



Social Responsibility and Sustainability Committee

Thursday 12 October, 2pm

Raeburn Room, Old College

AGENDA

- 1 Minute** **A**
To approve the minute of the previous meeting on 31 August 2017

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

STRATEGIC AND SUBSTANTIVE ITEMS

- 3 SRS Strategy Review** **B**
To note a paper and receive a presentation from the SRS Programme Manager

- 4 Widening Participation Strategy** **C**
To discuss and endorse a paper from the Deputy Secretary, Strategic Planning

- 5 SDG Accord** **D**
To note and discuss a paper from the Head of SRS Programmes

- 6 Integrating SRS into the Mainstream - Next Steps** **E**
To discuss and endorse a paper from the Director of SRS

- 7 Food Policy Implementation Plan** **F**
To note and discuss an update from the Head of SRS Programmes

ITEMS FOR FORMAL APPROVAL/NOTING

- 8 Modern Slavery Statement** **G**
To note a paper from the Head of SRS Programmes

- 9 Conflict Minerals** **H**
To note a paper from the Head of SRS Programmes

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

UNIVERSITY OF EDINBURGH

MINUTE OF A MEETING of the Social Responsibility and Sustainability Committee held in the Raeburn Room, Old College on Thursday 31 August 2017.

- Present:** Lesley McAra (in chair), Assistant Principal Community Relations
 Michelle Brown, Head of SRS Programmes
 Gavin Douglas, Deputy Secretary Student Experience
 Hugh Edmiston, Director of Corporate Services
 Moira Gibson, Head of External Affairs, Communications & Marketing
 Ollie Glick, Students' Association VP Community
 Dave Gorman, Director of Social Responsibility and Sustainability
 Pete Higgins, Dean of Students, CAHSS
 Zoe Lewandowski, Director of Human Resources
 Phil McNaul, Director of Finance
 Jane Norman, Vice-Principal People and Culture
 George Sked, Acting Director of Procurement
 Tracey Slaven, Deputy Secretary, Strategic Planning
- In attendance:** Sarah Anderson, Project Officer (Beltane), for Heather Rea
 Grant Ferguson, Assistant Director of Estates, for Gary Jebb
 Craig Hennessy, Senior HR Partner – Resourcing, for item 5
 Sarah Ford-Hutchinson, Communications Coordinator, for item 9
 Elizabeth Vander Meer, Climate Policy Manager, for item 10
 Matthew Lawson, SRS Programme Manager, for item 12
- Apologies:** Gary Jebb, Director of Estates
 Charlie Jeffery (Convenor), Senior Vice Principal
 Janet Philp, Joint Unions Liaison Committee
 Heather Rea, Project Lead, Beltane Public Engagement Network
 James Smith, Vice Principal International

- 1 In the absence of the Senior Vice-Principal, the Vice Convenor chaired the meeting. A
 The Committee welcomed new members Ollie Glick, incoming Students' Association VP Community, and Tracey Slaven, Deputy Secretary, Strategic Planning.
 The minute of 16 March 2017 was approved as a correct record.
- 2 **Matters Arising**
 There were no matters arising not covered on the agenda or in post-meeting notes.

STRATEGIC AND SUBSTANTIVE ITEMS

- 3 **Community Engagement Strategy Progress Report** B
 The Assistant Principal Community Relations updated members on implementation of the CE strategy. The paper outlined outputs, targets and how progress would be measured.
 The Head of External Affairs updated the Committee on CE programme communications and progress mapping activity across the University. This would be showcased on the 'local' area of the University website currently under development, to include news of local interest, community projects, outreach to schools, internships and opportunities for online learning and short courses. 'Events' would link to existing calendars. SRS Committee recognised the need for a single global events calendar, for which previous bids had been made to IS. The Director of Corporate Services agreed to help with funding to move this forward.
Action - CE programme board to progress with MG/DG.
 Ideally there would be three to four flagship projects, integrating research, learning and teaching, with a transformative impact on the community and the student experience, with potential for spin off research grant applications. The Hunter Square project was mobilised

to deal with a problem brought to the University by the police and City Council. A three-day design workshop was held, open to all students, to discuss antisocial behaviour in the Square. Students carried out interviews and desk-based research, and presented their ideas at an exhibition for stakeholders. This had already given rise to a spin-off research project. The Homeless Health and Inclusion Centre was an access practice and research and teaching centre with links to MVM and the SHSS. There would be volunteering opportunities for students and staff. The Read, Write, Count project, with UoE working with the Council and the Scottish Book Trust to improve literacy and numeracy, had not yet finished, and would be upscaled next year.

Action – LM to send presentation to HE to feed in to strategy work with the Council around City Deal.

Procurement regulations had built a community benefit clause into contracts, and the scale of University spend should enable UoE to influence its suppliers to deliver social benefit. Procurement would need a clear brief on what to include in tenders, aligned to College priorities.

The Committee were enthusiastic about the flagship projects, though members advised caution with regard to the tone of the new webpages. These could also be used to make the local community aware of upcoming building development or upgrading work.

4 Strategy for Engaging the Public with Research

C

Last year a working group on Public Engagement strategy was set up by Mary Bownes, and the resultant strategy was now with the Assistant Principal Community Relations to take forward, aligned to work around the future of the Beltane network. A PE strategy was important to research, with the Research Excellence Framework increasingly requiring case studies and pathways to impact. Compliance to the RCUK Concordat required a central PE strategy, with senior support. UoE also aimed to sign up to the Engage Watermark for excellence in public engagement, which would require building a cadre of academics skilled in engagement. A paper would go on to CMG in the autumn.

Members felt the paper was right to focus on what was meant by public engagement, as this was something REF would also look at.

Action – All to email comments to LM within the next month.

Action – LM to also submit the paper to Research Policy Group.

5 Youth and Student Employment Strategy

D

The Senior HR Partner – Resourcing outlined the background to the paper. In the past UoE had recruited apprentices in an ad hoc manner, with some pockets of excellence (such as Roslin which was Investors in Young People accredited). The strategy aimed to align existing ad hoc arrangements, create a succession pipeline, and set an institutional vision for the next five years. Governance for the strategy was through People Committee.

There had been a number of successes to date, including 15 staff signed up as mentors through the Career Ready programme, with a further 17 next year. A cohort approach to modern apprenticeships should see an increase in numbers to 150 by 2021. Working with Inclusion Scotland, UoE had taken on two interns within the Business School and the School of Health in Social Science.

SRSC expressed strong support for the strategy and was happy to assist with promotion. The strategy chimed with the inclusive growth message of City Deal. Members recommended considering with all vacancies whether the opportunity could be opened up more widely.

Action – CH to consider taking the paper on to CMG, and to contact Evelyn Dunton to have the strategy added to Court Services register of policies, processes, and strategies.

6 Revising SOAG – Proposed New Membership & Remit

E

Following reorganisation of social responsibility and sustainability committees in 2014/15, it was now timely to look at SOAG, refining it into a streamlined and more strategic group capable of enhanced performance review.

SRSC endorsed the proposed changes to its sub-group, now the Sustainability Strategy Advisory Group (SSAG).

Action – DG to update to include a further sub-group on biodiversity.

7 Draft Widening Participation Strategy

F

The Deputy Secretary, Strategic Planning updated the Committee on WP developments, including a Widening Participation Strategy in development since April. WP had become a higher profile aspect of HE policy in Scotland, reflected in Outcome Agreements and supplemented by additional requirements in the Commission on Widening Access report.

There would be four strands to the strategy: aspiration and earlier engagement; support to recruitment; support to succeed; and support to progress. It would span pre-application to transition into postgraduate study and beyond. The challenge would be recruiting sufficient students (210 needed to reach 10%), though the targets were attainable provided new approaches were taken. The clearing process had gone well, with 24 offers made and 12 accepted, including MD20 students. UoE had updated its contextual admissions policy, with care-experienced applicants guaranteed entry provided they met the minimum criteria.

SRSC noted the serious issues in this area which required University-wide action, and endorsed the paper, welcoming new radical approaches, and highlighting the need to address the high dropout rate from the FE pipeline. The committee acknowledged a significant curriculum issue, the structure of UoE degree programmes making advanced entry difficult. Discussions about transformation of the first year curriculum were ongoing, and a fundamental look at the structure of the four-year programme was needed to facilitate year 2 entry.

Action – TS to bring a first draft of the strategy to the next meeting on 12 October.

Post-meeting note: discussed under item 4 of October's agenda.

8 Annual Programmes Update – Progress & Next Steps

G

The Head of SRS Programmes presented this report on collaborative work and activities to catalyse action, in line with ambitions articulated in the Climate and Community Engagement Strategies. The aim was to make all of this business as usual. Efforts were ongoing to make links between research, learning and teaching and the practical challenges facing the organisation. SRSC welcomed this compact, metric-driven report.

9 SRS Staff and Student Survey

H

The Communications Coordinator presented key findings of the 2017 survey, in comparison to a 2016 baseline, used to inform future programming and reporting. 93% of staff and 87% of students reported that they took action to improve sustainability. Awareness of the SRS Department and participation in SRS programmes has risen. Next steps would include responding to issues, sharing findings, and integrating outcomes into the SRS Strategy review. Communications would go out in November outlining the results as well as planned improvements. The survey would run again in 2019.

Members welcomed the report, noting that the surveys provided a helpful bank of information, and acknowledged the need for strategic focus on staff wellbeing, though there was no dedicated resource at present. It was noted that the response rate was good for a specialist survey.

Action – All members wanting more information to contact SFH.

10 University Climate Change Strategy 2016-2026 – Progress and Next Steps

I

The Climate Policy Manager updated members on progress on awareness, actions and project planning since launch in November 2016. The communications plan had delivered 50% awareness of the Strategy. UoE was a finalist in the Green Gown Awards 2017 for the Strategy and shortlisted for the 2017 ISCN Awards. An implementation plan had been

developed and interim targets refined and fed in to GaSP planning. An information hub was being developed to showcase climate research at UoE. Development of an adaptation strategy had attracted significant student interest. Internal and external partnerships were being extended and strengthened. Future actions would include delivery of updated sustainable travel advice, completion of adaptation risk mapping by autumn 2018, and proposals for the development of an aligned Biodiversity Strategy by summer 2018.

SRSC noted progress, welcoming the whole institution approach.

Action – All members wanting more information to contact EVM.

11 Integrating SRS into the Mainstream- Next Steps

J

Due to time pressure, this paper was carried forward to the next meeting on 12 October.

12 SRS Strategy Review Update

K

The SRS Programme Manager shared key points emerging from stakeholder engagement, initial thinking on priority themes, and next steps. Stakeholders had highlighted: support for the student experience, widening access including distance learning opportunities at scale, engagement with the city, sustainable estates and procurement including adopting circular economy principles, and multi-disciplinary research and learning including integrating living lab opportunities into the curriculum. Suggested priority themes were: socially responsible students and graduates, offering all students the opportunity to engage critically with SRS issues, sustainable operations (and their impact on wellbeing), research with impact (including SRS fellowships and scholarships), engaging our staff, and supporting local and global communities.

The Committee noted how integral SRS was becoming, and that a decision was needed on what was distinct SRS strategy and what was business as usual. Members liked the clarity of framing work so far, given uncertainty around SRS governance, roles and responsibilities, and welcomed the idea of dedicated fellowships, greater collaboration with the Global Academies, and better links with local and global communities, including alumni engagement. Concerns were raised about the number of strategies on the agenda, and some simplification was required to avoid proliferation.

There would be further opportunities for consultation, including two workshops with the committee in the autumn. An update would go to Court on 25 September, with a further update to SRS Committee in October. A draft strategy would be available for comment by November, to be published in 2018.

ITEMS FOR FORMAL APPROVAL/NOTING

13 Sustainable Campus Fund Performance Update

L

The Fund, governed by Estates Committee, was on target at the end of its first year, with 27 projects approved, £821K approved for spend, and estimated annual savings of £250,000 and 1,250tCO₂e, with an average ROI of 374% and a combined payback of 3.4 years. The SCF had proved a useful initiative to increase engagement with staff and students.

14 Modern Slavery Statement

M

Under the UK Modern Slavery Act 2015, UoE was required to report action to mitigate the risk of modern slavery in its operations and supply chains. The 2017 statement would be finalised for CMG in October and signed off by Court by the end of the year.

Action – All members to send their comments to MB.

15 Responsible Investment

Court agreement had been secured for a commitment to spend £1M on social finance. The University's investment in Big Issue Invest's Social Enterprise Investment Fund II would be announced in the next ten days - the largest financial investment in social enterprise made by a UK university.

Action – All members to contact DG for further information.

Social Responsibility and Sustainability Committee

Thursday 12th October 2017

Social Responsibility and Sustainability Strategy Review Update

Description of paper

This paper provides an update on progressing the review of the Social Responsibility and Sustainability (SRS) Strategy 2010-20, with the intention to publish a new strategy in spring 2018.

Action requested

SRS Committee is asked to note and discuss the progress report.

Background and context

The University has now reached a point where a review of the SRS Strategy is now necessary to deliver against a new strategic plan for the University, providing a framework for the University to demonstrate leadership on SRS issues. The SRS Committee has endorsed a project plan for the review, with the intention to publish a revised strategy in spring 2018.

The following work streams are included within the project:

1. Review and work stream development (October 2016 – March 2017) <ul style="list-style-type: none"> a. Review of current strategy and meeting key stakeholders. b. Scope sector and analyse similar strategies. c. Develop structures and plans for remaining work streams. 	2. Development of SRS issues (March 2017 – August 2017) <ul style="list-style-type: none"> a. Analyse SRS staff and student survey results. b. Extensive stakeholder engagement. c. Develop outline of new strategy.
3. Strategy formulation (August 2017 – November 2017) <ul style="list-style-type: none"> a. Committee workshops b. Strategy formulation. c. Identify objectives and indicators. d. Review monitoring and governance processes. 	4. Writing and strategy sign off (November 2017- March 2018) <ul style="list-style-type: none"> a. Draft text and design strategy. b. Departmental feedback and sign off. c. Stakeholder feedback on draft strategy. d. Governance and committee sign off.
5. Publication and promotion (April 2018 onwards) <ul style="list-style-type: none"> a. Development of relevant communication materials. b. Internal communications campaign. c. External communications campaign. 	

The SRS Committee oversees review and development, with the SRS Department responsible for coordination and management. The strategy review aims to build on the scope and definition agreed by the SRS Committee, by developing a long-term vision, with short-term measurable objectives. This will recognise current strategies to support progress on these issues.



Discussion

The recent focus has been to engage key stakeholders to obtain their early input. A suggested structure for the new strategy has been developed partly based on feedback from stakeholders.

Stakeholder engagement – emerging key points

Through stakeholder engagement, we can understand the social, environmental, and financial sustainability impacts, prioritising the issues that are important to stakeholders within their own contexts in the university. Key points have emerged through the staff and student workshop, staff and student surveys (please see paper E) and recent meetings with key stakeholders.

- **Supporting the student experience:** There is a consensus that the strategy and subsequent actions could significantly contribute towards the student experience. There is a high level of interest in SRS issues amongst the student community, requiring opportunities for students to engage with SRS issues through their academic courses and extra-curricular activities.
- **Widening access:** The strategic priority to further widening participation efforts and impact was repeatedly highlighted, along with the broader objective to widening access to education to a wider global audience through online distance learning opportunities.
- **Engagement with the city:** Opportunity to bring further attention to the Community Engagement Strategy within the context of the City Regional Deal. Through its operations, research, teaching and innovation, stakeholders identified opportunities for the University to better coordinate and increase its impact on supporting the needs of the city (e.g. employment).
- **Sustainable estates and procurement:** Energy efficiency, resource management and integrated transport links are key priority issues for staff and students. The University is in a prime position to promote and adopt circular economy principles by engaging with suppliers.
- **Multi-disciplinary research and learning:** Opportunities through the strategy to support further experiential learning for students. The Global Academies were identified as a valuable mechanism to promote cross-disciplinary research and public engagement efforts.

Stakeholders are keen for the strategy to bring further clarity on the governance of SRS issues, roles and responsibilities of individual departments and links to other strategies and objectives.

Suggested priority themes for the new strategy

1. Socially responsible students and graduates

A key focus for the new strategy will be to outline its contribution to the student experience through key programmes covering both the curriculum and extra-curricular activities. All students will be offered the opportunity to critically engage with SRS issues, developing their knowledge and professional skills through Co-Curricular Pathways, work-based placements, living-lab projects on campus and in the city and volunteering roles.

The strategy will outline the ambition to actively engage with the University's global community of over 260,000 alumni, identifying opportunities to engage with industry, SRS leaders and for alumni to support the student experience.

2. Sustainable operations

The strategy will support the transformational capital plan to provide a simulating, integrated and sustainable estate in support of learning, inquiry, research, innovation and interaction. Climate adaptation and energy efficiency measures to support the Zero by 2040 Strategy will be delivered through the Sustainable Campus Fund, supported by an environmental and energy management system.

The University has an opportunity to be an early leader in the United Kingdom to adopt and promote circular economy principles and practices through its operations and supply chains, supporting research excellence and innovation.

3. Research with impact

Supporting research on SRS issues will be a key priority for the new strategy, building on the University's current significant impact on the major challenges of the 21st century (collaborating with the Global Academies). SRS fellowships and scholarships will be established to support collaborative and multi-disciplinary research, and early career researchers.

There are opportunities to establish partnerships with industry across a number of SRS areas and to support, mentor and resource inspirational ideas from students, academics and entrepreneurs.

4. Engaging our staff

A key area of the strategy will be to develop and outline pathways for the University's community of staff to engage and take action on SRS issues, including professional development initiatives.

Opportunities to link to and bring further attention to equality and diversity issues, initiatives to support staff to engage with local community projects and charities, as well as broader fair employer objectives.

5. Supporting local and global communities

By engaging with a range of people and organisations, the University can harness its knowledge and resources to make a positive difference in our local communities and wider society.

Through widening access initiatives and coordination of our community engagement activities, the University can ensure it is improving the lives of people across the Edinburgh city region.

Opportunities to link the strategy into social finance, social impact survey and international collaborations.

Resource implications

The review is being delivered by using existing resources within the Department for SRS. Work will be undertaken to identify resource required for new programmes and projects within the approved new strategy.

Risk Management

Key risks include ethical and reputational, both are associated with not having a clear strategic long-term direction for the University on SRS issues. Other risks include raising expectations, delivering aspirational but unrealistic goals and failing to achieve buy in from stakeholders.

To manage these risks, the project works on de-risking opportunities. The project plan clearly sets out critical success factors and deliverables, and highlights stakeholder engagement as a critical element of the project.

Equality & Diversity

Equality and diversity issues are considered as part of the review and development of the new strategy. This includes work to ensure the review engages with a diverse range of stakeholders and making events accessible to all.

Next steps/implications

Recommendations from the SRS Committee will be incorporated within the review and work will continue to deliver Work Stream 3 'Strategy Formulation'. A key focus for this work will be to identify objectives with measurable outcomes and the identification of practical projects and actions.

The SRS Committee will host two workshop sessions to support progressing this work stream. The aim is to have a draft strategy available for comment by stakeholders in November 2017.

Consultation

The project plan for the review of the SRS Strategy has been developed in consultation with key stakeholders and approved by SRS Committee. Key stakeholders have so far been consulted and will continue to be consulted going forward as part of the strategy review.

Further information

Author & Presenter

Matthew Lawson, Programme Manager, 4 October 2017.

Freedom of Information

This is an open paper.

Social Responsibility and Sustainability Committee

12 October, 2017

Sustainable Development Goals Accord

Description of paper

The purpose of this paper is to briefly introduce the Sustainable Development Goals Accord (a commitment for further and higher education) for University of Edinburgh consideration.

Action requested

The Committee is asked to note the paper and recommend / decide if the University of Edinburgh should join as a signatory.

Background and context

In 2015, world leaders committed to the Sustainable Development Goals (SDGs). United Nations member states are expected to use the Goals to frame their agendas and political policies over the next 15 years. The goals reflect a broad sustainable development agenda around ending poverty and hunger, combatting climate change, reducing inequality and protecting and restoring our ecosystems.

The goals and aspirations for 'people, planet, prosperity and peace' encompass 17 topics and 169 indicators. Although the goals have not been without their critics¹, there is also significant and widespread support amongst governments and business leaders as well as other non-state actors². While some indicators may be more relevant for different actors, any type of organisation can use the Goals as a compass for action on different issues and to help to communicate its impact for society and in relation to sustainable development.



¹ For example: the sheer number of goals and prioritisation issues; concerns that they are not getting to the structural issues of poverty and inequality; concerns that they do not go far enough in addressing climate change and the earth's bio-capacity as well as human rights...

² 60 percent of large companies in a recent survey by the Ethical Corporation are integrating the SDGs into their business strategy <http://www.ethicalcorp.com/60-companies-are-integrating-sdgs-business-strategy>

Universities and colleges have launched the 'SDG Accord' in order to "inspire, celebrate and advance the critical role that education has in delivering the SDGs".

The Universities and Colleges sustainability network, the EAUC, is championing the Accord along with partners such as the National Union of Students, the Globally Responsible Leadership Initiative, and the International Sustainable Campus Network. The EAUC has asked the University of Edinburgh to sign up.

Discussion

The Accord seeks to further promote Universities and Colleges as agents of change for sustainable development - at the heart of local communities, and as part of national, regional, and global networks. In addition to organisational commitments, individual staff and students can also sign up.

<http://www.sdgaccord.org/>

The SDG Accord

Recognising that we are at different stages in our journey towards a sustainable future, with differing strategic priorities dependant on our strategic ambitions, areas of expertise and organisational culture

This Accord calls upon we, the world's universities and colleges

to embed the Sustainable Development Goals into our education, research, leadership, operations, administration and engagement activities.

We Accord Signatories recognise:

- The indivisible and interconnected nature of the universal set of Goals – People, Prosperity, Planet, Partnership, Peace
- That, as educators, we have a responsibility to play a central and transformational role in attaining the Sustainable Development Goals by 2030

And we thereby assert:

That as leaders or individual practitioners, academics, students or researchers, we will:

- Align all major efforts with the Sustainable Development Goals, targets and indicators, including through our education, research, leadership, operational and engagement activities;
- Aim to involve members from all key stakeholder groups in this endeavour, including students, academics, professional staff, local communities and other external stakeholders;
- Collaborate across cities, regions, countries and continents with other signatory institutions as part of a collective international response;
- Using our own unique ways, inform, share our learning and account to both local and global communities our progress toward the Sustainable Development Goals;
- Annually report on 'how does my institution contribute to the Goals and what more can we do'.

The Accord aligns with the University of Edinburgh's Strategic Plan (2016) in relation to 'Impact for Society' and other strategies and policies of the University.

The wording of the Accord can be broadly interpreted and is aspirational in nature and should not conflict with principles of academic freedom.

While research and courses at the University of Edinburgh may not be 'tagged' in relation to specific SDGs, it could be argued that most areas of work would touch on or connect with at least one of the Goals. Yale University undertook a long and comprehensive mapping exercise and found all their faculty linked in some way to at least one of the SDGs. Other areas of research and practice, in relation to climate

change, equality and diversity, health and well-being, employment, community engagement, partnerships and industry engagement all align easily with the goals.

Resource implications

There would be no required additional resources to sign the Accord. The implementation of it is already in alignment with work already taking place. Potential resource benefits through better communicating the positive impact of the University in relation to the SDGs.

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

SRS Committee to recommend.

Further information

Author and Presenter

Michelle Brown, Head of SRS Programmes

5 October 2017

Freedom of Information

This is an open paper.



Social Responsibility and Sustainability Committee

Thursday 12th October 2017

Integrating SRS into the Mainstream- Next Steps

Description of paper

This paper presents a summary of progress in integrating SRS issues into the mainstream of University life and proposes further ambitions over the next 2 years to make further progress.

Action requested

SRS Committee is asked to discuss the paper and agree the proposals.

Discussion

Background: Progress with Mainstreaming and Future Plans

Since 2013 considerable progress has been made to further integrate SRS issues into the mainstream of University life. Progress has been made across strategic ambitions, reporting, financial strategy, events and student experience, inductions and training, and a wide range of other topics. This section briefly summarises progress to date, and what further progress we would like to see to 2020.

In 2016 the Department for Social Responsibility outlined its vision and strategic plan through to 2020.

See http://www.ed.ac.uk/files/atoms/files/srs_department_strategy_digital_low_res_3.pdf.

This is to support the wider University Climate Change Strategy (autumn 2016) and the SRS Strategy which is currently being updated (see Paper J - SRS Strategy Review Update).

1) Strategic Ambitions

Progress: A key priority has been to ensure that SRS issues remain prominent in the University's strategic ambitions. The new Strategic Plan 2016 contained the commitment to make a significant social contribution and highlighted work on climate change, estates, local community and supply chains. Since its publication, work has been completed to embed SRS reporting on the strategic plan into GaSP's reporting framework. Good progress has been made in discussions with Finance Department both to release funds for cost-effective environmental/sustainability investments via the campus fund (in partnership with Estates), and in moving to integrate SRS issues into the mainstream reporting of the University. Strong progress has been made integrating the issues into estates thinking, investment strategy and investment committee remit, and IT strategy.

Further Ambition: There are a number of areas where the reporting framework needs to be further elaborated, including on waste and resources, social impact measurement, human rights, modern slavery and SRS issues in supply chains, and community engagement. Finance is pursuing an integrated approach to reporting to incorporate not only financial capital but also human, social, intellectual, and natural capital. More work is required to build the underlying intellectual framework for SRS issues, and the 'value creation' model. Further work is required to consider how learning, teaching and research relate to SRS objectives at a strategic level. We also need to ensure a successful outcome for the RELCO group report and recommendations. A clearer link between SRS activities and objectives relevant to the student experience and widening participation is needed. An integrated approach to decision making and reporting should tell the whole story of SRS at the University of Edinburgh. For example, in relation to carbon we need to report on our emissions but could also improve reporting on the positive impact through research, learning and teaching. Further work is also needed to facilitate reporting on supplier SRS progress, in collaboration with the wider sector.

It is anticipated that the new SRS strategy due to be published in 2018 will provide an opportunity to explicitly state how SRS directly contributes to the University's 'value creation model', as well as addressing key strategic priorities such as student experience, learning and teaching and research with impact. A long-term vision for SRS at the University needs to be developed, as well as a key set of short term rolling indicators for SRS issues.

2) Communications

Progress: The University of Edinburgh has a decentralized approach to communications. SRS communications is therefore supported through the SRS Department and also in cooperation with Communications and Marketing and Colleges, Schools and Support Groups. Over recent years we have worked to increase the stories and reporting on our activities supported by surveys and customer understanding, evidence-led programmes (e.g. assessments of social media effectiveness), use of IT for events and database/contact management (with a significant internal database of contacts), increasing positive news stories, and improving the relationship with CaM.

Further Ambition: In the coming years we need to continue to integrate reporting and communications (so that reporting is not a one-off or once a year activity but is integrated through our communication channels). Community engagement and community benefit will be a priority along with climate change and communications on the 'Zero by 2040' ambition, in terms of both internal and external stakeholders. Achieving University targets requires constant, careful and ongoing communications and engagement, and is supported by the SRS Department working with CaM and other partners. This involves traditional communications and marketing channels but also staff and student networks and links with community partnerships to help tell our stories.

Going forward we need to work to assist with improving community engagement and CSG communications, increasing the range and number of non-sustainability stories, further increasing growth of channels and usage beyond the 300% increase achieved, and consider how best to support E and D communications going forward.

3) Governance and Key Committees

Progress: Since 2013 the informal SEAG committee has been replaced with a strengthened and formal SRS committee which is embedded in University governance, with a range of key actors as members and with a clear role performed on behalf of Central Management Group. Sub-Committees have been refreshed and where necessary stood down, and a streamlining of business undertaken. Governance of the new campus fund has been strong and year 1 management successful. A clear definition for SRS was agreed with the Senior Vice-Principal and subsequently agreed by CMG in 2015. New committees are now active on sustainable IT, sustainable labs and programme boards for community engagement and SRS in supply chains have been created.

Further Ambition: The Sustainable Operations Advisory Group (SOAG) remit and membership requires a refresh and further work is needed to identify successful value added to some of the 'newer' SRS committee themes on fair employer, equality and diversity, widening participation and public engagement. At some point, perhaps via the ongoing review of the SRS strategy, we may need to consider whether the definition of SRS needs further widening to include wellbeing and health issues.

We may wish to consider development of further links between the SRS committee and those governance structures covering learning and teaching, as well as research. The links currently seem dependent on individuals and not on formal arrangements.

We propose to include a short 'SRS implications' as a section in our papers and encourage others to do so as well. In order to support that and to assist, we propose to produce guidance online as to what SRS is and the sorts of issues that should be considered. The aim would be to encourage other committees to adopt such an approach by example rather than trying to mandate.

4) Policies, Guidance and Advice

Progress: Policies related to SRS have been mapped and a gap analysis has shown that we are covering all of the key areas, but are adopting new areas of focus as issues become prominent. Guidance for updating existing policies and developing new ones has been produced. New policies have been drafted and adopted on Good Food (2016), Conflict Minerals (2016), Responsible Investment (2016), and Modern Slavery (2016). A new 10-year Climate Strategy is in place following significant effort in 2015-16.

Substantial progress has been made to further integrate SRS into procurement, some progress has been made on advice and guidance for rail and aviation travel, significant progress on labs advice and guidance, and very close and positive working with Estates on design, energy, waste and travel.

We've worked closely with the Procurement Office to be the first organisation to make use of a suite of sustainable procurement tools developed by the Scottish Government, to assess SRS risks and opportunities related to five key commodity areas. We are now working on implementing a strategic approach to embedding issues identified into procurement processes, and supplier engagement.

Further Ambitions: Finalise the new SRS strategy with better indicators and outcomes; further progress on integrating low carbon travel into travel policy, especially aviation. Ambitions on new procurement requirements to be fully integrated, more work to be considered on procurement and estates re community benefit duties, new thinking on design standards for buildings, further progress on sustainable IT, clothing supply chains, an aim for a revised biodiversity policy and further integration of SRS into procurement decisions and contract management. Further development of policy and practice on modern apprenticeships, disabled people's access to work opportunities and prisoner rehabilitation as part of the 'fair employer' strand.

The review of the University's SRS Strategy provides an opportunity to develop a set of measurable indicators to support the delivery of key outcomes. The strategy can also address the need to map out the links across a range of university policies on SRS issues.

5) Training, Induction and New Staff

Progress: The Sustainability Awards programme offers opportunities for staff and students to contribute in their own offices and laboratories. At the end of 16/17, 30 offices and 12 laboratories had participated in the awards along with student societies and residences. The Department also offers training for all staff and students who are interested in learning how to work and live in a more sustainable way. This takes place through:

- The 'Be Sustainable' series, which offers practical advice in areas such as energy consumption, sustainable travel, purchasing, and food. In 2015 a simple online course was developed so that people could explore the content in their own time.
- Other introductory workshops, presentations such as the 'Introduction to SRS' as part of the Introduction to Professional Services series, the Zero by 2040 Climate Strategy Briefings and other bespoke sessions for schools and departments.

In 2016, together with Learning for Sustainability Scotland, a review of opportunities for staff learning and development in SRS topics took place. This pointed to a need for further work in developing training and capacity building for staff appropriate for their own continuing professional development and to support colleagues across the University to meet the strategic aims of the organisation.

Future ambitions: The SRS Department is working to support integration of SRS within staff and student inductions and as part of learning and development plans. This will help to build awareness for policies and practices and university commitments across various SRS topics. Across various SRS issues we will seek to ensure that staff are supported with the awareness, knowledge and skills to contribute to SRS in their areas of work and that efforts are celebrated and encouraged. Our aim is for 100% of staff inductions at the University to include SRS; that 20% of staff participate in the 'Be Sustainable' Online course or in a Workshop and to take forward the recommendations of the scoping research carried out with Learning for Sustainability Scotland to provide additional support for staff learning and development. Opportunities for SRS Fellowships and additional staff champions will be reviewed. All of this would seek to support strategic priorities identified.

6) Learning, Teaching and Research

Progress: We have been recognised in the sector for our approach to the University as a Living Lab, which involves student and academic researchers working with operations staff to explore and develop solutions to practical SRS challenges on campus and in our wider sphere of operations (e.g. supply chains). We have moved from coordinating a small number of student Living Lab projects, to demonstrating a strategic approach through an online Living Lab toolkit and a database of projects. We have worked with circa 150 students since 2013 on Living Lab projects as part of their coursework or dissertations, and are increasingly collaborating with academics on larger-scale research, including on energy and supply chains (e.g. Make ICT Fair EU funding). We have established a network of circa 175 academics interested in SRS issues, and have organised a number of networking events for academics.

To support the University's strategic commitments, as well as the Scottish Government's ambition to build community participatory capacity, a pathway model has been developed for students to learn and critically engage with SRS issues. The model aims to align co-curricular activities and courses more effectively in support of a truly developmental approach through the student life-cycle. A pathway for social enterprise was piloted in the 2016-17 academic year, with further plans to deliver pathways for global citizenship, sustainability, leadership through innovation and design for well-being in the coming academic year. This approach utilises many established courses and activities, providing an immediate opportunity to outreach to a wider student audience.

Future Plans: Development of a climate research hub, more effective communications of ongoing SRS research and teaching, living lab ambitions to grow, make a case to consider funds for placements and community outreach, Chancellor's Fellows or other recognition mechanisms.

Regarding the Living Lab approach, we now have the systems and mechanisms in place to engage a significantly larger number of people (students, academics and operations colleagues) in collaborative projects in the coming years. We will continue to work closely with academic colleagues where appropriate to bring in additional funding for research to inform our practical SRS work.

SRS is strategically placed to support the development of experiential learning opportunities for students, both within the University and in organisations within the local community (e.g. a recent Scottish Power Foundation Bid).

To support the development, promotion and roll out of the Curricular and Co-Curricular Pathways to all students (in line with the Assistant Principal Community Relations' paper to March's meeting – 'Social Responsibility and Sustainability: Curricular and Co-Curricular Pathways'). This would include aligning activities and courses more effectively in support of a truly developmental approach through the student life-cycle.

There are opportunities to support the Global Academies develop multidisciplinary research.

Build on the learnings of the European Sustainability Auditing Project, including the development of the first international SLICC, by offering more opportunities for students to

critically engage with SRS issues through flexible models of learning.

7) Student Experience, Events and Welcome

Progress: An immediate priority for the department was to develop a variety of opportunities for students to engage in SRS projects, addressing the high level of interest in these issues amongst the student community. Volunteering roles, placements and internships have been offered to students and recent graduates. The SRS Student Project Grant was developed to provide small amounts of funding for student groups or societies looking to develop and implement projects around SRS issues. The Sustainability Awards provides an opportunity for these projects to be recognized and for students to audit academic schools and support groups. SRS Dissertation Prizes have been established and awarded over the last two years. Developed a positive and constructive working relationship with the Students' Association.

The department provides opportunities for students, staff and the local community to critically engage with SRS issues through its events. This includes delivering the University's main public lecture series Our Changing World, events for Welcome Week, for the Festival of Creative Learning and for the Edinburgh International Science Festival. Over 4,500 individuals attended our events in the 2016-17 academic year.

Further Ambition: Opportunities to integrate SRS across student inductions in academic schools (initial work is underway to map this and identify gaps and opportunities). To grow the number of students completing volunteering roles and placements on SRS issues. Develop further opportunities to deliver events in collaboration with partners, linking in to Edinburgh Global, Development and Alumni and public engagement stakeholders in particular. Clear links to learning, teaching and research, and curricular and co-curricular pathways for student recognition and award.

8) Community Engagement

Progress: Community engagement is an activity undertaken by numerous individuals across the University of Edinburgh, and there is no desire for this to change. However, central support will enable to the University to make a significant, sustainable and socially responsible contribution to Edinburgh's many communities.

Following agreement by the University to invest in further resourcing of community engagement, a programme manager (PT) and communications coordinator (PT) were recruited in spring 2017 to support the AP Community Relations' vision and objectives. The team is integrated within the programmes unit of the Department for SRS in order to further add value and contribute (i.e. through events, staff and student engagement, communications, reporting, etc.) Key projects currently progressing include: digital ambassadors; communications strategy and a small grants scheme. A forthcoming October event will focus on the Scottish Government's social impact pledge and our planned next steps.

Further Ambition: The University Strategic Plan 2016 has the following objectives:

- Leadership in Learning

- “support varied opportunities for independent and student-led learning within and beyond students’ main programme of study”
- “embed social responsibility and sustainability in our student experience, through courses and through our culture, practices and provision of student-facing services”
- “partner with commercial, public sector and professional bodies to create readily accessible continuing professional development for their staff”
- Leadership in Research
 - “helping our research discoveries to be used, realising the social, cultural, health and wealth benefits of our research, beyond its direct value to global knowledge and other academic researchers”
- Development Themes
- Contributing locally

9) Schools Visions, Planning, Reporting and Benchmarking

Progress: The SRS Department Awards programme provides a framework for departments and teams to integrate sustainability within their units. Following consultation with a variety of schools we have also recognised a need to provide school-specific performance information. We are currently piloting an internal benchmarking framework, which aims to support academic schools and support groups to improve their social responsibility and sustainability performance. The framework provides a strategic overview of performance and identifies opportunities to further mainstream SRS issues into operations and policy.

In addition, the University participates in external reporting and benchmarking: for example, AUDE green scorecard, submissions to award applications (e.g. Green Gown), undertakes Principles of Responsible Investment benchmarking and reporting.

Further Ambition: The change of SRS in the strategic plan from a ‘theme’ has meant that this risks falling off the radar for Schools when they are developing their annual plans (i.e. it does not get listed as a heading per se). It will be important to continue to find ways to ensure this is integrated and supported using e.g. the Awards programme and staff and student learning and development. Following the pilot of the internal benchmarking the future ambition is to roll this out across all academic schools and support groups.

Resource Implications

The proposed plans can be met within existing resources.

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.

Further informationAuthors

Dave Gorman,
Michelle Brown,
Matthew Lawson,
Liz Cooper,
4 October 2017

Presenter

Dave Gorman,
Director of Social Responsibility &
Sustainability

Freedom of Information

This is an open paper.

Social Responsibility and Sustainability Committee**Thursday 12th October, 2017****Good Food Policy Update****Description of paper**

This paper provides SRS Committee with an update on key developments and future plans relating to the University of Edinburgh's Good Food Policy, a year on from its endorsement of the Policy.

Action requested

ACE, SRS and the Procurement Office request that SRS Committee note the contents of this paper.

Background and context

In September 2016, SCS Committee endorsed a new Good Food Policy to publicly express the University's commitment to serving and championing food and drink that is tasty, healthy, good for the environment and good for the people who make it¹.

The Policy states that University will contribute to the creation of a more sustainable food system by promoting good food across all aspects of University business.

Commitments are structured into five operational and academic themes; including sourcing, catering provision and learning & teaching.

The Good Food Policy applies to University of Edinburgh sites and to staff and students engaged in University activities. It was developed in partnership by the Department for Social Responsibility and Sustainability (SRS), the Accommodation, Catering and Events Department (ACE) and the Procurement Office. As the majority of commitments relate to services managed by SRS, ACE or Procurement, our departments are required to produce an implementation plan and report progress to the SRS Committee on an annual basis.

Discussion

We have designed a Good Food Highlights graphic to showcase the variety of activities that contributed to good food at the University last year. We have also developed a Good Food Implementation Plan for 2017/18.

¹ The policy was endorsed by CMG in 2016. The Good Food Policy is available on the SRS website at www.ed.ac.uk/about/sustainability/themes/food/governance



Highlights 2016/17



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What is Good Food?

We define good food as food and drink that is tasty, healthy, good for the environment and good for the people who make it.

The University of Edinburgh's Good Food Policy

The University recognises that food is often produced, transported, purchased and wasted in ways that are unsustainable.

We aim to support sustainable food systems that conserve natural resources and have a positive socioeconomic impact.

In 2016, the University adopted a Good Food Policy to publicly express our commitment to good food. It is broken down into five key themes.

Good Food Highlights

This graphic summarises key achievements and activities that contributed to good food at the University in the 2016/17 academic year. Some were carried out by the policy developers*, and others by our staff and student community.

*Accommodation, Catering and Events (ACE),
Department for Social Responsibility and
Sustainability and the Procurement Office.

Data to 31 July 2017

■ Took place in 2016/17
■ Ongoing initiatives

1. Sourcing



Good Egg Award:
all eggs free range
and British



No air freighted
produce



No fish from MCS
list of Fish to Avoid



Pollock Halls menu
changed every 5 weeks
to reflect seasonality



40%

of fruit and veg LEAF
Marque certified



100%

of all milk Scottish



67%

of meat British and
Red Tractor assured



100%

of hot drinks Fairtrade
certified, plus many other
fairly traded products

2. Provision



100%

of fresh products
prepared on site



Tap water available in
all ACE outlets



25%

of Pollock Halls meals
suitable for vegetarians, plus
veggie and vegan options in
every outlet



74%

of total catering spend used on ACE
(profits reinvested into the University)



Launched online portal
with nutrition and
allergen information

4. Learning, Teaching & Research



5 food growing
projects on campus



Heartry Squirrel, Veg Soc
and other student societies



Farmers' Market pilot in
partnership with the
Students' Association



2016 Freshers' Food
Festival, 1000 attendees



100 students trained by
University chefs at the
Pollock Halls Cook School



7 seminars and
4 public events
hosted by FRIED



Participatory Action
Research Project on
Food and Sustainability



New Global Academy
of Agriculture and
Food Security



Student research on
palm oil, resulting in
recommendations



Climate Smart Food
talk by Dave Reay,
420 attendees



ACE recipe collaboration with MasterCard
Foundation Scholars from Africa

3. Practice



100%

of food waste in University
outlets recycled using
anaerobic digestion



773 trees planted by
coffee supplier since 2012
with profits from University
sales (including an apple
and plum orchard at
Easter Bush)

+ 48 seed kits distributed
since Aug 2016



24,000 reusable cups
sold since 2011



Love Food Hate Waste
campaign at Pollock Halls



ACE staff paid the living
wage and no zero hour
contracts



6 ACE staff trained as
Energy Coordinators



Piloted collections of coffee
grounds to be recycled by a
local company



40 ACE staff trained in
foodservice sustainability

5. Leadership & Culture



Awarded 2 stars from
Sustainable Restaurant
Association, signifying
an 'excellent' level of
sustainability



Taste Our Best
Award for University
hotels and bistro



Food for Life Served
Here Bronze Award
for Pollock Halls



Member of the city's Edible
Edinburgh Steering Group



SPPPT assessment of
sustainability risks in University
food and drink supply chains



Healthy
Living Award



Food for the
Brain Award



Implementation Plan

2017/18



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This document describes steps that will be taken by the University's Department for Social Responsibility and Sustainability Department (SRS), Accommodation, Catering and Events Department (ACE), and the Procurement Office throughout the 2017/18 academic year to ensure continued progress against the Good Food Policy.

Theme 1: Sourcing

Action or target	Person responsible	End date
Develop and approve a palm oil policy to outline steps the University will take to eliminate unsustainable palm oil from its supply chains. SRS has produced a briefing paper with recommendations. This will be developed into a formal policy in Autumn 2017 and taken to relevant committees for approval.	SRS, ACE and Procurement jointly responsible. Alexis Heeren project managing	Jul 2018
Host an event for current and aspiring University suppliers, to communicate the University's sustainability priorities and sustainable supply chains programme.	SRS (Liz Cooper), supported by Procurement (Stuart Mclean)	Dec 2017
Switch to a Scotland-based wine supplier. This will support regional employment and enable the University to offer more sustainable options including organic, biodynamic and fairly traded wines.	Procurement (Stuart Mclean)	Aug 2017
Engage directly with the University's wholesale milk supplier to explore the potential for milk deliveries to local University sites. This will support local employment and ensure dairy farmers receive a fair price through the existing framework agreement.	Procurement (Stuart Mclean) and SRS (Alexis Heeren)	Jul 2018
Formalise a contract with a Scottish-based wholefoods supplier, to support local employment and enable the University to source more sustainable goods including organic and Scottish products.	Procurement (Stuart Mclean)	Jul 2018
Continue to expand sourcing of products with an annual spend of less than £50,000 from local SMEs.	ACE (Ian Macaulay)	Jul 2018
Roll out single-origin, Fairtrade coffee to all University cafes (tea and coffee is already Fairtrade).	ACE (Ian Macaulay)	Jul 2018
Investigate the potential to source 'imperfect' fruit and veg through our existing APUC framework agreement. As a first step, Procurement will arrange a meeting with the University's supplier.	Procurement (Stuart Mclean) and SRS (Alexis Heeren)	Jul 2018

Theme 2: Provision

Action or target	Person responsible	End date
Improve drinking water provision by implementing the recommendations of the drinking water review that took place in Spring 2016. A paper summarising the review's findings and recommendations is available from the Department for SRS.	SRS (Michelle Brown) and Estates	Jul 2018

Develop and expand international and healthy food options in University catering.	ACE (Ian Macaulay)	Jul 2018
Introduce healthier options into ACE's vending machine snack range, including muesli bars and low-sugar drinks.	ACE (Ian Macaulay)	Jul 2018

Theme 3: Practice

Action or target	Department responsible	End date
Roll out coffee grounds recycling collections to all ACE catering outlets. The grounds will be converted into high value bio-oils, biofuel and bio-fertiliser by a student spin-out company from the University of Strathclyde. The University's commitment to participate in this initiative enabled the company to gain funding from Zero Waste Scotland to buy the necessary equipment. We will become the first educational institution in Scotland to recycle coffee grounds separately from other food waste.	ACE (Ian Macaulay) and Waste Office	Jul 2018
Create a Procurement branded comparison and advice sheet to better explain the risks of using unregulated external catering suppliers to internal stakeholders.	Procurement (Stuart Mclean)	Jul 2018
Engage directly with the University's wholesale milk supplier to explore ways to limit packaging and food waste from milk deliveries.	Procurement (Stuart Mclean) and SRS (Alexis Heeren)	Jul 2018
Raise awareness of the sustainability benefits of University delivered catering by publishing information on BuyEd, the University's procurement portal.	Procurement (Stuart Mclean)	Jul 2018

Theme 4: Learning, Teaching and Research

Action or target	Person responsible	End date
Supervise at least 2 living labs projects in order to better understand the sustainability risks and opportunities associated with aspects of University catering provision and supply chains.	SRS (Alexis Heeren and Liz Cooper) leading, with input from ACE and Procurement where relevant	Jul 2018
Work in partnership with the Students Association to establish a regular farmers market at the University.	SRS (Alexis Heeren)	Aug 2018
Attract at least 500 visitors to the Good Food Festival during Welcome Week. The Festival showcases ethical food businesses, social enterprises and charities around Edinburgh.	SRS (Alexis Heeren)	Sep 2018

Continue to support student learning and action on good food around campus, including through the 5 Steps to Good Food Guide, the SRS website, supporting food growing projects and collaborating with academic courses.	SRS (Alexis Heeren)	Ongoing
Run 10 ACE Cook School sessions throughout the year, teaching 100 first year students how to cook healthy, affordable meals and budget their food spending.	ACE (Ian Macaulay)	Jul 2018
Run 9 cookery classes for MasterCard Foundation Scholars, again providing students with the skills to produce healthy meals that can be made from scratch.	ACE (Ian Macaulay)	Dec 2017

Theme 5: Leadership and culture

Action or target	Person responsible	End date
Support staff and student-led food growing on campus by facilitating the approval process for new projects.	SRS (Alexis Heeren)	Ongoing
Continue to sit on the Edible Edinburgh steering group.	SRS (Alexis Heeren)	Ongoing
Maintain the University's Sustainable Restaurant Association Award by resubmitting in April 2018.	ACE (Ian Macaulay), with input from SRS, Energy and Waste	Apr 2018
Submit for up to three areas to be considered in the Sustainable Restaurant Association's Food Made Good awards, for areas scoring over 70% in the SRA annual assessment.	ACE (Ian Macaulay)	Oct 2017
Where possible, contribute to APUC User Information Groups to ensure University sustainability priorities are embedded in catering contract retenders.	SRS (Alexis Heeren) and Procurement (Stuart Mclean)	Jul 2018

Resource implications

Actions within the 2017/18 Good Food Implementation Plan are already accounted for in ACE, SRS and Procurement Office budgets and will be delivered with existing resource.

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

The 2016/17 Good Food Highlights graphic and 2017/18 Good Food Implementation Plan will be published on the SRS website.

Going forward, a new implementation plan will be produced and presented to SRS Committee at the start of every academic year. Performance against the previous year's implementation plan will be reported at this time. The highlights graphic will also be updated annually to communicate significant achievements and developments.

Consultation

ACE and the Procurement Office provided content for this paper.

Further informationAuthor

Alexis Heeren, SRS Projects Coordinator
Department for Social Responsibility and Sustainability
2 October 2017

Freedom of Information

This is an open paper.

Social Responsibility and Sustainability Committee

12th October 2017

Conflict Minerals Policy review

Description of paper

This paper provides a brief update on implementation of the Conflict Minerals Policy (2016), and proposes two minor amendments to the policy.

Action requested

SRS Committee is asked to note the update and endorse the policy amendments.

Background and context

Profits from mining around the world may be being used to fund armed conflict, as many mines are under the control of armed groups. The most widely-cited instance of conflict minerals is in the Democratic Republic of Congo and neighbouring countries, where tin, tungsten, tantalum and gold are mined. These minerals are all used in the manufacture of electronics products vehicles and construction materials procured and used by the University, and sometimes as raw minerals in our laboratories. In March 2016, the University published a [policy on conflict minerals](#), focusing on how to tackle the risk of conflict minerals through public procurement, as well as raising awareness broadly of the issue. A policy [progress update](#) can be found on the SRS website, and a summary of progress is below:

Policy commitment	Progress
Embedding conflict minerals questions in procurement tenders and supplier engagement	<ul style="list-style-type: none"> Conflict minerals issue has been embedded in supplier engagement for 3 ICT companies, and dialogue has begun with construction sector Conflict minerals has been considered throughout procurement category sustainability risk and opportunity prioritisation assessment process and is in the resulting briefing papers and action lists. Conflict minerals is on agenda of Sustainable IT Group, and include in the implementation plan for the group (re awareness raising). Scot Gov asked open ended questions about conflict minerals efforts in their most recent tender for computing equipment (not solely as a result of UoE).
Raising awareness among students and staff	<ul style="list-style-type: none"> Web pages, social media campaign, and Be Sustainable training have been updated. Students Association carried a motion to be a Conflict Free Campus.

	<ul style="list-style-type: none"> • Two public events previously held on conflict minerals. • Slides have been prepared to embed SRS issues in the University online purchasing tool (Sciquest) training.
Research and teaching	<ul style="list-style-type: none"> • SRS Academic Network meeting on supply chains held. • MSc African Studies students examined the Conflict Minerals Policy in class. • Dissertation topics on conflict minerals added to new Living Lab project database. • Circa 3.8-million-euro EU funding secured to for Make ICT Fair, with ten civil society partners – includes conflict minerals focus
Sharing with sector	<ul style="list-style-type: none"> • Briefing paper on our approach shared with sector. • Presentations at EAUC UK conference, and Sustainable Procurement Topic Support Network.

Discussion

This paper proposes two amendments to the University's Conflict Minerals Policy:

1. Broadening the focus to other industries beyond ICT

The existing policy focuses on electronics (although in practice this has largely meant Information and Communication Technology (ICT)) as the most well-known industry that uses minerals such as tin, tungsten, tantalum and gold, that may be linked to funding conflict in places such as the Democratic Republic of Congo (DRC), where mines are often controlled by armed groups.

However, it is recognised that other industries are also at risk of using conflict minerals – such as vehicle manufacturing, aerospace, electronics in laboratories, medicine (e.g. tantalum in artificial joints¹) and construction. Regarding vehicles, a recent study (Fritz and Tessmann 2017²) has examined how the issue of conflict minerals is being approached by the five largest car manufacturers, concluding that further awareness-raising of suppliers in this sector is necessary. Furthermore, electric vehicles are also affected, as cobalt, also mined in the DRC, is used in the manufacture of lithium-ion batteries (Reuter 2016³). As for construction, there is a lack of academic literature at present, but there is a risk of conflict minerals in any mechanical and electrical fittings, and our own interactions with construction suppliers point to a need for more awareness of this risk.

It is proposed that the policy be amended to reflect this wider scope, as per the 'track changes' version of the policy below. This will mean ensuring consideration of conflict minerals risks when developing tenders in the estates area, drawing on tools

¹ Deetman, S., van Oers, L., van der Voet, E. & Tukker, A., 2017. Deriving European Tantalum Flows Using Trade and Production Statistics. *Journal of Industrial Ecology*.

² Fritz M.M.C. & Tessmann N., 2018. Management of Conflict Minerals in Automotive Supply Chains: Where to Start from? In: Brandenburg M., Hahn G., Rebs T. (eds) *Social and Environmental Dimensions of Organizations and Supply Chains*. Greening of Industry Networks Studies, vol 5. Springer, Cham.

³ Reuter, B., 2016. Assessment of sustainability issues for the selection of materials and technologies during product design: a case study of lithium-ion batteries for electric vehicles. *International Journal on Interactive Design and Manufacturing*. 10(3), pp.217-227.

already used by the Procurement Office which give guidance on how to include SRS issues.

2. Updating the reference to relevant regulation

Since the policy was published, a final version of the EU legislation on conflict minerals has been signed off, which will oblige importers of tungsten, tantalum, tin and gold (in raw form – this does not apply to manufactured goods, and the University is unlikely to be importing or purchasing raw minerals in quantities above the threshold) to carry out due diligence and report publicly on their supply chains. There is much analysis and debate regarding the effectiveness of conflict minerals legislation in academic literature, primarily in relation to the US Dodd Frank Act. Some consider that the minerals trade is only one small factor in the DRC conflict, and so shouldn't be the focus (Jameson et al 2015⁴). There is criticism that the Dodd-Frank Act has in effect led to a boycott of minerals from the DRC, rather than increased supply chain traceability and participation in conflict-free schemes, which will have affected people's livelihood opportunities, and even led to increases in crime and militia activity, and infant deaths (Jameson et al 2015; Parker et al 2016⁵). However, the new EU legislation is generally considered to be a positive step, in the context of increasingly sophisticated supply chain traceability initiatives and interventions such as conflict-free smelters.

For the University, the existence of legislation on conflict minerals at US and EU level acts firstly to require some actors in industry to take action on the issue, and secondly to raise awareness broadly, encouraging action from a wider range of stakeholders, including companies in University supply chains.

A minor tweaking of the policy is proposed below, to update the line about EU legislation.

Other points to note

Fairphone, the organisation that manufactures smartphones with a focus on traceable supply chains⁶, has recently published a report⁷ that profiles a wider range of minerals than the well-known 3Ts and G (tin, tungsten, tantalum and gold) generally considered conflict minerals. It provides an assessment of ten minerals found in smartphones in relation to human rights risks. The University's policy explicitly states that it applies to any minerals found to be linked to funding armed conflict around the world, and so already reflects this increasingly broader definition of conflict minerals.

Another aspect worth noting is increasing efforts to recover minerals from waste products, for example Apple (which supplies ICT equipment to the University) has

⁴ Jameson, N.J., Song, X. & Pecht, M., 2015. Conflict Minerals in Electronic Systems: An Overview and Critique of Legal Initiatives. *Science and Engineering Ethics*. 22(5), pp.1375-1389.

⁵ Parker, D. P., Foltz, J. D. & Elsea, D., 2016. Unintended Consequences of Sanctions for Human Rights: Conflict Minerals and Infant Mortality. *The Journal of Law and Economics*. 59(4), pp.731-774.

⁶ Fairphones are now available for staff who have work mobile phones through an LUPC agreement

⁷ Smartphone material profiles: opportunities for improvement in ten supply chains. The Dragonfly Initiative (TDI) and Fairphone, May 2017. Available from: https://www.fairphone.com/wp-content/uploads/2017/05/SmartphoneMaterialProfiles_May2017.pdf

announced its goal of a closed-loop supply chain⁸, which both reduces the amount of waste going to landfill, and potentially reduces demand for newly-extracted minerals. This circular economy approach is to be covered in University other policies and strategies, rather than added to the Conflict Minerals Policy.

The issue of conflict minerals has not yet been embedded into management of the University's investment activities. The University has committed to positive investments in low carbon and sustainability and undertakes screening of investments for human rights. Over the next three years it will explore how supply chain issues and human rights including conflict minerals can be further embedded into investment strategy and decisions.

Resource Implications

The broadening of the scope of the policy would require some resource from Procurement Managers and Delegated Authorities regarding embedding conflict minerals considerations into procurement practices. However, the risk and opportunity assessments carried out using the Sustainable Procurement Prioritisation Tool for estates/construction and labs categories have already highlighted conflict minerals as a relevant issue for considering in our tenders and in supplier engagement.

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

The proposed policy amendments have been discussed with the Directors of SRS and Procurement.

Further information

Author

Liz Cooper

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Department for Social Responsibility & Sustainability

15th September 2017

Freedom of Information

This is an open paper.

⁸ Environmental responsibility report: 2017 progress report, covering fiscal year 2016, Apple, April 2017.

Available from:

https://images.apple.com/environment/pdf/Apple_Environmental_Responsibility_Report_2017.pdf



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Conflict minerals policy

1. **Purpose** – this policy publicly commits the University of Edinburgh to continuing to work collaboratively to eradicate conflict minerals from the goods it buys, reflecting its Strategic Plan (2012-2016) that includes ‘making a significant, sustainable and socially responsible contribution to Scotland, the UK and the world, promoting health and economic and cultural wellbeing’.

Background – Profits from mining around the world may be being used to fund armed conflict, as many mines are under the control of armed groups. The most widely-cited instance of conflict minerals is in the Democratic Republic of Congo and neighbouring countries, where tin, tungsten, tantalum and gold are mined. These minerals are all used in the manufacture of electronics products vehicles and construction materials procured and used by the University, and ~~to varying extents sometimes as raw minerals~~ in our laboratories. Other examples of minerals with potential links to conflict include copper, cobalt, platinum and diamonds. A number of initiatives have been developed to break the link between mineral extraction and conflict, such as certified conflict-free smelters and refiners. Regulation requiring transparency from companies on mineral sourcing has been developed in the US (the Dodd-Frank Wall Street Reform and Consumer Protection Act, section 1502 on Conflict Minerals Dodd-Frank Act, 2012), and a new EU law that will come into force in 2021. ~~negotiations on potential legislation on conflict minerals are taking place at EU level (following a Parliamentary vote in May 2015).~~

The vast majority of electronics goods used by the University are bought through collaborative framework agreements for the Higher and Further Education sector or for the wider public sector, which are managed by procurement consortia. While some steps have historically been taken in the procurement processes used by the University to avoid conflict minerals in our supply chains, namely asking questions to suppliers during tender stage, there is a need for increased visibility of these efforts, and for further action. Efforts to reduce any indirect links our procurement practices may have to funding conflict reflect the University’s wider commitment to Social Responsibility and Sustainability.

2. **Scope** – The University understands the term conflict minerals to mean any minerals that have been found to be being used to fund conflict in any part of the world. This is broader than a common understanding of conflict minerals to include only tin, tungsten, tantalum and gold mined in the Democratic Republic of Congo and surrounding Great Lakes Region of Sub-Saharan Africa. While the focus of this policy is on conflict minerals, it is recognised that a conflict-free claim does not guarantee that human rights of workers are respected. This policy forms part of a broader approach to socially responsible supply chains.

This policy primarily covers procurement of electronics goods bought in large quantities through collaborative framework agreements, but also commits to ongoing efforts to bring conflict minerals considerations into smaller scale purchasing of electronics equipment containing minerals, and of minerals themselves (for use in laboratories), and other instances where there is a risk of conflict minerals, e.g. vehicles, construction. The policy also makes reference to collaboration between academic researchers, Social Responsibility and Sustainability and Procurement within the University to further our knowledge and action in the area of conflict minerals.

3. The Policy

1. When purchasing ~~electronics~~ goods in large quantities, either directly or through public procurement consortia, the University is committed to striving to ensure these goods do not contain conflict minerals. Delegated authorities of Court, who are commissioning procurements or specifying relevant goods (or services), must demonstrate this commitment through:
 - a. Ensuring questions about what efforts suppliers are making to combat conflict minerals are included in tender or other acquisition processes, requesting concrete evidence of actions and outcomes,
 - b. Requesting detailed progress updates on conflict minerals at supplier contract management meetings (which can be as often as quarterly) during contract management stage,
 - c. Encouraging procurement consortia which manage framework agreements to continue to improve their practices regarding eradicating conflict minerals, including asking questions of suppliers at all stages of the procurement process
 2. Efforts will be made to raise awareness among and advise students and staff regarding small-scale and personal purchases of goods that may contain conflict minerals and of raw minerals for use in laboratories
 3. Academic research from different disciplines within the University on conflict minerals and related themes, plus external research on best practice, will be highlighted and recommendations shared with Procurement staff
 4. Student engagement in conflict minerals through teaching, projects and events will be encouraged
 5. Learning and best practice on conflict minerals will be shared with other institutions
4. **Procedure and responsibility** – this policy has been developed in collaboration between the SRS Department and Procurement Office, Finance Department. The Procurement Office will strongly recommend all delegated authorities and collaborative procurement partners take the appropriate steps outlined in point 1 above, with support from SRS where appropriate. The SRS Department is primarily responsible for points 2 to 4, that is, engaging with staff and students on small-scale purchasing, keeping track of relevant developments and research to inform engagement with suppliers, and offering/encouraging student engagement opportunities,

including in partnership with EUSA. Point 5, sharing our learning with other institutions, is a shared responsibility.

5. **Equality and diversity** – this policy fits within a wider [procurement strategy](#) and advocates conforming to all applicable public procurement regulation, which includes consideration of Equalities Duties. A separate Equalities Impact Assessment has therefore not been carried out for this specific policy.
6. **Support systems** – The SRS Department can provide contacts and advice regarding implementation of this policy.

7. Approval and review

<i>Date policy approved</i>	01/03/2016 Updated xx/xx/2017
<i>Final approval by</i>	Central Management Group
<i>Consultations held</i>	SRS Department carried out face to face and email consultation with stakeholders (procurement staff, academic staff, students, EUSA, selected suppliers, other universities, other experts and campaign groups) throughout 2015. SRS and Procurement teams, and SRS Committee, reviewed the policy in 2017.
<i>Date of commencement of policy</i>	Immediate.
<i>Dates for review of policy</i>	July 2019 7 or sooner if relevant regulatory changes.
<i>How policy will be reviewed</i>	Joint SRS and Procurement review of policy wording, alongside policy implementation report. implementation — successes — and challenges, and of developments in the sector.
<i>Policies superseded by this policy</i>	This is the first conflict minerals policy for the University.

8. **Contact** – for further information, or if this policy is required in an alternative format, please contact Jane Rooney on 0131 6504375 or email jane.rooney@ed.ac.uk.