

Strategy Development

1. Rationale for Environmental Sustainability Strategy development

- To demonstrate how we deliver our sustainability ambitions (in line with peer institutions)
- To build a strong narrative that demonstrates both the approach and the positive contributions the team make within the institution
- To communicate the positive contribution the Environmental Sustainability Team at the University of XX makes beyond the institution
- To respond to stakeholder expectations and demonstrate leadership

2. Principles of strategy development

These principles inform the process we suggest, and the key activities proposed:

Principle 1: We develop a strategy as a team with support from key stakeholders

Principle 2: The strategy is linked to University strategy and ambitions and enables progress to be reported against

Principle 3: The strategy development process builds a robust narrative to build confidence in our approach

Principle 4: The strategy facilitates action within the team and beyond and is clear about spheres of control and influence

Principle 5: The strategy provides a mechanism for other teams within the organisation to contribute to the direction we establish

3. Key steps in the process.

The strategy development process needs to cover the following:

- a) Building the Foundations
 - Materiality analysis (what issues are important to our organisation?)
 - Stakeholder analysis (what issues are important to our stakeholders?)
 - Future thinking (what issues will be important in the future?)
- b) Collaborative Development
 - Staff engagement (to enable meaningful input into the strategy)
 - Communication plan (to ensure everyone knows what is going on)
 - Current activity (to build on what are we already doing well)
- c) Reporting and Governance
 - Reporting mechanisms and timings
 - Clear governance processes (clarity of management)
- d) Promotion and Celebration
 - Website development (raising the profile of the plan)
 - Stakeholder engagement (promoting the activity and demonstrating leadership)