



Sustainability Operations Advisory Group (SOAG)

Wednesday 16 September 2015, 9.30am

Meeting Room 1.11, Main Library

AGENDA

1 Minute **A**
To approve the minute of the previous meeting on 27 May 2015

2 Matters Arising
To raise any matters arising not covered on the agenda or in post-meeting notes

SUBSTANTIVE ITEMS

3 SOAG Membership **B**
To consider and endorse a paper from the Convener

4 SRS Reporting, 2015/16 Plan and Quarterly Reporting **C**
To consider and agree a paper from the Head of SRS Programmes

5 Climate Strategy Phase 1 Update & Tool Presentation **D**
To receive a report from the Director of SRS

ROUTINE ITEMS

6 Update on Sustainable Laboratories Activities **E**
To note the minute of the SLSG meeting on 2 June

7 Utilities Working Group & Practical Plan Update **F**
To note the minute of 11 August

8 Any Other Business **Verbal**
To consider any other matters from Group members

ITEMS FOR FORMAL APPROVAL/NOTING

9 Sustainability Awards Update & Feedback on Proposed Special Awards **G**
To note a paper from the Head of SRS Programmes

10 3 Year Strategy **H**
To note a paper from the Director of SRS

11 Annual Risk Assessment – Operational Components **I**
To note a paper from the Director of SRS

UNIVERSITY OF EDINBURGH

MINUTE OF A MEETING of the Sustainability Operations Advisory Group held in Main Library Meeting Room 1.11 on Wednesday 27 May 2015.

Members: Hugh Edmiston, Director of Corporate Services
David Barratt, Engineering Operations Manager
Liz Beattie, Assistant Director, Accommodation Services
Tasha Boardman, EUSA Vice President Services
Michelle Brown, Head of SRS Programmes
Dave Gorman, Director of Social Responsibility & Sustainability
Sarah Gormley, Business Manager & Deputy Head of IS Planning
Andrew Haddon, Head of Estates Finance
David Jack, Energy Manager
Andrew Kerr, Director of Edinburgh Centre on Carbon Innovation
Matthew Lawson, SRS Programme Manager
Phil McNaul, Director of Finance
Brian McTeir, Roslin Campus Facilities & Services Manager
Fleur Ruckley, Waste & Environment Manager
George Sked, Assistant Director of Procurement
Geoff Turnbull, Assistant Director, Estates Operations
Elizabeth Vander Meer, Climate Policy Manager
Dougie Williams, Energy Systems Manager

In attendance: Ian Macaulay, Assistant Director – Catering Services
Andrew Arnott, Programmes Facilitator - Laboratories, for item 6
Caro Overy, SRS Engagement Manager, for item 7
Alan Peddie, SRS Projects Co-ordinator – Waste, for item 8

Apologies: Hugh Edmiston; David Barratt; Liz Beattie; Tasha Boardman; Andrew Haddon; Andrew Kerr; Matthew Lawson; Elizabeth Vander Meer

- 1 The minute of the meeting held on 28 January 2015 was approved as a correct record subject to amendment of item 3 ‘Climate Emissions Report’. Paragraph two to read: “Work was ongoing to establish the relative contribution of the top 40 buildings. A two-year target was in place to get consumption data to Heads of Colleges.” A

In the absence of the Convener, the Director of Social Responsibility & Sustainability chaired the meeting. SOAG welcomed new member Sarah Gormley, Business Manager & Deputy Head of IS Planning, replacing Lesley Ross.

2 Matters Arising

There were no matters arising not covered on the agenda or in post-meeting notes.

SUBSTANTIVE ITEMS

3 Waste and Energy Carbon Quarterly Report B

The Energy Manager presented a report on the core academic estate utilities consumption and associated emissions for the first, second and third quarters of 2014-15 (including some estimates). Data from Accommodation Services would be included as an update once available. Electricity and gas constituted the largest emissions and opportunity for the greatest savings.

The Waste & Environment Manager summarised data for the last three quarters for the main waste contract (excluding Accommodation Services). The weight of waste collected under the main contract continued to rise. The capture of recyclable glass had increased as every kitchen and laboratory should now have a glass waste caddy. The main contractor for the core estate had changed to Biffa Waste Services and as of January 2015 landfill diversion (from the main contract) was 100%.

The Energy Systems Manager presented a report on possible solutions to mitigate rising energy prices, highlighting the need to input into new builds at the design stage; install energy meters wisely; and investigate innovative technology. A pilot project on Demand Based Ventilation (DBV) was ongoing within the Main Library. Similar schemes could be applied to animal houses, with BRF areas running 24/7 at between 15 and 20 air changes per hour. Members welcomed the project and recommended that findings be contextualised and delivery expressed as a percentage relative to the total achievable target.

SOAG discussed the purpose and future format for quarterly reporting, which should tie in to annual objectives. Estates and SRS were expecting to be set a target of 10% energy savings across the University. Retaining properly contextualised quarterly reporting would help identify pathways to this and other future targets, assist with forward planning, and provide needed visibility on a quarterly basis.

Concerns were noted that reporting on quarterly targets diverted resource away from key functions and that efforts could be wasted in gathering too much data at too spurious a level of accuracy. It should suffice to secure sufficient data to make an impact on senior managers. The importance of presentation was stressed in getting the message across to the target audience.

As the practical operational group working on these issues, SOAG agreed to take this approach to reporting, producing data for the whole University estate, broken down into work streams. Discussions would continue outwith the meeting.

4 Climate Change Reporting under Public Bodies Duties

C

The Director of SRS introduced this response to the Scottish Government Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 consultation, closing on 29 May 2015. The response had been reviewed and approved by the Director of Corporate Services.

The Scottish Government proposed to make an order under section 46 of the Climate Change (Scotland) Act 2009 requiring specified public bodies to prepare annual reports on compliance with climate change duties. The aim was to improve the quality and consistency of climate change information reported across the four main areas of the public sector in Scotland.

The UoE response expressed support for statutory reporting using comparable and consistent data. One point of dissidence was on the proposed unification of timelines which UoE found unnecessary and unacceptable - not aligned to the academic year, these new timelines would give universities two months to report where other public bodies would have six. The amount of information asked for was also considered excessive, particularly given the scale of University operations.

Action – JR to amend the response to question 14 to read “We don’t believe it will have any policy impact.”

SOAG endorsed the amended consultation response for submission to the Scottish Government Public Bodies Duties Team.

5 Utilities Savings, Practical Planning: Awareness and Promoting Positive Behaviour

D

The Head of SRS Programmes outlined the context for this pre-plan, designed to prompt discussion on utilities savings, clarify different work streams and linkages to the Climate Strategy Review, and decide responsibilities in terms of practical planning to deliver £2M saving to 2017.

The current cost of utilities was £20M per annum, plus carbon cost. A meeting chaired by the Assistant Director, Estates Operations had taken place on 29 April to consider potential work streams for practical planning on utilities savings (outlined in Table 1). Attendees had discussed issues around data, technical energy solutions, awareness raising, building buy-in and incentives; identified gaps; and agreed on the need for a joined-up strategic approach.

Members discussed funding opportunities for spend-to-save, the energy efficiency fund, and the proposed revolving sustainability fund for projects which did not fit into utilities savings (e.g. helium recycling). SOAG noted that staff at College level were not being adequately incentivised to save energy. Further communication was needed to convey the cost of energy, feeding in through the Resource Allocation Model (RAM) and the transparent accounting model, and to highlight where it was in the Colleges' interest to invest to cut energy use.

Work was ongoing with the Energy Office on awareness raising and to agree next steps. There would be further consultation on the 'Led by' column (Table 1), on the work streams, and to allocate action. The focus would be on identifying action-orientated mini-projects that could deliver measurable output by an agreed date. A practical plan would be developed quickly, prioritising data that would yield clear financial benefit.

6 Sustainable Laboratories Implementation Plan 2015

E

SOAG welcomed Andrew Arnott, Programmes Facilitator – Laboratories, noting major opportunities in this work area, given the high carbon intensity of lab space. The proposed Sustainable Laboratories Implementation Plan 2015, devised following consultation with academics, lab users, SRS and Estates staff, included priorities for action, how progress would be achieved, and where responsibility lay.

Utilities efficiency would be the target of work over the next year. To support recommendations on utilities an evidence base was needed, outlining potential savings, costs and impact on University operations. Case studies across the UK and North America were being reviewed to develop this evidence base.

The activities should increase knowledge and awareness of sustainability with a focus on lab users – looking at induction and exit procedures, workshops and events, and engagement as an extension of ongoing SRS activity. The Sustainability Awards were identified as a key route to engage with lab users and levels of participation were encouraging.

Members discussed potential funding streams, noting that the SFC, while broadly supportive, did not necessarily have the funds available at present. Involving other institutions could help secure funding, however securing funding was itself key in attracting interest from other universities.

Action – All to feed in their ideas on funding sources.

SOAG acknowledged that it was essential to have input at the design stage. The Programme Facilitator – Laboratories had been able to input into the Darwin redevelopment plans. The strong connections between SRS and Estate Development on the Darwin project were encouraging and would hopefully continue.

Following the first meeting in January it was agreed that the Sustainable Laboratories Steering Group was too large, with too broad a remit. The Group had split into a core strategic group and a series of operationally-focused workshops. The first Labs Workshop, on waste and procurement, had taken place on 26 May. SLSG would endorse the Implementation Plan on 2 June and report back to SOAG on 16 September.

SOAG welcomed the Plan, noting that these activities would incur a cost and requesting indication of the benefit, quantified and in priority order (including financial, carbon and energy savings). Contextualising activities, sharpening up the narrative, and including long-term goals and indicators should facilitate identification of potential funding streams. This would need to be linked to the University Strategic Plan to ensure correlation and avoid duplication.

7 Edinburgh Sustainability Awards 2014-15

F

The Engagement Manager introduced this paper on outcomes, participation and evaluation. In 2014/15, 45 awards were given across office, lab, student society and special categories. There were 31 office teams, 16 of which were new to the scheme. Participants in the Labs Awards had particularly valued peer auditing, facilitating exchange of best practice – this could be trialled in the context of the office awards. The scheme as a whole gave students insight into practical sustainability on campus as well as auditing skills that are valuable in the job market.

Overall participants reported that the awards were valuable in changing attitudes and behaviours, building upon existing Health and Safety and Procurement guidelines, bringing agendas together, approaching improving sustainability in an organised way, yielding social benefit and team building.

Negative aspects included the time-intensive nature of the scheme, estimated at between 5 and 16 hours depending on the level and team size. Some participants felt that aspects of the bronze level award were simply box ticking. Others queried the inclusion of welfare and wellbeing under a holistic definition of SRS. The toolkit in its current form was not prioritised beyond division into Bronze, Silver and Gold levels. Thought would be given to further prioritisation and review of the toolkit to ensure the actions asked for were impactful. At present the scheme concentrated on grass-roots actions. In future it should be able to give recognition for leadership and for more strategic approaches to SRS.

Next steps included setting targets for wider participation, review of the process for continuous improvement, and development of additional resources. The time commitment involved would be reviewed as well as how to maintain the motivation of repeat Gold award winners.

Members stressed the need to factor in the varying conditions (e.g. fabric of building) that teams were working in. The inclusion of a special award focused on energy should help align the scheme with operational priorities. The scheme was envisaged as a celebration of success, reflecting what departments were already doing. If it was taking a lot of extra time then teams could be missing the point. A more freeform approach could be beneficial, potentially including interviews at the second stage. It was proposed that teams that had won a Gold Award three times be invited to take part in judging.

Action – All to share any further thoughts with the Secretary.

8 Waste Update – WARP-IT and external charitable partnerships

G

The Waste and Environment Manager presented this paper focused on reuse at UoE, which was doubling year on year and currently yielding a 25% saving on waste related emissions. The market was worth £3billion per annum. The main

commodities involved were electrical appliances, textiles and furniture. Items donated were very valuable contributions to small third sector social enterprises. A lot of informal reuse and repair had been going on within the University community, though tracking this had been a problem. These items now went through the WARPit resource reuse portal.

There was an inherent element of risk in reuse, and the main concern was ensuring the process was covered from a legal standpoint. The receiving organisation had to have the right paperwork and registration to ensure UoE received the data to enable it to demonstrate that it was meeting its legal requirements. The Director of Legal Services had highlighted issues that still needed to be investigated. Electrical appliances came with their own liabilities. Guidelines were being drafted to test out the robustness of the process and would be cross-checked. The main focus currently was on PCs, which offered major opportunities environmentally and socially, but had legal and reputational risks that needed to be identified and managed. Trying to capture the value often crystallised these risks.

The SRS Projects Co-ordinator demonstrated the WARPit dashboard. The tool cost £3,750 for the 18 months it had been in operation (not including staff time) and so far had saved £27K, 14,000kg of waste and 14,000kg CO₂e. The process of widening the scheme to include electronics had begun with those that held no data. Following discussions with IS, Records Management, Waste and SRS basic guidance was agreed and existing internal PC cascading lists were transferred to WARPit.

The pilot was rolled out initially to computer reps in CSG and USG, overseen by Myles Ewen. The scheme currently had 250 PCs, though storage was a serious issue both for WARPit and for the University as a whole. Talks were ongoing with IS on an automated wipe for PCs, to eliminate the need for storage by allowing direct transfer person to person.

In the last year the University sent three thousand PCs to CCL North. It was envisaged that in future 95% of these could be diverted to reuse companies. A robust SLA would be set up with these organisations to meet the University's legal requirements.

Members noted that the number of registered users was low relative to overall staff numbers. This was initially deliberate, to grow the scheme in a controlled and manageable way. Admin staff had been targeted, before rolling out to other groups (e.g. lab users). SOAG noted the business potential for students to get involved and offer solutions in this area.

ROUTINE ITEMS

9 Sustainable Procurement Update including Public Procurement Rules Consultation

H

The Assistant Director of Procurement shared an update on sustainable procurement activities over the last twelve months, including a briefing on the Procurement Reform Bill. The paper tied activities to the University's strategic themes.

Highlights included signing up to Electronics Watch, an EU-funded initiative bringing together public bodies across Europe to leverage against electronic goods producers. As universities buy through national contracts, institutions were lobbying APUC and the Scottish Government to include more workers' rights criteria in their tenders.

The updated Sustainable Procurement Prioritisation Tool (formerly Marrakech) was being piloted, initially in the area of ICT, and feedback issued to the Scottish

Government. Use of the tool would be mandatory once the new procurement laws came into effect.

Procurement, in partnership with ECCI, were rolling out a series of workshops for small to medium enterprises (SMEs) on how to improve their sustainability. The first workshop had been held with Estates suppliers in March and future events focused on ICT and laboratories were planned.

A paper on the progress of the Procurement Reform Bill had been submitted to CMG on 19 May and was included as appendix 1. Procurement had organised consultations on the new laws with various groups within the University. The new law had major implications included regulated procurement down to the £50K mark, more mandated requirements and resource and compliance implications. Further feedback was available on the Procurement [website](#). The new legislation would be enacted by April 2016 at the latest.

SOAG noted that Scope 3 reporting was an average weighting done on simple expenditure, not factoring in whether the institution was buying sustainable products or arranging for sustainable delivery. This had been raised as part of the consultation response and through Estates to feed back to HESA. While institutions normally only received data on their own performance, it was possible to request others' data for benchmarking purposes. This could be accessed through Paul Cruickshank in Estates.

10 Update on Sustainable Laboratories Activities

I

SOAG noted the minute of the SLSG meeting on 27 January.

11 Any Other Business

The University had been invited to join the Edinburgh Living Landscapes partnership, a coalition of different groups aiming to maximise the integrity and value of green space within the city.

The Director of SRS highlighted that the activity-based SRS Implementation Plan (shared with the Group in January) would be repeated again for the next academic year, moving toward a RAG report format.

ITEMS FOR FORMAL APPROVAL/NOTING

12 Edinburgh Food for Life Partnership report

J

SOAG noted this report of the key achievements of the Edinburgh Food for Life Partnership, which was approaching completion. Members recognised the success of the scheme and commended Accommodation Services, which would continue with the Catering Mark certification.

Date of next meeting: 09:30-11:30, Wed 16 September 2015, Rm 1.07 Main Library



Sustainability Operations Advisory Group (SOAG)

Wednesday 16 September 2015

SOAG Membership

Description of paper

This paper outlines proposed changes to the membership of the Sustainability Operations Advisory Group (SOAG) arising from changes to the scope, remit and membership of SRS Committee, staffing changes, and a desire to better align membership with the Group’s practical, operational remit.

Action requested

SOAG is invited to consider the paper, suggesting any additions or alterations, and endorse it for action.

Discussion

Member	Role	SRS Committee Role
Hugh Edmiston	Director of Corporate Services	Chair of the group; overall leadership and coordination of operational sustainability issues
Michelle Brown	Head of SRS Programmes	Lead for SRS Programmes strategy, activities & reporting
Michelle Christian	Senior Accommodation Manager	Lead for operational sustainability in Accommodation Services
Elected EUSA representative	EUSA VP Services	Lead for student engagement and action
Dave Gorman	Director of Social Responsibility & Sustainability	Lead for overall SRS strategy, coordination and reporting; shared lead for climate and energy action
Sarah Gormley	Business Manager & Deputy Head IS Planning	Lead on sustainable IT issues
Andrew Haddon	Head of Estates Finance	Lead for financial aspects of operational sustainability within Estates
David Jack	Energy Manager	Lead on energy efficiency
Andrew Kerr	Director ECCI	Advice on low carbon issues / technology
Julia Laidlaw	Estate Development Project Manager	Lead for sustainable estate development
Ian Macaulay	Asst. Director Accommodation Services (Catering)	Lead for operational sustainability in Accommodation Services (Catering)
Phil McNaull	Director of Finance	Lead for financial aspects of climate strategy & operational sustainability; lead for SRS

		integration into financial & integrated reporting
Brian McTeir	Campus Facilities & Services Manager (Roslin)	Lead on operational sustainability for CMVM
Fleur Ruckley	Waste & Environment Manager	Lead responsibility for waste management and biodiversity
Candice Schmid	Health and Safety Adviser	Lead on H&S issues
George Sked	Assistant Director of Procurement (Operations)	Lead for operational sustainability in supply chain management
Geoff Turnbull	Assistant Director, Estates Operations	Lead on operational sustainability for Estates
Elizabeth Vander Meer	Climate Policy Manager	Lead on climate strategy
Dougie Williams	Energy Systems Manager	Lead on energy data and reporting infrastructure
TBC (registrar to nominate)		Lead on operational sustainability for CHSS
TBC (registrar to nominate)		Lead on operational sustainability for CSE

Resource implications

No direct resource implications associated. Indirect implications including additional staff time required will be quantified in due course.

Risk Management

Representation will be regularly reviewed to ensure balance and identify any gaps.

Equality & Diversity

Due consideration has been given to equality and diversity as a key element of the SRS agenda. An Equality Impact Assessment is not required.

Next steps/implications

Registrars will be approached to nominate representatives for the Colleges, with the agreed revised membership to meet from 4 November 2015.

Consultation

This paper has been reviewed by the Convener and Directors of Estates and SRS.

Further information

Author Dave Gorman, Director of SRS, 25th August 2015
 Presenter Hugh Edmiston, Director of Corporate Services.

Freedom of Information

This is an open paper.



Sustainability Operations Advisory Group (SOAG)
Wednesday 16 September 2015
SRS Reporting, 2015/16 Plan and Quarterly Reporting

Description of paper

The purpose of this paper is to:

- Provide SOAG with an update on SRS Reporting and timelines
- Propose plan for updating and tracking progress towards the annual SRS Implementation Plan (operational elements) and quarterly performance reports

Action requested

SOAG is invited to discuss and endorse the paper.

Background and Context

In 2014, the newly formed Department for SRS was tasked by the then Director of Corporate Services with improving the University's reporting and to bring it in line with best practice guidelines. This included recognition that accountability and transparency are part of our commitments to SRS and would be incorporated into future reporting. The department for SRS supports this process for the University.

An Annual SRS Implementation Plan has been in use to provide an overview of priority actions (from across the university) in working towards SRS objectives. The plan has been used to update senior management and provide internal stakeholders with a snapshot of current work, as well as enabling risks and opportunities to be identified. The plan should feed into and join up with the reporting process to ensure successful projects and progress are included within multiple reports.

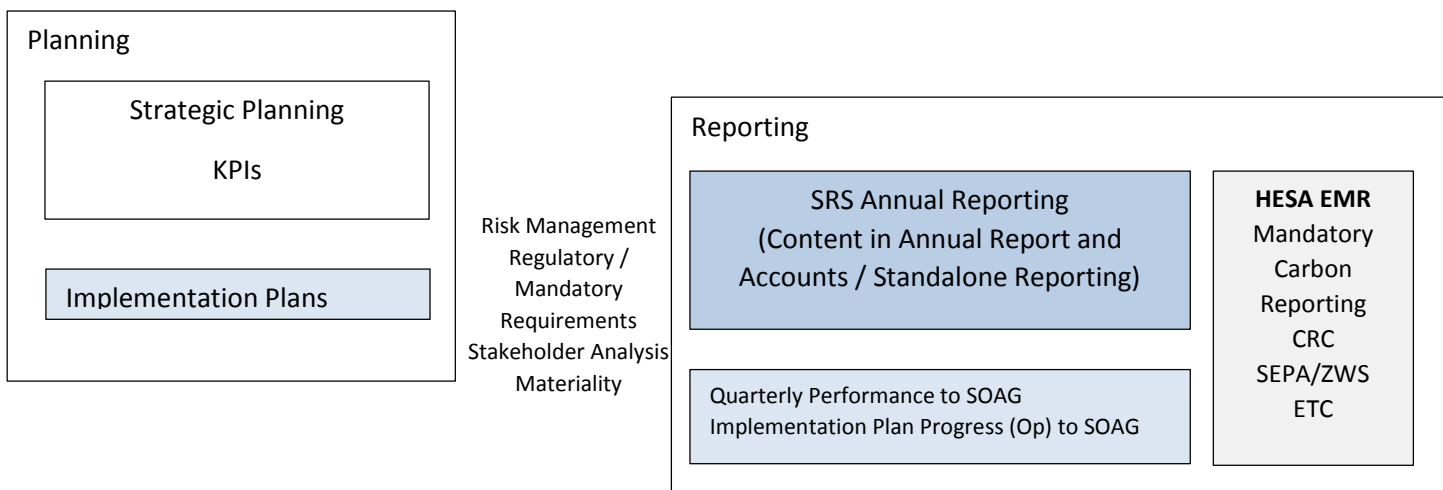
The 2015/16 Implementation Plan will be required to reflect the revised scope and extended remit of the SRS Committee (as confirmed by CMG on 1st September) and linked to University strategic planning. The refocusing of the remit offers an opportunity to simplify the governance of SRS strategic objectives, ensuring that there is better strategic coordination. The Sustainability Operations Advisory Group (SOAG) will gain an improved oversight of sustainability operations through the annual Implementation Plan and quarterley reporting.

Discussion

A joined up approach to collation of data and reporting can make other reporting on SRS (current or expected reporting to regulatory bodies, FOI requests, etc...) easier.

Materiality assessment would identify the critical issues for reporting aligned with goals, targets, key performance indicators, objectives and work plans developed through strategic planning.

Diagram 1 (below) shows the linkages between elements of planning and reporting...



1. Annual SRS Reporting

The Department for SRS is working closely with Finance to streamline reporting processes and improve the SRS section within the Annual Report and Accounts for reporting period 2014/15. Chair of the SRS Committee provided an update on this in early July (email) to various Directors and Senior Managers in order to facilitate the data collection process. The outcome of these discussions has resulted in a move towards more integrated reporting, and collapsing multiple reporting processes into one.

An outline of the SRS section has already been developed with Finance based on input from others (see **Appendix 1**). To collate information for operational sustainability sections colleagues from Accommodation Services, Estates and Procurement have been consulted. The timeline for SRS Reporting in 2015 is set out in the table below.

Table 1 – Annual SRS Reporting Timeline

Dates	Activity
August and September 2015	Department for SRS to meet and work with key stakeholders
25 September	Deadline for stakeholders (non-Estates) to provide information
October	Department for SRS to draft content of the SRS section
21 October	SRS Committee to review draft SRS section
23 October	Deadline for Estates performance data to be provided
31 October	Deadline for Finance to receive SRS section
4 November	SOAG to review draft SRS section
November	Public Bodies Climate Change Duties Report
7 December	University Court to sign off Annual Report and Accounts
February 2016	SRS Annual Report published

A deadline of 23rd October will also support new Public Bodies Duties reporting coming in in November¹. Reporting may need to note that some figures are still to be verified.

¹ In January 2014 SOAG meeting it was confirmed that mid-October would be deadline for end of year data recognising that timely and appropriate best estimates of consumptions, flows and expenditures were much more valuable than later slightly more accurate data sets.

2. Reporting linked to strategic goals and KPIs of the University (and definition of SRS).

The University is currently developing an updated Climate Strategy and associated Action Plan. Targets and KPIs exist in other areas and the University is currently updating its overall Strategic Plan. It is assumed that future KPIs related to SRS would also link to the recent SRS Committee definition of scope and remit and associated goals, targets and KPIs. Table 2 includes those issues with assumed linkages to SOAG highlighted.

Table 2 - Proposed Scope and Remit for SRS Issues

Climate emissions and energy management	Environmental performance of estates and grounds
'Sustainable operations'- water, waste, purchasing, transport, ICT etc.	Inclusion and development of SRS issues within overall Learning and Teaching 'offer'
Inclusion of SRS issues in the range of University research	Food policy and activity
Sustainable procurement	Fair Trade and sustainable supply chain management
Responsible investment	University HR/labour policies related to being a 'fair employer'
Widening Participation/fair access to education	Community and Public engagement

3. SRS Implementation Plan

The annual implementation plan will provide the SRS Committee and sub-groups with strategic oversight of priority actions and progress working towards SRS strategic objectives. It is proposed that the plan be structured around the main issues identified within the proposed new scope and remit for the SRS Committee. The sections within the plan will include information on key projects/actions during the academic year, lead contact responsible for implementation and desired outcomes and outputs from the projects/actions.

It is assumed that within the remit of SOAG will be operational aspects of the implementation plan. Priorities may vary year to year depending on risks and opportunities but it is assumed that this will encompass environmental performance of estates and grounds including topics such as: utilities and waste as well as food related issues, sustainable laboratories and ICT, sustainability issues in our supply chains (procurement), and transport..

Priority actions will be determined at the start of the academic year, progress will be monitored through quarterly reports and the plan will be evaluated at the end of every academic year.

4. Quarterly Reporting to SOAG

Quarterly reporting was agreed at the January 2014 meeting of SOAG (under agenda item 3 – 'Review of Sustainability Reporting') and has been implemented to some degree. To support a more joined up approach it has been proposed that a consistent template be developed and that topic leads report quarterly to SOAG joining up reporting on progress towards the implementation plan and quarterly performance reporting linked to KPIs.

A suggested timeline for 2015/16 is set out in the table below based on 15/16 SOAG dates already in calendars. In 16/17 further alignment of SOAG meeting dates with quarterly outputs could give further structure to meetings.

Table 3 - SRS Implementation Plan and Quarterly Reporting Proposed Timeline

Action	Timing	Who	Timing of SOAG Meeting	SOAG Meeting Proposed Action (+ notes)
Summary of progress on 14/15 Implementation plan	September 2015	Project / Activity holders to send updates to SRS	September 2015 November 2015	Agree on next steps. Progress for noting
15/16 Implementation Plan	September / October 2015	Topic Leads supported via SRS	November 2015	Endorse implementation plan - sustainability operations (Q1 will already be finished...)
14/15 Performance Data SRS Annual Reporting	In process	Topic Leads SRS	November 2015	Review Annual Performance Data Review draft SRS Content for Annual Report and Accounts
Templates for Quarterly Reporting	September / October	SRS with Topic Leads	November 2015	SOAG sign off on templates for Quarterly Reporting and Confirm Topics
SRSC Away Day	Late October (28 th TBC)	SRSC / GaSP	November 2015	Note higher level KPIs & objectives for non-operational aspects of SRS
Q1 Performance Reporting	November	Utilities – DJ Waste – FR Procurement - GS SRS Prog – MB Others – TBC	January 2016	Review first quarterly reports (SOAG meeting is 5 November. Assume too early for collation of Data to 31 October?)
Q2 Performance Reporting	February	Utilities – DJ Waste – FR Procurement - GS SRS Prog – MB Others – TBC	May 2016	
Q3 Performance Reporting	May	Utilities – DJ Waste – FR SRS Prog – MB Procurement - GS	May 2016	Review Q2 and Q3 reports
Collate Summary of 15/16 Develop 16/17 Implementation Plan and	August	SRS with input from various	September 2016	Evaluate implementation plan for 2015/16 and endorse implementation plan for 2016/17
Q4 Performance Reporting	September 2016	Utilities – DJ Waste – FR SRS Prog – MB Procurement – GS Others – TBC	September 2016	Review Q4 headlines (NB not necessarily final data sets at this stage)

Resource implications

Assumed that this is already aligned and built into roles / objectives and that a more coordinated and joined up approach will result in efficiencies.

Risk Management

Risk management for operational sustainability will be discussed in depth under agenda item 10 'Annual Risk Assessment – Operational Components'.

Equality & Diversity

Due consideration has been given to equality and diversity as a key element of the SRS agenda. An Equality Impact Assessment is not required.

Next steps/implications

- SOAG members feeding into SRS Reporting. Content tabled in November meeting
- SRS to work with topic leads on the reporting templates
- Implementation Plan 14/15 Achievements to be collated in September / October
- Relevant sections of an SRS Implementation Plan for 2015/16 will be tabled at the next meeting of SOAG for endorsement.

Consultation

This paper is based on conversations with various stakeholders (including Estates, Procurement, and Finance) for SRS Reporting. The paper has been reviewed by Director of SRS. Further consultation on quarterly reporting and templates still required.

Further information

- [13/14 Annual Report and Accounts](#) (SRS section pp.24-29)
- [13/14 Social Responsibility and Sustainability Report](#)
- [13/14 SRS Implementation Plan](#)
- January 2014 Sustainability Reporting Review (Paper to SEAG Ops)

Authors:

Matthew Lawson (Programme Manager); Jane Rooney (Committees & Governance Officer); Michelle Brown (Head of SRS Programmes); 10 September 2015

Freedom of Information

This is an open paper.

Social responsibility and sustainability report

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci. Aenean nec lorem. In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci. Aenean nec lorem. In porttitor.

In in nunc. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos hymenaeos. Donec ullamcorper fringilla eros. Fusce in sapien eu purus dapibus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

External awards and recognition

Excellence continues to be recognised across a range of social responsibility and sustainability topics:

NUS Green Impact Awards

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.

Green Gown Awards

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim.

Investors in People

In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy. Fusce aliquet pede non pede. Suspendisse dapibus lorem pellentesque magna. Integer nulla

Sustainable restaurants

Donec ut est in lectus consequat consequat. Etiam eget dui. Aliquam erat volutpat. Sed at lorem in nunc porta tristique. Proin nec augue. Quisque aliquam tempor magna. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Nunc ac magna.

Appendix 1:

Work up of SRS Section for Annual Report and Accounts 14/

Athena Swan

Pellentesque porttitor, velit lacinia egestas auctor, diam eros tempus arcu, nec vulputate augue magna vel risus. Cras non magna vel ante adipiscing rhoncus. Vivamus a mi. Morbi neque. Aliquam erat volutpat. Integer ultrices lobortis eros. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

Race Equality Charter Mark

Pellentesque porttitor, velit lacinia egestas auctor, diam eros tempus arcu, nec vulputate augue magna vel risus. Cras non magna vel ante adipiscing rhoncus. Vivamus a mi. Morbi neque. Aliquam erat volutpat. Integer ultrices lobortis eros.

Entente Florale

Proin semper, ante vitae sollicitudin posuere, metus quam iaculis nibh, vitae scelerisque nunc massa eget pede. Sed velit urna, interdum vel, ultricies vel, faucibus at, quam. Donec elit est, consectetur eget, consequat quis, tempus quis, wisi.

NUS Responsible Futures

In in nunc. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos hymenaeos. Donec ullamcorper fringilla eros. Fusce in sapien eu purus dapibus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Fairtrade Special Recognition Award

Cras faucibus condimentum odio. Sed ac ligula. Aliquam at eros. Etiam at ligula et tellus ullamcorper ultrices. In fermentum, lorem non cursus porttitor, diam urna accumsan lacus, sed interdum wisi nibh nec nisi.

Case study

Social responsibility

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci. Aenean nec lorem.

In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy.

Professor Charlie Jeffery

Senior Vice-Principal

To learn more about the initiatives underway at the University please visit:
www.ed.ac.uk/sustainability



Social responsibility and sustainability report

(continued)

Operational sustainability

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci.

Climate change and energy

Aenean nec lorem. In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy. Fusce aliquet pede non pede. Suspendisse dapibus lorem pellentesque magna. Integer nulla.

Donec blandit feugiat ligula. Donec hendrerit, felis et imperdiet euismod, purus ipsum pretium metus, in lacinia nulla nisl eget sapien. Donec ut est in lectus consequat consequat. Etiam eget dui. Aliquam erat volutpat. Sed at lorem in nunc porta tristique. Proin nec augue. Quisque aliquam tempor magna. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

Nunc ac magna. Maecenas odio dolor, vulputate vel, auctor ac, accumsan id, felis. Pellentesque cursus sagittis felis. Pellentesque porttitor, velit lacinia egestas auctor, diam eros tempus arcu, nec vulputate augue magna vel risus. Cras non magna vel ante adipiscing rhoncus. Vivamus a mi. Morbi neque. Aliquam erat volutpat. Integer ultrices lobortis eros.

Travel

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin semper, ante vitae sollicitudin posuere, metus quam iaculis nibh, vitae scelerisque nunc massa eget pede. Sed velit urna, interdum vel, ultricies vel, faucibus at, quam. Donec elit est, consectetur eget, consequat quis, tempus quis, wisi. In in nunc. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos hymenaeos. Donec ullamcorper fringilla eros. Fusce in sapien eu purus dapibus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Resource efficiency

Cras faucibus condimentum odio. Sed ac ligula. Aliquam at eros. Etiam at ligula et tellus ullamcorper ultrices. In fermentum, lorem non cursus porttitor, diam urna accumsan lacus, sed interdum wisi nibh nec nisl. Ut tincidunt volutpat urna. Mauris eleifend nulla eget mauris. Sed cursus quam id felis. Curabitur posuere quam vel nibh.

Cras dapibus dapibus nisl. Vestibulum quis dolor a felis congue vehicula. Maecenas pede purus, tristique ac, tempus eget, egestas quis, mauris. Curabitur non eros. Nullam hendrerit bibendum justo. Fusce iaculis, est quis lacinia pretium, pede metus molestie lacus, at gravida wisi ante at libero. Quisque ornare placerat risus. Ut molestie magna at mi. Integer aliquet mauris et nibh.

Ut mattis ligula posuere velit. Nunc sagittis. Curabitur varius fringilla nisl. Duis pretium mi euismod erat. Maecenas id augue. Nam vulputate. Duis a quam non neque lobortis malesuada. Praesent euismod. Donec nulla augue, venenatis scelerisque, dapibus a, consequat at, leo.

Pellentesque libero lectus, tristique ac, consectetur sit amet, imperdiet ut, justo. Sed aliquam odio vitae tortor. Proin hendrerit tempus arcu. In hac habitasse platea dictumst. Suspendisse potenti. Vivamus vitae massa adipiscing est lacinia sodales. Donec metus massa, mollis vel, tempus placerat, vestibulum condimentum, ligula. Nunc lacus metus, posuere eget, lacinia eu, varius quis, libero. Aliquam nonummy adipiscing augue.

XX

WARPiT

XX%

BREEAM

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci.

Aenean nec lorem. In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy. Fusce aliquet pede non pede. Suspendisse dapibus lorem pellentesque magna. Integer nulla.

Sustainable Laboratories
Laboratories are taking innovative measures to improve their environmental performance and share best practice with colleagues through peer audits as part of the Edinburgh Sustainability awards.



Equality and diversity

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci.

Aenean nec lorem. In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy. Fusce aliquet pede non pede. Suspendisse dapibus lorem pellentesque magna. Integer nulla.

Donec blandit feugiat ligula. Donec hendrerit, felis et imperdiet euismod, purus ipsum pretium metus, in lacinia nulla nisl eget sapien. Donec ut est in lectus consequat consequat. Etiam eget dui. Aliquam erat volutpat. Sed at lorem in nunc porta tristique. Proin nec augue. Quisque aliquam tempor magna. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

Nunc ac magna. Maecenas odio dolor, vulputate vel, auctor ac, accumsan id, felis. Pellentesque cursus sagittis felis. Pellentesque porttitor, velit lacinia egestas auctor, diam eros tempus arcu, nec vulputate augue magna vel risus. Cras non magna vel ante adipiscing rhoncus. Vivamus a mi. Morbi neque. Aliquam erat volutpat. Integer ultrices lobortis eros.

Widening participation

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin semper, ante vitae sollicitudin posuere, metus quam iaculis nibh, vitae scelerisque nunc massa eget pede. Sed velit urna, interdum vel, ultricies vel, faucibus at, quam. Donec elit est, consectetur eget, consequat quis, tempus quis, wisi. In in nunc. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos hymenaeos. Donec ullamcorper fringilla eros. Fusce in sapien eu purus dapibus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Cras faucibus condimentum odio. Sed ac ligula. Aliquam at eros. Etiam at ligula et tellus ullamcorper ultrices. In fermentum, lorem non cursus porttitor, diam urna accumsan lacus, sed interdum wisi nibh nec nisl. Ut tincidunt volutpat urna. Mauris eleifend nulla eget mauris. Sed cursus quam id felis. Curabitur posuere quam vel nibh.

Cras dapibus dapibus nisl. Vestibulum quis dolor a felis congue vehicula. Maecenas pede purus, tristique ac, tempus eget, egestas quis, mauris. Curabitur non eros. Nullam hendrerit bibendum justo. Fusce iaculis, est quis lacinia pretium, pede metus molestie lacus, at gravida wisi ante at libero. Quisque ornare placerat risus. Ut molestie magna at mi. Integer aliquet mauris et nibh.

Ut mattis ligula posuere velit. Nunc sagittis. Curabitur varius fringilla nisl. Duis pretium mi euismod erat. Maecenas id augue. Nam vulputate. Duis a quam non neque lobortis malesuada. Praesent euismod. Donec nulla augue, venenatis scelerisque, dapibus a, consequat at, leo.

Community engagement

Pellentesque libero lectus, tristique ac, consectetur sit amet, imperdiet ut, justo. Sed aliquam odio vitae tortor. Proin hendrerit tempus arcu. In hac habitasse platea dictumst. Suspendisse potenti. Vivamus vitae massa adipiscing est lacinia sodales. Donec metus massa, mollis vel, tempus placerat, vestibulum condimentum, ligula. Nunc lacus metus, posuere eget, lacinia eu, varius quis, libero. Aliquam nonummy adipiscing augue.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci.

Aenean nec lorem. In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy. Fusce aliquet pede non pede. Suspendisse dapibus lorem pellentesque magna. Integer nulla.



Innovative Learning Week
Students are provided with opportunities to learn through creative and innovative approaches. Students visited a Materials Recovery Facility to learn about waste management at the University.

£XX

Scholarship grants

XX%

Gender equality

Social responsibility and sustainability report

(continued)

Social responsibility and sustainability in procurement

Nunc ac magna. Maecenas odio dolor, vulputate vel, auctor ac, accumsan id, felis. Pellentesque cursus sagittis felis. Pellentesque porttitor, velit lacinia egestas auctor, diam eros tempus arcu, nec vulputate augue magna vel risus. Cras non magna vel ante adipiscing rhoncus. Vivamus a mi. Morbi neque. Aliquam erat volutpat. Integer ultrices lobortis eros.

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin semper, ante vitae sollicitudin posuere, metus quam iaculis nibh, vitae scelerisque nunc massa eget pede. Sed velit urna, interdum vel, ultricies vel, faucibus at, quam. Donec elit est, consectetur eget, consequat quis, tempus quis, wisi. In in nunc. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos hymenaeos. Donec ullamcorper fringilla eros. Fusce in sapien eu purus dapibus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Cras faucibus condimentum odio. Sed ac ligula. Aliquam at eros. Etiam at ligula et tellus ullamcorper ultrices. In fermentum, lorem non cursus porttitor, diam urna accumsan lacus, sed interdum wisi nibh nec nisl. Ut tincidunt volutpat urna. Mauris eleifend nulla eget mauris. Sed cursus quam id felis. Curabitur posuere quam vel nibh.

£XX

Procurement SMEs engaged

XX

IIP



Research focused image

Social responsibility and sustainability in our investments

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin semper, ante vitae sollicitudin posuere, metus quam iaculis nibh, vitae scelerisque nunc massa eget pede. Sed velit urna, interdum vel, ultricies vel, faucibus at, quam. Donec elit est, consectetur eget, consequat quis, tempus quis, wisi. In in nunc. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos hymenaeos. Donec ullamcorper fringilla eros. Fusce in sapien eu purus dapibus commodo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus

Social responsibility and sustainability in learning and teaching

Cras dapibus dapibus nisl. Vestibulum quis dolor a felis congue vehicula. Maecenas pede purus, tristique ac, tempus eget, egestas quis, mauris. Curabitur non eros. Nullam hendrerit bibendum justo. Fusce iaculis, est quis lacinia pretium, pede metus molestie lacus, at gravida wisi ante at libero. Quisque ornare placerat risus. Ut molestie magna at mi. Integer aliquet mauris et nibh.

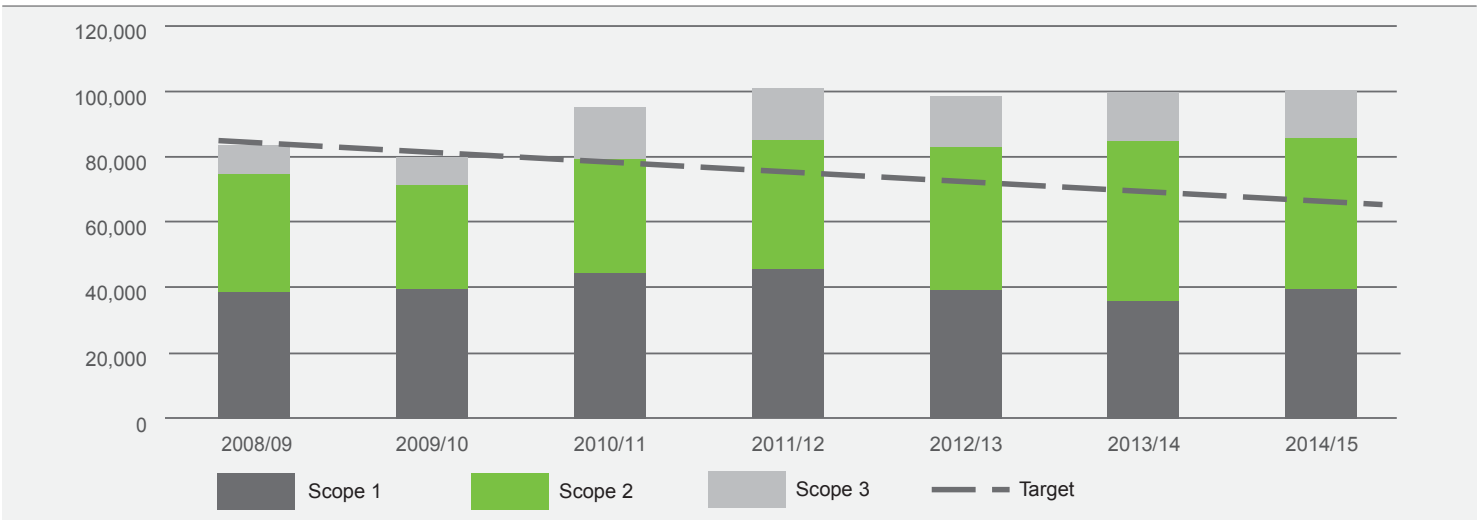
Ut mattis ligula posuere velit. Nunc sagittis. Curabitur varius fringilla nisl. Duis pretium mi euismod erat. Maecenas id augue. Nam vulputate. Duis a quam non neque lobortis malesuada. Praesent euismod. Donec nulla augue, venenatis scelerisque, dapibus a, consequat at, leo.

Pellentesque libero lectus, tristique ac, consectetur sit amet, imperdiet ut, justo. Sed aliquam odio vitae tortor. Proin hendrerit tempus arcu. In hac habitasse platea dictumst. Suspendisse potenti. Vivamus vitae massa adipiscing est lacinia sodales. Donec metus massa, mollis vel, tempus placerat, vestibulum condimentum, ligula. Nunc lacus metus, posuere eget, lacinia eu, varius quis, libero. Aliquam nonummy adipiscing augue.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci.

Aenean nec lorem. In porttitor. Donec laoreet nonummy augue. Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy. Fusce aliquet pede non pede. Suspendisse dapibus lorem pellentesque magna. Integer nulla.

Absolute carbon emissions 2007-2015

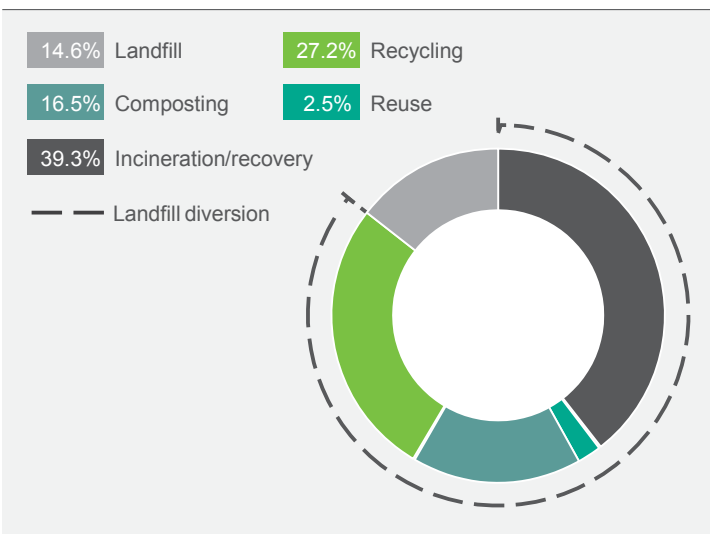


Key performance indicators 2007-2015

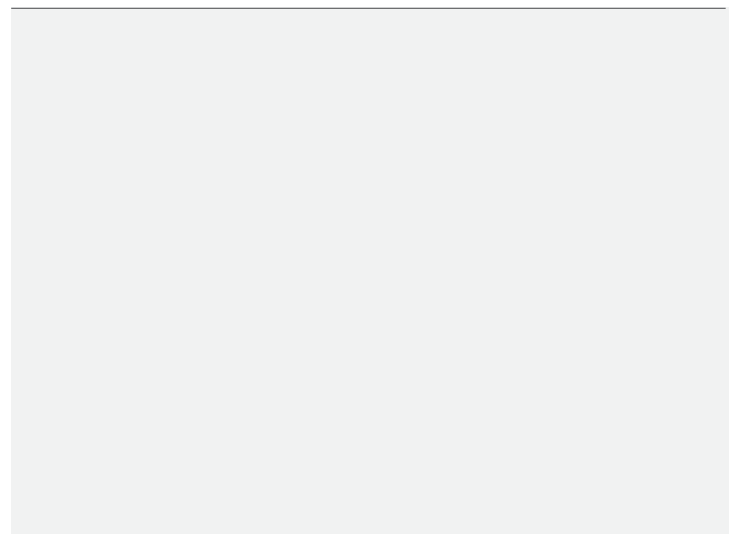
↑ Increasing ↓ Decreasing ↔ Maintaining

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	KPI status
CO2 emissions (kg) per £m turnover	34.7	31.8	35.0	40.8	42.7	48.7	48.7	xx.x	↔
CO2 emissions (kg) per GIA 1000m ²	34.5	35.3	39.8	40.3	34.2	30.8	30.8	xx.x	↔

Waste breakdown 2014/15



Procurement key performance indicators





Sustainability Operations Advisory Group (SOAG)

Wednesday 16 September 2015

Climate Strategy Phase 1 Update

Description of paper

This paper provides an update on the Climate Strategy Review, summarising outcomes from two key workshops, and on the wider climate reporting context in Scotland.

Action requested

SOAG is invited to note and discuss the paper.

Background and Context

A draft project plan was endorsed by SRS Committee in June. Planned against a one year timeframe (June 2015-June 2016), it will ensure delivery of a final university-wide integrated Climate Change Strategy in summer 2016.

Discussion

CCAT Workshop

A key workshop was held on 24th June 2015 to complete the Climate Change Assessment Tool (CCAT). Written for Scottish Public Sector organisations, the tool aims to help organisations self-evaluate their performance under the Climate Change (Scotland) Act Public Sector duties. The intention was to use the tool as an aid to structure conversations with key internal stakeholders around the current Climate Strategy Review.

The tool uses organisational responses to create a targeted and achievable action plan to help guide a short-term improvement plan against a range of climate change mitigation and adaptation activities. The results from the workshop supported the need for a review and have been incorporated within the Climate Strategy Review. A report of the workshop and its outcomes is available from the Secretary on request.

Consultancy

The Department for Social Responsibility and Sustainability sought experienced technical support to assist with the review process, appointing consultants to:

1. Develop a carbon modelling and scenarios tool
2. Provide a review of carbon reduction best practice in the University sector and subsequent recommendations to the University of Edinburgh and the wider sector in Scotland
3. Develop business cases to support investment in renewables, micro-renewables and energy reduction.

1. Carbon modelling and scenarios tool – Aether, Ryan Glancy (Project Manager)

The tool will be designed to capture and model estimated future carbon emissions generated by the University (Scope 1, 2 and 3) using the latest/relevant Defra carbon factors and following the GHG Protocol standard. The tool will allow for key factors to be varied to assess the impact on emissions and plot different future emissions pathways. The tool will also be used to store historic data sets and be utilised to

support current carbon reporting requirements. The process for setting targets for the revised Climate Strategy will be supported by the tool.

2. Review of best practice – Aecom, Russell Payne (Project Manager)

This work will result in a written report on findings of best practice in carbon reduction and recommendations for UoE and the wider sector to consider, including recommendations for action on design of a sustainable projects fund. The report will be based on structured interviews and completed questionnaires from twenty international and UK universities.

3. Developing business cases – Aecom, Robert MacGregor (Project Manager)

This will result in production of a series of outline business cases to support investment in renewables, micro-renewables and energy reduction as well as an options appraisal. Business cases would include clear analysis of carbon savings, costs and benefits as well as identification of risks and how to manage them. One of the deliverables of the project will be to input into the current development of an internal business plan tool being led by the University's Finance Department.

Timeline

Documents available from In-Tend	14 April, 2015
Closing date for Tender Response	1 May, 2015
Evaluation and Clarifications	15 May, 2015
Presentations	w/c 18 May
Award	29 May, 2015
Contract Period	16-20 weeks: 1. Carbon modelling and reporting tool – June to September, 2015 2. Best Practice – June to August, 2015 3. Business cases – June to August, 2015
Workshop	19 August, 2015
Final Reports deadline	October/November, 2015

Consultancy Workshop

A Climate Strategy Review Workshop took place on 19th August allowing key internal stakeholders the opportunity to input into the technical consultancy work and receive an update from all three work streams. A prototype of the carbon modelling and scenarios tool was demonstrated, with colleagues providing constructive feedback. Further opportunities for operational colleagues and senior management to input into the development of the tool will be identified to ensure the tool addresses the requirements of key stakeholders. Notes and presentations from the workshop are available from the Secretary on request.

Climate Reporting

In June 2015 the Scottish Government wrote to the Principal along with other leaders of public sector major players, providing an update on plans for Public Bodies Duties reporting. Ministers have decided to activate powers contained in the Climate Change (Scotland) Act 2009 to require mandatory reporting, with a view to improve reporting consistency and increase emission reductions. The reporting requirement would come into force in November 2015 with the first mandatory reports due the

following autumn. Advisory guidance is currently being developed. Information submitted would be drawn together into a Climate Change Public Sector Report to monitor progress and inform future policy.

The SRS Department leads on climate change reporting for the University and coordinated the response to the Scottish Government consultation on Public Bodies Duties reporting in May 2015. This response highlighted that the proposed reporting period was out of step with the academic year, and we subsequently successfully secured an additional month to prepare submissions. Institutions have been asked to trial the process for their 2014/15 report and are encouraged to make use of a suite of climate change support tools developed by Resource Efficient Scotland and the Sustainable Scotland Network. We propose, given the compromise reached with government officials, to compile a voluntary response, but with a call to be made on the level of detail submitted at this time.

Information for the University's report will be collated through already established processes for the SRS Section of the Annual Report and Accounts.

Resource implications

No direct resource implications. It is anticipated that the primary resources for the review itself will come from the SRS Department, supported by Estates.

Risk Management

Key risks for Climate Change Strategy development include: project deadline drift; failure to delivery consultancy work on time/to satisfaction; failure to agree new targets and KPIs; failure to align with core strategic processes; failure to deliver work stream proposals on time/to satisfaction; and lack of awareness, support or buy in from the University community and senior managers during strategy development, and/or once strategy completed. Strategies are in place to manage and mitigate these risks including use of a project management approach, stakeholder workshops and dialogue, and discussions with GaSP on the new strategic plan.

Equality & Diversity

Due consideration has been given to equality and diversity as a key element of the SRS agenda. An Equality Impact Assessment is not required.

Next steps/implications

SOAG will continue to receive quarterly updates as the review progresses.

Consultation

This paper has been reviewed by the Convener and the Director of SRS.

Further information

Author Dave Gorman, Director of SRS, 25th August 2015

Freedom of Information

This is an open paper.

UNIVERSITY OF EDINBURGH

MINUTE OF A MEETING of the Sustainable Laboratories Steering Group held in Room 1.09, Main Library, George Square on Tuesday 2 June 2015.

1 Welcome and Introductions

The Convener welcomed attendees to the second meeting of the Group, including new member Graham Thomas, Director of Central Bio-Research Services (CBS). The meeting would focus on the draft Sustainable Laboratories Implementation Plan 2015; identifying where support was required, building an evidence base and business case.

2 Minute

The minute of the meeting held on 27 January 2015 was approved as a correct record.

A

3 Matters Arising

Action – All to email the Secretary with any suggestions for a research student to join the core group.

SUBSTANTIVE ITEMS**4 Utilities Efficiencies & Role of Lab Managers/Heads of School**

This presentation was carried forward to November's meeting.

Action – GT to update the Group in November.

SLSG noted ongoing review of the University Climate Strategy. Despite the efforts of a wide range of staff, UoE was not on track to meet its climate emissions targets, due to growth and intensification of activities. Estates and SRS were aiming for a 10% energy saving across the University from business as usual and labs had a significant role to play. Metering, though costly to install, could provide the data required to identify opportunities to make spend-to-save investments. SLSG recognised that targeting metering was a key tool in developing a business case, and not an end in itself.

There is an aspiration for a larger central fund which would operate with clearly defined parameters, would incentivise energy saving investment in labs and could roll out improvements across the board. Subsequent discrete projects could be funded from savings within these processes. SLSG acknowledged that universities by their nature were well placed to afford to invest for the long term.

5 SLSG Implementation Work Plan 2015

B

The Programmes Facilitator – Laboratories introduced the Implementation Plan, updated to include comments received at the previous meeting and subsequent input from Estates. Like the Group, the Plan was designed to steer action towards embedding sustainability within laboratories at UoE. The bulk of these actions would fall to the Programmes Facilitator – Laboratories role, though support needs from some areas had been identified as key to moving the Plan forward.

Activities had been grouped into areas identified at the first meeting:

'A. Evidence Building'

Evidence building was ongoing (detailed in Paper D), with an initial focus on energy as having the greatest cost and environmental impact. Work would be also done around water, waste and chemical substitutions to reduce hazardous waste arisings.

'B. Training and Engagement'

Connections had been made through Val Gordon to the [HEaTED](#) network in order to better understand the needs of technical staff.

'C. Utilities and Waste Efficiencies'

This section comprised the bulk of efficiency implementation plans, requiring a business case to make financial savings quantifiable.

'D. Outreach and Securing Funding'

The Labs Facilitator role was funded for 12 months. If the Group agreed that this sustainable laboratories work was valuable, it could look to various funding opportunities such as the Scottish Funding Council and the Universities Scotland Efficiencies Taskforce to extend that. Zero Waste Scotland was also identified as a potential funding source.

'E. Estates Design and Construction' (in collaboration with Estates Development)

Since the document was produced the Labs Facilitator had been invited to have input into the Darwin refurbishment. It was hoped that consultation at this key stage would continue in future projects.

SLSG approved the contents of the Implementation Work Plan.

a) Update on progress against the Plan

SLSG discussed the progress analysis report on the Plan so far (Paper C), which used a traffic-light system (RAG) to indicate progress against objectives. The report would be updated and shared with the Group on a quarterly basis.

C

Objective: Evidence Building

Development of an evidence base was on track, with particular progress being made on fume cupboards. Conversion to VAV at Joseph Black could yield substantial savings – further quotes were awaited. The Roslin freezer study continued to make progress. This 5 year project was an excellent asset for the University to demonstrate energy savings and identify which samples could run at higher temperatures. Depending on risk appetite, it would soon be possible to act on these findings. Different timescales were relevant to different labs and lab users, some requiring long-term stability, some not keeping samples beyond 6 months. The energy savings were already clear, tests for degradation were repeated every 6 months and the evidence would grow stronger as the project progressed. The main issue would be culture change for labs users, who may have been storing samples at -80 for their whole careers. Further thought would be given to the roll out and messaging to ensure it came from a trusted source. All UoE freezers had variable capacity so no additional expenditure on infrastructure would be required.

Objective: Training & Awareness

The Labs Facilitator was working on a guidance document on exit procedures, including ensuring that samples were not left in storage unnecessarily and that poorly labelled chemicals were not left to be disposed of as hazardous waste. Most labs represented at SLSG did have robust procedures in place. This document, which would be available on the SRS website, was designed for those labs the Group did not have regular contact with.

Action – AA to check that the guidance document on exit procedures emphasised that a recycling strategy should be put in place to deal with old equipment.

Members recognised an issue with staff not feeling empowered to get rid of old equipment, however redundant, particularly if it had been expensive. There was a danger of WARPit accumulating out of date equipment. If the science had moved on, no one else in the University would want these items. There were opportunities in this area for UoE, or a social enterprise, to look at shipping equipment overseas. Equipment that was extremely energy inefficient would not be cascaded. It was proposed that space be set aside for a central dead store, organised through WARPit, to hold old equipment so that it could be properly maintained and covered by a single insurance policy. Procurement were working on a centralised asset register, though this had not yet been fully rolled out as an operational tool.

Discussions were ongoing on induction processes and alignment with other SRS activities. A lot of labs represented at the Group did include SRS elements in inductions, but this was piecemeal and varied according to the lab management. It was important to get a clear and consistent message across to technical staff at the start of their careers. Engagement with the HEaTED network was ongoing and HEaTED would be included in the Labs Workshop on training and development planned for 10 November 2015.

The Labs Facilitator was engaging with staff in GeoSciences to identify improvement opportunities and encourage the school to take part in the Lab Awards which were a useful tool in prompting action. Having conducted a walkaround, the Facilitator confirmed that a lot of the same messages applied to GeoSciences' lab space as would apply to a lab in Biology or Chemistry. The Group discussed what constituted a lab and how definition affected the areas to target. The Facilitator would investigate further and pursue widening engagement as far as practical, initially aiming to make connections with the School of Engineering.

Action – AA Draft document to be circulated.

Action – All to email the Secretary with any obvious gaps or areas where cover was light, as well as any suggestions for a representative from KB campus.

Objective: Utilities Efficiency

Once comments on the evidence had been received, decisions would be made regarding which case studies to publish on the web. Best practice for air handling systems identified during the Lab Awards was being drafted. Proposed events, case studies, induction and guidance documents would be circulated to the Group for views before being published.

Action – JR to circulate documents for comment including proposed workshop topics.

The opportunity to make an improvement by diverting non-hazardous consumables from landfill had been discussed at the labs workshop. SLSG noted the rising preference for disposable single use items. Items that were washed and autoclaved could be more damaging to take on board (generating Scope 1 or 2 emissions) than waste (Scope 3).

Action – AA to investigate and report back on the relative figures.

A similar move towards disposables had been noted in Accommodation Services, following life cycle analysis and factoring in the cost of staff time. The key was to recognise areas where the culture had moved on or benefit was marginal and focus on making intelligent evidence-based interventions where it mattered.

Objective: Securing Funding

SLSG noted potential funding opportunities through Zero Waste Scotland and initial scoping work was underway. Over the last three months a small scale research project funded by ZWS had been carried out with GeoSciences, the Business School and the School of Chemistry on zero waste business opportunities and there may be scope for further projects. Concerns were raised regarding materiality issues around energy and utilities savings versus potential proposals to ZWS which would focus more on circularity in procurement and waste and resource efficiency. It was not anticipated that the Scottish Funding Council would be in a position to offer funds in the near future. Martin Kirkwood, SFC Deputy Director, had been approached with a pitch to replicate S-Labs in Scotland. While broad agreement had been secured, SFC had no funds available to support this in the short term. A scoping proposal would go back to ZWS – the Energy Manager, Estate Development Project Manager and Roslin Campus Facilities & Services Manager agreed to act as a sounding board in advance of the submission. Any leads from members on potential funding sources or avenues to make a business case were badly needed at this early stage. When work was more established it should be self-sustaining.

Action – All members to contact the Secretary with suggestions for alternative sources of funding.

Objective: Sustainable Design

Improvements at the design stage were recognised as more effective than retrofitting. The S-Labs project was developing design guidelines. Currently at draft stage, these were expected to be in publishable format by September for the Annual Conference. Guidance would take the form of a checklist of lab-specific design questions, and, reviewed with Estate Development and academic staff for a UoE-specific context, would provide valuable continuity across the estate. Guidelines would allow bespoke elements as long as a need could be demonstrated.

Action – AA to circulate guidelines to the Group once available.

6 Findings From Building a Body of Evidence and Case Studies

D

SLSG noted the evidence base summary so far, which focused on energy opportunities, intended as the starting point for an investment business case to the University.

Cold Storage

Members noted potential savings on freezer plug loads and air conditioning energy consumption. At Roslin a lot of natural air ventilation ensured combined energy usage was lower, compared to research laboratories in the basement of the Chancellor's Building. This was another vital issue to address at the design stage. Overall sample management was good, with a number of areas looking at reducing stock and throwing out samples that were not needed. The focus should be on the expanding fleet of freezers (each of which could cost £1K p.a.). There was a difference of around £400 in the operating costs of an old versus a new freezer unit.

Ventilation

Replacing constant volume with variable volume fume cupboards would save on energy costs and afford quick payback. By dropping the flow rate by 40%, the University of Nottingham saw a 40% reduction in energy costs. Old electric humidifiers in animal labs could be replaced with modern gas equivalents with much lower running costs. Where facilities were using the CHP the normal cost difference did not apply and it was sometimes better to run on electricity rather than gas. Through the Estates

review process facilities had been identified where the plant was at a point of needing to be replaced or refurbished. Demand based ventilation would be especially useful in areas with 24 hour or varied access, though capital and maintenance costs would need to be offset. It was unclear who had the authority to make a change in rates, there was a variety of conflicting legislation from different bodies, and a tendency in these cases to default to the higher standard. Further discussion and investigation was needed to unpack the issue.

Cold storage and ventilation offered major savings but also required significant investment. Estimated payback periods had been included in the table in Annex 1. For projects with short payback periods and modest costs there was no reason not to go ahead unless it impacted on the science. The main focus would be on major projects (fume cupboards, freezers, drying ovens). For some of these improvements there would also be benefits in terms of staff comfort. It was important to take a long term view and not commit to small projects that would later be made irrelevant by larger initiatives (e.g. fitting timers to drying ovens and later deciding to remove the old ovens). Controls should be put in place to ensure projects delivered on their payback. A case could be made at Investment Committee, which was putting increasing amounts into the endowment for limited return.

Members recognised the value of the evidence base in changing behaviours, and felt that all the improvement schemes outlined were achievable and on the right lines. Over the next few months it would be evolved into a plan that, after a couple of iterations, members could sign up to, and that could be used as a basis for discussions on investment, and for potential roll out in the Schools.

ROUTINE ITEMS

7 Thematic Workshops

E

SLSG noted the minute of the first Labs Workshop focused on procurement and waste. The Purchasing Manager, Roslin Institute had presented an update on progress with the labs consumables contract in relation to waste minimisation. The Waste and Environment Manager had presented on the challenges, successes and future strategy for lab waste minimisation and the SRS Projects Co-ordinator had presented on the WARPit reuse portal, which had consolidated pre-existing pockets of reuse into a more visible, measureable system. Strategic approaches and practical actions proposed included: negotiating with suppliers to reduce packaging; providing additional training and guidance for lab users; continuing to expanding WARPit; promoting eStores to consolidate purchasing and deliveries; carrying out audits to identify and expand the most progressive recycling and reuse contracts across the estate; negotiating on packaging as a sector through EAUC and S-Lab; looking to internal academic expertise for alternatives to polystyrene for temperature controlled transport; taking a strategic approach to leasing versus purchasing; and repairing items, including HEaTED workshops and CPD for technical staff.

The next Labs Workshop on 16 June would focus on design guidelines.

8 Any Other Business

SLSG agreed to an additional meeting in late September, after the S-Lab Conference.

Action – JR to find a suitable date.

Post-meeting note: SLSG would meet on 29 September from 9am in Room 1.07 at the Main Library.

UNIVERSITY OF EDINBURGH

MINUTE OF A MEETING of the *Utilities Practical Planning Project Review Group held in the Cuillin Room, Charles Stewart House on Tuesday 11 August 2015.*

Members: Dave Gorman (**Co-Convenor**), Director of Social Responsibility & Sustainability
 Geoff Turnbull (**Co-Convenor**), Assistant Director, Estates Operations
 David Barratt, Technical Services Manager, Estates Operations
 Graham Bell, Depute Director, Estate Development
 Michelle Brown, Head of SRS Programmes
 Joe Farthing, Communications Manager
 David Jack, Energy Manager
 Gary Jebb, Director of Estates
 Matt Lawson, Programmes Manager
 Caro Overy, Engagement Manager
 Elizabeth Vander Meer, Climate Policy Manager
 Dougie Williams, Energy Systems Manager

Apologies: David Jack; Gary Jebb; Elizabeth Vander Meer.

1 Welcome and Background to the Project

The Director of SRS welcomed members to the first meeting of this joint Estates / SRS Group, which had arisen from discussions with the Director of Corporate Services on opportunities to reduce energy use and the UoE utilities bill, and linked in to review of the Climate Plan. (A central theme of the Climate Plan was identifying the practical contribution Corporate Services Group could make). This had resulted in a target of 10% utilities reduction over 2 years, which Estates and SRS would be jointly responsible for delivering. It was the Group's role to agree the programmes and actions needed, and put them in place. The 10% reduction would be from business as usual – the Group was not accountable for energy consumption arising from University growth or increase in intensity. By the end of the meeting the aim was to establish where responsibilities lay and agree next steps. A short statement would then be submitted to the Director of CSG outlining how the practical plan would be delivered and who would lead on each theme.

The Assistant Director, Estates Operations clarified that the 10% figure related to the overall financial plan and budget of the Estates Department. Utilities spend represented the biggest single line of cost administered within the Estates budget. 10% of utilities spend would correspond to the shortfall generated by flat cash over a 3 year period. Members recognised that in order to achieve 10% the Group would need to ask for additional resource, investment and activity in this area. Members also acknowledged aspects of utilities spend that were outwith the Group's control (e.g. Accommodation Services; impact of bad weather). While activities outwith CSG could be influenced, e.g. through discussions at the Sustainable Laboratories Steering Group (SLSG), changes could not be mandated. Members agreed that it would be useful to have a better understanding of the full breakdown of annual energy costs, to identify those areas where savings could be made and where the greatest impacts were likely to be.

Estates had identified two workstreams: business as usual issues (making a reduction on where UoE stands now), and ensuring expansion and elements put in place for the future were as energy efficient as possible. Members discussed the degree of confidence in the current usage figures. UoE reported its overall consumption, and prices were agreed at a national level rather than negotiated, so reducing

consumption was key. As the work would be audited in due course, it was vital to define what was in scope, what constituted business as usual, and what metric to use - whether the target was best expressed as a percentage, a financial saving or a reduction in kWh. In terms of a baseline, Estates were currently using three metrics: square meterage, turnover and number of staff and students. Baseline and scope issues would be picked up again under item 4.

2 Roles & Responsibilities

A

The Group discussed the paper as a prompt to agreeing what needed to happen and where responsibilities lay. The paper, which had been discussed at SOAG in May, broke practical planning down into five proposed workstreams: Data, Feedback & Incentives; New Developments & Standards; Technical Solutions; Awareness & Promoting Positive Behaviours; and Novel Energy Solutions, New Ideas & Technologies (see Table 1). Agreeing a plan would help Estates and the SRS Department identify where it could best contribute. While individual leads would be identified, there would be considerable collaboration within projects and programmes.

Members were in broad agreement that the five proposed workstreams were correct, were fairly clear on the division of labour, and on the direction to take in terms of buy-in and behaviours. However, there were points of detail that needed amendment and members would feed those back as soon as possible.

Once the plan was signed off, next steps would be to assess what was needed in terms of a structure and resource programme to deliver it. It was reported that there was already willingness on the part of the Director of Estates to consider the case to make additional resources available.

The Depute Director noted that greater clarity on the baseline and definition of the scope of the 10% target would assist with identifying ownership.

Action – All nominated leads to feed back to MB by 18 August on the detail of what sits within their areas of responsibility.

Action – DG & MB to draft a document clarifying the starting point and parameters for the 10% target in terms of what CSG had control over.

3 Data & Management Information

B

The Energy Systems Manager introduced the draft project scope document for the Utilities Metering, Monitoring & Targeting and Reporting Systems Review, which would help ensure the data put out was as accurate as possible. Current global totals on energy and cost were fairly robust and did allow clear measurement of performance from one year to the next. However members recognised that some of the current systems were not fit for purpose and the review included proposals to take this forward. Next steps included a meeting with IS, appointment of a business analyst, and initiation of a process to decide whether to enhance, redesign or replace current systems. Estates had been working toward achieving building level reports, and concerns were raised that objectives focused at the School or College level were creeping back in that might be more appropriately dealt with as a finance work stream.

A similar financial process would be undertaken for other services within the University (e.g. security, servitorial). The revised system would give accurate data on consumption at building level that could be checked. The Head of Estates Finance would be responsible for looking at how this information would be used in financial terms. The project was expected to run for 12 months and regular updates would be provided by the project team. IS had recognised the project as high priority. The Group acknowledged that the metering project was of vital importance to the success of the utilities project and it was possible, since the two would run in parallel, that there could be mistargeting in the initial stages of the utilities project due to the

absence of key information. Concerns were raised about potential overspecification in the project brief. The document was still in draft form with further input to be included.

Action – All to feed back their comments to DW.

4 Potential Pathways to £900k – Practical Plan

C

The Director of SRS presented the brief paper which was based on a saving of £1.8million, 5% in Year 1, and 5% in Year 2, broken down into components. The purpose of the paper was to stimulate debate on the broad areas for action and realistic assessment of savings potential.

Based on a business case from the Programme Facilitator – Laboratories, it was estimated that Labs savings of £100K could be made in Year 1, and £200K in Year 2. The labs business case had been reviewed by the Director of CBS, the Head of the IIR, and other technical staff on SLSG, and was included as an appendix to Paper E. There were practical limitations involved in measuring consumption going through labs and quantifying any reduction so industry best practice guidance may be needed.

A revised version of the Switch Off energy campaign could generate further savings. Targeting one high consuming building could generate another £100K. While engagement could be monitored, the results would be harder to capture. The relaunched Sustainable IT Group, although this was not its main focus, may be in a position to identify further savings in due course. Along with saving generated from the Sustainable Campus and Energy Efficiency Funds, estimating 10 projects in Year 1, 20 in Year 2, this should add up to the 10% target.

The document was currently being circulated for comment and an updated version would be shared with the Group. Next steps would be assigning programmes of work to deliver it and establishing the asks required to resource it.

Members agreed that the plan was helpful, but highlighted the need to more clearly indicate the initial evidence gathering that had led to these areas being targeted. The proposed Sustainable Campus Fund could help draw additional interest and engagement from Accommodation Services. Communicating operational changes, such as turning ventilation off early where appropriate, could be approached in the same way as the recycling project, saving time over a building by building approach. Notification of the changes could be released via Staff News or HR distribution lists.

Action – DG/MB to collapse workstream and target documents into one project brief, drawing together definitional issues, leads, evidenced workstreams and a project plan.

5 Climate Strategy Review – Phase 1 Update

D

In the absence of the Climate Policy Manager, the Director of SRS updated the Group on developments. The Climate Strategy Review comprised three elements:

- Evidence building (looking at where we are now, how we got here, what other institutions are doing / reviewing best practice)
- Plans to save energy, money and carbon
- Looking into renewables and other innovative technology.

Essentially, the review looked to establish what a sensible target was, how to deliver it, and how to win over hearts and minds. The Project Plan had been agreed by SRS Committee in June. The Committee had also decided against a stand-alone Group to oversee the climate strategy review, taking on this responsibility itself.

The Programmes Manager gave a consultancy update. Aether and Aecom had been engaged to support delivery of three streams:

1. Carbon modelling and scenarios (including future reporting / compliance with mandatory reporting coming in in 2016): a project manager had been appointed and consultants had met with the Energy Office.

2. Review of best practice in carbon reduction within the University sector, including funding streams and technology adopted by other institutions: interviews had been arranged with 14 UK and international institutions.
3. Development of business cases around renewables and micro-renewables: work was ongoing, led by Robert MacGregor of Aecom, looking at developing a pro forma for use in outlining business cases. Robert had met with Director (Speciality Services) Terry Fox who was working on a similar template for use across Finance.

Despite delay in the early stages of the tendering process, the project was currently on track to meet an October deadline. The Consultancy Workshop on 19 August would provide a crucial opportunity to discuss the technical specification and user interface in more detail, agree a specification, receive an overview of interview/survey responses to date, and feed in to the process.

Action – All members were strongly encouraged to attend the workshop if available.

The Programmes Manager stressed the need to have Carbon Guru in place in the interim, to facilitate reporting of this year's data to Finance by the end of October.

6 Sustainable Campus Fund

E

The idea for the fund had originated in discussions with the Director of Estates. The proposed Sustainable Campus Fund would serve a different purpose than the existing Energy Efficiency Fund. SRS had worked up a paper for discussion with Estates which would then serve as the basis to make a case to the University. Attendees noted that other institutions were using this technique to make investments in energy and carbon savings (e.g. HEFCE/Salix in England).

Given the 10% target, initial funding in the area of £1million was proposed (in addition to the £450K set aside for the Energy Efficiency Fund). It was estimated that UoE should be putting 5% of its overall energy bill into energy saving schemes, totalling £1million. This could form another in the range of energy saving strategies, with predicted savings meeting perhaps 30% of the target.

The fund could focus on projects around energy efficiency, micro-renewables, waste, travel and procurement, with 6-8 year paybacks as standard, and offering a minimum 6% annual return on investment. Match funding would be preferred to achieve higher overall savings. £200 was the suggested price per tCO₂e saved, with higher saving projects preferred. The Engagement Manager outlined a suggested points based system (Paper E, p29) and demonstrated a draft spreadsheet tool for assessing funding applications. The SRS Engagement Team could support administration of the process as well as working on awareness, though the SCF would need to operate as a joint Estates/SRS fund. Once trained, it was anticipated that Energy Co-ordinators would have the skills to put projects forward.

Next steps would be securing funding, stakeholder review, confirmation of the criteria used in the spreadsheet tool, and development of a communications strategy.

Members were supportive of the concept of the fund and the various elements and details proposed, though more discussion was needed. It was noted that a successful fund would potentially generate a large implementation workload which needed to be factored into any resource request.

Members agreed, due to differences in criteria, not to combine the Energy Efficiency and Sustainable Campus Funds. If it could be clearly evidenced that the schemes were working there should be no issue in replenishing the funds. The proposal was working to a draft timeline of January 2016, though progress would depend on what further work needed to be done. Further thought would be given to how best to pitch the fund to the University, and to its subsequent implementation.

Action – CO to update the paper in the light of discussions, including removing the suggestion to combine with the EE fund.

7 Energy Savings Communication Strategy

F

The Communications Manager demonstrated the revamped communication strategy and outlined how it had changed, in particular in terms of introducing the energy efficiency concept to University senior managers. The pre-pitch was targeted at academic colleagues such as Principle Investigators and Heads of School, identified as drivers of energy consumption. The first of the new materials would go out later in the week. The focus would be on UoE's role in developing solutions to major global challenges such as climate change, and, in the legislative context, on its responsibility to contribute to the Scottish Government's climate targets of 42% reduction by 2020. The presentation would also focus on the fast rising cost of energy and UoE's current position as one of the highest emitting universities in the Russell Group, based on HESA data on CO₂e per person (FTE headcount).

Previous campaigns had been based on small, local actions which were not the main source of energy wastage – actions in specialist areas such as labs mattered much more. The main target audience would be managers in a position to bring about policy changes and more resource would be dedicated to this, though the everyday energy saving messages would continue.

The Group discussed the issue of Energy Co-ordinator recruitment, with a recruitment programme beginning this week. There had been issues around measuring the impact of engagement with individual schools and there were plans to publish benchmarks based on possession of an Awards team, Energy Co-ordinators etc. Members urged the Comms Team and SRS Department to ensure the resource would be in place to respond to demands arising from engagement with senior managers.

Action – All members to pass any further feedback to JF.

Action – JF to review and update energy presentations in the light of discussions, particularly Russell Group comparisons.

8 Energy Savings Engagement Locations

G

It was proposed that the SRS Engagement Team go into those locations that currently did not have an Energy Co-ordinator, with an overall aim of one active co-ordinator (regularly submitting checklists etc.) in each unit. Audit work would be carried out in partnership with the Energy Office to identify potential savings.

Research into other energy champion schemes indicated that three things were essential:

- Information
- Capacity to make ideas happen (including funding)
- Providing feedback (data, progress on ongoing work etc.)

Access to energy data would be requested where available, as well as any information on planned changes or works projects, and feedback provided to the relevant Premises Manager as part of a handover on implementation.

Action – GT & DW to discuss the proposed plans outwith the meeting and feed back to the Group.

9 Any Other Business

The Waste & Environment Manager had circulated a note on the Low Carbon Infrastructure Transition Programme which may be relevant to the work of the Group.

Action – All to pick up the conversation, including opportunities to explore potential funding, at a future meeting.

Sustainability Operations Advisory Group (SOAG)**Wednesday 16 September 2015****Sustainability Awards Update****Description of paper**

This paper describes the current status of the Department for Social Responsibility & Sustainability Awards programme, including the different elements of the initiative that aims to encourage and recognise meaningful action on sustainability across the University.

Action requested

The paper is presented to SOAG for information and consideration.

Next Steps & Recommendations

In 2016, it is envisaged that the Awards Ceremony (April) will celebrate and recognise:

- *Special Awards (Sustainable Labs, Energy, Innovation for Sustainability, Sustainability Impact, Outstanding Personal Contribution) giving Office and Labs teams the opportunity to be involved while improvements (moving to a January to November schedule in future) are made*
- *Student Awards (Accommodation and Engagement).*

The recommended panel for judging the Special Awards to be invited is as follows:

- *Director of Social Responsibility & Sustainability (Chair)*
- *College Registrar or nominee from all Colleges*
- *Waste & Environment Manager*
- *Transport Manager*
- *Energy Systems Manager*
- *Sustainable Labs Steering Group representative*
- *President of EUSA.*

The proposed timeline of the Office and Lab Awards is to launch in January 2016, with audits in November 2016 and Awards distributed April 2017.

Key Messages

1. Sustainability Awards encourage and recognise meaningful action among staff and students taken to increase action on sustainability across the University and are a key Programme of the Department for Social Responsibility & Sustainability.
2. Building on the success in 2014/15 and lessons learned, changes are taking place in 2015/16 in order to ensure a more strategic and joined up approach that:
 - a. Ensures close alignment with key sustainability priorities for the University
 - b. Fits the workflow of the academic and business year
 - c. Reduces risk of awards process becoming a 'box ticking' exercise.
3. 2016 Awards Ceremony (April) will celebrate and recognise:

- a. Special Awards (Labs, Energy, Innovation, Impact, Outstanding Personal Contribution) giving Office and Labs teams the opportunity to be involved while improvements (moving to a January to November schedule in future) made
- b. Student Awards (Accommodation and Engagement).

We have let stakeholders (including previous teams) know of changes and timeline. More information on the judging panel and requests for senior management support in this process to follow.

Aim of the Sustainability Awards Programme

The primary aim of the Sustainability Awards programme following review in May 2015 is **to encourage and recognise meaningful action among staff and students taken to increase action on sustainability across the University**. The programme has different elements to cater for different audiences, taking account of varying circumstances that staff and students work in.

Evaluation of the Sustainability Awards Programme 2014/15

2014/15 Edinburgh Sustainability Awards launched in October 2014, with auditing completed and awards distributed in March-April 2015. 31 teams participated in the Office Awards, 10 participated in the Lab Awards (recognising that some teams participated in both Office and Lab Awards), 7 Special Awards were given, and 4 Student Societies received awards¹.

The Department has set an objective to increase participation in Sustainability Awards teams of staff and students by 2018 and deliver a wider reach across colleges / groups. At the same time we recognise the balance between increasing numbers and ensuring a high quality impactful programme.

A review and evaluation of previous Sustainability Awards work was carried out following the Awards ceremony this year to establish plans for 2015/16 and beyond. This included surveying participants, a workshop internal to the Department for those involved in the delivery of the different elements of the scheme and a review of next steps with the Director and Head of Programmes.

Summary of Recommendations from Evaluation

- Revise the timeline for the Awards to better fit with the workflow of the academic and business year. Please see below for adjusted timeline.
- Refine purpose and review criteria for each type of Award, ensuring the scheme delivers value for money and requires minimal change in the future. Work has begun reviewing the Office Awards toolkit, the content of which will be ready at the start of October 2015. Please see below for summary of different elements of the scheme with proposed objectives.

¹ See SOAG Paper F, 27th May 2015 for further details

- Update online materials and toolkit to reflect adjusted criteria.
- Maintain partnership accreditation with Green Impact and S-Lab for the Office and Lab Awards respectively. Partnership accreditation with Green Impact has been confirmed, and collaboration with S-Lab continues.
- Specifically restructure the Special Awards as a 'panel's choice' initiative to ensure added value. Work has begun on proposed categories for Special Awards, with invitation to panel due to go out imminently.

Sustainability Awards 2015/16

The following table gives an overview of the key elements of the Awards along with key objectives (including changes) for 2015/16 based on the above recommendations.

Award type	Overview	Key objectives for 2015/16
Office Awards	The Office Awards, endorsed by NUS Green Impact, engage with office-based staff to encourage and recognise sustainable day to day practices across the University.	<ul style="list-style-type: none"> • Review Toolkit • Reduce time associated with participating by simplifying submission and audit process • Shift timeline to better fit business and academic year workflow • Register 33 teams by 31/7/16
Lab Awards	The Lab Awards, endorsed by the S-Lab network, engage with lab users to encourage and recognise sustainable practice in laboratories.	<ul style="list-style-type: none"> • Move to 2 year accreditation • Shift timeline to better fit business and academic year workflow • Register 12 teams by 31/7/16
Student Accommodation	The Student Accommodation Awards engages Resident Assistants and students living in accommodation to encourage and recognise sustainable behaviours in their homes.	<ul style="list-style-type: none"> • Engage with key ResLife processes to set shared target for number of teams
Student Societies	The Student Societies Awards give student societies the opportunity to be recognised for outstanding sustainable projects.	<ul style="list-style-type: none"> • Aim for participation of 10 societies via SRS Student Forum and other EUSA societies
Special Awards	The Special Awards recognise particular examples of excellence	<ul style="list-style-type: none"> • Recognise 5 examples of excellence across the University for award in April

across key areas of Sustainability across the University.

2016 with endorsement from senior management

1. Sustainable Labs
2. Innovation for Sustainability
3. Sustainability Impact
4. Energy
5. Outstanding Personal Contribution

Key changes for 2015/16 and Risk Management

In 2015 we are reviewing / refining criteria for each type of Award, ensuring the scheme delivers value for money and requires minimal change in the future. Update online materials and toolkit to reflect adjusted criteria. We will be revising the timeline for the Awards to better fit with the workflow of the academic and business year. The Office and Labs awards will move to a January to November schedule in future. Annex 1 shows the adjusted timeline. The Special Awards will give opportunity for recognition in academic year 2015/16, for which more specific proposal is included in Annex 2.

Resource implications

There are no resource implications in addition to existing staff and materials budget included in Departmental planning.

Risk Management

1. New planning year will start mid-way through the Awards process, potentially affecting reporting on KPIs and targets.
 - Therefore ensure outcomes will be meaningful and that proposed changes are worthwhile
 - Recruitment of teams (as opposed to award confirmed) by July 2016 is a measurable KPI in line with targets
2. Teams who have taken part previously may be used to the existing timeline and wonder how they can be involved
 - The benefits to be gained in terms of better chances of student volunteer recruitment for the audits, overlap and networking opportunity of Awards cohorts at the ceremony, and the time gained to review the toolkit criteria, outweigh the business risks.
 - We have developed communications materials to let previous participants know of the changes. We have raised the idea of the adjusted timeline with existing Awards teams, and none indicated additional challenges from this model.
 - This year the Special Awards are intended to give Office and Labs teams the opportunity to be involved in the scheme while we make improvements.

3. The Office and Labs awards will span 2 academic years which may be discouraging for student participation. However we have found that the participants in these awards are mostly staff so any negative impact should be minimal.

Equality & Diversity

No identified implications.

Next steps/implications

Caro Overy (Engagement Manager) is responsible for the delivery of the Sustainability Awards programme within the Department for Social Responsibility & Sustainability.

The delivery group also includes Alexis Heeren (Office Awards), Andrew Arnott (Lab Awards), Matthew Lawson (Student focused Awards) and Joseph Farthing (Communications).

Consultation

This paper is brought together from a senior management briefing prepared for Director of Corporate Services Group combined with an Annex on Special Awards including input and feedback from Department for Social Responsibility & Sustainability staff.

Further information**Author**

Caro Overy

Engagement Manager, Department for Social Responsibility & Sustainability

9 September 2015

Freedom of Information

This paper is open

Annex 2: Special Awards Proposal

This paper gives an overview of the Sustainability Awards Special Awards for 2015/16.

Background

The Special Awards form part of the Department for Social Responsibility & Sustainability Awards programme. As outlined in previous papers, the toolkit for the Office Awards scheme is currently under review in preparation for an adjusted timeline where Office and Lab Awards will launch in January 2016, with audits taking place November 2016.

The adjusted timeline opens the risk of a lack of recognition of positive action on sustainability in the academic year 2015/16, since the next ceremony recognising achievement in the Office and Lab Awards will take place April 2017. The longer term ambition for the Special Awards is that winners be selected from shortlisted Office and Lab Award entries, but for 2015/16, we propose that any staff or student be invited to submit applications for consideration. These submissions would be reviewed by Department for Social Responsibility & Sustainability staff and shortlisted for subsequent consideration by a high level panel.

Special Awards Categories

The following categories are proposed for the Special Awards, which gives opportunity to recognise action taken within the academic year in the main themes of sustainability. Individuals or groups of staff or students would be eligible to submit a basic application of 500 words (max) describing the action taken with any other supporting documents and/or images.

Sustainable Labs

Lab Awards using the S-Lab toolkit will launch with Office Awards in January 2016. In the meantime, we wish to give those carrying out work to improve sustainability in lab areas the opportunity for recognition. The work to be recognised could include the following:

- Inventory and centralisation of chemical ordering
- Freezer management steps e.g. Review temperatures and freezer contents
- Increase in frequency of structured engagement around sustainability with lab users e.g. through inductions or sustainability group meetings and outreach events
- Engagement with suppliers around consolidating deliveries and reducing packaging waste.

Innovation for Sustainability

This category seeks to recognise sustainability projects or work of an operational and/or academic nature carried out that demonstrates an innovative approach to sustainability. This could include the following:

- Practice or project with sustainability impact that does not happen in the rest of the University
- Project or work with sustainability impact that brings together stakeholders who do not ordinarily work with each other, including work with local communities and other educational institutions in Edinburgh
- Project or work with sustainability impact that uses the Living Labs approach to bring together academic expertise and operational opportunities within the University
- Project or work with sustainability impact that covers an area not covered within other University work on sustainability.

Sustainability Impact

This category seeks to recognise projects or work carried out that shows demonstrable sustainability impact through means other than energy. This could include the following:

- Demonstrated carbon saving from business travel, procurement (including reuse), and resource efficiency
- Demonstrated social sustainability impact e.g. working in partnership with local communities and groups
- Demonstrated ecological sustainability impact e.g. monitored increase in wildlife and/or biodiversity as a result of a project.

Energy

The Department for Social Responsibility & Sustainability has a strong emphasis on reduction of energy consumption throughout its programmes. As such, we wish to recognise significant action on energy by staff and students across the University, which could include the following:

- Demonstrable energy savings in operations
- Demonstrable energy savings in infrastructure
- Academic endeavour that can be realistically applied to the energy operations of the University to render actual savings.

Outstanding Contribution (Individual)

This category seeks to recognise an individual member of staff or student who has made a significant contribution to sustainability at the University. The individual should be nominated by another individual or group of people they have worked with in this context. This could include the following:

- Inspiring others to take action on sustainability as part of a student society or group, or staff team
- Leading and delivering a significant sustainability project.



Sustainability Operations Advisory Group (SOAG)

Wednesday 16 September 2015

3 Year Strategy

Description of paper

This paper outlines the 2015-2018 strategy of the Department for Social Responsibility and Sustainability, including goals, objectives, ways of working and plans to monitor and measure outcomes.

Action requested

SOAG is invited to note the paper.



The University of Edinburgh

Department for Social Responsibility and Sustainability

Strategic Plan 2015-2018

Strategic Context

The University's Strategic Plan recognizes Social Responsibility as a key theme and the Social Responsibility and Sustainability Strategy 2010-2020 sets out the broad approach and objectives for the University as a whole. The Department for Social Responsibility and Sustainability was formally established in 2013 following a decision by the Central Management Group. The purpose of this document is to explain the strategy of the Department, its goals and objectives, ways of working and how we monitor and measure the value we add to the University.

Our Purpose:

"Providing high quality advice, support and action on social responsibility and sustainability"

Our Vision

We will be the most successful social responsibility service in the university sector anywhere in the world.

We will do this by attracting and keeping great staff, being confident in what we are good at, inspiring staff and students in the university to make meaningful change and delivering performance that matches and goes beyond the best anywhere. Our advice will be sought and our activities will be valued.

Our Mission

We exist to enable the University to understand, explain and deliver on its ambition to be a leading socially responsible and sustainable University.

We **understand and explain** what the important risks and opportunities are

We **develop** the University's response to these challenges and opportunities

We **deliver** and facilitate programmes to catalyse action and collaboration across campus

We thus contribute to the University's broader vision of "...being a truly global university benefiting society as a whole."

Our Values

We value evidence in making our case and we are always willing to listen and learn
Working with others is how we do our business
We recognise we need to keep earning the right to be heard
We have a shared respect for people and natural systems and take a long-term view
We believe in succeeding and failing together
We practice what we preach

Our Approach

We will:

- Provide holistic, strategic and actionable advice on social responsibility and sustainability issues to senior management and colleagues across the University
- Support the development of evidence based strategy, policy and best practice
- Provide up-to-date and inspiring guidance to promote positive behaviours
- Engage the University community through initiatives which engender lasting change
- Work with colleagues using research and development to pre-empt emerging challenges – treating the University as a living laboratory
- Take a critical approach to our own activities, adjusting our actions in the light of best practice, what works and what is best value for the University
- Be clear and confident in our communications with people so they understand when and why they need our advice and support and inspire them to be involved in the solutions and the action to deliver change
- Work with communities and partners and be a focal point for engagement and influencing of government and its agencies on social responsibility and sustainability issues

Themes and Objectives 2015 – 2018

The priorities of the Department are directly linked to delivering key aspects of the University's Strategic Plan and associated Corporate Service Group's Strategic Plans.

We have grouped our objectives for the next 3 years under 6 themes setting out our objectives under each theme.

Theme 1: Scanning, Evidence and Strategic Development

Ensuring the University is prepared for emerging social and environmental risks and opportunities.

Objectives (SMART):

- 1.1 By 2016 we will have an effective SRS scanning system in place and will use that system to inform an analysis of at least 3 main SRS policy areas¹ by 2018 linking with University researchers.
- 1.2 By 2016 we will have updated our climate action strategy to continue to ensure we have an effective approach to carbon management.

¹ For example: climate change and energy; responsible investment; fairness in trade / sustainable procurement; circular economy

- 1.3 We will continue to monitor our performance on SRS issues compared to peers by participating in external benchmarking and by completing our own benchmarking project by 2017.
- 1.4 During 2016 we will work with colleagues to ensure an alignment between SRS issues and key strategies including the new Strategic Plan and emerging Estates Strategy and agree on the approach for developing long term SRS goals and metrics for the University.
- 1.5 By 2016, the review of the University's Responsible Investment Policy will be complete and new commitments will be being implemented.

Theme 2: Inspiration and Communications

Ensuring staff and students are informed about issues, challenges and best practice through communications campaigns and events and inspired to be involved in SRS activities.

Objectives (SMART):

- 2.1 During 2015 we will improve our systems to collect information on stakeholder awareness of and support for SRS issues including the programmes we deliver.
- 2.2 By 2018 we will reach at least 25% of staff and 10% of new intake students through our communication campaigns and maintain active relationships with at least 2000 staff and students.
- 2.3 By 2018 we will have expanded our social media presence and our newsletter subscription to support our campaigns including at least trebling our user base from a 2014 baseline.
- 2.4 By 2016 we will have re-launched a University campaign on energy savings (i.e. Switch & Save) aiming to have at least 250 active champions by 2018.
- 2.5 By 2018 our high quality Visions for Change events will have attracted at least 5000 people² and other University events looking at global challenges (OCW) will be effectively supported.
- 2.6 We will broker/mediate the delivery of 10 student-led projects generating a palpable impact on behaviour on campus and a sense of empowerment among individual students and societies.

Theme 3: Operational Responsibility and Sustainability

High quality cost effective engagement supports staff in implementing changes across the University (reducing negative impacts and increasing positive impacts)

Objectives (SMART):

- 3.1 To increase the participation in the Sustainability Awards to 60 teams of staff and students by 2018 and deliver a wider reach across colleges / groups.
- 3.2 Support the corporate objective to reduce energy by 10%³ by 2017 by delivering a programme of awareness, engagement and practical action including engagement.
- 3.3 Work with the Waste & Environment team to deliver increase in reuse and improvement of recycling rates through WARP-IT reuse portal, communications materials, and focused engagement projects.
- 3.4 Work with the Transport office to contribute to promoting and encouraging sustainable travel across campus and beyond⁴.
- 3.5 Support Procurement to identify and manage SRS risks and opportunities in the supply chains including fairness in trade and carbon reduction and alignment with the new procurement law and prioritisation of categories through to 2018.

² In total over 3 years

³ As per CSG Priority w Estates

⁴ Limited activities in 2015/6 and to be reviewed with Estates to ensure support to and alignment with transport strategy

- 3.6 Build the business case backed by innovative evidence for a programme of action to deliver sustainable labs including targeted reduction in energy and running costs by 2016.
- 3.7 Support provision of training so UoE staff members are able to access opportunities to increase their knowledge of SRS through workshops and online training by 2018 (reach 20 % by 2018).
- 3.8 Ensure UoE has a fit for purpose Sustainable Food Policy by 2016 and a joined up implementation plan supporting a sustainable food culture among staff and students⁵.

Theme 4: Research, Learning and Teaching

Ensuring students and staff are supported in opportunities to integrate social responsibility and sustainability into research, learning and teaching activities and using the campus as a 'Living Lab'.

Objectives (SMART):

- 4.1 Contribute to ensuring that all students have opportunities to take courses which include SRS as part of their degree by 2018 supporting the work programme of the Dean of Students
- 4.2 Contribute to the delivery of training courses for academics on SRS issues
- 4.3 Work with USG and EUSA to increase SRS volunteering and placement opportunities within SRS department to 25 per annum by 2018 and help to facilitate other opportunities for student work via SRS grants
- 4.4 Develop approach to Living Labs on campus linking academics, students and practitioners on SRS issues
- 4.5 Identify 3 priority issues for researcher and practitioner critical review in 2016 and to grow the SRS academic network to 300 by 2018

Theme 5: Governance Planning and Reporting

Supporting good governance, accountability and transparency on SRS issues and ensuring the University has appropriate structures and policies in place to manage risks and opportunities and deliver on commitments.

Objectives (SMART):

- 5.1 Ensure the smooth running of the University's mechanisms for SRS governance with 3-4 committee meetings (each) of SRS and SOAG supported per year bringing a range of issues which committee members engage on effectively and at least 80 percent of issues brought for approval get agreement
- 5.2 Support delivery of Ethics Forum (JWI) and SRS Student Forum (EUSA) to link academic research and student experience to University policy and practice on SRS.
- 5.3 Deliver annual SRS Reporting according to materiality and stakeholder engagement aligning with Global Reporting Initiative and aiming for integrated reporting by 2017
- 5.4 Work with colleges to identify plan of action for college and school level SRS reporting by 2017 linking to goals and metrics at college level by 2018.

Theme 6: Our Approach - People, Systems and Processes

Ensuring the Department for SRS has the people, resources, systems and processes in place to achieve its vision and mission, is cost effective and is an exemplar in embodying SRS within its own practices.

⁵ Following from June 2014 SRS Committee and recognising food as key issue for engagement across UoE
 K:\SRS\Admin\Planning 2014-2015\Mission Vision Objectives\SRS Mission, Vision, Values June 2015

Objectives (SMART):

- 6.1 All programmes, projects and activities are cost effective in their use of time and other resources with inputs costed and quarterly and annual reviews measuring outcomes, outputs and return on investment in place by 2016.
- 6.2 Raise £150,000 of department costs from external sources over the 3 years to 2018.
- 6.3 Achieve IIP accreditation to recognise the systems and processes we have in place (silver by 2016) and ensure all staff have learning and development programmes in place
- 6.4 Risk assessment carried out for each theme of work and mitigation strategies defined by 2016 with annual review of department risk register
- 6.5 Stakeholder mapping of internal and external contacts reviewed and prioritised on an annual basis with leads identified and representation with key external groups covered by Department. Ensure partnership agreements and / or agreed ways of working with key internal and external departments and organisations in place

Our Programmes

High quality and impactful programmes catalyse action and collaboration across campus and support the University in achieving its SRS strategy and related commitments. These enable the coordination and implementation of related projects and activities in order to deliver outcomes in relation to the objectives across the key themes. From 2015 to 2018 these are:

- Edinburgh Sustainability Awards
- Energy Engagement and Communications
- Sustainable Laboratories
- Resource Efficiency
- Sustainable Travel
- Fairness in Trade and Sustainable Procurement

These enable opportunities for staff and students to get involved in practical action. Throughout our programmes we seek to develop appropriate approaches to link research and learning opportunities to practical operational issues and in 2015/16 we will develop an approach to Living Labs across campus.

Our 'Clients' and 'Customers'

Achieving the objectives we have set cannot take place in isolation but involves working with stakeholders across the University and beyond. This includes:

- Other departments in CSG
- Schools and Colleges
- Senior management and Committees
- External Stakeholders
- Scottish and UK universities

We seek to co-create programmes with staff and students and provide high quality evidence and support which benefits the University community.

Critical Success Factors

- SRS fully reflected in key UoE strategic documents and key Committee remits
- Effective approach to carbon management along with agreed contribution to Utilities Savings and spend to save approach (financing of energy efficiency projects)
- Effective horizon scanning and advice underpinned by high quality evidence
- Awareness of SRS issues and support for coordinated change by staff and students
- Participation in campaigns and events, programmes / projects and regular user feedback
- Senior management recognition of programme / projects value and clear and effective decision making processes on SRS

- Effective support (in SRS Dept) for process of embedding SRS in learning, teaching and research and L&T Vision recognises SRS
- High quality SRS reporting aligned with University processes
- Retention of staff with learning and development supporting achievement of strategy with agile resourcing and flexibility in delivery mechanisms

Monitoring and Evaluation: Indicators and Targets

Key performance indicators and associated targets for 2015 to 2018 in relation to key themes:

Key Themes	Indicators	Targets
1.Scanning, Evidence and Strategic Development	<ul style="list-style-type: none"> • Scanning used by senior managers • Climate Strategy in place on time • Contribution to RI • SRS in UoE Strategies 	<ul style="list-style-type: none"> • 3 main policy areas scanned by 2018 • Delivery of agreed Climate Strategy by 2016 • All RI reviews and policy complete by 2016 • UoE strategy 2016 and Estates Strategy 2016
2. Inspiration and Communications	<ul style="list-style-type: none"> • Reach of communications campaigns and events 	<ul style="list-style-type: none"> • 25% of staff and 10% of new intake students reached through campaigns • Trebling digital presence from 2014 baseline • 5000 people reached through SRS Dept events annually by 2018
3.Operational Responsibility and Sustainability	<ul style="list-style-type: none"> • Participation in awards • #of active Energy Coordinators • Contribution to Utilities Savings • Funded EE projects • Categories completed for supply chain risks and opportunities SPPT • Waste avoided 	<ul style="list-style-type: none"> • 60 Teams by 2018 • 250 Active Champions by 2018 • Contribution to 10 percent savings – TBC • XX Projects Funded • 3 Topics / Categories by 2018 w Procurement • 10k kg Waste Avoided through Warpit (TBC)
4.Links to Research, Learning and Teaching	<ul style="list-style-type: none"> • Student learning opportunities for SRS • Researcher & Practitioner Living Labs for Programmes • Academic participation in programmes 	<ul style="list-style-type: none"> • All students able to access SRS options by 2018 • 25 placements in SRS by 2018 • 3 priority issues reviewed with academics by 2018 • SRS Academic network to 200 by 2018
5.Governance, Planning and Reporting	<ul style="list-style-type: none"> • SRS Reporting to required standard and on time • Items to committees get approval 	<ul style="list-style-type: none"> • Annual Report signed off by committees • 80 percent approval rate for items brought to SRS Committee and SOAG
6.Our People, Systems and Processes	<ul style="list-style-type: none"> • IIP level • Staff L&D Strategies • Partnership Agreements • Funding and Income 	<ul style="list-style-type: none"> • Silver by 2016 • 100 staff have L&D plans aligned to strategy • £150k raised by 2018

We will carry out ongoing monitoring of progress on key initiatives summarized internally in the Department on a monthly basis (traffic lights) to highlight any emerging gaps and risks. We will review progress towards outcomes and value added on a quarterly and annual basis. An annual stakeholder survey will help us to evaluate progress as well as reviews of key activities and project completion reports. We will balance the need for quantitative data and more qualitative feedback including most significant change stories from our stakeholders.

A more detailed scorecard of metrics used for quarterly monitoring and programme outcomes is available from the Department. We will work to develop approach to monitoring and benchmarking actions within schools.

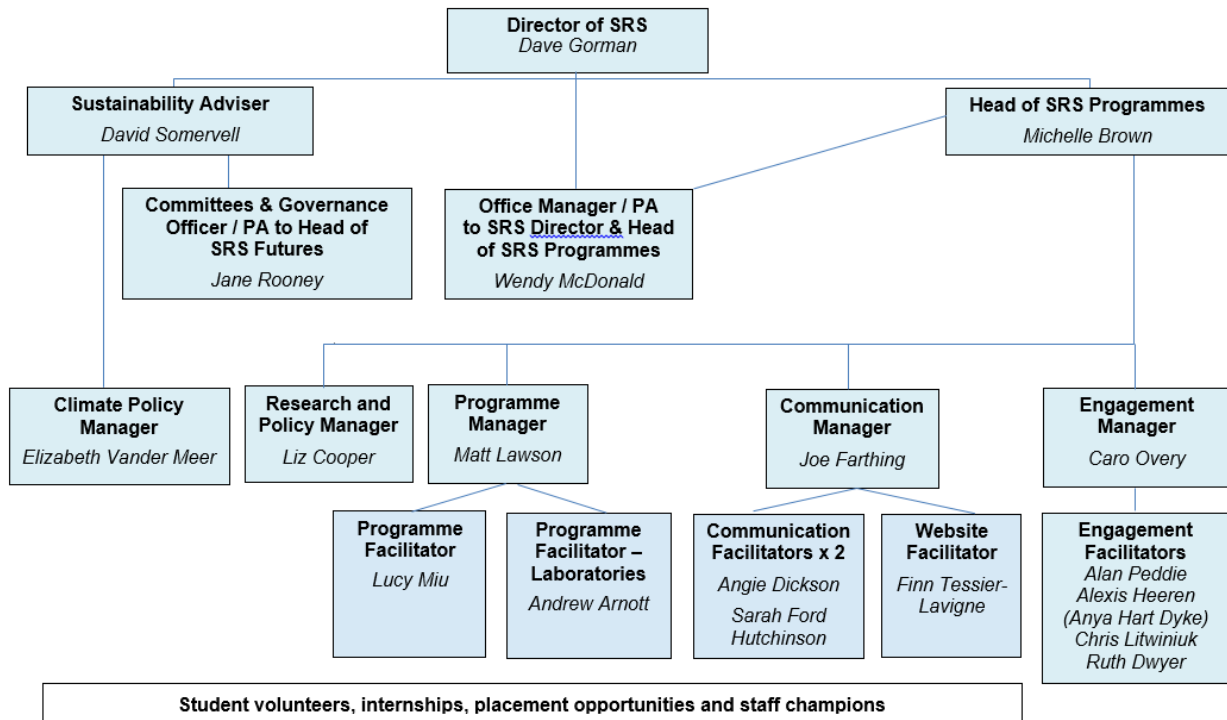
Core Competencies and our People

The core competencies we need to deliver on our strategy are:

- Knowledge of SRS risks and opportunities as they apply to the University including: climate and energy; supply chains and human rights; resource efficiency; and community engagement
- Knowing how to make change and innovate successfully including how to encourage positive behaviour change

- Building and maintaining University wide networks on SRS issues to enable communication, testing of ideas, and improve the evidence we have at our disposal

Department for Social Responsibility and Sustainability – Organogram December 2014



Resource implications

No direct resource implications associated.

Risk Management

Risks and opportunities addressed for each strategic theme in Key Performance Indicators and Progress Tracking section of Annex 1.

Equality & Diversity

Due consideration has been given to equality and diversity as a key element of the SRS agenda. An Equality Impact Assessment is not required.

Consultation

This paper has been reviewed by the Convener and Director of SRS.

Further information

Author and Presenter: Dave Gorman, Director of SRS, 25th August 2015

Freedom of Information

This is an open paper.

Annex 1: Dashboard of KPIs

The University's performance on material and significant social responsibility and sustainability issues will involve other departments and stakeholders. Goals and metrics should be defined and agreed by Senior Management and ideally included in the University's Strategic Plan. Many of these will be compliance and part of public sector duties (carbon emissions, sustainability in procurement, etc.). Other indicators will be important to track to stay ahead of the compliance curve. The department can support the monitoring and reporting of those indicators. Department KPIs would be directly related to the goals and objectives set within the department on SRS advice, support and programmes. In 2015/16 we will look to define approach to monitoring and benchmarking with schools and colleges. The dashboard below shows one example of how that could be presented.

University SRS Key Performance Indicators

(examples – need to be developed / confirmed)



Carbon Footprint: Tonnes CO2e	Resource Efficiency and Landfill Diversion	ESG Risks & Opportunities in Investments Assessed / Tracked	ESG Risks & Opportunities in Supply Chains Assessed / Tracked	SRS Opportunities for Students at UoE
-------------------------------	--	---	---	---------------------------------------

Department for SRS Key Performance Indicators and Progress Tracking

Key Themes	Indicators	Targets	Progress as of May 2015
1. Scanning, Evidence and Strategic Development	<ul style="list-style-type: none"> Scanning used by senior managers Climate Strategy in place on time Contribution to RI SRS in UoE Strategies 	<ul style="list-style-type: none"> 3 main policy areas scanned by 2018 Delivery of agreed Climate Strategy by 2016 All RI reviews and policy complete by 2016 UoE strategy 2016 and Estates Strategy 2016 	<ul style="list-style-type: none"> Scanning system not yet developed Climate Policy Manager in Post and Direction of Travel Agreed UoE Strategy and KPIs SRS
2. Inspiration and Communications	<ul style="list-style-type: none"> Reach of communications campaigns and events 	<ul style="list-style-type: none"> 25% of staff and 10% of new intake students reached through campaigns Trebling digital presence from 2014 baseline 5000 people reached through SRS Dept events annually by 2018 	<ul style="list-style-type: none"> Approx. 75k reached in digital campaigns in 14/15 3,431 Newsletter subscribers and 13,224 website visitors 2793 attendees at events
3. Operational Responsibility and Sustainability	<ul style="list-style-type: none"> Participation in awards #of active Energy Coordinators Contribution to Utilities Savings Funded EE projects Categories completed for supply chain risks and opportunities SPPT Waste avoided 	<ul style="list-style-type: none"> 60 Teams by 2018 250 Active Champions by 2018 Contribution to 10 percent savings – TBC XX Projects Funded 3 Topics / Categories by 2018 w Procurement 10k kg Waste Avoided through Warpit (TBC) 	<ul style="list-style-type: none"> 45 Teams in 14/15 104 Energy Coordinators (63 Active) Cont to EE not measured but working w Estates ICT risks and opportunities in supply chains reviewed 1403kg waste avoided through Warp-it
4. Links to Research, Learning and Teaching	<ul style="list-style-type: none"> Student learning opportunities for SRS Researcher & Practitioner Living Labs for Programmes Academic participation in programmes 	<ul style="list-style-type: none"> All students able to access SRS options by 2018 25 placements in SRS by 2018 3 priority issues reviewed with academics by 2018 SRS Academic network to 200 by 2018 	<ul style="list-style-type: none"> Innovative Learning Week collaboration 5 work-based placements and 120 student volunteers Circular Economy Project with Business, Chemistry and GeoScience Schools 120 in Academic Network
5. Governance, Planning and Reporting	<ul style="list-style-type: none"> SRS Reporting to required standard and on time Items to committees get approval 	<ul style="list-style-type: none"> Annual Report signed off by committees 80 percent approval rate for items brought to SRS Committee and SOAG 	<ul style="list-style-type: none"> SRS Annual Report Signed Off and contribution to Finance
6. Our People, Systems and Processes	<ul style="list-style-type: none"> IIP level Staff L&D Strategies Partnership Agreements Funding and Income 	<ul style="list-style-type: none"> Silver by 2016 100 staff have L&D plans aligned to strategy £150k raised by 2018 	<ul style="list-style-type: none"> IIP process started All staff have L&D plans 50k (approx.) raised

Paper I - Annual Risk Assessment: Operational Components

Level of Risk- Strategic, Operational or Project	Risk	Consequences	Mitigation measures	Inherent Impact	Inherent Probability	Inherent Risk Level	Residual Impact	Residual Probty	Risk Level	Risk Mvt since last yr	Current Management Processes, Mitigating Activities and Future Developments	Senior Managerial Responsibility
				Severe(5) Major (4) Moderate (3) Minor (2)	VHigh(5) High (4) Med (3) Low (2) VLow (1)	Red >15 Amber 10-15 White<10	Severe(5) Major (4) Moderate (3) Minor (2)	VHigh(5) High (4) Med (3) Low (2)	Red >15 Amber 10-15 White<10	Increased Un-changed Reduced		
Strategic- Loss of senior management support	Overall failure to communicate the purpose, value and achievements of operational sustainability strategy, leading to loss of support for action.	Lack of engagement, lack of buy in. Loss of resources or support. Failure to seize opportunities.	Produce clear scope, remit and membership. Simplify and clarify narrative & objectives. Work to explain and build support. Report clearly and effectively. Visibly link to other University objectives and build partnerships to deliver.	5	4	20	3	3	9	Reduced	Operational sustainability element within ongoing work to define and agree SRS definition for university and work to embed SRS in new strategic plan. Ongoing work to clarify and agree Group remit, objectives, priorities and targets.	Director of SRS with support from Director of CSG
Strategic- unclear or confusing definition of operational sustainability	There is no agreed and accepted definition of the scope of operational sustainability for the University.	Lack of clarity over roles, duplication and mission creep. Lack of clear governance leads to wasted effort and conflict. Lack of clarity means legitimacy of SOAG decisions questioned. Reporting and alignment more difficult to achieve. May affect staff and student support and buy in.	Propose clear definition for agreement. Agree role and membership of SOAG. Role of SRS department in the various operational themes agreed.	5	5	25	3	3	9	Reduced	Operational sustainability element within ongoing work to agree definition for SRS, and impact of review of remit and membership of SRS committee. Benchmarking with other leading universities to offer comparators. Build new definitions into Group remit and objectives and prioritise issues. Revise communications materials accordingly. Revise planning and reporting accordingly.	Director of SRS with support from Director of CSG
Strategic- unclear or duplicative governance arrangements	SRSC not agreed as lead committee for decision making on SRS issues with SOAG as its operational sub-group, resulting in confusing or outdated committee structures and memberships	Lack of clarity means confusion, wasted effort, conflict and potential undermining of legitimacy of SOAG role in UoE governance structures. Key decision makers not involved in committee structures.	Once SRS definition and SRS committee remit & membership agreed, move onto updating SOAG remit & membership accordingly to ensure key players present. Ensure ongoing high standards for planning, delivery and reporting of governance and committee management.	4	5	20	3	3	9	Reduced	Impact of ongoing work to agree definition for SRS and remit and membership of SRS committee. Benchmarking with other leading universities to offer comparators. Build new definitions into Group remit and objectives and prioritise issues. Revise communications materials accordingly inc. web presence. Ongoing dedicated committee support to ensure quality and timeliness of meetings. Improvement to planning and reporting and nature of papers tabled.	Director of SRS with support from Director of CSG
Strategic- lack of clear direction on priorities, goals and metrics	No long term goals for University, no long term or medium term goals for SOAG. Lack of clear measures and targets to judge success against.	Lack of clarity over priorities leads to failure to deliver or overstretch. Sheer size of potential agenda leads to criticism to deliver against all of it. Failure to think through significant risks, or identify significant opportunities. Planning and target setting is too incremental or modest. Failure to inspire or be seen to show leadership.	Ongoing work to define critical success factors for operational sustainability and one and three year goals. Ongoing work to prepare for impact of legislative changes in sustainability reporting. Working with GaSP and SRS Committee to agree involvement of SRS, including operational aspects, in development of new Strategic Plan 2016-21. Initial benchmarking underway and further benchmarking planned.	5	5	25	3	4	12	Reduced	Ongoing work to refine framework for SOAG activity. Important to ensure sustainability issues and long-term goals factored into new round of Strategic Plan thinking. Major benchmarking exercise planned for 2016 to identify framework to assess HE sector within, and identify global leaders.	Director of SRS with support from Director of CSG and Senior Vice-Principal and Deputy Secretary Strategic Planning
Strategic- lack of embedding in next strategic plan	The new Strategic Plan for 2016 does not address sustainability issues or does so in a partial or low level manner	Lack of legitimacy for long-term sustainability goals if not included in Strategic Plan. Loss of reputation as leaders in the field. Lack of due consideration to longer term aspirations and failure to agree better targets and measures. Lack of join up with other organisational goals and priorities.	Working with GaSP and SRS committee to identify opportunities to highlight SRS issues as part of development of new Strategic Plan	5	4	20	4	3	12	Reduced	Work is ongoing but more work needed to refine and agree longer-term goals and targets. Planned climate strategy review should assist by identifying proposals for climate emissions targets	Director of SRS with support from Director of CSG and Senior Vice-Principal and Deputy Secretary Strategic Planning
Strategic- failure to achieve awareness and support for need for operational change	Staff, students and senior colleagues neither understand operational aspects of the University's Sustainability action plans and programmes, nor see the need for change, or do not see the value of a group to deliver these / continuously improve the environmental performance of operational areas of the University.	Lack of awareness diminishes support for change and misses opportunities and risks. Overall change agenda does not succeed due to lack of support or awareness. Overall lack of support for SOAG business.	Links to strategic risk 1. Produce clear scope, remit and membership. Simplify and clarify narrative & objectives. Work to explain and build support. Report clearly and effectively. Visibly link to other University objectives and build partnerships to deliver. Agree overall SRS scope. Run targeted and high quality meetings. Raise awareness and build support.	5	4	20	3	3	9	Reduced	In addition to work to clarify remit etc. as part of risk 1, also more clearly defining pathways to encourage action and to widen depth and scope of engagement across the University community. Exploring means to work more specifically with colleges and schools including building of service level expectations.	Director of SRS and Head of SRS Programmes with support from Director of CSG

Level of Risk- Strategic, Operational or Project	Risk	Consequences	Mitigation measures	Inherent Impact	Inherent Probability	Inherent Risk Level	Residual Impact	Residual Prob'ty	Risk Level	Risk Mvt since last yr	Current Management Processes, Mitigating Activities and Future Developments	Senior Managerial Responsibility
				Severe(5) Major (4) Moderate (3) Minor (2)	VHigh(5) High (4) Med (3) Low (2) VLow (1)	Red >15 Amber 10-15 White<10	Severe(5) Major (4) Moderate (3) Minor (2)	VHigh(5) High (4) Med (3) Low (2)	Red >15 Amber 10-15 White<10	Increased Un-changed Reduced		
Strategic- lack of integration of operational sustainability in new estates strategy	New estates strategy does not fully embed sustainability and climate change drivers when produced	Sustainability and climate reduction opportunities are lost. Potentially higher utilities costs. Impact on future climate emissions reduction options. Loss of credibility and impact on reputation.	New Estates Committee remit will include requirement to consider sustainability issues. SRS department to work with estates to advise on impact. Carbon modelling tool currently being procured. Research planned on leading UK and global universities to identify best practice.	5	4	20	3	4	12	Reduced	Estates department and SRS department working up plans to reduce utilities consumption. Individual advice offered on laboratories and some major developments e.g. Darwin. Carbon modelling tool has been commissioned.	Director of Estates with Director of SRS
Strategic- lack of agreed, effective climate action plan	Existing Climate Action Plan targets will not be achieved and lack of awareness and buy in for current plan	Reputational damage from failure to deliver existing targets and lack of clear strategy. Potential loss of support for wider sustainability issues. Missed opportunities to explore utilities reduction and new energy options. Continued lack of awareness and buy in from key managers and staff and student community	Risk has been recognised and review proposed to start summer 2015 for completion summer 2016. New member of staff within SRS department tasked with reviewing strategy. New carbon tool commissioned and reviews into best practice and energy options to be undertaken. Project management approach to be applied to overall review	5	5	25	4	4	16	Reduced	SRS department to lead review and make recommendations to CMG. Planned approach to be taken with focus on evidence gathering to learn lessons, understand best practice and model options prior to any new targets being set. SRS department will work with Estates department to examine opportunities to reduce utilities costs as part of review.	Director of SRS with Director of Estates, reporting to Senior Vice-Principal and Director of CSG
Operational- failure to deliver annual operational sustainability work programmes to time, budget or quality	Agreed programmes are not delivered as per 3 year plan or delivered late, over budget or not to agreed quality	Loss of support for sustainability issues due to poor service. Loss opportunities to deliver improvements.	Clear planning process commencing March each year and delivering by 1st August. Service Level Expectations agreements in place with key customers. Surveys of satisfaction when programmes delivered. Clear specification of costs and outputs of programmes. Regular monthly and quarterly RAG status reporting in place. Regular review of priorities and deliverables.	5	3	15	3	3	9	Reduced	Improvements to planning and reporting are ongoing but much greater clarity on programmes offered, costs, medium term objectives, reporting and metrics and service level expectations.	Director of SRS with Head of SRS Programmes
Operational- lack of embedding of operational sustainability into college and support group plans	Sustainability issues do not feature in a systematic and planned way in College and School planning and priorities	Loss of opportunity to identify and deliver opportunities or manage risks. Lack of clarity over what is expected, what good performance looks like and what is being achieved. Lack of clarity over what SRS programmes can be offered.	Ensure 3 Colleges represented on SOAG at appropriate level. Planned climate strategy review should deliver greater clarity on opportunities for colleges to take action. Potential to pilot embedding operational sustainability issues with a school or college- to be discussed with Registrars. Communicate the SRS programmes' offer' and regular surveys of satisfaction. Improve data on energy and climate emissions. Build carbon modelling tool and work to present information at college level.	5	5	25	4	4	16	Reduced	Work is ongoing to build carbon modelling tool and to sharpen 'offer' to colleges and schools on SRS programmes. Opportunity to build support if sustainable campus fund can be agreed. Positive opportunities arising from sustainable laboratories work. Exploring sustainability performance framework for a school or college.	Director of SRS with Head of SRS Programmes, with support from Director of CSG and College Registrars.
Operational- lack of agreed approach to evidence gathering and horizon scanning on issues of operational sustainability	Evidence and scanning is gathered in haphazard and uncoordinated way with no clear purpose	Time and effort is waste producing scanning material that is not fit for purpose or does not present members with actionable information in a timely manner. Resources are wasted or outputs are of poor or inconsistent quality.	Built light touch consistent SRS scanning system, agreeing areas to be scanned, methodology and resources to be applied, agree format for consistent outputs	4	4	16	3	2	6	Reduced	Plans being developed to have system in place during 2016 and then apply to major issues to determine up to 3 major scans by 2018.	Director of SRS with Sustainability Adviser and Head of SRS Programmes.