



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017, 2pm

Room 1.10, Main Library

AGENDA

- 1 Minute** **A**
To approve the minute of the previous meeting on 1 February 2017
- 2 Matters Arising**
To raise any matters arising not covered on the agenda or in post-meeting notes

SUBSTANTIVE ITEMS

- 3 Introduction, Welcome and Remit of the Group** **B**
To note and discuss a paper from the Director of SRS
- 4 Suggested High Level Sustainability Priorities for 2017-2020** **C**
To discuss and endorse a paper from the Director of SRS
- 5 Waste, Reuse & Recycling Quarterly Report** **D**
To discuss and endorse a report from the Assistant Director of Estates
- 6 Energy & Climate Quarterly Report** **E**
To discuss and endorse a report from the Assistant Director of Estates
- 7 SRS Department Programmes Quarterly Report** **F**
To discuss and endorse a report from the Head of SRS Programmes
- 8 Adaptation** **G**
To discuss and endorse a paper from the Climate Policy Manager
- 9 Climate Change Implementation Plan** **H**
To discuss and endorse a paper from the Climate Policy Manager
- 10 Benchmarking Update** **I**
To discuss and endorse a paper from the SRS Programme Manager

ITEMS FOR FORMAL APPROVAL/NOTING

- 11 Sustainable Campus Fund & Pathways to 10%** **Verbal**
To note an update from the Director of SRS
- 12 Any Other Business** **Verbal**
To consider any other matters from Group members



UNIVERSITY OF EDINBURGH

MINUTE OF A MEETING of the Sustainability Operations Advisory Group held in the Cheviot Room on Wednesday 1 February 2017.

- Members:** Hugh Edmiston (Convener), 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
Jenna Kelly, Students' Association Vice President Services
Andy Kerr, Director of Edinburgh Centre on Carbon Innovation
Sandra Kinnear, Health, Safety and Sustainability Advisor, ACE Property
Brian McTeir, Roslin Campus Facilities & Services Manager
Candice Schmid, Health & Safety Advisor
George Sked, Assistant Director of Procurement
- In attendance:** Charlotte Lee-Woolf, Business Development Executive
- Apologies:** Hugh Edmiston; Michelle Brown; Michelle Christian; Sarah Gormley; Lee Hamill; Andy Kerr

- 1 In the absence of the Convener, the Director of SRS chaired the meeting. **A**

SOAG welcomed Charlotte Lee-Woolf whose Business Development role was jointly based in SRS and ERI.

The minute of the meeting held on 13 September 2016 was approved as a correct record.

2 **Matters Arising**

SRS still had to pick up on delivered catering numbers with the Assistant Director Catering Services.

SUBSTANTIVE ITEMS

3 **Waste Quarterly Report 2016/17 (Q1)** **B**

The Waste & Recycling Manager presented the 2016/17 Q1 Report, noting that arisings were down from the same period last year, the overall landfill diversion rate remained the same, and reuse had increased.

Food waste tonnages had increased from Q4 2015/16, due to increase in trade and the impact of the Festival, but were significantly lower than for the same quarter last year. Animal bedding was now being sent for composting. The Main Library coffee cup trial was ongoing, but would not be expanded until a solution for processing the cups was developed. A clear process for reallocating redundant lab equipment was required and a flow chart was being finalised. Engagement with lab users would stress the need to avoid stockpiling and be realistic about resale value. Compactors across the estate had

cut bin collections. The Waste team were working with Procurement on new tenders, with Estate Development on a guidance document on waste processes for EDMs, and with SRS Communications on overhauling the Waste website. Next steps included updating the University's Waste Policy and developing a Waste Strategy.

SOAG endorsed the report, noting that the current Estates Design Review presented opportunities to embed a campus-wide approach to waste, including centralised waste compounds.

Action – KF to work with SK to include ACE figures in future reports.

Action – KF & SK to meet to discuss changes to glass bin provision at Pollock Halls.

4 Energy Quarterly Report 2016/17 (Q1)

C

SOAG endorsed this report on the energy performance of the academic estate in the first quarter of 2016/17, and of the combined estate in 2015/16.

Electricity costs had risen by 8.5% - grid electricity consumption increasing while the CHPs were down for maintenance - and gas had fallen by 28.6%, with heating costs down due to mild weather. Comparison of UoE consumption and emissions demonstrated that the way the University was using energy was not varying tremendously. Over the last three years there had been a downward trend in overall gas, water and electricity emissions, with emissions against gross internal area, revenue turnover, and headcount continuing to fall.

On utility procurement, the contract with EDF would expire on 31 March 2019, 28 February 2019 for water, and March 2020 for gas. The Energy Office were working with Procurement Scotland on a new set of tenders, to include demand and capacity management.

Action – DJ to include a carbon factor in future reports.

Action – SRS to give a view on what that carbon factor should be.

Action – DJ to work with SK & MC to integrate ACE data.

5 SRS Programmes Report (Q1 2016/17)

D

SOAG endorsed the Q1 2016/2017 Programmes report, noting a successful quarter with all targets met. The priority theme on reporting initially assessed as amber had been addressed and resolved. The ambition was to move to reporting that was more outcome and less activity based.

6 Developments within the Energy Office

E

The Head of Estates Operations presented an overview of the change programme underway within the Energy Office to deliver the robust operational systems and governance required for effective energy management and to support the University Climate Strategy.

Significant staff changes over the last year created operational challenges, with interim arrangements in place pending completion of the recruitment exercise. Two new Assistant Energy Managers would be in post by April 2017. The Energy Office was working closely with Finance to refine internal recharging processes. The Optima software platform had been evaluated and confirmed as suitable to support UoE's developing agenda, with work ongoing to improve data quality and reporting capability. In November 2016 the Energy and Utility Metering Strategy was agreed, with a metering pilot to be carried out at Holyrood. A draft Energy Management Strategy would be presented at the next meeting.

The Convener thanked Rab Calder on behalf of the Group for his significant contribution over the years.

ITEMS FOR FORMAL APPROVAL/NOTING

7 Sustainable Campus Fund & Pathways to 10%

F

SOAG noted that the fund was working well, with significant process achieved, and was in a good position to report back to Estates Committee. Progress toward the utilities reduction target was currently at 6-7%, though it was suspected that there were relevant projects ongoing in ISG that were not currently being captured. There were still funds available to allocate this year. The Sustainable IT Group had discussed potential projects in January, and it was on the agenda of the Utilities Working Group in February. The Group noted concern that, while the funding was in place, adequate resources may not be available to deliver all the projects.

SOAG noted an issue with the SCF, with savings coming back to Estates' budget rather than the Schools'. Discussions were ongoing on whether the Fund would continue as devolved or becoming genuinely revolving.

8 Drinking Water Project

Having come up in the Student Survey, Estates were funding a project to review the availability of drinking water on campus. A project intern would work with the Building Services and Building Operations Managers to establish if the issue was down to provision or awareness.

9 Edi Green Fest

The Students' Association Vice President Services updated the Group on plans for [SustainEd](#), a city-wide green festival, running from 16th to 18th February, to help raise awareness about sustainability issues amongst the student population and wider community. Events being coordinated by 30 student societies along with 20 local businesses and charities would include panel discussions, book readings, green business workshops and fashion shows. A paperless marketing strategy was being used for the event, with emails going out to staff through key contacts in each department.

Action – All to contact JK for more information.

10 SRS Reporting Microsite

Members noted the [SRS reporting microsite](#) which provided narrative on progress made by students and staff in 2015-16 to make a more socially responsible and sustainable university. The report demonstrated how these issues were integrated into the decision making and value streams of the University. SRS was now integrated into the Strategic Plan and the Annual Report & Accounts.

Action – All members wanting paper copies to contact the Secretary.

11 Any Other Business

The Director of SRS asked members for their views on the governance and format of SOAG.

Action – All to share their views with DG to raise with the Convener on 3rd February.



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017

Revising SOAG – Proposed New Membership & Remit

Description of paper

This paper sets out proposed changes to the Sustainability Operations Advisory Group.

Action requested

SSAG is asked to note and discuss the new remit and membership.

Background and context

Evolving from the Utilities Steering Group, the group was established in 2010 as the Sustainability and Environmental Advisory Operations Group, (Sustainability Operations Advisory Group from 2014), to deliver operational aspects of the University's Sustainability action plans and programmes, seeking to continuously improve the environmental performance of all operational areas of the University.

Discussion

1. New Name and Purpose

It is proposed that the revised group be called the Sustainability Strategy Advisory Group (SSAG).

Discussions indicated during 2016 and early 2017 that the existing SOAG group was not functioning effectively in its current format. To ensure involvement of key staff, group membership had been kept large, however this resulted in extended discussion during group meetings on issues that should have been dealt with offline. At the same time the size and format of the group meetings obscured a focus on larger issues, and prevented a fully effective scrutiny and oversight function.

The model adopted for the new group reflects the twin purpose of setting a strategic direction for the sustainability issues listed below and having a more focussed means of providing advice and a performance review function. It is intended that the group operates in a way that fully respects existing governance and departmental functions. No changes are proposed to the executive functions of the relevant departments (Estates, Finance and Procurement, SRS, ACE).

The group will both assist in setting strategy (whilst respecting line management arrangements) and in receiving regular reports on performance and data. In order to maintain involvement of key staff it is expected that they would attend regularly to report on performance and issues, and that they would have involvement via the new sub-groups proposed on waste and transport led by Estates Department.

2. Proposed SSAG Remit

On behalf of the SRS Committee, to provide advice on the development of integrated strategies, plans and programmes for operational sustainability across all University functions including broader social aspects where relevant.

Operational sustainability is taken to include the sustainability aspects of estates development and operations, waste and resources policy and practice, water provision and use, transport sustainability including aviation, climate strategy emissions and reporting, energy management strategy and delivery energy issues, biodiversity policy and climate adaptation, laboratories, food policy and practice, impacts of information technology, accommodation services, and procurement including supply chains.

To provide advice on the identification of, development and delivery of agreed policies and programmes and provide assessment of progress and the fulfilment of statutory, corporate, external and compliance reporting as required. To provide integrated and strategic advice on opportunities, performance, and risk to the SRS Committee and other relevant committees as required including staff, student and community engagement within programmes.

Advise on engagement and communication strategies for integration of social responsibility and sustainability with staff and students and living lab projects. Advise on and prepare financial advice on the costs, benefits and risks associated with operational sustainability across the full range of University activities.

2. Revised Group Membership

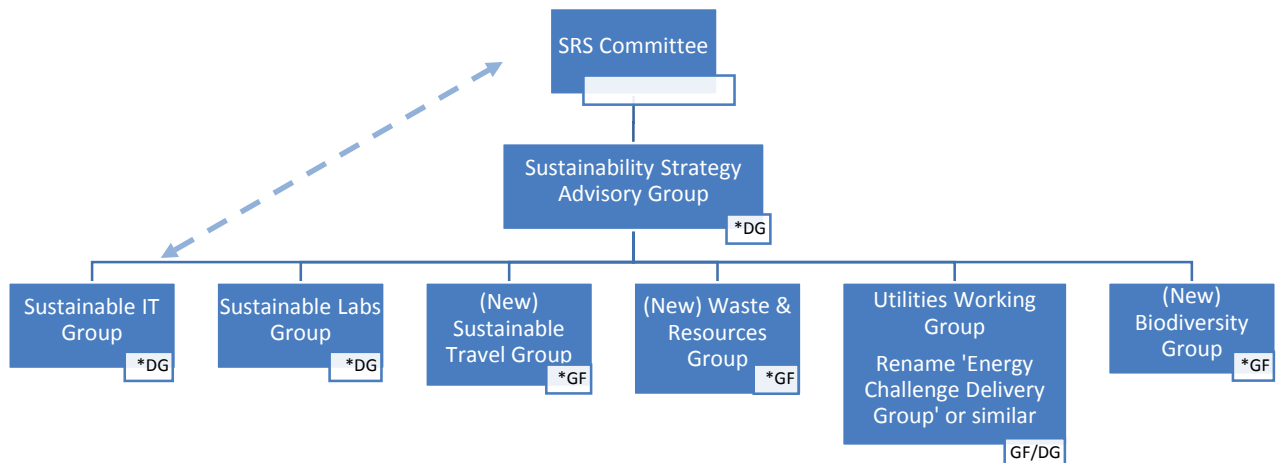
Dave Gorman (chair)	Director of Social Responsibility and Sustainability
Graham Bell	Depute Director – Estate Development (TBC)
Michelle Brown	Head of SRS Programmes
Michelle Christian	Assistant Director (Property & Residential Services), ACE
Grant Ferguson	Assistant Director and Head of Estates Operations
Ollie Glick	Students' Association Vice President Community
Lee Hamill	Deputy Director of Finance
George Sked	Director of Procurement
Jane Rooney	Secretariat
	Gary Jebb Director of Estates ex officio
Hugh Edmiston	Director of Corporate Services ex officio

3. Summary of Issues and Responsibilities

Issue	Lead Department	Supporting departments	Role of SSAG	Relevant Sub-Committee
Climate change strategy, emissions, reporting and statutory duties	SRS	Estates, ACE, Finance, Procurement	Advise on strategies, oversee preparation of implementation plan and delivery, oversee quarterly emissions and statutory reporting	None
Energy management strategy	Estates	SRS, Finance, ACE	Advise on strategies, oversee quarterly reporting of energy use (as currently) for sustainability impacts Estates focus on standards, infrastructure and operations; SRS focus on advice and behaviour change	None
Sustainable energy infrastructure, renewables and sustainable heat	Estates	SRS, ACE, Finance	Advise on strategies for sustainable energy infrastructure, renewables and sustainable heat	None
Delivery of energy efficiency programmes and targets	Joint SRS- Estates	Finance, ACE	Propose energy efficiency targets, receive progress reports as required on progress, shape strategic direction of energy saving including priorities, expenditure needs and behaviour change	Energy challenge delivery group (revised name to be confirmed- currently Utilities Working Group) Jointly chaired by Estates and SRS.
Transport sustainability - land based	Estates	SRS, ACE, Finance, Procurement	Provide advice on strategies and priorities, ensure integration with other strategies, ensure timely sustainability reporting, oversee annual reporting of emissions	Convene transport sustainability group- membership to be confirmed. Chaired by Estates
Transport sustainability - aviation	SRS	Estates, ACE, Finance, Procurement, ISG	Oversee strategies to reduce impact of aviation, agree targets, oversee progress and ensure integration with other programmes	Include within transport sustainability group

Environmental performance of estates and grounds including biodiversity and adaptation policies	Estates	SRS ACE	Oversee preparation of biodiversity and adaptation policies, and delivery of agreed programmes Advise on Environmental Management System and approaches	*Consider biodiversity sub-group dependent on resources
Sustainable and socially responsible procurement (incl. Fair Trade)	Finance and Procurement with SRS	Estates, ISG, ACE	Provide advice on and oversee relevant aspects of responsible procurement including policies, contract management, and integration with other programmes along with staff and student engagement	None
Estates development - sustainability	Estates	SRS, Finance, Procurement, ACE	Provide advice on implementation of guidelines and standards for sustainability in new building construction, refurbishments, ongoing building operation and maintenance, and building materials recovery	None
Sustainability aspects of food policy, procurement and delivery of services	ACE	SRS, Finance, Procurement	Provide advice on preparation of food policy, delivery of projects, advice on accreditation, staff and student engagement	None
Sustainable and socially responsible IT	ISG	SRS, Procurement College IT	Advise on opportunities across the University to identify, implement and promote sustainable Information Technology	Sustainable IT Group (as current). Chaired by SRS
Waste and resource policy including waste minimisation, circular economy and re-use	Estates	SRS, Finance, Procurement, ISG, ACE	Provide advice on development of waste and resources policies, oversee delivery of programmes and ensure integration. Oversee quarterly reporting of waste and recycling data (as currently)	Convene Waste and Resources Sustainability Group (Membership to be confirmed). Chaired by Estates
Sustainable laboratories - delivery	SRS and Estates	H and S Schools- academic and technical staff	Oversee and advise on sustainable labs programme including policies and strategies on design standards for labs, engagement and communication laboratory operation, and best practice (key topics include energy, waste and reuse)	Sustainable Laboratories Steering Group (as current). Chaired by SRS.

4. Governance



Resource Implications

The proposed changes 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.

Consultation

The proposals outlined above have been discussed with the Head of Estates Operations and Assistant Director of Estates. The new remit and membership were agreed by SRS Committee on 31 August 2017.

Further information

Author & Presenter

Dave Gorman,
Director of Social Responsibility & Sustainability
7 August 2017

Freedom of Information

This is an open paper.



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017

Suggested High Level Sustainability Priorities for 2017-2020

Description of paper

This paper builds on the remit of the new SSAG group and proposes high level priorities for the group to discuss and agree or refine.

Action requested

This paper is for discussion and agreement or otherwise amendment.

Background and context

This paper takes the opportunity of the newly formed SSAG to take a longer term view of the University's operational sustainability priorities, taking into account major elements of work or development required. Some are already in progress or under discussion. In addition the SRS department has an existing [4 year 2016-2020 strategy](#).

Discussion

1. Energy and Climate Change

- Finalise and deliver the Estates energy management strategy
- Complete achievement of the 10% energy savings target
- Explore further energy savings target
- Implement findings of RELCO report if agreed
- Prepare high level energy overview
- Maintain successful sustainable campus fund delivery and explore future size and scope of fund
- Maintain compliance with energy and climate reporting duties
- Agree and deliver University climate adaptation strategy
- Agree and deliver 3-year climate strategy implementation plan
- Maintain joint working on sustainable laboratories and sustainable IT
- Explore metering strategy for student accommodation with ACE?
- Ensure all staff and students have access to information and tools to reduce their energy impact at the University (as per our programme docs).

2. Waste and Resources

- Review and agree updated waste and resources policy including new circular economy theme
- Explore ways to deliver a 'circular economy' university linking to our research expertise
- Mainstream and upscale existing re-use initiatives and find new pathways to continue to increase reuse
- Continue to work to reduce contamination in waste streams and increase recycling and address high profile issues such as coffee cups, food waste and festivals waste
- Other?

3. Water

- Explore innovative technologies to reduce water consumption
- Deliver water provision strategy including water app
- Significantly reduce use of plastic water bottles on campus.

4. Transport

- Maintain overview of sustainability aspects of land based transport
- Strategy for electric vehicles deployment and charging points
- Future provision and support for cycling including shared bike schemes
- Deliver programme to reduce use of aviation from business as usual growth.

5. Buildings and Broader Estate

- Review success of Innovation Gateway and future of innovation programmes
- Complete review and seek agreement of building standards for sustainability
- Review biodiversity policy and agree new biodiversity policy
- Other?

6. Broader Issues

- Continue to maintain and seek ongoing refinement to quality and timeliness of energy, carbon, waste and other sustainability data
- Review IT needs associated with sustainability reporting
- Work with finance to explore integrated reporting and new intellectual models for value creation and reporting
- Explore relationship between community engagement, estates development, community benefit and other social issues including modern apprenticeships.
- Encourage and recognise staff and students for meaningful action taken on SRS
- Ensure students and staff are informed about issues and supported in opportunities to integrate SRS into research, learning, teaching and extra-curricular activities using the campuses as a 'living lab'.

7. Procurement and Supply Chain

- Maintain overview of key procurement risks and opportunities associated with social responsibility and sustainability, informed by more in-depth research where appropriate
- Embed social responsibility and sustainability in procurement processes (tendering and contracts, supplier engagement) across key product categories (electronics, food, labs, travel, estates/construction), focusing on prioritised issues and areas
- Develop and implement approach to supplier monitoring and engagement on social responsibility and sustainability
- Agree approach to palm oil sustainability
- Further develop whole university approach to modern slavery
- Explore updating procurement sustainability policies and compile into single framework
- Other?

Next steps/implications

Following discussion at SSAG, the paper will be taken forward to SRS Committee for agreement.

Consultation

Reviewed by the Programme Manager, Research & Policy Manager, Climate Policy Manager, and Head of SRS Programmes.

Equality & Diversity

Due consideration has been given to equality and diversity as a key element of the SRS agenda.

Further information

Author & Presenter

Dave Gorman, Director of Social Responsibility & Sustainability
19 October 2017

Freedom of Information This is an open paper.



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017

Estates Department Waste Office Annual Report – 2016/17

1. Description of paper

This Paper summarises the University's performance within the academic and support estate for Waste during the academic year 1 August 2016 to 31 July 2017.

2. Action requested

This paper is for discussion and endorsement.

3. Background and context

The University of Edinburgh's Climate Strategy Climate Strategy 2016-2026, Zero by 2040, was launched in November 2016. It presents our whole institution approach, encompassing University research, learning, teaching, operations and investments. It presents the Vision to be carbon neutral by 2040, including ambitious target and concrete goals. The Estates Vision 2017-2027, published in June 2017, states that 'We will build sustainability into our planning process, ensuring that our new and refurbished buildings are equipped to meet and address the threat of climate change, by being energy efficient and meeting waste and carbon standards throughout their lifetimes.'

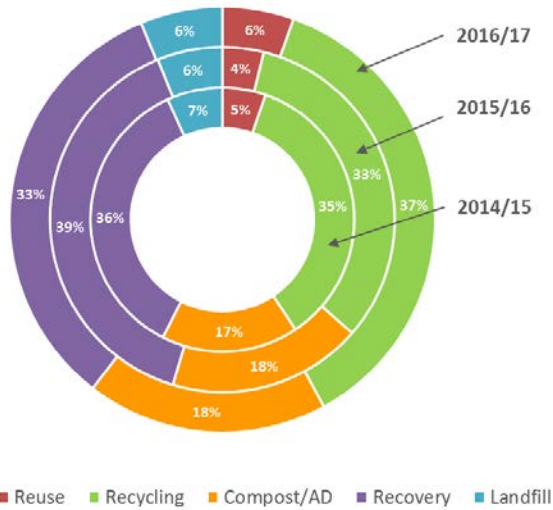
4. Discussion

a) Operational Changes

The Waste Office comprises six FTE members of staff plus 0.5 FTE administrative support. Sophie Ripinger resigned as Waste Contracts Manager in September 2017; this post is not being replaced directly, and Sarah McNeil (Cleaning Supervisor) will take up the post of Waste Officer in October 2017. In October 2017, the role of Waste Assistant Team Leader will be advertised internally. 2016/17 was a challenging year in terms of resources, due to long-term absences of a number of staff.

b) 2016/17 Waste Management Performance (Academic and Support Estate Only)

A breakdown of the waste arisings for the previous three years is illustrated in the figures below.



- Waste arisings were 3,156 tonnes, a decrease from 3,272 tonnes in 2015/16.
- Landfill avoidance rate was 94%, equal to that in 2015/16.
- Food waste recycling has decreased in 2016/17 from 3% to 2%; this rate is very dependent on ACE and EUSA activities, and the operation hours and the customer flow and demand. The tonnage of food waste has decreased from 111 tonnes in 2015/16 to 62 tonnes in 2016/17, a positive shift, indicating that ACE and EUSA are managing stock more efficiently and less food is being disposed of.
- Recycling has increased from 33% in 2015/16 to 37% in 2016/17.
- Reuse increased from 3.9% in 2015/16 to 5.4% in 2016/17. A number of building clearouts have been undertaken this academic year and notable projects include: the Fire Station being furnished using reused furniture only (approximately 10 tonnes) and Sustain Dunbar benefited from over 55 tonnes of material in 2016/17. In total, approximately 76 tonnes of material that would otherwise have been disposed of has been donated externally in 2016/17.

- Our licensed WEEE contractor, CCL North Ltd, collected nearly 11,000 items of WEE across the Estate in 2016/17, which equates to approximately 120 tonnes. CCL North Ltd continue to focus on reuse, and in 2016/17 approximately 35% of WEEE was reused.
- Warp-it reuse portal saw 262 transactions (a decrease of 15 when compared to 2015/16) saving over £130,000 (an increase of £20,000 from 2015/16), and 10 tonnes of avoided waste (a decrease from 12 tonnes in 2015/16).
- The PC Reuse project continued to run this year, and over the lifetime of the Zero Waste Scotland funded part of the project (January 2016 to present), 70% of the PC desktops reused have remained internal to the University, significantly avoiding the purchase of new machines. This equates to 174 PCs, 132 monitors and 125 keyboards/mice – a financial saving of approximately £65k, with nearly 3 tonnes of waste avoided and saving 40 tonnes of carbon. SRS, IS and Waste are working collaboratively to ensure the continued implementation of PC reuse within the University, although a major hurdle is lack of space to house the Project. A temporary location has been identified until March 2018, and alternative locations are being investigated internally.

c) Major Projects/Achievements

- Successful rollout of lecture theatre bins, and internal and external bins to a number of new builds/developments (e.g. The Roslin Innovation Centre, The Lister Learning and Teaching Centre, 9A Bioquarter, Appleton Tower, St Cecelia's, Argyle House, Dalhousie Land, McEwan Hall and The Pleasance).
- Reuse, and routes for reuse, continues to grow. This has been helped by forging good relationships with external organisations and using various channels of communication.
- Development of a trial for coffee grounds recycling at Pollock Halls with ACE; this trial will be expanded to cover all ACE managed cafes in 2017/18. It is also hoped that the resultant fertiliser can be used by Landscape throughout our Estate.
- The University awarded the Clinical and Biological Waste contract to SRCL Ltd in August 2017.
- Successful clearout of 9-11 Infirmary Street (second floor) – this was due to early communications with PMs and staff, and regular visits by the Waste Office. Thanks must also go to the Cleaning staff and Waste Assistants who dealt with a huge volume of waste during this project.
- Progression of protocol for redundant lab equipment (a collaborative project between Legal/Procurement/SRS/Waste).
- All cleaning supervisors have attended a site visit to the Biffa materials recycling facility.
- New compactors ordered for a number of locations.
- Contingency plans for Festival waste as a result of the burst pipe in Charles Street Lane in August 2016.
- Better management of ECA Degree Show waste.

5. Risk Management

Key risks associated with implementation of waste management actions at the University include:

- The cost of waste disposal and recycling continues to rise outpacing the increase in staff and student numbers.
- A requirement to update the overarching Waste Strategy (and associated Policies).
- Tender of hazardous, and confidential waste contracts.
- Space to store and manage bulky wastes effectively is at a premium.

- Number of new developments/refurbishments and adequate provision for external bins in new developments.
- Central Area waste compound to be moved from Charles Street Lane by the end of November 2017. A temporary location has been identified in Windmill Street, and this is being progressed. It is also hoped that this will become a permanent location for all Central waste management to be developed over time.
- Estates projects to include management of building clearouts efficiently, and adequate consideration of waste management in refurbishments and new builds.
- Increase in requests for ad-hoc uplifts across the Estate which is putting pressure on the resources within the Waste Office; on multiple occasions external Contractors have had to be used. An increase in pallets across the Estate has also been realised, with the Waste Assistants uplifting approximately 100 per month.
- Waste arising during the Festival puts pressure on Waste Office and external cleaners; fly-tipping in the Central area, plus adequate storage for additional external bins is a concern.
- Internally recharging for a number of services is time-consuming.

6. Next Steps/Implications

- Rollout of new Clinical and Biological waste contract; as with any new Contractor, there may be initial problems while the new service beds in, but SRCL Ltd have contingencies in place should this be required.
- Procurement of hazardous and confidential waste contracts in order to ensure that the University remains compliant with procurement law and has appropriate, best value contracts.
- Waste Strategy (and associated Policies) to be drafted and approved.
- Work with colleagues in Estates to: further develop the process for clearouts, and waste management for refurbishments and new builds; and to reach a conclusion about the future of waste management within the Central Area.
- Identify further routes for reuse through working with contractors, social enterprises and our licensed WEEE contractor.
- Progression of Waste section within Sustainability Checklist.
- Establishment of a Waste Sub-group (chaired by Grant Ferguson) as a result of the SOAG being dissolved a replaced with a smaller, more strategic group (Sustainability Strategy Advisory Group).
- Rollout of battery recycling boxes to every building in the Estate; CCL North Ltd will collect boxes free of charge and replace with an empty box.
- Estate-wide Clinical and Biological Waste audit (due to the scale of this exercise, and expertise required, an external contractor will need to be used).
- KB Masterplan – finalise the plans for a centralised facility at KB with consultants.
- New van(s) – liaise with Parking Manager regarding the options for electrifying the fleet.
- Simplify Waste website.

7. Further information

Author

Kate Fitzpatrick
Waste & Recycling Manager
19 October 2017

Presenter

Grant Ferguson
Head of Estates Operations and Assistant
Director of Estates

8. Freedom of Information

This is an open paper.



Sustainability Strategy & Advisory Group (SSAG)

30 October 2017

SRS Programmes Q4 Report 16/17

Description of paper

This paper provides a report on SRS Programmes through to the end of 2016/17. First quarter reporting for 2017/18 will be compiled in early November 2017.

Action requested

The Committee is invited to review and comment on this paper.

Background

In 16/17 progress continued across 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. We facilitate, manage and coordinate programmes and projects to catalyse action and collaboration across campus.

While the SRS Department is reporting on these programme areas, progress is due to working in partnership and collaboration with others (i.e. Estates, Procurement, Finance, HR, CAM, Colleges, Schools and the Students' Association as well as numerous individuals).

We review our outcomes, outputs and inputs on a quarterly basis with monthly internal updates. The University measures performance in relation to carbon; energy; waste and recycling and other material sustainability issues. The purpose of this document is to report on how the programmes of work are performing in relation to the strategic ambitions of the University and invite further input.

Discussion

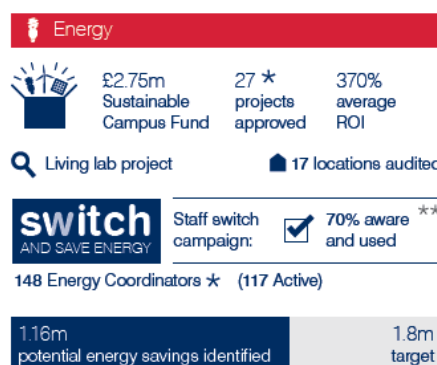
Annex 1 provides a 1 page snapshot of highlights and current measurable indicators. This will be reviewed in Q1 2016/17 with further edits based on updated programme metrics.

Energy Engagement and Communications

The University's new Climate Strategy Zero by 2040 was launched in Autumn 2016. Staff worked to promote the Strategy to staff and students.

The energy used for electricity and heat in our buildings accounts for approximately 80% of the University's carbon footprint. The Climate Strategy launch and the commitment by the University to invest in energy efficiency and the senior support for this agenda has helped further build support across campuses.

Generally on target with agreed actions. Some delay in year with energy campaign but back on track by July 2017.



The Sustainable Campus Fund was a key project supported in 2016/17 within the Energy programme. Estates and SRS worked closely together to develop a pipeline of projects as well as a streamlined online platform for application and review.

27 projects were approved for funding with a combined payback at 3.4 years estimated carbon savings of 1,253

tCO2e and cash saving of £248,800 identified. At end of Q4 £821k was allocated.

148 **Energy Coordinators**, 79% of whom are 'active', took practical action within their work units to identify savings opportunities. 33 new coordinators joined the network in 16/17 bringing us 2 short of our target. An internship in spring 2017 supported an evaluation of materials and provided support for trialling student volunteering matched to staff coordinators.

SWITCH and save visual materials were rolled out. SWITCH reports supported via walk-around reviews from the Security Section have continued to help identify opportunities for savings in some locations. Lack of data prohibits ability to understand impact of activities such as the winter holiday shutdown campaign. A refreshed strategy was agreed with the Utilities Working Group. An Energy video was developed for launch (emphasising ways that staff and students can get involved).

Following the launch of the climate strategy, specific carbon targets for the programme can be clarified and communicated. Priorities in the coming year will be to work closely with the Energy Office to ensure a joined up approach and that Campus Fund and other targets are met and to build a culture of energy efficiency through communications and engagement channels including a network of 300 Energy Coordinators spread across the estate by 2020. We seek to strengthen links with researchers (staff and students) for living lab projects linked to energy use on our campuses, and have worked with the interdisciplinary Enhance project looking at energy use and behaviour this year.

Sustainable Laboratories

In 2016/17 a review of priorities and objectives was undertaken with the Sustainable Labs Steering Group. This enabled a pipeline of lab specific projects to be in place for further consideration for the Sustainable Campus Fund. Ventilation within the labs was identified as a priority area for energy savings and following a detailed screening, a trial of a demand based ventilation system (aircuity) in SCRM has been approved in principle which is estimated to save significant energy, carbon and cost and could be rolled out to other locations.

Generally on target with agreed actions. Some delay in year with campaign materials but back on track by July 2017.



A detailed Cold Storage Study continues with the Roslin Institute to investigate potential impacts on samples with temperature changes. Changes from -80 to -70 freezers are already well researched and through sharing of ideas with University of British Columbia and others additional behaviour change

campaigns are being investigated. The second portion of the study will last for a minimum of five years and examine the impact of three storage temperatures (-80°C, -70°C and -60°C) on sample viability. Into the future, we hope to investigate innovations in cold storage technologies to ensure a leading and comprehensive approach.

SWITCH and save materials specific for laboratories and approaches to engagement were tested with the School of Biological Sciences in the Horsfall laboratories. Data collected was unable to show a correlation between the materials and energy savings but there was interest and discussion generated with lab users. Together with the energy office and researchers we are further testing this in IGMM and in other locations.

12 Labs took part in the Edinburgh Sustainability Awards. The awards include a peer audit to identify opportunities for energy and waste savings within a lab environment. A programme video was also developed to help continue to raise awareness and build engagement with the

work. In 2017, the University of Edinburgh hosted a visit by the Wellcome Trust keen to learn from our approach in laboratories. We continue to network with Universities across the UK and internationally.

Priorities in the year ahead include focusing on increasing energy efficiency in laboratories through identifying practical infrastructure projects, opportunities for savings at development stages and through energy saving behaviours. Cold storage and ventilation specific projects to build our learning in these areas, and reduction of waste through identification and promotion of effective reuse channels. We also continue to support a University wide approach to improve professional development opportunities for technical staff due to their key role in promoting and implementing sustainable lab practices.

Sustainable Travel

Amber due to some delays due to scheduling of next steps and follow up meetings.

While the energy and heat used on campus make up the largest proportion of our carbon emissions, the carbon from our business travel is not immaterial and currently accounts for about 10% of our footprint. Business travel is both a rising proportion of the University's costs and could account for 20% of our emissions by 2025. Air travel is the most polluting way to travel, accounting for 94% of all the University's travel emissions. We recognise the importance of international travel and collaboration. With this sensitivity in mind, we are carrying out work with a few schools / departments to understand business travel practices in a number of University schools and departments and to develop practical guidance based on feedback.

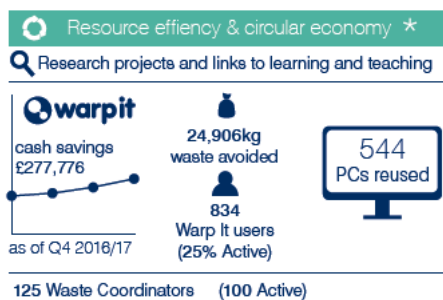
Working closely with the Transport Office, 2 Active Travel Campaigns were supported in 16/17. The 'Be Bright Be Seen' campaign, helped hundreds of people around the University access information about safer cycling and get free lights and advice about safer cycling. Spring into Cycling focused on promoting active travel. SRS together with the Transport Office and ECCI organised an Electric Vehicle showcase as part of the Science Festival.



Resource Efficiency and Circular Economy

Amber due to uncertain nature of PC Reuse Project next steps.

Working with Waste and through a network of over 100 champions across the University, we seek to promote reuse (as well as increasing recycling and reduce contamination of waste streams). Through the Waste and Reuse Portal (Warp It), £277,776 has been saved and approx. 25,000kg of waste avoided.



A PC specific reuse project was piloted over the last 18 months with seed funding from Zero Waste Scotland and involving Information Services, Waste, SRS and ECCI. This enabled 544 PCs to be reused bringing in over £100,000 cash savings, diversion of 8,000kg from waste and over 100 tonnes of CO2e saved and additional linkages with the Remakery on Leith Walk providing computers not used internally for community benefit. This also helped to raise funds for a Business School research project into expanding

PC reuse further and with the University as a test bed for sustainability. Although we had hoped to mainstream this project into business as usual within the University via IS this has not yet been possible partially due to inability to find a suitable space. The project recently received international recognition being awarded a Green Apple Award for Best Environmental

Practice. Support for the SHRUB has helped them to secure £300k for the Zero Waste Towns project.

Priorities for SRS in this area will be to continue to promote reuse and to expand internal and external channels; to roll out communications for the Water Project (with Students' Association) and to collaborate with researchers for innovations in circular economy. We will also continue to link with community reuse groups and, look to further support initiatives linked to food waste.

SRS in Supply Chains: Fairness in Trade and Sustainable Procurement

Working in collaboration with Procurement, we seek to ensure that all relevant SRS considerations are embedded as business as usual in all main procurement categories, informed by up to date research.

Generally on target with agreed actions.

Supply chains & investments

- Conflict Minerals Sector Briefing
- Fairtrade Fortnight campaign
- SRI Student Volunteering and Impact Investing
- 4/5 Category Assessments Complete (ICT, Labs, Food, Travel, Estates)
- Electronics Watch: Factory assessments
- Modern Slavery research

Risks and opportunities in prioritised supply chains have been assessed. The Modern Slavery Working Group has continued to review social responsibilities in relation to modern slavery risks, and to feed into the next Statement. A decision was made to discontinue Workers Rights Consortium (WRC) affiliation partially linked to the fact that the consortium had not been able to further develop for UK context. Research on the issues across higher education

and lessons learned have been written and shared. An academic network meeting on supply chains was held, but turnout was very low. Events and communication campaigns have aimed to increase awareness within staff and students and we seek to continue to develop this in the future.

'Make ICT Fair - Reforming Manufacture & Minerals Supply Chains through Policy, Finance & Public Procurement' was successful for EU funding with ten civil society organisations across Europe with implementation to start in 17/18.

Responsible Investment

As a signatory to the Principles for Responsible Investment, we report annual on how Environmental, Social and Governance (ESG) are integrated into our investments and progress on the principles. Similarly to 2016, we were benchmarked by PRI highly for strategy and governance and also for general integration of ESG in listed equity and property with potential opportunities to improve reporting and clarify engagement with listed equity via proxy voting or otherwise. A student challenge project received support from the department with a planned 'pitch' to directors of SRS and finance in autumn 2017. Background work and communications approaches for social finance commitments were also supported in the year.

Generally on target with agreed actions. Some delay with Student Responsible Investment Club but beyond control of Dept.

Community Engagement

In Spring 2017 we recruited our new community engagement programme manager and our community engagement communications coordinators. Working closely with the Assistant Principal Community Relations and the Head of External Affairs, key projects have been prioritised for follow up including:

Generally on target with agreed actions.

- Digital Ambassadors Project: 20+ Student Ambassadors delivering support to community residents who previously have never used computers to develop their digital skills.
- Small Grant Scheme: Criteria and guidance to be in place early in the next month to support efficient and effective due diligence and funding for community projects.
- Social Impact Pledge: Celebrating the University's commitment and developing next steps
- Co-Curricular Pathways: Highlighting and further developing opportunities for learning.
- Green Impact Community Audit: Support for community organisations.

Recognising that so much work happens across different departments at the University and the importance of better telling this story, a project to continue mapping of activity is also in place supported by an internship. Together with CAM, communications tools including a 'Edinburgh Local' web section are being developed. Programme definition work was carried out and metrics developed.

SRS links to Student Experience, Learning and Research

Generally on target with agreed actions.

We seek to ensure students and staff are informed about issues and supported in opportunities to integrate social responsibility and sustainability into research, learning, teaching and extra-curricular activities and using the campus as a 'Living Lab'. Over the last year, 14 work based placements were supported, 48 volunteer roles offered, 7 student projects supported via a small grants fund and both undergraduate and graduate dissertations prizes were awarded.



The University of Edinburgh and the Edinburgh University Students' Association are part of a 3-year project led by the National Union of Students looking at Benchmark Standards for University Social Responsibility and students as social auditors. The project secured funding of €290,745 from the EU Erasmus+ programme and commenced in September 2016. Other partners include the University of Porto (Portugal), Kaunas University of Technology (Lithuania) and their respective Students' Associations. 60 students from the three participating

universities will be trained as Social Responsibility Auditors in a student-centred, action-reflection learning based programme, delivering four audits of different European higher education institutions. A SLICC based framework for the assessment of learning outcomes is being created (Institute for Education) for creation of a 5 Credit Certificate in Social Responsibility Auditing (EQF Level 6).

We will look to develop further the projects and programmes that support student experience and participation on SRS issues. Our [Living Lab project database](#) will enable student and staff projects to build on past learning and link to organisational priorities.

SRS Events and Outreach

Generally on target with agreed actions.

Over the course of the 2016-17 academic year the Department for Social Responsibility and Sustainability delivered or supported over 40 events, reaching over 4500 attendees. As with previous years, the events took a variety of formats, including workshops, lectures, student forum meetings and the annual Sustainability Awards Ceremony. This covered a range of topics related to social responsibility and sustainability, including supply chains, social enterprise, climate change policy and sustainable food.



SRS events held

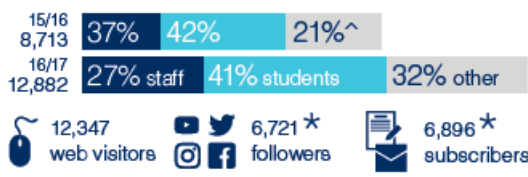


SRS event attendees

The department endeavoured to align activities with existing campaigns taking place around the University and the wider sector, such as Fairtrade Fortnight, the Festival of Creative Learning and Environmental Career Opportunities Week (ECO Week), in order to maximise impact and reach. In addition to core series such as Our Changing World and Visions for Change, the department also

supported a number of ad-hoc events such as: Sustain.ED (Edinburgh University Students' Association), Innovations in Sustainable Investment (Standard Life), Edinburgh Sustainability Conference (Buchanan Institute) and RELCO pop-ups. 85 percent of respondents rated our events as 'good' or above.

Based on lessons learned, the SRS Student Forums will be run on a more 'reactive' basis, rather than pre-planning and we will support student societies to lead on events. We will work to mix up the format, avoiding the standard panel discussions and build networks with wider University departments / schools, particularly those not typically associated with sustainability.



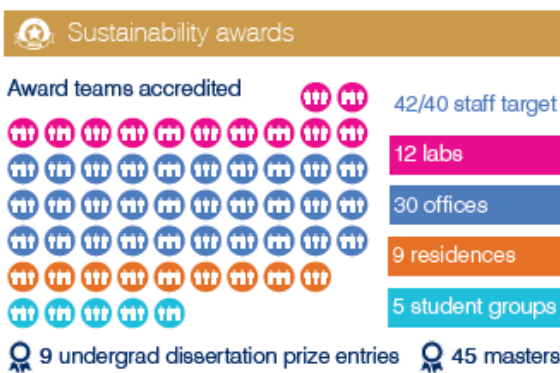
Through varied communication channels we continue to expand our linkages with staff and with students. Visitors to our websites and our social media channels continues to grow along with subscribers to the SRS newsletter. Our staff and student survey was rolled out in Spring 2017 helping to provide further insights into

our messaging.

Edinburgh Sustainability Awards

The Sustainability Awards recognise staff and students who make a difference and contribute towards the University becoming more socially responsible and sustainable. Since the Sustainability Awards launched in 2010, an increasing number of staff and students have taken part every year.

Generally on target with agreed actions.



35 sections of the University from every campus, group and college are now involved, finding new ways to conserve resources, save energy, streamline scientific and research practices, fundraise for good causes and build links with the local community.

The Sustainability Awards are linked to the National Union of Students' Green Impact environmental accreditation scheme, which runs in over 50 UK further and higher education institutions. The lab

awards are also based on the criteria of the international S-Lab programme. Student specific awards recognise the achievements through links to learning and teaching and in residences.

Staff Learning and Development

The Department offers training for all staff and students who are interested in learning how to work and live in a more sustainable way and to raise awareness of SRS issues, the climate strategy and key topics. This takes place through:

- The 'Be Sustainable' series, 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 and presentations were implemented for various groups across the University.

Ambitious targets have been set to ensure that 100% of staff have 'SRS' included in their inductions; that 20% participate in Be Sustainable introductory training (online or workshop) and that 15% participate in the Awards programme and that 10% participate in additional learning and development courses. Further exploratory work on this is taking place building from a 2016 review with Learning for Sustainability Scotland for staff development opportunities.

SRS Reporting and Strategy Development

Standalone SRS Reporting for 15/16 and a microsite for online reporting was developed with positive feedback received. Review of indicators in use carried out via a student project. We have worked to support Finance with further integration of SRS within the Annual Report and Accounts (Integrated Reporting).

Generally on target with agreed actions.

Following discussions with Heads of Professional Services and Heads of Schools we are working to pilot a school 'benchmarking' project which would provide schools and professional service departments with management on the integration of SRS across operations, learning and teaching where data enables this.

Support for the SRS Strategy refresh has involved stakeholder interviews and consultations and student research projects on indicators, staff and student engagement, and the Sustainable Development Goals.

Risk Management

Risks in relation to our objectives are monitored and mitigating strategies developed as appropriate.

- **New projects and capacity:** The scope of work and number of projects means there is a slight risk of limited 'reactionary' time available from many staff which has always been a strength of our way of working. However, clear agreement on priorities enables management of this and we will review on an ongoing basis.
- **Staff learning and development and succession planning:** The department achieved a Silver accreditation under the new (tougher) Investors in People (IIP) framework. Next steps will include further development of staff, pathways for learning and development and future succession planning for various roles within the Programmes Unit and through the Department.

Equality & Diversity

Although due consideration has been given to equality and diversity as a key element of the SRS agenda, and we do not currently think that an Equality Impact Assessment is required, we will continue to monitor issues within our programmes. We look forward to moving to an office which is accessible to all staff and for all visitors.

Next steps/implications

We seek to continuously improve our monitoring and evaluation to ensure programmes, projects and activities are cost effective in their use of time and other resources and that there are quarterly and annual reviews of outputs and outcomes. In 2016 the Department updated its 3 year strategy which provides the opportunity to review the metrics that we use for understanding programme impact.

Consultation

Quarterly output and outcome reports are prepared for senior management and shared with other interested stakeholders. This paper was originally discussed in the SRS Committee in August 2017.

Further information

This report has been based on team and programme and project specific reports.

Prepared by: Michelle Brown, Head of SRS Programmes, August 2017

Freedom of Information

This is an open paper.



Social Responsibility and Sustainability

Q4 highlights 2016-17

Catalysing action and collaboration across campus

www.ed.ac.uk/sustainability

Energy



£2.75m Sustainable Campus Fund
27* projects approved
370% average ROI

Living lab project 17 locations audited



Staff switch campaign: 70% aware and used**

148 Energy Coordinators* (117 Active)

1.16m potential energy savings identified 1.8m target

Labs



Laboratory Guidelines



14 projects approved* inc. helium recovery



113 lab specific engagements

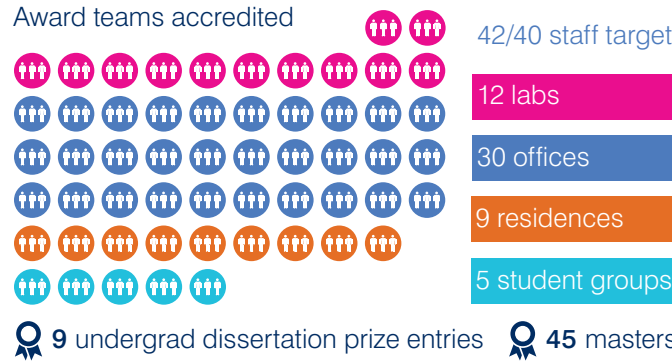
Climate and SRS Strategy



2016: Launched
2017: RELCO Review ^ ^



Sustainability awards



154 active champions 219* total champs 250 target

Staff champions working across more than 60 departments to cut emissions

Be Sustainable



SRS in staff inductions + New online staff course



189 workshop participants



458 people reached through online training

Resource efficiency & circular economy *

Research projects and links to learning and teaching



cash savings £277,776

as of Q4 2016/17

24,906kg waste avoided
834 Warp It users (25% Active)

544 PCs reused

125 Waste Coordinators (100 Active)

Sustainable travel

Pilot Business Travel Communications Project



Winter and Spring cycling campaigns supported

50 Active Travel Champions* (29 Active)

Supply chains & investments



Conflict Minerals Sector Briefing



Fairtrade Fortnight campaign



SRI Student Volunteering and Impact Investing

4/5 Category Assessments Complete (ICT, Labs, Food, Travel, Estates)

Electronics Watch: Factory assessments



Modern Slavery research

Community, learning & teaching



38 SRS events held



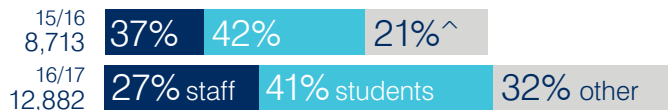
4,564 SRS event attendees



17/18 Our Changing World planning



European Students for Sustainability Auditing



12,347 web visitors

6,721* followers

6,896* subscribers



186 Academic* network members



Community Engagement Programme Development



48 Student volunteers



9 Internships & placements

* cumulative total since project start (other figures absolute or year to date)
** Summer 2017 survey

^ other (includes alumni, media & public)
^ ^ Renewable Energy and Low Carbon Options Group



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017

Adaptation Strategy Draft

Description of paper

1. This paper proposes an adaptation strategy for the University of Edinburgh. It serves as a sub-strategy to the Climate Change Strategy, setting out a whole institution approach to adaptation.

Action requested

2. SSAG is asked to discuss and endorse the draft document and the approach taken within it.

Recommendation

3. SSAG should discuss and endorse the document.

Background and context

4. *What adaptation is and why it is important*

Adaptation has been defined by the UN Framework Convention on Climate Change as “Adjustments in ecological, social, or economic systems in response to actual or expected climate stimuli and their effects or impacts. It refers to changes in processes, practices, and structures to moderate potential damages or to benefit from opportunities associated with climate change.” The University Climate Change Strategy, Zero by 2040, promises delivery of an adaptation strategy as part of commitments laid out within it.

5. We are already seeing effects in Scotland of climate change such as increased heavy rainfall and extreme weather events, which are predicted to intensify over time, regardless of current and future mitigation efforts. The Climate Change (Scotland) Act 2009 imposes a duty on public bodies to enact adaptation measures and these measures must then be explained annually in the new Scottish Government mandatory reporting. The Scottish Government has prioritised adaptation action in their Adaptation Scotland programme and locally in Edinburgh Adapts, led by the City of Edinburgh Council. The development of a University strategy signifies compliance with public bodies duties and supports Scottish Government and city actions. The strategy also mitigates reputational and business risks from inaction.

Discussion

6. The draft adaptation strategy follows the whole institution approach of the University Climate Change Strategy.

7. The adaptation strategy details what the University is already doing in this space. For example, adaptation is already taught as part of the Carbon Management MSc and SRS is developing living lab projects that relate to adaptation (in architecture and carbon finance). In operations, including landscaping and biodiversity, Estates has responded to flooding events with a flood risk assessment for critical engineering infrastructure (high voltage electricity networks and district heating), and exemplify

adaptation in green infrastructure at Pollock Halls and sustainable drainage systems at Easter Bush. The current work to consider renewables and low carbon options for investment also provides adaptation potential in the restoration of peatland and woodland. In many cases, adaptation can also be seen to serve a mitigation function. The University also works in partnership through input into Edinburgh Adapts and the Edinburgh Living Landscape Partnership, which assists in delivering adaptation actions.

8. The University can build on these actions to develop a more joined-up and comprehensive approach to adaptation that aligns with city and national adaptation, as laid out in the draft strategy. The draft strategy proposes the following priorities for action:

Research, learning and teaching:

- Applying adaptation research to campuses as part of the city of Edinburgh, taking advantage of the upcoming City Deal if and where possible, and as part of living lab projects
- Comprehensive mapping and ranking of risks to research, especially where environmental conditions must be controlled for storage of materials (e.g. biobanking of medical, veterinary and biological samples in ULT freezers); but also risk assessment of potential disruption to supply chains (e.g. impact of interruption in liquid helium deliveries)
- Considering ways of teaching in the context of adaptation that can widen participation and enhance student experience in a changing climate (e.g. remote teaching options and teaching times)
- Including adaptation in induction materials that introduce the Climate Change Strategy

Operations and landscaping:

- Comprehensive mapping and ranking of risks to the Estate including buildings, infrastructure services and natural environment and development of Estates adaptation risk management plan
- Ensuring adaptation is central in the development of the Edinburgh estates sustainable design principles for both new builds, existing buildings and their landscaped contexts
- Consideration of climate matching and surface water retention in landscaping, with possible testing of the Natural Capital Standard for Green Infrastructure and geodiversity approaches
- Further mapping of non-Estates (non-physical) risks (financial, student experience, other reputational, etc)

Carbon reduction investment:

- Considering value of local power generation and supply
- Considering the benefits of woodland and peatland restoration in terms of adaptation, including biodiversity conservation

Partnership working:

- Maintaining strong relationships within existing partnerships (Edinburgh Adapts, Edinburgh Living Landscape Partnership), including ensuring strong communication links with the City of Edinburgh Council
- Developing new local, regional and international partnerships to progress thinking and action in adaptation
- Exploring funding opportunities at UK and EU levels (pre-Brexit) for innovative pilot projects to test on University campuses

Resource implications

9. The draft adaptation strategy builds on or extends current action. Cost implications will be better understood after results of a full risk assessment to determine which key priority actions should be taken forward and are most economically sound.

Risk Management

10. There are clear risks to *not* taking action in adaptation, such as non-compliance with Public Bodies Duties and reputational risk from a lack of commitment, as well as business risks related to physical, supply chain and other disruptions caused by climate change.

Equality & Diversity

11. Although due consideration has been given to equality and diversity as a key element of the SRS agenda, and we do not currently think that an Equality Impact Assessment is required, we will continue to monitor issues within our programmes.

Next steps/implications

12. The Climate Policy Manager for SRS will take forward any changes to the adaptation strategy proposed by SSAG, as well as implementation in collaboration with relevant stakeholders within and out-with the University.

Consultation

13. This first draft of the adaptation strategy has been written after significant consultation with support groups, academics and input from students with experience in adaptation through coursework.

Further information

14. Author and Presenter
Elizabeth Vander Meer
Climate Policy Manager
23 October 2017

Freedom of Information

15. This is an open paper.

Adaptation Strategy: proposal for the University of Edinburgh

Introduction

Scientific evidence, for instance from the IPCC 5th Assessment Report, identifies anthropogenic causes of current climate change, with impacts in every world region and leading to a need not only for action in mitigation but also for adaptation strategies, as climate change is already occurring and will continue to occur despite mitigation efforts. [The United Nations Framework Convention on Climate Change \(UNFCCC\)](#) explains adaptation as:

“Adjustments in ecological, social, or economic systems in response to actual or expected climate stimuli and their effects or impacts. It refers to changes in processes, practices, and structures to moderate potential damages or to benefit from opportunities associated with climate change.”

The [EU Strategy on Adaptation to Climate Change](#) describes alterations of natural processes, patterns of precipitation, glacial melting and rising sea levels. Europe has experienced a faster increase in temperature than the global average in the last decade, amounting to 1.3° C above preindustrial levels, with more frequent extreme weather events.

The University of Edinburgh Climate Change Strategy 2016-2021 addresses mitigation through a whole institution approach but also recognises the role of adaptation in such an approach. As noted in the Strategy, climate change in Scotland has already brought warmer, wetter autumns and winters and hotter summers. The consequences of climate fluctuations with potential impact on the University of Edinburgh include:

Physical risks:

- Increased flood risk, threatening the estate (particularly the historic environment); water shortages from drought in summers, affecting University-owned land
- Changes in the balance between heating and cooling, leading to the need to adapt performance and design, construction, management and use of buildings and surroundings

Physical and supply chain risks:

- Global energy market impacts affecting energy supplies and energy security, and disruption to global water supply and food supplies
- Possible disruption of transport, energy and communication networks in Scotland and around the world, impacting markets and affecting supply chains

Reputational risks:

- Lack of resilience in terms of physical and supply chain risks could mean that the University feels the effects of a potential decrease in student enrolment and international collaboration ambitions
- Lack of action and collaboration on climate change adaptation, on the University’s direct premises and with external actors, could damage the University’s brand reputation for

excellence in teaching and research, in addition to its vision to make impactful contributions to society more broadly.

The whole institution approach of the Climate Change Strategy encompasses research, learning and teaching, operations, investments and partnerships. Any of these core activities could be disrupted by the impacts of climate change, posing potential risks to the University's functioning. Therefore, the requirement for adaptation efforts to address these potential impacts is critical in order to future proof core operations. Reputational as well as regulatory risks must be considered along with the more tangible physical risks. Tackling these risks can be seen as an opportunity to take a key leadership role in climate change adaptation, particularly within the public sector.¹

Developing climate resilience beyond existing measures within the University ensures compliance with the Public Bodies Climate Change Duties under the Climate Change (Scotland) Act 2009. Such measures can also lead to cost and efficiency savings. Much evidence exists to support the case for taking proactive measures to prepare for the predicted impacts of climate change. This financial case, which focuses on win-win options for the University as a business entity and adaptation progress, are likely to be the most successful; cost-benefit analysis can be considered across the University's adaptation strategy in identifying priorities for action. Innovation UK has developed a business case for adaptation, which can be referenced when building the financial argument for adaptation on the University estate. At the same time, adaptation often involves expansion of green and blue spaces, which has benefits in terms of student experience of campuses, well-being for both staff and students and biodiversity conservation, also contributing to the city of Edinburgh as a new member of the [Biophilic Cities Network](#).

The following paper sets out an adaptation strategy for the University of Edinburgh. It describes a whole institution approach that can result in a more resilient, "climate ready" estate and acknowledges embeddedness in the city of Edinburgh. It has been developed through the involvement of the University community, including academics, students and support groups, and with support from Adaptation Scotland. The Strategy should be seen as evolving rather than static, changing with increased understandings of what adapting will mean within the University context.

THE UNIVERSITY WILL BECOME MORE RESILIENT, CREATING A SENSE OF PLACE ON CAMPUSES AND PROMOTING WELL-BEING AND BIODIVERSITY, AS AN INTEGRAL PART OF THE WIDER CONTEXT OF THE CITY OF EDINBURGH.

¹ For further discussion of business risks in the University of Edinburgh context, please request the report by Robyn Lockyer, University of Edinburgh Msc Carbon Management graduate, which informed this section of the strategy.

University Adaptation and a Whole Institution Approach

Identifying risks

We can identify key areas of possible physical risk or vulnerability for the University of Edinburgh, based on previous events:

- **water** (damage from flooding, lack of drainage)
- **structural integrity** including power distribution (damage from high winds)
- **comfort** (difficulties keeping buildings cool internally and keeping warm).

Consideration must also be given to: landscaping and biodiversity, communicating adaptation, infrastructure (transport), economic/commercial impacts, identification of key collections and equipment, legal and regulatory mechanisms and compliance, the boundaries of the Estate and how to communicate adaptation. Keeping in mind the reactive nature of putting in place some adaptive measures and the need for long-term thinking, the University would benefit from a comprehensive adaptation strategy, not only to fully capture what is already being done and successful approaches, but to provide a consistent way forward that results in greater University resilience.

Being climate ready

The Adaptation Strategy draws from the Scottish Government's [Climate Change Adaptation Programme](#) that includes climate ready buildings and infrastructure networks, natural environment and community/society. The Strategy also aligns with the holistic Sustainability Strategy for estates design goals, currently under development. The Committee on Climate Change (CCC) has recently published the [UK Climate Change Risk Assessment 2017 Evidence Report – Summary for Scotland](#) (UK CCRA 2017 Scotland National Summary), which lists and rates risks in the areas of natural environment and assets, infrastructure, people and built environment, business and industry, and international dimensions; it provides evidence for identification of relevant risks in the Edinburgh context and adaptation measures taken and/or needed. The Strategy promotes the involvement of staff and students in testing possibilities for adaptation on campuses through the Living Lab programme. Following the whole institution approach of the Climate Change Strategy, we have identified priority areas for adaptation in research, learning and teaching, operations, renewables investment, partnership working and communications.

Priorities in **research, learning and teaching**:

- Applying adaptation research to campuses as part of the city of Edinburgh, taking advantage of the upcoming City Deal if and where possible, and as part of living lab projects
- Comprehensive mapping and ranking of risks to research, especially where environmental conditions must be controlled for storage of materials (e.g. biobanking of medical, veterinary and biological samples in ULT freezers); but also risk assessment of potential disruption to supply chains (e.g. impact of interruption in liquid helium deliveries)
- Considering ways of teaching in the context of adaptation that can widen participation and enhance student experience in a changing climate (e.g. remote teaching options and teaching times)
- Including adaptation in induction materials that introduce the Climate Change Strategy

Priorities identified for **operations and landscaping**:

- Comprehensive mapping and ranking of risks to the Estate including buildings, infrastructure services and natural environment and development of Estates adaptation risk management plan
- Ensuring adaptation is central in the development of the Edinburgh estates sustainable design principles for both new builds, existing buildings and their landscaped contexts
- Consideration of climate matching and surface water retention in landscaping, with possible testing of the Natural Capital Standard for Green Infrastructure and geodiversity approaches
- Further mapping of non-Estates (non-physical) risks (financial, student experience, other reputational, etc)

Priorities in **carbon reduction investment**:

- Considering value of local power generation and supply
- Considering the benefits of woodland and peatland restoration in terms of adaptation, including biodiversity conservation

Priorities for **partnership working**:

- Maintaining strong relationships within existing partnerships (Edinburgh Adapts, Edinburgh Living Landscape Partnership), including ensuring strong communication links with the City of Edinburgh Council
- Developing new local, regional and international partnerships to progress thinking and action in adaptation
- Exploring funding opportunities at UK and EU levels (pre-Brexit) for innovative pilot projects to test on University campuses

Priorities for **communications as part of a climate ready community**:

- Raising awareness of the importance of adaptation amongst staff and students through targeted events
- Raising public awareness of University projects in this space, considering how to communicate messages effectively, including signposting at sites

The following sections provide detailed descriptions of how the University addresses climate risks and a more granular view of priorities moving forward.

[Research, learning and teaching](#)

The University of Edinburgh already conducts significant multi-disciplinary and high impact research on the global challenge of climate change, as detailed in the Climate Change Strategy 2016-2021. This research spans humanities and social sciences, science and engineering and medicine and veterinary medicine. Recent climate change adaptation research projects led by University of Edinburgh investigators or with the University in international partnership include [ARIES](#) (Adaptation and Resilience in Energy Systems), [LUC4C](#) (Land Use Change: assessing the net climate forcing, and options for climate change mitigation and adaptation), [IMPRESSIONS](#) (Impacts and Risks from High-End Scenarios: strategies for innovative solutions), [OPERAs](#) (Operational Potential of Ecosystem Research Applications) and [CLIMSAVE](#) (Climate Change Integrated Assessment Methodology for Cross-sectoral Adaptation and Vulnerability in Europe). [ClimateXChange](#), located in the Edinburgh Centre for Carbon Innovation ([ECCI](#)) at the University has provided evidence through research to the Scottish Government to shape policies in the area of adaptation. The Department for Social

Responsibility and Sustainability, in coordination with ECCL, is developing a research knowledge hub to showcase and share the University's climate change mitigation and adaptation research with the public and to encourage collaborative working and knowledge exchange within and out with the higher education sector.

Comprehensive mapping and ranking of risks to research should be undertaken to ensure that the materials, samples and equipment required by researchers are not in danger from the impacts of climate change such as increasing temperatures in buildings and disruptions to supply chains.

The University provides students with a grounding in climate change adaptation through the [MSc in Carbon Management](#), [PG Cert Climate Change Management](#) and [MSc Global Challenges](#), for example. Staff and student inductions in future will include an introduction to the climate change strategy, considering both mitigation and adaptation. At the same time, student experience enhancement and widening participation could be affected by increasingly volatile weather events. Such events may disrupt students', and staff's, ability to travel to attend lectures, so that the ability to switch to remote teaching could become priority at times. Flexibility across University lectures would allow students to continue to participate despite weather conditions and have other positive effects, such as providing access to disabled students with mobility issues; the recent action to video record lectures across University teaching provides a first step in mitigating this risk. Climate change affects disadvantaged groups most and could potentially create barriers to the University experience for potential students from sub-Saharan Africa or the Middle East. University programmes are already addressing this issue through, for example, [20 scholarships](#) to fund students from climate change vulnerable countries for the Postgraduate Certificate in Climate Change Management, as a component of the MSc in Carbon Management.

While the University exhibits strong leadership in adaptation through research and teaching, there are steps that can be taken to push this engagement further, with a view to the Scottish context. Other universities in Scotland are already significantly transforming their campuses to adapt to a changing climate through applied research. The University of Glasgow and the University of Strathclyde have considered adaptation in the city through use of big data; University of Glasgow is leading the way in adaptation applied to campus buildings. Glasgow Caledonian University is developing approaches to urban heat islands and green infrastructure. The Glasgow City Deal has opened up opportunities for further work, currently in drainage and flooding. These examples can provide inspiration and drive for the University of Edinburgh and the upcoming City Deal for Edinburgh may offer opportunities to contribute to adaptation at city level. [Recent research](#) has shown the importance of a city focus in mitigation and adaptation efforts, and has also noted the failure of one-size-fits-all solutions due to the complex and unique contexts of each city.

The University is showing leadership through development of an adaptation strategy focusing on the following priorities to strengthen engagement with adaptation in research, learning and teaching:

- Ensure inclusion of adaptation research in development of the Climate Change Research Knowledge Hub
- Encourage researchers to apply their adaptation research to University campuses as part of the city of Edinburgh, also considering the upcoming City Deal (learning from Glasgow examples)
- Ensure student participation in living lab projects around climate change adaptation
- Consider ways of teaching in the context of adaptation that can widen participation and enhance student experience in a changing climate (e.g. remote teaching options, including facilities in all new builds, and teaching times)

- Ensure integration and review of Adverse Weather Policy for staff, considering increases in extreme weather events
- Include adaptation in induction materials that introduce the University's Climate Change Strategy

Operations

The University of Edinburgh has responded with adaptation actions to past extreme weather events that affected campus buildings. The University has experienced flooding, high winds, complaints of overheating in buildings and high snow fall over the past ten years. Flooding has been a significant issue in some parts of the estate. The Kings Buildings campus has experienced flooding, which has led to an infrastructure project to increase site resilience. Some University buildings have basement levels (e.g. Old College listed buildings) or two to three floors below ground level, and some offices in basements provide storage for collections. The central campus is particularly vulnerable due to the amount of concrete paving. Other vulnerable areas of the University estate have been identified, such as Peffermill, sited beside a river; new flood-adapted pitches have been designed but with significant financial cost. A flood risk assessment was undertaken with regards to critical engineering infrastructure that could be vulnerable (high voltage electricity networks and district heating). A comprehensive investigation of general flood risk would be valuable so that a resilience plan identifies all areas of vulnerability. The nature of rainfall has changed, with torrential downpours becoming straight run off, not allowing water the chance to sink in or evaporate. The University also must rely on City of Edinburgh Council services or infrastructure such as drainage and sewers, particularly on the central campus, and sometimes these may not prevent flooding or other events from occurring. Inter-dependency with the city highlights an additional risk to be managed.

High winds have caused structural damage to campus buildings and have impacted trees. There can be a knock-on effect for power distribution, affecting individual building resilience. University staff have complained about overheating in buildings where they work and it has been noted that a more systematic approach to post occupancy evaluations (POEs) to fully capture how buildings perform in practice would be beneficial; equally, comfort must be considered for students in teaching spaces and during exams. Planning sites does involve consideration of shading and ventilation, but in some cases building design may underperform compared to expectations, for instance in terms of air flow and ventilation. Snow events are less frequent, but significant snowfall in 2010 became a city-wide problem for transportation, affecting staff and student commuting. Estates developed a winter management plan to mitigate future risk from such weather events.

The University would benefit from an integrated and longer-term approach to adaptation in operations that prioritises the following;

- Further development and completion of a general flood risk resilience plan
- Mapping existing buildings for flooding, structural and overheating risks, including the case for listed buildings – following Historic Environment Scotland guidelines for adaptation in traditional buildings and ensuring inclusion in development of estates sustainable design standards
- Full consideration of flooding issues and comfort, both present and future, in new build design planning (e.g. considering passive design, natural and mixed mode ventilation) – following the estates sustainable design standards with consideration of mandatory inclusion of future climate predictions for 2020/50/80 as design criteria

- Further mapping of non-Estates risks, e.g. city transport links, financial, student experience, IT and other equipment, identifying reputational risks and referring to the Business Areas Climate Assessment Tool (BACLIAT) method
- Consideration of testing solutions such as building information systems for climate responsiveness and means to insulate campuses against reliance on local/city infrastructure
- Continued support of reuse programmes such as WARPit, and sustainable procurement to shorten supply chains

Landscaping and biodiversity

The University exhibits a solid understanding of how to implement measures in landscaping to address adaptation, including provision for biodiversity conservation. Landscaping plans for University grounds in 2017-18 include:

- mapping of mowing regimes
- planting beds and biodiversity sites
- a review of grass cutting regimes
- extension of grassland meadows
- expansion of green corridors, mass bulb planting
- identifying potential locations for tree planting
- active involvement in new developments

Sites such as Pollock Halls exemplify a successful approach to adaptation. Sustainable drainage systems using natural land contours have also been employed to reduce flood risk, as can be seen at the Easter Bush campus. However, there is always room for improvement in terms of priorities for adaptation, and closely related biodiversity conservation, across the University Estate. Living walls on new builds in some locations have been problematic, due to the amount of maintenance required and siting issues. In some cases of campus expansions, biodiversity protection may not be prioritised in the face of maximising site possibilities; examples can include tightly mown grass that fails to provide appropriate habitat for diverse species as do small trimmed hedges, and trees dying, or are in the process of dying, due to encroachment on their roots from inadequate distance between trees and the upheaval that results from construction work.

Green infrastructure measures and blue spaces, key elements of adaptation in urban environments, provide significant benefits and thus opportunities for the University to improve student and staff experiences of campus sites, while also improving sites for biodiversity. Green and blue spaces can diminish the urban heat island effect in cities, but they can also provide increased human contact with nature, which can result in health and well-being benefits², leading to a valued sense of place. The new sustainable design standards will include a central place for green infrastructure. The University can also reference the Scottish Wildlife Trust's (SWT) Natural Capital Standard for Green Infrastructure (GI), currently under development, for detailed consideration of options. This standard aligns with the Scottish policy context and includes a range of benefits if implemented: health and well-being and recreation and leisure, enhancing a sense of "place", climate adaptation and mitigation, improved air and water quality and biodiversity conservation, for example.

Priorities for landscaping and biodiversity include:

² Please see the WHO Report (2016), "Urban Green Spaces and Health", at http://www.euro.who.int/_data/assets/pdf_file/0005/321971/Urban-green-spaces-and-health-review-evidence.pdf?ua=1

- Consideration of climate matching, with planning ahead for a future hotter climate, by increasing variety of trees, plants, and flexibility with non-natives (e.g. if by 2080 Edinburgh will have the climate of Nantes, France, what should be planted, considering growth times, etc)
- Bulb planting throughout the year, and tree variety for pollen/nectar production over the entire year to ensure local species populations are supported continually
- Landscaping and siting as integral to building design plans, taking a holistic approach that prioritises green and blue spaces for shade/cooling, well-being, placemaking and biodiversity conservation (e.g. planting more trees, further areas with reduction in grass cutting, respecting existing trees where they are thriving pre-development, bat and bird boxes, etc) – consideration of the Natural Capital Standard for GI and follow on development of a biodiversity strategy
- Surface water retention through permeable surfaces, rain gardens, water recycling and waste water use

Renewables and low carbon investment

The Renewable Energy and Low Carbon Options (RELCO) Review Group has been established as part of University Climate Strategy actions, with the aim to review further investments in renewable technologies, such as solar and wind, as well as to consider offsetting through peatland and/or woodland restoration, for example. Investment in local energy production and supply (geothermal, PV) may be viewed as both a mitigation *and* adaptation measure.

Peatland restoration can also be considered within the frame of Scotland’s adaptation. [The IUCN Peatland Programme](#) reported on UK peatland, noting that appropriate restoration now can “offer considerable resilience against on-going climate change”, providing decades of additional storage. Peatlands in Scotland serve an important role in water regulation and quality, especially in upland catchments³; they can diminish the possibility of downstream flooding. Scottish peatlands also support unique biodiversity and restoration can benefit biodiversity conservation, providing habitat for highly specialised plant species (mosses that capture carbon), bird species such as the golden plover, hen harrier and golden eagle, and species of spiders only found in peatland, for instance.

The [UK Forestry Commission](#) already considers adaptation in management plans. Woodland restoration can contribute to adaptation through larger, contiguous forested areas and networks, as well as through tree planting for resilience across a long-term time frame, considering climate matching. Again, such planning in reforestation would provide benefits for biodiversity conservation, with species able to migrate to suitable habitats in response to climate change.

RELCO has potential to address adaptation through:

- Understanding of local energy production and supply to University adaptation
- Peatland restoration
- Woodland restoration
- Providing research opportunities within a living lab approach

Partnership working

The University already works in partnership on adaptation with local organisations such as the City of Edinburgh Council, which leads Edinburgh Adapts, and with members of the Edinburgh Living Landscape (ELL) Partnership. These partnerships link the University to wider city and regional

³ See http://www.parliament.scot/ResearchBriefingsAndFactsheets/S4/SB_12-28.pdf, p 10

contexts. Edinburgh Adapts launched its adaptation action plan for the city at the end of 2016, including a list of projects that the University can aim to support as part of its own actions. Climate Ready Clyde has become a highly successful regional partnership to tackle adaptation issues that serves as an exemplar. Further work can be undertaken to contribute more fully to existing partnerships and to develop new links.

The Adaptation Strategy proposes the following approach:

- Promote continued staff and student involvement with adaptation, and place-making, through awareness raising and engagement events and living lab projects
- Continue partnership working with City of Edinburgh Council and other city stakeholders through Edinburgh Adapts and strengthen strategic links with the Council risk and resilience manager
- Continue partnership working through ELL Partnership for adaptation and biodiversity conservation
- Identify and develop other possible partnerships within Edinburgh and more widely in Scotland (e.g. with other regional adaptation initiatives), for instance with Royal Botanic Gardens Edinburgh for knowledge exchange on rain gardens, and with Historic Environment Scotland on adaptation for traditional buildings
- Develop stronger partnerships with other UK and international university estates staff working in sustainability to share best practice and lessons learnt
- Explore funding opportunities at UK and EU levels (pre-Brexit) for innovative pilot projects to initiate on the estate and within the city (e.g. street trees)

Communicating risks and benefits

Common barriers to action in adaptation have been identified as lack of awareness and support, tendency to focus on the short term, lack of adequate technical information, resistance to changing behaviours and practices and perceived costs for long-term resilience. An adaptation strategy for the University can address these barriers through appropriate communications. Eight areas of focus for communicating adaptation, targeted at different stakeholder groups, have been identified and can be considered by the University⁴:

Use of a range of communication methods, values-based communication (considering an individual's or group's values), expressing additionality (cost-savings, increased non-climate related resilience, brand enhancement), providing a narrative with relatable images and stories, providing choice through a range of scenarios and options to address adaptation, using adaptation language effectively (concrete actions as examples to define adaptation), managing expectations and evidencing leadership through adaptation.

To address different audiences and challenges to action, as part of the Climate Change Strategy communications plan, priorities include:

- Developing a comprehensive approach to University adaptation that maps different audiences and stakeholders and approaches for engagement
- Showcasing building and landscaping adaptation measures through comprehensive signage that presents information accessibly

⁴ For further details on these recommendations, please request the report by Chris Guest, University of Edinburgh MSc Carbon Management graduate, which informs the University approach.

Implementation, Reporting and Monitoring

The Strategy sets out a whole institution approach that prioritises certain possible actions in the areas of research, learning and teaching, operations, landscaping, investments and partnerships. As presented in the University's Climate Change Strategy, reporting will be undertaken on a three-yearly basis, with annual monitoring of progress once an assessment and action plan is in place.

Further work will be undertaken, as noted in the priorities laid out in previous sections, to map and rank risks of a changing climate for the University and to determine more specifically how the University should respond, and thus what actions would be most appropriate for the University to take. The following table identifies a timeframe for upcoming/first actions:

Area of action	Key project(s)	Key dates for 2017-18
Mapping and ranking risks across the Estate	Flood risk resilience plan; full risk assessment framework developed (including existing buildings, landscaping, other business risks), with development of three yearly reporting – engaging with the UKCCRA 2017 Scotland National Summary and understanding possible barriers to action (business case, etc) Regular prioritising and updating of actions through a yearly reviewed Action Plan	Autumn 2017 – Summer 2018 By Autumn 2018
Research, learning and teaching	Research knowledge hub launch with inclusion of adaptation research Living lab projects undertaken in adaptation Better understanding of the role of distance learning for adaptation Specific inclusion of adaptation in induction materials	Autumn/Winter 2017 On-going Summer 2018 September 2018
Operations	Estates sustainable design - alignment Edinburgh Adapts and ELL Partnership actions – ensure alignment	Autumn 2017 On-going
Landscaping and biodiversity	Estates sustainable design – alignment Investigation of climate matching as a response to risk(s) Testing of Natural Capital Standard for GI	Autumn 2017 Autumn 2017-Summer 2018 Align with trial for estates sustainable design?

	Development of a related biodiversity strategy	By Summer 2018
Renewables investment	On-site options and restoration of peatlands and woodlands	From 2018
Growing partnerships	Continued involvement in Edinburgh Adapts and ELL Partnership Development of diverse relationships and partnerships with other universities, local and regional organisation	On-going By Summer 2018
Communications	Plan for engaging with diverse University and external stakeholders for adaptation and placemaking Developing signage to showcase/educate staff/students/visitors on adaptation/biodiversity measures at sites on campus (e.g. badging with ELL Partnership)	By Spring 2018 By Summer 2018



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017

Climate Change Strategy Implementation Plan

Description of paper

1. This paper lays out KPIs and implementation of the University Climate Change Strategy 2016-21.

Action requested

2. SSAG is asked to note the implementation plan.

Recommendation

3. SSAG should note the implementation plan and provide any comments.

Background and context

4. The implementation plan was developed to provide the outline for crucial actions proposed in the Climate Change Strategy. It was completed by August 2017 and sets out KPIs as well as time frames for delivery.

Discussion

5. The Implementation Plan for the Climate Change Strategy sets out objectives and KPIs in communications and engagement, research, learning and teaching, efficient use of energy, sustainable programmes for positive behaviour, estates sustainable design, renewables investment, adaptation strategy development and carbon reporting and appraisal.

6. It details tasks, colleagues responsible, dates for delivery and key outputs and outcomes to 2019.

Resource implications

7. Resource implications are attached to each individual project and determined separately and have been explained in the development of the Climate Change Strategy itself.

Risk Management

8. Risks have been presented previously in the Climate Change Strategy.

Equality & Diversity

9. Although due consideration has been given to equality and diversity as a key element of the SRS agenda, and we do not currently think that an Equality Impact Assessment is required, we will continue to monitor issues within our programmes.

Next steps/implications

10. SRS will continue to coordinate with colleagues to deliver the implementation plan actions.

Consultation

11. The implementation plan has been reviewed internally by SRS colleagues and project plans discussed with relevant individuals in support groups and elsewhere.

Further information

12. Author and Presenter Elizabeth Vander Meer, Climate Policy Manager, 23 October 2017

13. **Freedom of Information** This is an open paper.

Draft Climate Strategy Implementation Plan 2016-2019

The University of Edinburgh recognises that climate change is one of the most significant challenges of the 21st century. The United Kingdom has renewed strong commitment to climate change mitigation and adaptation by officially signing the UNFCCC Paris Agreement in early 2016. Scotland is in the process of launching a new Climate Change Plan and various complementary strategies to support the plan after a process of consultation.

To contribute to actions coming out of the Paris Agreement and to support Scotland's and the world's transition to a low-carbon economy, the University of Edinburgh has set ambitious but achievable targets:

- **We will become a zero carbon university by 2040**
- **We will reduce our emissions per £ million turnover by 50% from a 2007/8 baseline year by 2025**
- **We will return our carbon emissions to 2007/8 baseline year levels by 2025**

The Climate Change Strategy 2016-2021 lays out a whole institution approach to climate change mitigation and adaptation to meet these emissions reduction targets. The University will take action through a wide range of effective measures that exemplify the whole institution approach. The University campuses will be used as a living lab for learning and to test innovative ideas.

The Department for Social Responsibility and Sustainability (SRS) here sets out a three-year Implementation Plan, 2017-2020, identifying critical steps and timeframe for programmes integral to achieving Climate Change Strategy targets. Planning as follows, and aligning with the Climate Strategy, spans communications and engagement, research, learning and teaching, ways to reduce our operational emissions through the newly launched Sustainable Campus Fund, positive behaviour, sustainable IT and estates sustainable design programmes, responsible investment, renewables investment options, further development of an adaptation strategy, growing partnerships and carbon appraisal and reporting methods.

CLIMATE STRATEGY IMPLEMENTATION KEY OBJECTIVES AND KPIs:

<p>Communications and Engagement</p>	<p>Objective: To ensure success of the whole institution approach and widespread awareness and engagement</p>	<p>KPI: Staff and student awareness of the climate strategy up to 70%; increased number of staff and students participating in programmes supporting the strategy</p>
<p>Research, learning and teaching</p>	<p>Objective: To promote and showcase climate change research, provide offerings across courses, encourage and grow the living lab approach, and generate additional research/project funding</p>	<p>KPI: High visitation to Research Hub pages; increase in uptake of courses and living lab projects; increased student awareness and involvement in SRS activities</p>
<p>Efficient Use of Energy</p>	<p>Objective: To deliver cost and energy savings in support of strategy carbon emissions reduction goals</p>	<p>KPI: ROI, 5.1 years payback; 10% energy cost reduction over 2 years; approximately 4000 tCo₂ carbon savings per year after 3 years of funded projects.</p>
<p>Sustainability programmes for positive behaviour</p>	<p>Objective: To encourage and recognise positive staff and student behaviours that contribute to carbon reduction</p>	<p>KPI: Decrease in flights to meet targets; 1% per year energy bill savings relating to awareness campaigns; increase in energy coordinators to meet target; clear carbon savings through identified sustainable lab projects,</p>

Estates Sustainable Design	Objective: To identify standards/building exemplars to follow to deliver sustainable buildings consistently (new and refurb)	KPI: Adoption of new standards by 2019; full implementation by 2020
Renewables Investigation	Objective: To recommend renewables options for the University, with the aim to work towards future commitment to renewables investment for carbon reduction and offsetting	KPI: Investment commitment to a particular renewables path
Adaptation strategy development	Objective: To identify and address current climate change events that are having and will have impact on the University	KPI: Adaptation strategy formally adopted and implemented within Estates Design and landscaping
Carbon reporting and appraisal	Objective: To implement processes to better understand the carbon impacts of University decisions and to demonstrate solutions through reporting	KPI: Quarterly reporting of carbon emissions (Carbon Guru); interim emissions reduction targets defined; rigorous carbon methodologies applied; carbon impacts of major decisions understood

A. Communications and Engagement		Objective: To ensure success of the whole institution approach and widespread awareness and engagement	KPI: Staff and student awareness of the climate strategy up to 70%; increased number of staff and students participating in programmes supporting the strategy
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
A1. Gather metrics on awareness/engagement via SRS survey	SRS	Every 2 years	Understanding of awareness of strategy in order to identify gaps and further target stakeholders
A2. Street spot surveys – random surveys of staff and students stopped on campuses to answer questions about the climate strategy	SRS	2 x per year	Reporting on staff and student awareness of the strategy beyond the SRS survey
A3. SRS events to include awareness-raising and ways staff and students can contribute to climate strategy goals	SRS	On-going	Extension of awareness and engagement across the University community
A4. Include climate change module in SRS training - Be Sustainable induction	SRS, EUSA	By 2018	Information in induction training on whole institution approach of the climate strategy and how staff and students can get involved/what they can do.
A5. Comms risks and targeting evaluation • Risk register and audience mapping	SRS	August 2017	Mapping of programmes against audiences

<p>Identifying risks relating to projects that may fall behind, that are sensitive, etc; mapping of and targeting specific stakeholder groups to refine comms</p> <ul style="list-style-type: none"> • Events for awareness raising: 2050 Group for Climate Week, Parliament, • Press splash with positive news • Specific College level and executive engagement focus (research strategies) 		<p>Autumn 2017</p> <p>Sept 2017</p> <p>Autumn 2017 – Spring 2018</p>	<p>Greater awareness of climate change strategy and its projects</p> <p>Increased engagement and embedding of climate change measures/issues at College level</p>
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B. Research, learning and teaching		Objective: To promote and showcase climate change research, provide offerings across courses, encourage and grow the living lab approach, and generate additional research/project funding	KPI: High visitation to Research Hub pages; increase in uptake of courses and living lab projects; increased student awareness and involvement in SRS activities
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
B1. “Action for the Climate” Development <ul style="list-style-type: none"> FURTHER DEVELOP HUB FOR SHOWCASING UoE RESEARCH AWARENESS OF UK AND INTERNATIONAL RESEARCH Contact universities (e.g. those profiled by FOE) regarding climate research, scan and collect examples of research internationally RESEARCH PROJECT FUNDING Scanning for opportunities for joint SRS/Academic research projects to undertake; listing of funding opportunities 	<p>SRS, IS, academics</p> <p>SRS, academics and sustainability staff at universities</p> <p>SRS, academics</p>	<p>On-going development in 2017</p> <p>Start early 2017, on-going</p> <p>Start early 2017 – on-going</p>	<p>Launch of virtual research hub</p> <p>Partnership-building and networking Networking and understanding of research landscape, showcasing and linking to climate research and programmes undertaken at other universities, collaboration opportunities</p> <p>Funding for climate change research and living lab projects</p>
B2. Course offerings expansion <ul style="list-style-type: none"> Mapping opportunities for climate 	SRS, academics	Early 2017 – Early 2018	Continued tracking of course offerings for inclusion in SRS list and engagement with academics to expand climate change introduction offerings across disciplines

<p>change mitigation and adaptation introduction inclusions in courses across the University</p>			
<p>B3. Research</p> <ul style="list-style-type: none"> • LIVING LAB (Key areas: carbon accounting, behaviour change, estates design, renewables) • PLACEMENTS AND EXTRACURRICULAR Provide students with opportunities to undertake academic work-based placements and volunteering opportunities linked to the implementation of the climate strategy (SRS Department) 	<p>SRS, academics, students and support groups</p> <p>SRS, ACE, Procurement, Estates, academics</p>	<p>Spring 2017</p> <p>Summer/Autumn 2017</p> <p>Summer 2017</p> <p>Spring 2018</p> <p>Autumn/Winter 2019</p> <p>On-going</p>	<p>Development of an online Living Labs toolkit to guide/aid staff and students in development of projects</p> <p>Development of DB of LL projects</p> <p>Refinement of approach with input from CSG Directors</p> <p>Development of project evaluation method(s)</p> <p>LL approach embedded in % of programmes</p> <p>Guidance notes in development</p> <p>Summer dissertation projects, Autumn volunteering and course projects, Spring projects</p>

<ul style="list-style-type: none"> • OPEN SOURCED DATA Support availability of performance data from sustainability-related areas (energy, food, procurement, travel and waste) to academic staff and students to support research and development of living lab approach. 	<p>SRS, Informatics Forum, GASP, Estates, reporting contact</p>	<p>Medium term project</p> <p>By 2019/20</p>	<p>Open data platform developed</p> <p>Identifying a means to provide public access to Carbon Guru data (Ecometrica API), and implementation</p>
<p>B4. Student engagement</p> <ul style="list-style-type: none"> • STUDENT-LED PROJECTS Enable the delivery of climate related student-led projects on campus through the SRS student project grant and relevant training (see also Living Labs) • CAREERS ADVICE Support students and recent graduates into careers in the low carbon economy and climate-related research by providing career advice, networking opportunities and organisations and alumni. 	<p>SRS</p> <p>Matt Lawson, Careers Service</p>	<p>On-going</p> <p>Annually in February</p>	<p>SRS Budget grants</p> <p>Week long careers in sustainability – with climate focus</p>

C. Efficient Use of Energy		Objective: To deliver cost and energy savings in support of strategy carbon emissions reduction goals	KPI: ROI, 5.1 years payback; 10% energy cost reduction over 2 years; approximately 4000 tCo₂ carbon savings per year after 3 years of funded projects.
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
C1. Sustainable Campus Fund delivery	SRS, Estates, staff and students	2018/19	Achieves savings (£675K annually, 5.1 years payback)
C2. Energy Savings Target	Head of Estates Operations and SRS	By 2018	10% savings on energy bills (7-8 % at 2017)
C3. Energy Strategy	Estates and SRS	By Autumn 2017	1 page Energy Strategy drafted
C4. Switch energy engagement and comms programmes <ul style="list-style-type: none"> • SWITCH • ENERGY AUDITS AND REVIEW • ENERGY COORDINATORS 	SRS and Estates	By 2020 2016-19 by 2020	Awareness campaigns have made contributions to carbon and energy savings (and 1% off energy bills per year) Effective support to Asst Director Estates Operations for review of the Energy Strategy, policy, data and reporting as well as opportunities to increase capacity, funding and research – identifying projects for SCF and Switch Network of 300 coordinators
C5. Sustainable labs programme	SRS, Estates	By 2019 By 2020	Carbon and energy savings through 10 projects and energy coordinators in all buildings Reuse and equipment sharing through 75% of labs

			Reduced consumption of materials with focus on hazardous to identify substitutes (3 substitutes to be implemented)
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D. Sustainability programmes for positive behaviour	Objective: To encourage and recognise positive staff and student behaviours that contribute to carbon reduction	KPI: Decrease in flights to meet targets; 1% per year energy bill savings relating to awareness campaigns; increase in energy coordinators to meet target; clear carbon savings through identified sustainable lab projects,
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Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
D1.Sustainable travel programme	SRS, Estates and Transport Office, staff, students	By 2025 By 2020	Staff replace short haul flights with train or use other low carbon means for 10% reduction in BAU growth 450 flights (600 tCO ₂ pa) avoided Recruit 300 staff to sign up to a sustainable business travel pledge Promote electric bikes and shifts to EVs Promote efforts to ensure staff commuting via lower carbon options remains high Promote initiatives (Safe Cycling and Sustrans Active Travel Champions)
D2. Resource efficiency and circular economy programmes	Circular Economy Group, SRS	On-going	Carbon savings from water re-u and waste policy and discussion of circular economy ideas

D3. Sustainability Awards Encourage and recognise all staff and students for meaningful action in sustainability	SRS	By 2020	15% of staff participate in the Programme through Office, Lab and Special Awards entries
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E. Sustainable IT	Objective: To determine the University's IT footprint, and identify and enable IT efficiency improvements to reduce emissions	KPI: Completion of carbon footprint; adoption of low energy equipment; participation in campus fund projects
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Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
E1. Energy Continue to develop an understanding of the energy consumption of IT infrastructure and equipment to establish scope for future measuring, monitoring and targeting, promote SCF to all IT practitioners, report energy efficiency actions taken to the group and UGW, develop carbon scope (research for evidence base on turning energy used by IT into carbon and life cycle analysis)	IS, SRS, SITG	Scope established in time for 2017/18	Scope for energy consumption of IT infrastructure and equipment reporting established
E2. Resource efficiency Establish sustainable systems for internal and external reuse of IT equipment; identify new routes for reuse and recycling, , establish scope for reporting on	IS, Waste	Marc 2017	Sustainable model for IT reuse with process for review in place

printing/paper use, including usage of MFDs			
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F. Estates Sustainable Design		Objective: To identify standards/building exemplars to follow to deliver sustainable buildings consistently (new and refurb)	KPI: Adoption of new standards by 2019; full implementation by 2020
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
F1. Research and report findings and recommendations Identification of exemplar sustainable low carbon buildings, processes and assessment standards considering a holistic approach, with collation and listing of possible options for the University; inclusion of sustainable lab design guidance	SRS, Estates Development, ELL Partnership, S-Labs	End March 2017	Overview and Recommendations Report
F2. Review of existing BREEAM standard	Estates Development with SRS , Cundall	End 2017	Complete review and secure agreement to trial new Edinburgh standard(s)
F3. Trial new standards	Estates/SRS, Cundall	Summer 2018	Finalise new standards and adopt based on pilot
F4. Roll out of new standards	Estates and SRS	2019-2020	Full roll out including recruitment of design champions
F5. Living lab	SRS, academic staff in	Autumn 2017 onwards	Theory and practice projects

	Architecture, Geosciences, Engineering, etc, students		
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G. Organisational Alignment		Objective: To ensure coherent development of policies for a comprehensive framework to tackle mitigation and adaptation	KPI: Updated policies aligned with climate strategy
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
G1. Review of existing policies that relate to climate change strategy Gathering best practice on biodiversity in relation to adaptation for the biodiversity strategy Also consider alignment of College Research Strategies	SRS, Estates	Autumn 2017 (Energy)/ early 2018 (Biodiversity) Autumn 2017 From Autumn 2017 - 2018	Report on policies and strategies in need of revision and how they can be revised: Energy strategy and Biodiversity strategy Best practice report on biodiversity to inform strategy development Incorporation of sustainability measures into strategies
G2. Obtain agreement on revised and aligned policies/strategies	SRS, SRSC	Autumn 2017/early 2018	Revised policies/strategies

H. Procurement and Supply Chains		Objective: Shorten and “green” supply chains	KPI: Shortened supply chains and increased procurement from low carbon/sustainable suppliers
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
H1. Develop and implement approach to palm oil in supply chains (re deforestation)	SRS, Procurement, ACE	2017/18	Policy position and action plan; communication.
H2. Engage with key suppliers in prioritised commodity areas on SRS issues (including carbon/energy-related) and track supplier commitments and progress	SRS, Procurement, ACE	On-going	Events; supplier awareness and action increased.
H3. Embedding prioritised SRS requirements into procurement tenders and contracts	Procurement Office, SRS	On-going	SRS requirements increasingly embedded in procurement process

I. Responsible Investment		Objective: Invest with climate change mitigation and adaptation as key to decision-making	KPI: Regular assessment of climate risk in investments; percentage of funds in positive renewables and low carbon funds
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
I1. Continue to work to integrate climate change risks into investment strategy	SRS, Finance Department, Investment Committee	On-going	Regular assessment of climate risk exposure in investments

I2. Explore opportunities to investment in positive funds for low carbon and renewables development	SRS, Finance Department, Investment Committee	On-going	Proportion of endowment funds moved to low carbon and renewables funds
I3. Maintain exclusion of coal and tar sands and provide advice on definitions and status	SRS, Finance Department, Investment Committee	Ongoing each winter	Maintenance of clear and effective exclusions list; regular horizon scanning and advice provided as required

J. Renewables Investigation	Objective: To recommend renewables options for the University, with the aim to work towards future commitment to renewables investment for carbon reduction and offsetting	KPI: Investment commitment to a particular renewables path
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Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
J1. Convene strategic review of renewables low carbon investment options to mitigate University emissions	Director of Finance, Director of SRS, Group Members, staff and students	Winter 2017	Successful and timely delivery of group report with report accepted and implementation from 2018
Agreement for implementation		2018-2025	

K. Adaptation strategy development		Objective: To identify and address current climate change events that are having and will have impact on the University	KPI: Adaptation strategy formally adopted and implemented within Estates Design and landscaping
Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
K1. Supporting research, learning and teaching in adaptation	SRS, academics and students	On-going	Research hub profiling, Specific living lab opportunities defined
K2. Addressing city adaptation by working in partnership	SRS, Estates, Edinburgh Adapts group	On-going	Contributions to actions laid out in the Edinburgh Adapts action plan
K3. Develop strategic adaptation framework for UoE	Estates, SRS, CSG more widely	By end summer 2017 Autumn/Winter 2017	Adaptation Strategy document draft Final strategy for approval
K4. Conduct risk assessments	Estates, CSG risk manager(s)	Every 3 years from 2017/18	Three-yearly assessment reports

L. Partnerships	Objective: To strengthen and widen collaborative efforts to address mitigation and adaptation in partnership at local, regional, national and international levels	KPI: Increased partnerships and collaborations across UK and internationally.
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Tasks/Projects	Colleagues responsible	Dates	Outputs / Outcomes
<p>L1. Edinburgh Enhance communication with internal groups (ECCI, SCCS, etc). Establish and support city-wide partnerships through the Edinburgh Sustainable Development Partnership and the EAUC Edinburgh Regional Network (perhaps include something on community engagement/SMEs).</p>	<p>SRS, ESDP and EAUC colleagues</p>	<p>On-going</p>	<p>Develop and maintain existing links</p> <p>Identify possibilities for new partnerships</p>
<p>L2. Scotland Promote the sharing of best practice across the public sector through proactive engagement and the Public Bodies Climate Change Duties Reporting process</p>	<p>SRS</p>	<p>On-going</p>	<p>Awareness of best practice and dissemination of UoE activities</p>
<p>L3. UK-wide Engage with UK universities, NGOs, green building and FHE organisations</p>	<p>SRS</p>	<p>By Autumn 2017 and on-going</p> <p>On-going</p>	<p>Develop links with operations and sustainability at other universities (present at Sheffield, etc), with NGOs, etc</p> <p>Maintain relationships</p>
<p>L4. International International Sustainable Campus Network (host meetings and participate in working groups) and the EU funded CertSRA project (does focus more on social responsibility, but will address climate related criteria).</p>	<p>SRS</p>	<p>On-going</p> <p>By Autumn 2017 and on-going</p>	<p>Develop and maintain existing links</p> <p>Identify possibilities for new partnerships (consider links to Danish university operations/industry)</p>

M. Carbon reporting and appraisal		Objective: To implement processes to better understand the carbon impacts of University decisions and to demonstrate solutions through reporting	KPI: Quarterly reporting of carbon emissions (Carbon Guru); interim emissions reduction targets defined; rigorous carbon methodologies applied; carbon impacts of major decisions understood
Tasks/Projects	Colleagues responsible/lead	Dates	Outputs / Outcomes
M1. Quarterly reporting of carbon emissions Further develop system for quarterly reporting of energy, business travel and waste data for carbon reporting (Carbon Guru)	SRS, Estates colleagues	Summer 2018 Summer 2018 -	Quarterly reports generated using Carbon Guru Continued use of Carbon Guru software, with SRS Climate Policy Manager collating reports
M2. SG Statutory Reporting Commence data gathering Complete timeous and comprehensive submission	SRS SRS	June/July 2017 and each summer thereafter By 30 November annually	Data compilation Completed reporting
M3. Scope 3 reporting Develop methodologies for more robust data capture in travel and procurement	SRS, Estates and Procurement colleagues	By 2020	Process in place to capture data in travel and procurement more robustly, for inclusion in University carbon reporting
M4. Development of a simple but rigorous carbon appraisal methodology for capital expenditure carbon reporting	Cundall, Estates and SRS	Autumn/Winter 2017	Carbon number generated from DECC rating for meterage and type of facilities subject to feasibility

<p>M5. Trial of GHG P&A Standard and development of MAC curve Understanding of Policy and Action Standard and drawing from student projects to determine whether methodologies can work for the University</p>	<p>SRS, Business School and Estates colleagues</p>	<p>Summer 2017- Summer 2019 (P&A Standard) Spring 2017 (MACC)</p>	<p>Understandings of approaches that UoE can use to estimate carbon emissions and savings (including cost savings) across different proposed projects (not just new buildings).</p>
<p>M6. Carbon appraisal Development of a carbon appraisal approach for UoE based on P&A Standard and MAC curve (predicting carbon and cost savings for projects) Review the future use of the SFC/UoE forecasting tool</p>	<p>SRS, Estates and Business School colleagues SRS – Elizabeth Vander Meer, Dave Gorman, Chris L, Matt Lawson</p>	<p>2018-19 2017-18</p>	<p>Trial application of tools to estimate carbon emissions and costs of different projects relating to University operations Consider future use of the tool and integrate into ongoing planning processes</p>
<p>M7. Approach to interim emissions goals and pathways</p>	<p>SRS, Estates Colleagues</p>	<p>Summer 2017</p>	<p>Statement addressing/capturing interim emissions goals – 30% relative by 2020/105,000 tCO_{2e} absolute</p>



Sustainability Strategy Advisory Group (SSAG)

Monday 30 October 2017

Social Responsibility and Sustainability Benchmarking – Measuring Progress

Description of paper

This paper will provide an update to the group on the development and piloting of an internal benchmarking framework to support the measuring of social responsibility and sustainability (SRS) performance across the University's academic schools and support groups.

Action requested

Sustainability Strategy Advisory Group is asked to *note* and *discuss* this paper.

Background and context

The University is committed to embedding and promoting SRS through its operations, policy, research, learning and teaching. There are many initiatives that staff and students are currently participating in to implement SRS practices and behaviours, many of these are at an operational level. This makes it difficult for senior management to understand the overall SRS performance or participation levels of a department. There is currently no tool or framework that allows senior management to undertake a review of the performance of individual departments within the University.

A draft framework for internal benchmarking was developed earlier this year and is being piloted with a shortlist of departments, including two academic schools (Business School and Easter Bush Campus) and two support group departments (Accommodation, Catering and Events and Procurement).

The internal benchmarking framework is structured around priority SRS topics, which include several criteria. Each criterion is framed around a question relating to whether the academic school or support group has participated in a programme or has a mechanism in place etc. The priority areas include: Utilities; Resource Management; Sustainable Travel; Leadership and Engagement; and Learning, Teaching and Research.

Following feedback from participants in the pilot the framework will be further developed and shared with key stakeholders, before rolling the framework out across the University in 2018. This will align with the release of the University's new SRS Strategy.

Discussion

The primary purpose of the internal benchmarking framework is to assist departments to undertake a self-assessment of their SRS performance and for this to be used by senior management to assist with decision-making. To test this, a pilot is currently being undertaken to understand how useful and valuable this tool would be to individual departments. The main feedback from pilot participants to date include the following:

- General agreement that the internal benchmark framework addresses a current gap and will be valuable for future decision making in relation to SRS issues. Further value would be added if data linked to energy consumption, travel and waste was available and included.

- Information should be provided concisely and accessible to all levels of staff. Considerable interest from participants in a visual representation of overall performance (this has been incorporated into draft reports for pilot participants – please see appendix one) and an online interface.
- Criteria can be refined and developed further to capture information on local community engagement and being a fair employer, recognition that internal systems within departments would need to be developed to capture the relevant information.
- Key questions from pilot participants include how best to encourage departments currently not pro-actively engaged with SRS issues to complete the internal benchmarking framework, and whether this would be voluntary or mandatory.

Appendix One provides an example of a report, which is being provided to pilot departments (the example is Easter Bush Campus). The report provides a visual representation of their overall performance, a brief commentary for each of the priority areas, as well as recommendations for future action. The report is deliberately concise to enable the information to be readily accessible.

Resource implications

Current resource implications for the pilot have been accounted for within existing staff and operational budgets included in departmental planning. This will be reviewed going forward.

Risk Management

Key risks include ethical and reputational, both are associated with not having clear oversight of how the University is performing on SRS issues. Other risks include raising expectations, delivering aspirational but unrealistic goals and failing to achieve buy in from pilot participants and key stakeholders.

To manage these risks, the project has extensively worked on obtaining buy in from pilot participants and ensuring the framework addressing key SRS issues.

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

Following feedback from participants in the pilot the framework will be further developed and refined, and will then be shared with key stakeholders and committees, before the framework is rolled out across the University in 2018.

Consultation: Pilot participants and key stakeholders (including the SRS Committee) have been consulted throughout this process

Further information

Author & Presenter

Matthew Lawson, Programme Manager, 23 October 2017

Freedom of Information: This paper is open.

This publication is for internal use only.
Prepared by Matthew Lawson in August 2017. Draft Version 1: 07-08-17

Easter Bush Campus

Social responsibility and sustainability internal benchmark pilot report 2017

This report provides an overview of the progress at Easter Bush Campus to embed social responsibility and sustainability (SRS) across learning, teaching, research and operations. Progress is benchmarked against criteria developed to analyse efforts to embed SRS across individual academic schools and support groups.

Easter Bush Campus is participating in a pilot of the internal benchmark to determine value to departments. Criteria on sustainability data (eg. utilities consumption) will be integrated into future benchmark versions.

Performance overview

Easter Bush Campus has made significant progress in embedding SRS across its activities and performs highly across all five priority topics contained within the internal benchmark framework, as demonstrated by the visual graph below. Each priority topic has five key criteria which performance is benchmarked against.



Key metrics	
Energy consumption against baseline / previous year	
Business travel footprint against baseline / previous year	
% / number of waste is diverted from landfill / recycling and reuse rates.	
% / number of staff have completed the University's Be Sustainable training.	

Priority topics

Utilities



Overview

Energy coordinator is in place. The Switch campaign is promoted in buildings across the campus. Energy efficiency projects have been implemented, this has included support from the Sustainable Campus Fund. Cold Storage projects is underway to determine impact of lowering the temperature of freezers on a range of samples. Opportunity to benchmark energy consumption against previous years.

Resource efficiency



Overview

Waste coordinator is in place. Reuse and sustainable procurement approaches are implemented across campus. Staff are encouraged to use WARPit, further opportunity to increase active users on campus. Suppliers of laboratory equipment and materials have been approached to discuss issues around packaging and efficiencies. Opportunity to further apply circular economy thinking on a wider scale.

Sustainable travel



Overview

Active travel is pro-actively promoted to both staff and students across the Easter Bush Campus. Due to its location the use of public transport, car sharing and cycling are encouraged. Video conferencing and skype (as well as other platforms) are promoted. Opportunity to further engage staff on business travel using available annual data. Travel guidance for staff is provided and easily accessible.

Leadership and engagement



Overview

The Campus Sustainability Group was originally established to co-ordinate campus wide efforts for the Sustainability Awards. This has developed into a more strategic committee, overseeing sustainability initiatives across campus and has academic, professional and student representation. Opportunity for wider roll out of the Be Sustainable training and applications to available project grant funds.

Learning, teaching and research



Overview

Considerable efforts have been made to identify opportunities to promote SRS in the veterinary medicine curriculum. This includes the Student Research Component Foundation course. Discussions are ongoing to recognise end of year projects as part of the SRS Dissertation Prizes. Links to Medicine are being further developed. Opportunity to provide Living Lab projects for students from other academic schools.

Highlights

1. Strategic Leadership

Senior management and a dedicated Campus Sustainability Group, including both academic and operational colleagues, have provided strong leadership to coordinate SRS initiatives across the Easter Bush Campus.

2. Sustainability Awards

The Easter Bush Campus has continually participated in the Sustainability Awards, supporting opportunities for staff and students engagement and receiving recognition of their efforts – securing Gold Awards for both Office and Lab categories. The Easter Bush Campus has been one of the most consistently high performing teams in the Sustainability Awards.

3. Facilities

Sustainability is embedded across the Easter Bush Campus estate. This includes the promotion of biodiversity across its soft landscapes and energy efficiency measures across its buildings. The campus has secured a Cycle Friendly Campus Award and the Roslin Institute was highly commended by S LAB.

4. Curriculum

Academic colleagues at Easter Bush Campus have made progress in embedding SRS issues across parts of the veterinary medicine curriculum. The Student Research Component Foundation course project was successful in implementing sustainability themes with a cohort of 117 students in 2015-16.

Key recommendations

1. Sustainable Campus Fund

The fund is an internal investment vehicle that provides financing to parties within the University for implementing energy efficiency, renewable energy, and other sustainability projects that generate cost savings. Easter Bush Campus colleagues are encouraged to submit proposals to secure funding for low carbon projects.

2. Living Lab Projects

There are opportunities on the Easter Bush Campus to further promote experiential learning by developing Living Lab projects. Projects can provide answers and guidance for operations and professional services staff, real-life learning opportunities for students, and opportunities for research impact for academics. Projects could link to the new estate developments, landscape and lab management.

3. Be Sustainable Training

Training developed by the Department for SRS offers practical advice in areas such as energy consumption, sustainable travel, purchasing, and food. An online induction course is open to all staff and takes about 30 minutes to complete. Opportunity to increase staff completing the course, possible inclusion in inductions.

4. Academic Network

The SRS Academic Network is an interdisciplinary community of research and teaching staff at the University interested in social responsibility and sustainability themes. PhD students are welcome to join as well as academic staff. Opportunity for further colleagues to engage and promote interdisciplinary learning and research.