

## UNIVERSITY OF EDINBURGH

**MINUTE OF A MEETING** of the Sustainability Operations Advisory Group held in the Cuillin Room on Tuesday 13 September 2016.

- Members:** Hugh Edmiston, Director of Corporate Services  
 Michelle Brown, Head of SRS Programmes  
 Rab Calder, Energy & Utilities Manager  
 Michelle Christian, Senior Accommodation Manager  
 Grant Ferguson, Head of Estates Operations  
 Kate Fitzpatrick, Waste & Recycling Manager  
 Dave Gorman, Director of Social Responsibility & Sustainability  
 Sarah Gormley, Business Manager & Deputy Head of IS Planning  
 Lee Hamill, Deputy Director of Finance  
 David Jack, Energy Manager  
 Andy Kerr, Director of Edinburgh Centre on Carbon Innovation  
 Jenna Kelly, EUSA Vice President Services  
 Brian McTeir, Roslin Campus Facilities & Services Manager  
 Candice Schmid, Health & Safety Advisor  
 George Sked, Assistant Director of Procurement
- In attendance:** Ian Macaulay, Assistant Director (Catering) for item 6
- Apologies:** Michelle Christian; Andy Kerr; David Jack

- 1 The minute of the meeting held on 24 May 2016 was approved as a correct record. **A**  
 SOAG welcomed Jenna Kelly, incoming EUSA Vice President Services.

**2 Matters Arising**

The Sustainable Campus Fund was agreed at Estates Committee. Sharable content from the University of St Andrews business case for renewables investment, particularly on modelling energy, was still outstanding. The Good Food Policy had been agreed at CMG and was being implemented and promoted. The Climate Strategy had been approved at CMG and would go on to Court.

*Post-meeting note: the Fund was approved by Court on 26 September and would be launched publicly in November.*

**SUBSTANTIVE ITEMS****3 Waste, Reuse & Recycling Quarterly Report** **B**

The Waste & Recycling Manager reported on performance for the fourth quarter of 2015/16. Arisings for the quarter were down from 2014/15. The cost of waste disposal and reuse was rising, outpacing the increase in staff and student numbers. SOAG recognised the difficulty in setting KPIs around cost. The University's Waste Policy and Implementation Plan would be updated this year. The tendering process was ongoing for the biological, hazardous, and confidential waste contracts. The Head of Soft Services was following up with the Furniture Office on securing space at Peffermill to store, sort, and manage bulky waste. A meeting was scheduled to discuss the future of the Charles Street Lane waste compound and waste storage in the Central Area. Following the successful clear-out at the Law School, the team were looking at ways to manage large scale clear-outs in future, improving communication within departments and offering one cost for contractors to handle the whole process, and a lower rate if the department was willing to assist.

Some data required for the annual report was still outstanding. Landfill avoidance remained at 94%. Tonnage arising from the main contract was 83% of that during the same period in 2014/15. Reuse had increased significantly, and was a strong theme in the new WEEE contract. Warp-it was progressing well, and the Waste & Recycling Manager was keen to see it communicated and used more. Food waste tonnages had increased, with five more cafes and more being split off from general waste. A coffee cup recycling and coffee ground reuse trial would be run at the Main Library. A trial composting animal bedding at Ann Walker was underway. Estates, Finance and SRS staff would meet to discuss developing KPIs for waste, in terms of amount per head or landfill diversion.

Action – KF to include cost in the waste annual report, not as a formal KPI but for context, as well as indication that cost would have been higher had measures not been taken.

Discussions around the UniGreenScheme were expected to make an impact, but there was a lot more work to be done and the University would need to go out to tender, even for a pilot. On the whole, UoE was performing well, given the transient nature of its population, and the focus now would be on managing the flow of materials through the University.

#### **4 Energy & Climate Quarterly Report**

The Head of Estates Operations apologised for the absence of the energy report and outlined the current position. There had been significant changes within Estates, particularly the Energy Office, and additional groundwork was needed to be able to deliver reporting to the standard that SOAG, SRS and the University require. The Energy Office was being reconfigured to align to that need. The energy consolidation project having been completed, the focus would now be on how to manage data, including metering, data capture, and a suitable software platform. This had been Optima, but it was not structured to accommodate the scale of data being managed. An Action Plan would be generated and presented at the next meeting, including collating data from meters and getting the physical infrastructure in place, before overlaying reporting structures. As part of the reorganisation, Estates were looking at implementing ISO 50001, to give the required governance structure.

SOAG recognised that the necessity for data quality was absolute, and acknowledged the complexity and interdependence of University supplies, overlaying CHP and other networks. The largest consuming buildings would continue to be prioritised. The Group recognised huge opportunities around BMS. The Convenor requested for the next meeting a high level one page report, thoughts on piloting, and getting six buildings running to demonstrate the look and feel of the new approach, as a basis to win support to roll it out across the campus. Holyrood was the closest fit to the preferred model. It was recommended that student accommodation also be considered. There would be a cost element involved in investing in infrastructure and an offer of resource could be made if value for money opportunities could be identified to offset this cost.

#### **5 SRS Department Programmes Quarterly / Year End Report**

The Head of SRS Programmes reported on 2015/16 to Q4, against 7 priorities: carbon and energy savings; resource efficiency; supply chain SRS; responsible investment; localised advice and projects; community / public engagement and links to learning and teaching and associated programmes. Performance is reported on a quarterly basis. At the programme level we are tracking performance at the output and outcome level where possible. Programmes should ultimately contribute to improved waste and energy performance. The Sustainable Campus Fund was serving to galvanise interest and engagement from around the University. There was additional work to do to increase the

**D**

number of sustainability champions, including energy coordinators. A series of programme videos were being produced to help draw people in. There was a target of 40 Edinburgh Sustainability Awards teams, with a larger ceremony taking place next year. The University had won a bid to work on an Erasmus project looking at student involvement and would report back to the Group. Warp-it was growing, but there was scope to raise awareness further. SRS were working with Procurement to better understand supply chain risks and opportunities. Work was ongoing to improve reporting metrics, deciding what to report on, setting targets, and benchmarking.

The Convenor recommended that the 3 year element be removed from discussions of the Sustainable Campus Fund, to reflect the aspiration that it become an evergreen fund. A business plan would be developed and put to Finance to explore how to recirculate benefits back into the fund and keep it running. No decision had yet been received regarding the £7M bid to the Scottish Funding Council.

## **6 Increase in Minimum Numbers for Delivered Catering**

**E**

The Assistant Director (Catering) introduced a proposal to increase the minimum order number per item to six, reflecting growth of the delivered catering service (now covering 130 buildings) and the University estate. This new minimum threshold would bring UoE in line with comparable institutions, improve financial viability, and achieve efficiencies across resources such as fuel, packaging and staff time, and contribute towards carbon reductions. The service was not run for profit, but to keep spend within the institution (offering a 20% saving as no VAT was added), leaving a modest surplus for reinvestment. Growth had been seen in drops of two to four items, which were currently making a loss. There were other options for smaller groups in a number of areas, including University cafés. Other institutions' practices had been reviewed, with minimum drops around 10, and the proposed minimum of six, possible due to cross-subsidy, would bring UoE in line, while remaining more advantageous.

Members raised concerns about a potential increase in waste, with staff ordering catering for six for smaller meetings. Risks from a food waste cycle perspective had been noted, but these orders were mostly drinks, and UoE did not use paper cups. Leftovers were minimised as staff generally took excess catering away for later consumption. Detail of the food offering available should be more clearly articulated, emphasising that food was sourced locally in an environmentally friendly way, catering to different needs, and building flexibility into the model. Members noted that provision at KB would need to be addressed. SOAG noted that food, parking and transport were emotive issues that needed careful presentation, and discussed how to frame the proposal. Further work was needed to communicate what was being done and why, how it would save time, cost and carbon, and contribute economically and environmentally to the local community.

Action – SRS to pick up on issues of presentation and consultation with Ian Macaulay.

## **ITEMS FOR FORMAL APPROVAL/NOTING**

### **7 Draft Climate Strategy**

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SOAG noted the latest version of the Climate Change Strategy 2016-2026, and remit for a renewables review group to report in 2017. The draft strategy was approved at PSG in April, by CMG on 30 August, and would go to Court on 26 September. The Strategy would be launched in October with an internal and external communications exercise and a launch event on each campus. These would cover the main elements of the Strategy (setting better, more achievable targets, then over-achieving them; looking at efficient building design; taking action on food, IT and so forth), next steps, and how individuals could contribute. SRS would work with CaM to brief politicians, some of

whom had already positively received aspects of the strategy. Direction setting on renewables was a major issue. A renewables group would meet in November and, following the approach taken by the Fossil Fuels Review Group, report its recommendations back to CMG by next summer.

While there was some reliance on the national grid decarbonisation, predictions had been based on worst case scenarios. The Strategy would be reviewed by Investment Committee, to consult on carbon offsetting. A mid-term review would be carried out in 2021, as well as more informal interim reviews. There would be quarterly updates on how UoE was performing in terms of carbon emissions, as well as an annual Implementation Plan. A three year Implementation Plan would be finalised in 2017 setting out steps and timeframes for programmes integral to achieving the targets.

## **8 Sustainable Campus Fund & Pathways to 10%**

**G**

The Sustainable Campus Fund would launch formally in October. Following a soft launch earlier in the year, the first batch of projects had been approved by the Director of Estates. While it had not been set up as a revolving fund, discussions were ongoing on how to sustain it in the long term. It was anticipated that a significant number of projects coming to the fund would be revenue rather than capital, and Estates, Finance and SRS were working to manage the issue. The SCF was only part of the package of measures designed to meet the 10% energy reduction target. While progress was still some way short of achieving 10%, the journey was underway. There was discussion on how much match funding schools and units should be asked to provide. 17 projects were submitted to the Utilities Working Group, of which 9 were recommended and 6 pre-approved. SOAG discussed representation from both the Finance Department and Estates Finance on UWG, to feed in on financial governance.

Action – LH & KA to discuss further and agree representation, and clarify whether it would be a revolving fund.

SOAG recognised the value of the Fund as a mechanism to stimulate and drive best practice activities, and noted the opportunity to put forward projects of this kind in the planning round. The group noted a potential capacity issue within Estates to deliver the projects.

Action – JK to help promote the fund to the student body.

## **9 PC Reuse Project**

**H**

SOAG noted the final output report of this Zero Waste Scotland funded project to enhance capacity for reuse of PC desktops within the University. The project resulted in 174 PCs being reused internally, along with 257 other IT items, saving an estimated £63,086 and 39,382kg of CO<sub>2</sub>e, and diverting 2,657kg of waste. It also yielded significant savings in terms of staff time.

SRS, Waste and IS put together a project scoping document and Zero Waste Scotland invested £25K. The project showed how a relatively small amount of funding could be used to demonstrate a strong business case for PC reuse. The Group recommended that an internal PC reuse service be continued, with further discussions needed on approach and next steps. Members agreed that it would be best to locate the project within Information Services. Representatives from IS would explore whether funding for the project could be created internally and report back, and SRS would look at how to keep the project going in the short-term. The project would be included in the Annual Report and Accounts.

SOAG discussed purchase of PCs and tablets, and whether some devices were easier to move through the value chain at end of life. There was a select PC and laptop contract in place, recyclability was part of that contract, and IS were working to limit the

spectrum of devices purchased, to make maintenance easier. Only certain types and ages of device could be reused internally, though partnerships with social enterprises were in place for older machines. It was important to communicate to purchasers the implications of their choices. Issues of energy efficiency and whole life cycle costs were now being captured in UoE procurements.

#### **10 Measuring Performance & Sustainability Benchmarking Update**

I

SOAG noted this update summarising external benchmarks and early thoughts on development of an internal benchmarking framework to assist with measuring and supporting SRS performance across academic schools and support groups.

Members discussed LiFE, the EAUC self-assessment tool for universities to improve social responsibility and environmental performance through a whole institution approach. The project has developed based on learning through working with the Business School last year on their sustainability strategy and a school specific approach. Feedback would be sought on internal benchmarking across the University to help with management information, based on energy and waste impact at a School level. The Business School had agreed to participate in the pilot, and another school or unit was being sought. Feedback from benchmarking work with schools would be translated into the Edinburgh Sustainability Awards.

Action – MB to follow up with GF on the approach.

SOAG discussed the People & Planet Green League which the University had strongly supported. Now that the sector had responded, with AUDE looking at a tighter sustainability tool with an estates focus, it was more appropriate to focus the University's efforts on the AUDE and EAUC tools. People & Planet had decided to continue its University League and had been gathering information over the summer. UoE had ensured that all relevant data was publicly available on its website. SRS would continue to track developments.

#### **11 Fairtrade University Status Renewal 2016**

J

SOAG noted the University's application for renewal of its Fairtrade status, thanking colleagues in Procurement and ACE for providing data. Following review last year, the Fair Trade Steering Group stood down, but the University's long-standing commitment to fair trade continued, part of which was the obligation to renew its FT status every two years. FT status had been successfully renewed to 2018 and this would be publicised through CaM. The staff and student surveys had indicated that food and supply chain issues were a priority concern.

Action – GF & IM to meet to catch up on energy data required to secure a three star catering award.