

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

**Held on:** 01 December 2022 12.45pm, Via Teams

**Present:**

Dr Matthew Andrews (Pro-Vice Chancellor Governance and Student Affairs) - Chair

Josh Clare (CEO of Students Union), Rob Blagden (Director of LTI), Stewart Dove (Student Registrar), James Seymour (Director of Communications, Marketing and Student Recruitment), Dr Nigel Wichall (Director of Estates), Rob Thompson (Deputy Director of Estates), Jonathan Wye (Health Safety and Quality Manager), Andy Simpson (Head of Facilities), Kevin Farmer (Head of Maintenance), Roman Kirby (SU Sustainability Network Lead), Dr Alex Ryan (Director of Sustainability), Miriam Webb (Sustainability Engagement Manager), Beatrice Hughes (EFS Co-ordinator), Dr Jon Furley (Sustainability Operations Manager)

**Apologies:**

Robin Hare (Procurement and Contracts Manager), Sam Williams (Space Manager), Professor Sarah Jones (Pro-Vice Chancellor Academic Enhancement)

Item	Description	Action
	MA opened the review and set the context for the meeting, taking account of the EMS and wider oversight of the sustainability programme. Thanks were noted for the contributions to the Summary Report from various service departments.	
1	<p><b>City Campus – Sustainability</b></p> <p>NW provided an update on the City Campus project and how sustainability is embedded within the project. The Salix PSDS3 scheme has provided a £3.3M grant to support the £7M of work related to insulation and heating including air source heat pumps to provide all electric heating. The building includes double glazed windows and excellent wall insulation.</p> <p>The RIBA Stage 4 design includes the mechanical ventilation and provides a sealed building with some openable windows, minimising the CO<sub>2</sub> emissions.</p> <p>The design is aiming to achieve BREEAM Excellent certification with the possibility of increasing this to Outstanding.</p> <p>In addition the aim is to certify the building to the Fitwell standard at the end of Phase 2. This looks at how people use the building rather than how the building performs. Credits are being collected and scoring well for this to date.</p> <p>JF added that the carbon embodied within the building is being tracked. This is the first UoG project where this has been included in the project. Where appropriate purchasing decisions will take account of the embodied carbon in equipment.</p> <p>MA asked whether the embodied carbon tracking had been publicised. JF replied that we had not done so yet as we do not have a final figure but this could be part of later communications.</p>	<p>JF to ensure the embodied carbon of CC is communicated.</p>

Item	Description	Action
2	<p><b>Sustainability Strategy 2022-2027</b></p> <p>AR thanked MA for taking over as Chair of the annual review and noted that Sustainability had joined the Directorate for Governance and Student Affairs as its executive reporting line on retirement of the Dean of Academic Development.</p> <p>AR thanked colleagues for their input to the development of the Sustainability Strategy 2022-2027. This is UoG's third sustainability strategy and it aims to build forward from the good achievements to date into next level impacts, with year one of this strategy underway in 22/23. The Learning area, with EfS improvement process on curriculum change led by MW, is working against a 5-year plan and going well. The Practice area is also going well with mostly green flags against key performance aspects. The Collaboration area is currently weaker due to delivery capacity being reduced due with a current vacancy in the sustainability team.</p> <p>In terms of budgets and resources there is notable strength in relation to net zero policy delivery, with grants that have enabled decarbonisation projects to commence, which also help reduce our utility costs. The current focus on utility costs has enabled the Estates Team to recruit a Smart Systems Energy Manager, an important positive step for the organisation. Budget constraints have led to some limitations on delivery in other parts of the programme (e.g. LIFT Fund and RCE Severn) as flagged in the report. The cumulative impact of the vacancy in the sustainability will be monitored with regard to the student experience, notably the present lack of delivery on co-curriculum and student-facing communications. AR noted that there is in the current year an active QAA funded curriculum project that provides active collaboration with the wider student body.</p> <p>AR reported that the DfE were developing a replacement for the Estates Management Record (EMR) for environmental and other operational data within the sector. This is important not only for the reporting of environmental metrics but also the EMR is used as part of the data set for the People and Planet League. To avoid unnecessary bureaucracy UoG has chosen only submit data for the compulsory sections of the EMR for the past 2 years, whereas the People and Planet League requires submission of the full data set to be scored. The result had been a substantial drop in UoG's performance on this league which has an impact in terms of public record, in this league in which we were formerly always top 10. The lack of an EMR score has reduced UoG's score by approximately 50% in total.</p> <p>AR invited JF to comment on the tool that EAUC are developing on behalf of the DfE. JF explained that the DfE are working on a project to update the EMR. In parallel with this the EAUC, in partnership with AUDE, BUFDUG and others are developing a carbon reporting framework for the DfE. This will be launched in December 2022 for voluntary reporting and from 2025 will be used to track progress against published targets. The draft framework aligns closely to our internal reporting for the Net Zero Strategy.</p> <p>JS stated that the poor score in the P&amp;P League is an undesirable negative impact on student and public perception, and CMSR would support a plan to consider submitting the full EMR. AR responded that the P&amp;P League has been the only one that assessed every university based on public information rather than an opt-in exercise and its credibility has therefore been strong in student eyes. It is also a league where scoring criteria are decided by a student campaigning organisation, rather the HE sector setting its own assessment methodology.</p>	

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	<p>MA requested an action on MA and AR to discuss this issue further with a view to raising the issue with the Executive. NW supported this, explaining that although the administration of the EMR was burdensome the dataset was extremely useful in terms of performance information and sector benchmarking of estates data.</p>	<p>MA and AR to explore potential return to EMR submission with Exec</p>
3	<p><b>Carbon Net Zero Strategy</b></p> <p>JF presented an overview of current performance against targets;</p> <ul style="list-style-type: none"> <li>• Overall emissions - 2021/22 UoG is ahead of target to achieve 25% reduction by 2023. This is partly due to the construction phase of City Campus being later than expected.</li> <li>• Scope 1 emissions (gas) - 21/22 behind target. Although the impact of the Salix funded projects is later than planned, the additional actions taken this year around heating schedules will ensure the target is met for 22/23. The October 22 changes to heating schedules have reduced our carbon emissions by 160T compared to 21/22 (16% of our Scope 1 emissions).</li> <li>• Scope 2 emissions (electricity) – 21/22 performance exceeded expectation, mostly due to better than expected decarbonisation of the national grid. <ul style="list-style-type: none"> <li>○ JW asked whether the likely increase in the proportion of electric vehicles would impact our Scope 2 emissions. JF replied that it may lead to a small increase but the benefit for Scope 3 commute emissions would far outweigh this.</li> </ul> </li> <li>• Scope 3 emissions (Procurement) - 21/22 performance close to target. This is a complex picture and there has been little project focus to date. <ul style="list-style-type: none"> <li>○ JW asked whether Scope 3 procurement data included overseas travel by students and academics, and whether plans exist to help reduce the carbon footprint. JF stated that this would be an area for future work. Preliminary work had commenced with the F&amp;P Team to look at opportunities around field trips but maintaining the educational benefit and without increasing cost to students.</li> <li>○ JS asked whether the increase in overseas students, with associated international travel, would increase UoG emissions. JF responded that the daily commute was included within our emissions but that travel at start/end of term to family residences is tracked but was out of scope for net zero.</li> <li>○ NW asked how sophisticated the data measurement was with regard to evaluating specific improvement from an action. JF responded that this would be particularly difficult with Scope 3 Travel due to the number of variables. The travel survey does however provide very good overall emissions data.</li> </ul> </li> <li>• Scope 3 emissions (Travel) - The impact of flexible working had stabilised and overall progress against targets for 21/22 was good. Due to the focus on Scope 1 projects there had been little Scope 3 activity other than the installation of additional EV charging. <ul style="list-style-type: none"> <li>○ JC asked what assumptions had been made with regard to future EV ownership, especially within the student population. JF replied that the future emissions targets assumed that staff EV ownership would align to the national average. The targets for student</li> </ul> </li> </ul>	

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	<p>emissions assumed that EV ownership would be noticeably lower, with this assumption based around the cost of EV purchases.</p> <ul style="list-style-type: none"> <li>○ MA suggested that the current cost of living crisis may impact the growth of EV ownership and might impact achieving the targeted emissions. JF replied that EV ownership was tracked in the travel survey but, as the survey had only closed on 28<sup>th</sup> November the latest data was not yet available. Although reduced spending power may impact the likelihood of purchasing an EV the current high cost of fuel would mean that the pay back would be quicker.</li> </ul>	
3	<p><b>Education for Sustainability</b></p> <p>MW reported that the Education for Sustainability stocktake completion had involved ASLs agreeing improvement objectives for their areas and the baseline scores had been included within the new Sustainability Strategy, along with these stretch targets. The overall ambition is to achieve 100% of courses containing at least the Bronze level of sustainability learning. A 5-year plan has been developed to enable assistance to be provided to academic teams and prioritising area of the portfolio needing to get onto Bronze level first. MW is working closely with the Creative Industries School in 22/23 to support all courses to at least Bronze rating. A standard package of CPD resources is being developed to help with this.</p> <p>MW provide an update on the successful project with the School of Education and Humanities and the Cheltenham Education Partnership to hold the ChangeMakers Summit for 120 teenagers from 10 local schools. The summit used the EfS expertise of academics from 5 of our 8 academic schools and has been used to develop a set of legacy resources that will be used for promotional and training purposes with both staff and students to support the overall EfS programme.</p> <p>The focus for 22/23 is the new project funded by the Quality Assurance Agency that takes the stocktake methodology and tests it from the student viewpoint at partner institutions, Kings College London and the University of the Arts, London, by asking students to use the same principles and rate EfS in their own courses. This project will also generate a student-led set of tools and training material to support students to hold dialogues with institutions about EfS in the curriculum.</p> <p>MW invited BH, the UoG student working within the project team, to talk about this aspect of the project. BH reported on the student-led project work;</p> <ul style="list-style-type: none"> <li>• A review was underway of the EfS approach of sector competitors including their methods for measuring EfS in the curriculum.</li> <li>• She had participated in the creation of short films that will be used in the student resource as a training platform for students to evaluate EfS.</li> <li>• The role had given her the opportunity to act as the lead whilst liaising with students from the partner institutions to bring in their inputs.</li> </ul> <p>MW stated that the student resource is being piloted with course reps and other students at UoG to compare their viewpoints with findings of the 2021 stocktake.</p> <p>MA thanked BH and MW for the summary and restated the importance of this work as it improves how students take sustainability learning into the next stages of their careers and also helps the university to position the quality of its EfS offer.</p> <p>AR added that the work with the Student Advisory Council at the QAA was particularly interesting as they come from a wide range of institutions and are not</p>	

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	<p>stereotypical ‘keen green’ students. When the project was presented to them they were very positively in support of its principles and the project need.</p> <p>JC asked how the project interacts with the PSRB’s, either locally or nationally. AR replied that the funding was insufficient for direct liaison but that, through the QAA, the student board and project key contacts do liaise with the PSRB network so the project outcomes can easily be shared with this group.</p>	
4	<p><b>ISO 14001 EMS Management Review</b></p> <p>JF reminded the participants that we use the ISO14001 EMS to help ensure legal compliance and deliver performance against environmental objectives and net zero targets. The performance of the EMS was reviewed with the following focal points for discussion extracted from the Summary Report:</p> <ol style="list-style-type: none"> <li>i. <u>Actions from previous ISO14001 Management Review</u> – an update was included in the report. Actions remaining open since the review meeting in December 2021 plus newly arising items are shown in Appendix 1.</li> <li>ii. <u>Achievement against environmental objectives</u> – noted that: <ol style="list-style-type: none"> <li>a. On reviewing current performance, it was agreed most objectives had been achieved. Electricity consumption was noted as being above target and MA asked for an action to investigate this and report back including actions with owners to address this. JF agreed to own this action and transfer responsibility for actions to the new Smart Systems Energy Manager once they are in role.</li> <li>b. Recycling and water were noted as continual improvement objectives for further attention in 2022.</li> <li>c. Biodiversity objectives had seen little progress due to resource availability despite this being an important aspect. MA asked that he be kept up to date on progress on this area during the year.</li> <li>d. A red flag had arisen against delivery of the student experience programme due to the sustainability role vacancy.</li> </ol> </li> <li>iii. <u>Compliance obligations</u> – status and update included within the SPR report. No further discussion.</li> <li>iv. <u>Internal and external issues relevant to EMS</u> – status included within the SPR report. No further discussion.</li> <li>v. <u>Review of Needs and Expectations of interested parties</u> – status included within the SPR report. No further discussion.</li> <li>vi. <u>Environmental incidents and corrective actions</u> – the documentation is up to date and JF gave a summary of the recent incident that involved diluted fuel being washed into the drainage system. There was no requirement to report the issue to the EA and no environmental damage. Corrective actions had been developed and will be completed shortly.</li> </ol> <p>AR noted an error in the SPR report with regard to number of actions closed and remaining open. The correct numbers are 9 actions closed, 4 remaining open.</p> <ol style="list-style-type: none"> <li>vii. <u>Internal audits</u> – the audit system is on schedule for completion by end of audit cycle.</li> </ol>	<p>JF to investigate increase in electricity consumption and report back on actions to address.</p> <p>AR/JF to progress this open action on the EMS.</p>

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	<p>viii. <u>Communications and complaints from interested parties</u> – UoG had received internal complaints from students in residences which highlighted the fuel spill incident noted in point vi. above.</p> <p>ix. <u>Opportunities to continually improve EMS suitability, adequacy and effectiveness</u> – 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>	
5	<p><b>Communications, Engagement and Recognition</b></p> <p>AR noted that the present role vacancy meant there was no delivery against the student experience, notably no Live Smart programme or direct support to the SU, in 22/23. JC and SD had both had to leave the meeting so AR would have a follow up conversation with them about the consequences arising from this.</p> <p>AR noted the SOS-UK annual skills survey data for UOG had been supplied which is the KPI for the student experience goal of the strategy. AR thanked the SU for their support communicating the survey which had meant UoG response rate had increased significantly from the previous year to the highest ever response rate.</p> <p>AR shared the overview of key interest and satisfaction measures, noting that whilst interest remained high, satisfaction with both the University’s action and the SU’s action on sustainability had dropped noticeably on both questions. The responses may suggest that as there is no Live Smart or other tangible offer this year students are not seeing opportunities to get involved or signs of action.</p> <p>AR thanked Roman Kirby, the elected SU Sustainability Network Lead, for his attendance at the SPR and noted that he had joined the sustainability team to discuss areas of interest for his role during the year which included catering services efforts on plant-based diets and plastic waste, and communications to students around sustainability issues and opportunities.</p> <p>AR noted the positive profile enhancement opportunities that have arisen for UoG by featuring its Efs programme through an Impact Case Study in the REF 2021 submission and its inclusion in the upcoming TEF narrative submission. An analysis of sustainability communications had been prepared and discussed with the CMSR senior team with priority actions to be taken forward in semester 2 and communications work to restart properly once the vacant role had recruited.</p> <p>AR noted the team would also be submitting to the national Collaborative Awards for Teaching Excellence in 2023 and the CEP project had reached the finals of the Green Gown awards in 2022 in the category ‘Tomorrow’s Employees’.</p>	AR to meet with SD and JC to discuss impact and priorities for students.
6	<p><b>Annual Sustainability Report</b></p> <p>AR explained that the arrival of the new Sustainability Strategy presented an opportunity to re-think the Annual Sustainability Report and take further steps to make it more digital in format. AR asked the meeting participants if they had any topics they would like included or suggestions on digital content. CMSR would support the digital format and provide advice on approaches to help showcase essential data, the embedded commitment and real world stories.</p>	
7	<b>AOB</b>	

Item	Description	Action
	No other items were raised.	
	MA thanked everyone for their contribution to the review.	

### **Appendix 1 – Previous review action status**

A brief summary of the open actions associated with the ISO14001 Management Review process and the Sustainability Performance Review is included below. Further detail can be found in the Sustainability Performance Review Summary Report Dec 2022.

#### **Actions that remain open from previous reviews**

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

- Estates team to initiate an update to travel plan in 2022. Sustainability to assist with brokering involvement of key teams and services. **Outstanding. Estates to progress early 2023.**
- JF and AL to assist AS and other teams with communications regarding food waste and recycling. **Outstanding. Hardwick halls food waste trial communicated to residents. Improvements to recycling need to be reviewed alongside capacity for communications campaign.**
- AR to convene an internal discussion on biodiversity policy in spring 2022. **Outstanding.**
- NW/AS to review monthly catering KPIs linked to EMS impacts. **Outstanding**
- Ensure that the impact of EMS beyond the formal scope is documented in SPR report. **Ongoing**

#### **Actions closed since last review**

- *AR to share an updated draft strategy with EMS data to key managers ahead of approval in spring 2022.* Draft strategy circulated. **Action Closed.**
- *JF to provide analysis of travel targets in light of survey data.* Analysis completed and results discussed at Net Zero Taskforce. **Action Closed.**
- *JF to convene the net zero taskforce group in early 2022.* Taskforce held 2 meetings to date. **Action Closed.**
- *SU (JC) to work with JF and Estates to provide evidence for Fairtrade audit in spring 2022.* Worked as team and audit went well. **Action Closed.**
- *JF to convene an internal meeting to review actions on Fairtrade in light of pandemic impacts.* Partnership meeting held. **Action Closed.**
- *RT to assess new water supplier re: cost and consumption savings.* Moved to new supplier. **Action Closed.**
- *AR to explore options for future resourcing to Live Smart as part of the final dialogues on the new strategy.* Resourcing agreed but post currently vacant. **Action Closed.**
- *JW to ensure suitable training and delivery of revised internal audit cycle in 19/20.* On the job training planned for 22/23. JW to ensure suitable training and delivery of revised internal audit cycle in 19/20.
- *AR to raise staff training and awareness re ISO14001 with new HR Director in 2020.* **Action Closed.**

#### **Summary of new actions from 2021 review**

1. JF to ensure the embodied carbon of CC is communicated.
2. MA and AR to explore options for submitting a full EMR with Exec
3. JF to investigate increase in electricity consumption and report back re actions to address.
4. AR/JF to progress open biodiversity action on the EMS.
5. AR to meet with SD and JC to discuss impact and priorities for students.