

Minutes of Sustainability Performance Review
(including the Management Review of ISO 14001:2015
Environmental Management System)

Held on: 15 December 2020 09.30pm, Via Teams

Present: Professor David James (Dean of Academic Development), James Seymour (Director of Communications, Marketing and Student Recruitment), Robin Hare (Procurement and Contracts Manager), Rob Blagden (Director of LTI), Josh Clare (CEO of Students Union), , Dr Alex Ryan (Director of Sustainability), Dr Nigel Wichall (Director of Estates), Sam Williams (Space Manager), Miriam Webb (Sustainability Engagement Manager), Luc Brown (Students Union President), Emma Pethybridge (Students Union Marketing and Commercial Services Manager), Jonathan Wye (Health Safety and Quality Manager), Andy Simpson (Head of Facilities), Kevin Farmer (Head of Maintenance), Dr Jon Furley (Sustainability Operations Manager).

Item	Description	Action
1	<p>Context for SPR & Strategy Stocktake</p> <p>DJ opened the review and set the context for this new exercise, taking account of the EMS and wider oversight of the sustainability programme involving the executive lead for sustainability, noting with thanks the contributions to the report from various service departments.</p> <p>AR updated the attendees regarding the purpose of the new annual Sustainability Performance Review to help set the direction of cross-cutting operational issues for the next strategy. The SPR 2020 would incorporate the ISO14001 Management Review and focus on 2 areas: the new net zero carbon strategy and re-setting the EMS targets to align with this. The SPR summary report details the agenda items and gives the overall performance against targets. The year was significantly impacted by the coronavirus pandemic but much has still been accomplished.</p> <p>The Net Zero Carbon Strategy and Sustainability Strategy will be presented during the year and this review will help shape this. The current work on the University Ambition Plan and related estate developments will also shape these.</p>	
2	<p>10 Year Ambition – Estates Implications</p> <p>NW outlined the implications for our estate based on the growth plans for the organisation identified in Schools’ 10-year target-setting being finalised in early 2021, noting the possibility of an acquisition to close the gap identified by the high-level space management analysis. These would have significant implications for our environmental operational metrics and therefore our approach to Net Zero. Various options to increase available space are under consideration and all of these would have a significant impact on our carbon emissions. The rising costs of utilities and uncertainties over post-pandemic teaching delivery patterns for the future were noted.</p>	<p>NW to brief AR/JF on likely direction of Estates strategy for next 10 years once approved. NW/JF to determine carbon implications and mitigations for inclusion in Carbon Strategy proposals.</p>
3	<p>Carbon Management</p> <p>JF outlined the direction and draft targets for carbon emissions management over the next 10 years based on his analysis of utilities use, campus efficiency, assets, decarbonisation costs, and sector good practices.</p>	

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	<p>It was noted that considerable funding would be required to deliver the carbon reduction plan and that routes to secure these funds would need further detail. Potential projects suitable for SALIX loans were outlined and the importance of travel modal shifts was highlighted. JF would be analysing the 2020 travel survey results to gauge changing patterns in light of the pandemic and areas for action.</p> <p>NW noted the affordability gap around net zero and the need to specify low carbon on future building works. JF noted the offsetting consequences and reputational risk if excessive offsetting were to replace low carbon actions. JF noted the need to reflect LTI and Procurement action and commitments into the strategy. RB explained that thin client and cloud solutions would provide carbon efficiencies as well as longer replacement cycles, and that plans for replacement telephony may play a role in reaching net zero.</p> <p>The strategy would be further developed over the coming months and presented to UEC for review and approval in spring 2021. JF and AR emphasised the multi-stakeholder nature of net zero and need for a collaborative approach.</p>	<p>NW & JF to develop further detail on associated costs and work with UEC to secure budget</p> <p>JF to continue developing detail of plan.</p>
4	<p>ISO 14001 EMS Management Review</p> <p>The performance of the EMS was reviewed with the following focus areas (see report for details);</p> <ul style="list-style-type: none"> • Actions from previous ISO14001 Management Review – an update was included in the report and those that remain open plus newly arising items are shown below in Appendix 1. • Compliance obligations – agreed no changes needed • Internal and external issues relevant to EMS – Covid 19 was a newly identified external issue which had impacted the EMS. The main positive and negative impacts would be summarised in the 2019-2020 Annual Sustainability Report and monitored into 2021. • Review of Needs and Expectations of interested parties – agreed • Achievement against environmental objectives <ul style="list-style-type: none"> ○ Reviewed current performance and agreed most objectives achieved. Recycling and water were noted as two continual improvement objectives for attention in 2021. ○ Agreed new objectives and targets ○ Catering objectives were discussed and it was agreed to explore routes to regain some of the previous certifications when a new service was stabilised following the pandemic ○ Biodiversity was discussed and an action taken to develop more detailed plans for biodiversity across the campuses ○ Although progress had been made on the water use target the objective had not been achieved. J Furley agreed to develop a new target based current, accurate consumption figures. ○ The objective to divest investment from fossil fuel was reviewed and although it had been achieved it was agreed that an additional objective should be set to ensure this policy positioned 	<p>JF to explore regaining catering certifications once business has stabilised</p> <p>JF to develop biodiversity plans for campuses</p> <p>JF to work with Estates to develop updated target for water reduction</p> <p>JF to add objective to ensure previously attained objectives remain embedded</p>

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	<p>was maintained as part of the annual review of the Ethical Investment Policy.</p> <ul style="list-style-type: none"> ○ DJ requested that the operational targets be developed into a management dashboard to enable the performance to be reviewed more regularly in organisational decision making ● Environmental incidents and corrective actions – it was noted that there had been no incidents ● Internal audits – the audit schedule was discussed and although the pandemic had affected timely completion it was agreed that JF and JW would review the risk basis for the audit schedule and complete the outstanding audits. ● Communications and complaints from interested parties –UoG received one formal complaint in the past year. This was received from a company in the print industry and related to communications regarding our move to an electronic prospectus. The complaint was reviewed with the Head of PR and it was agreed that UoG response was appropriate and no misleading claims had been made. AR noted a slight increase in FOIs received around environmental practices since the increased external profile from reaching 1st position in the People & Planet league. ● Opportunities to continually improve suitability, adequacy and effectiveness – the overall performance of the system was reviewed and it was agreed that the EMS delivered an effective management system for the organisation. Other than the changes noted above no further improvements were suggested. 	<p>JF to communicate with Head of F&P regarding EI policy and this ongoing commitment.</p> <p>JF to work with SW to develop operational dashboard for management use</p> <p>JF & JW to review risk basis for internal audits and complete remaining items</p>
5	<p>Review of Sustainability Operational Targets</p> <p>The new targets for all operational aspects of sustainability were reviewed. This incorporated the draft targets for carbon management (including targets for reduced energy consumption) and those linked to the EMS. The proposed targets for 2030 were agreed with regard to the EMS. The targets associated with carbon management would be formally signed off by UEC as part of the Net Zero Strategy.</p>	<p>JF to develop carbon management targets within NZ Strategy.</p>
6	<p>Annual Sustainability Report 19/20 headlines</p> <p>AR presented the headline items that were planned for inclusion in the Annual Sustainability Report. It was agreed that features pages would be included for the “Who Cares” campaign and biodiversity.</p> <p>JS noted the value of the report from an external PR and recruitment perspective and offered support from the communications team to assist its dissemination. JS suggested future reports could highlight some of the high performing areas of the academic portfolio in sustainability e.g. the ACE course group and the global partnership activities across Schools and with overseas delivery partners. NW noted that space ratios could be featured more in future ASRs including the psychological and wellbeing aspects of space management which have value to students as well as campus decarbonisation actions.</p>	<p>AR to liaise with CMSR over ASR dissemination in spring 2021.</p>

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7	<p>AOB</p> <p>LB noted he would be keen to involve the course representatives in the upcoming assessment of Schools progress on sustainability in the curriculum.</p>	AR/MW to liaise with SU over Schools stocktake in 2021.

Appendix 1 – Previous review action status

A brief summary of the open actions associated with the ISO14001 Management Review process and the new Sustainability Performance Review is included below. Further detail can be found in the Sustainability Performance Review Summary Report Dec 2020

Actions that remain open

The completion of the following actions has been impacted by the pandemic:

- JW to ensure suitable training and delivery of revised internal audit cycle in 19/20.
 - postponed until 2021.
- AR to raise staff training and awareness re ISO14001 with new HR Director in 2020
 - Discussions have commenced with HR Director and will be developed through 2021.
- NW/AS to review travel plan by end of August 2020.
 - The Travel Plan will be updated once travel patterns establish themselves after the pandemic.
- NW/AS to review KPIs linked to EMS impacts through the monthly catering contract monitoring.
 - The catering contract has been very significantly impacted by the pandemic. This action will be reviewed when the catering offer has stabilised
- AR to bring forward biodiversity project results to next EMS annual review.
 - See new action from 2020 review

Summary of new actions from 2020 review

- NW to brief AR/JF on likely direction of Estates strategy for next 10 years. NW/JF to determine carbon emissions implications and mitigations.
- NW & JF to develop further detail on associated costs of net zero and work with UEC to secure budget
- JF to continue developing detail of plan for Net Zero and present to UEC.
- JF to explore regaining catering certifications once catering business has stabilised
- JF to develop biodiversity plans for campuses
- JF to work with Estates to develop updated target for water reduction
- JF to add objective to ensure previously attained objectives remain embedded
- JF to communicate with Head of F&P regarding EI policy and this ongoing commitment.
- JF to work with SW to develop operational dashboard for management use
- JF & JW to review risk basis for internal audits and complete remaining items
- JF to develop carbon management targets within NZ Strategy.
- AR to liaise with CMSR over ASR dissemination in spring 2021.
- AR/MW to liaise with SU over Schools stocktake in 2021.