardware purchases to a 6-7 year cycle.

Time: Low   Cost: Low   Impact: Medium

- o Strongly agree
- o Agree
- o Disagree
- o Strongly disagree
- o No opinion

6.5 Sustainable Resource Use: Introduce a target for each member of staff to have only one computer provided by the University.

Time: Medium   Cost: Low   Impact: Medium

- o Strongly agree
- o Agree
- o Disagree
- o Strongly disagree
- o No opinion

6.10 Sustainable Resource Use: Reduce server numbers or share server capacity to reduce energy consumption.

Time: High   Cost: Medium   Impact: High

- o Strongly agree
- o Agree
- o Disagree
- o Strongly disagree
- o No opinion

7.8 International Travel: Make proposals for a charge on all flights to contribute to a robust, credible, internally-administered and verified offsetting scheme.

Time: Low   Cost: Low   Impact: High

- o Strongly agree
- o Agree
- o Disagree
- o Strongly disagree
- o No opinion

8.5 Domestic Travel: Deliver the Central Area Parking Strategy to remove all commuter parking (apart from blue badge parking).

Time: Medium   Cost: Low   Impact: High

- o Strongly agree
- o Agree
- o Disagree
- o Strongly disagree
- o No opinion

Please let us have your comments on any aspect of these measures:

Please let us have your comments on any other aspect of the strategy:

About you
Finally, in order to ensure that we have surveyed a representative sample of staff and students, we would like to ask the following questions:
Which of the following best describes you?
- o Staff
- o Undergraduate
- o Postgraduate
- o Visitor
- o Other
If you selected Other, please specify:_____

If you are a member of staff, which group best describes you?
- o Academic
- o Research
- o Professional and administrative

o   Other

If you selected Other, please specify:

If you are an academic or researcher, in which division do you work? (*this question was added approximately halfway through the consultation*)
- o   Medical Sciences
- o   MPLS
- o   Social Sciences
- o   Humanities
- o   Continuing Education
- o   Gardens, Libraries and Museums

How did you hear about this consultation?
- o   Departmental newsletter
- o   Social media
- o   Gazette
- o   Blueprint magazine
- o   Blueprint Bulletin
- o   Posters
- o   Pop-up stands
- o   Colleagues
- o   Other

If you selected Other, please specify: