

# Sustainability Board

14 October 2021



**SUSTAINABLE  
WAYS**

## Board attendees

Prof Christine Bovis-Crossen (Chair)	Provost and Deputy Vice-Chancellor
Prof Kevin Hiscock	Head of School of Environmental Sciences
Prof Mark Searcey	Pro-Vice-Chancellor, Science
Asher Minns	Executive Director for the Tyndall Centre
Ian Callaghan	Chief Resource Officer
Roger Bond	Director of Estates & Facilities Division
Angelina Bingley	Director of Admissions, Recruitment and Marketing
Richard Hunter	Assistant Director of Social Enterprise (Venues) (SU)

## Invited attendees

Katherine Middleton (Secretary)	Environmental Management System Manager
Lee Nairn (minutes)	SUE Business Support Officer
Richard Bettle (RBe)	Energy and Utilities Manager
Hannah Hoechner	Lecturer in Education and International Development
Caroline Mayers	Associate Director Content & Communications
Rebecca Holmes	Assistant Head of Internal Communications
Jessica Budds	Associate Prof in Geography and International Development

## Apologies

Charlie Downen	Head of Operational Assets
Sue Lawson	Assistant Head of Corporate Communications
Bryan Thomas	Managing Director, CBP Projects Ltd.
Hamish Williams	SU Campaigns and Democracy Officer
Megan Watts	SU Environment Officer

**Minutes**

No.	Item	Action
1	<b>Introductions and Welcome</b>	
	<b>Matters arising</b>	
2	<p><b>Review of previous Minutes and Actions from last meeting</b></p> <ul style="list-style-type: none"> <li>• <i>[SB 2021-06-16: Sustainability Board Minutes – June 2021]</i> No matters arising. CBC formerly thanked Prof Dylan Edwards for his hard work and driving this agenda forward and wishes him all the very best for his retirement.</li> <li>• <i>[SUS21D001: Sustainability Board Action Log – October 2021]</i> – discuss actions for approval (pages 1-2) <ul style="list-style-type: none"> <li>– Richard Hunter, Assistant Director of Social Enterprise (Venues) has now joined the Board as a UEA Staff representative. Action closed out.</li> <li>– People &amp; Planet University League 2021 - KM and LN updated the website. KM and RBe made some appeals which were approved for the first time. We had a First previously and were ranked 29th in the UK. The results will be published at the end of the year. Action closed out.</li> <li>– Previous Board minutes and papers are now on the website, June minutes are yet to be approved and uploaded. Action closed out.</li> <li>– Risks &amp; Opportunities Register as part of the ISO14001; we must name responsible persons for ESD. Frances Bowen has agreed and Emma Sutton has been made aware of her responsibilities.</li> <li>– Aurora Alliance Sustainable Campus Action Plan – KM has taken over from Dylan Edwards and had her first meeting in September and the next bi-annual conference meeting is on 16<sup>th</sup> &amp; 17<sup>th</sup> November. Action closed out. Aurora Alliance was an Erasmus three-year funding programme from November 2020. The UEA is a participant of the Sustainable Campus Action Plan which Dylan was involved in devising what it would look like. It is more of a guiding principle so far and the campus action plan draft has been put in place. It is probably not going to add anything to what we are already planning with the UEA Campus Development Plan and Sustainability Strategy. It would be useful to understand what the overarching activities regarding sustainability with the Aurora Alliance and the universities network are.</li> <li>– CBC suggested a meeting with Frances Bowen to do a presentation linking in with KM, specifically around sustainability and take this forward to a future Board meeting.</li> <li>– Waste and Water Implementation team – Tom Bohan became Waste &amp; Recycling Manager in October 2020 and has now started a project to remove personal desk bins to increase recycling and reduce costs in cleaning staff time. There are centralised bins being rolled out across campus; and the policy will be for people to empty their own bins if they still wish to have them. Action closed out.</li> <li>– Linking up Net Zero Sustainable Travel Strategy with Strategic Development Framework and the Campus Development Programme – AM will be continuing this shortly.</li> </ul> </li> </ul>	KM

**3 Strategy and Policy****3.1 Feedback from Executive Team/UEA Council**• **Standing Item**

- With the integration of the strategic planning, we have four pillars of success: student, people, research, and global. The general view is that sustainability will be interwoven throughout those pillars of success.
- Sustainability has been led by Estates in the past but this is an institutional issue. UEA is a signatory to the SDG Accord and we should not just be about environmental sustainability but also social and financial sustainability in their broadest strategic senses and as a global issue. The vision is for UEA to be the best university with regards to sustainability, 29<sup>th</sup> in the People & Planet University League is not good enough and we need to strive for more. If we are to be the best in sustainability, we need to embrace the UN SDGs as far as we can and in how we work as a community and help drive this committee and this University forward. CBC asks everyone on this committee to look at how we can do this and really set ourselves apart from other universities.

CM: Currently launching the Core University Messaging Project and we would like clarity on the lines to take on the really important issues for the university and the planet. We want to know what is the line to take on our stance on sustainability and we would like to work with colleagues.

AM is the Co-Chair of the Norwich Climate Commission which is coming together as a partnership between AM, UEA, and Norwich City Council. We need to see ourselves much broader than just our campus and to go out to influence and lead the greater Norwich and use the University as an exemplar in our local society.

- CBC: Fiona Lettice is leading on work regarding the UEA being a Civic University which looks at our whole region. CBC is looking forward to getting commissioners in there and having robust discussions and points of decisions and actions.

**3.2 Sustainability Context****3.2.1 [*SUS21D002: EMS Dashboard – October 2021*]**

This is a summary document of sustainability initiatives, primarily based on environmental but does have some social sustainability elements relating to the SDGs. KM briefly went through the listed highlights and lowlights.

There are investigations and mitigations plans to be put in place by November, following the second trade effluent consent breach in Chemistry.

Not much change in the Implementation Team RAG ratings. Engagement and Communications has reduced slightly due to loss of staff.

Times Higher Education Impact Ranking submissions is under way and the new SDG report is on our website as we are to have the information publicly available. Having information available is a key part of our transparency on what we are doing.

Increase in carbon emissions since March due to more people coming on to site and continuing ventilation in line with Covid regulations.

EMP17 direct emissions carbon reduction target of 35% over 1990 levels - unfortunately the target has not been met by the deadline of July 2021. KM

asked the Board to close out the target and replace by two new targets relating to Net Zero. Net Zero ambitions were agreed and announced by the Executive Team and Vice Chancellor at the beginning of the year.

The new targets are: EMP83 Reduce kgCO<sub>2</sub>e from direct emissions by 80% over 2015 levels by 2030 - which align with the Paris Agreement and also with our peak campus emissions; and EMP84 Achieve Net Zero kgCO<sub>2</sub>e emissions (Scopes 1,2 & 3) by 2045.

CBC: requested shortening the time frames if at all possible but we really need to push ourselves as an institution to bring the time frames forward.

Committee agreed to close out EMP17 and approved the two new targets (EMP83 and 84).

EM57 Green Impact and EMP73 Green Impact Labs – Green Impact has not run since prior 2019 due to reduced resource and then Covid restrictions limiting on-campus initiatives. The Green Impact Labs is being replaced by another target anyway (EMP 74: LEAF programme running this year which provides performance data unlike Green Impact Labs). Estates is unable to run Green Impact, therefore KM asks the Board if we can run an engagement programme for the future.

CBC stated it is too soon to have this conversation without having the new Estates Director in place.

IC: There is a wider issue on what the resource is for sustainability and where that resource formally sits. We need a conversation with CBC and KM to identify what resource there is and what we need.

RB: Green Impact is about initiatives around the whole university which supports how and what the university wants to do for sustainability, therefore it is not an Estates coordinating role.

CBC requested to take this offline and come back with a proposal at the next meeting.

CBC  
/IC  
/KM

EMP72 Sustainable Labs User Guide – has been delayed. Previous resource withdrawn. Currently being done voluntarily by Matthew Bennett. Board agreed to change the target date to December 2021.

KM highlighted awareness of the Implementation Team actions for discussion in the Dashboard. The looking forward section is about planning for the future.

### 3.2.2 CDP/GIS/SDF update

IC: A lot of the work in Phase 1 of the Campus Development Programme (CDP) is focused on making sure we are managing sustainability and carbon emissions as part of the work proposed. Sustainability KPIs will be approved and monitored via the project board. We are coming up against challenges between sustainability requirements versus the listed building requirements and differing views on the proposals around improved installation of the new building. They are being worked through with City Council planners and the statutory consultee bodies such as Historic England and Twentieth Century Society. We are pressing hard from a university perspective, that we have got to make this a sustainable build and take this opportunity to resolve a lot of the legacy issues around heat leakage with the Lasdun Wall. However, we have got to do that with due care and consideration for the cultural and the listing aspects of the building as well.

### 3.3 Net Zero UEA

#### 3.3.1 Net Zero UEA paper presented at September 21 Estates Committee

**STRICTLY CONFIDENTIAL** [EST20D014: Campus Energy Generation Options for Net Carbon Zero – Aug 21 Update]

RBe: This is a brief summary of where we have got to with Net Zero. The charts show how we think we can deliver Net Zero with the information that we have at this time. It includes tackling the Lasdun Wall (with other buildings in later phases) and delivering the CDP as set out this summer. Anything that is going to produce less savings in terms of energy consumption or delays will mean everything on this chart will get worse, not better. Tackling these in the next ten years are crucial in being able to deliver Net Zero to achieve the 2030 targets which is the first two phases. It is important that this is understood. We are in line to meet this target if we stick to what we have planned. There is a lack of coordination with resources not being replaced. There is currently no one coordinating a wider Net Zero delivery other than the built environment and this needs to be addressed. The post that was coordinating this has been vacant for some time and needs to be filled. Reviewing resourcing needs to be taken seriously.

The key points we need to be working on are trying to deliver a Net Zero carbon solution for the summer which is the easiest thing we can do within the next five years, using ground source heat pumps and increased PV. We should be able to get to the point where we are not using any fossil fuels to heat or power our campus during the summer months. There is background work going on to be able to plan how we are going to ensure the buildings are ready for low carbon heating technologies in the future. The first five years is about linking with life cycle and CDP to ensure we are getting our building prepared for the post 2035 target for no gas heating at all. It is making sure that all the air handling units have the right sized heat exchangers, windows are sealed and mapping out the plans for the second five years. The other area is ensuring a new district chilled system as part of the CDP.

AM: this is great work on building emissions but our Scope 3 emissions, all the other types of emissions e.g. travel, food etc., are not close to being achieved, as yet.

RB: This is what Estates does, it is a lot of hard work and it's a matter of coordinating that for the university. There is a funding issue in getting the ground source heat pumps and we are looking for alternatives but it won't happen in our daily work so it is always an ongoing challenge.

RBe: we are currently in the process of applying for government funding but it is heavily over-subscribed but we will keep applying. If we need to move forward faster, there are other funding streams which are possible but may not necessarily be financially attractive for the UEA and is cheaper to do it ourselves. There are organisations that could take over our district heating system, with low capital expenditure and sell us the heat.

KH asked how confident we are, about ground source heat pump technology, as performance decreases with time so it may not be good for us over time and is technically challenging.

RBe: it will be done in phases; we are looking at aquifer heat pumps (open loop system) so looking to lift out of the aquifer so there shouldn't be the same drop off as experienced in ground source because it will be replenished from the aquifer beneath UEA. We have done geological desktop surveys based on

previous boreholes that have been drilled around the campus and area. The initial surveys indicate we possibly have the perfect site for this open loop technology, with the boreholes at 100m down. Looking to deliver all our heat in the summer and a quarter in the winter. We looked at doing a shallower solution but would have meant 250 boreholes so we are looking at going deeper with the aquifer solution with only 4 to 6 boreholes.

3.3.2 Discussion about Wellcome Trust-funded travel offsetting requirement

We were given less than a week to respond. RIN was not contacted about this and did not receive any notification from the Wellcome Trust with regards to travel offsetting. We currently have five Wellcome Trust projects totalling £1.66m. We decided rather than to respond by the 1<sup>st</sup> October deadline to sign up to this, we said we do not normally go with offsetting and there was no prior consultation which does not lend itself to conversations that we should be having.

KM is not aware the EAUC memberships has had any further communications in terms of university members and whether they have taken this on board or have any issues with it. AM has had some conversations because EAUC suggested directly using their preferred supplier.

AM would like to see us set up our own offsetting scheme if we ever really have to do it and that would involve restoring the Broads peatlands. As an organisation, we can have a better response than buying anything in.

CBC agrees it should not be about offsetting but about what we should be doing with regards to travel which we are already doing such as video conferencing.

RH agrees with doing this locally and this fits into the wider sustainable community element, Town and Gown and taking our civic community responsibilities properly.

CBC: Perhaps our response to this is what our policy says and this is what we will be doing, we take this seriously because we do not want to compromise any funding arrangements we have.

MS: we need to be careful as we do have a Wellcome Trust doctoral centre. We need to find out from other universities how they have responded and what they have done.

KM put the [Wellcome Trust Policy link](#) in the meeting chat. It fits in to a certain extent with our draft Business Travel Policy in terms of the Wellcome Trust will pay for essential travel costs, even if it is paying extra for the lower carbon option. That way they are going to be paying for the more expensive travel.

KM to check (and feedback to the Board) what the EAUC membership are doing and if they are just using their own offset policies, which is possibly what UCL are doing. It seems most universities are going for the offsetting option particularly for their travel Scope 3 emissions.

CBC suggested if something comes back from the Wellcome Trust, that we take this offline and any developments will be put out to the Board before the next meeting to agree a response by a consensus email. If anything else comes from within our institutions in the Wesley Group, CBC will also bring it to the Board's attention.

KM

CBC

3.3.3 Climate of Change and COP26 update

[SUS21D003: UEA Climate of Change\_ARM 1]

CM delivered the Climate of Change: Content & Communications summary presentation (SUS21D003). For background, this year has been relatively fresh with the admissions recruitment and marketing restructure, to bring together

content, brand and communications teams into one place. We are looking to centralise our UEA storytelling and showcase our collective content so we don't miss anything. Also working closely with People & Culture. Therefore, Climate of Change is a campaign bringing together many areas of the university. But it is not going to be once this term and so going forward we need to look at sustainability, to showcase any work we are doing and communicate as broadly as possible on sustainability as a content pillar.

The campaign is about making the most of the COP26 opportunity and the big piece of work we've done with the BBC for the TV drama, 'The Trick', that is about to be released.

AM is the Public Engagement Lead for all universities for COP and he will have a stand at the COP centre in Glasgow, to feature all UK universities, with 56 exhibitors going on a rotating schedule. UEA does have a renowned position and there will be lots of UEA and Tyndall Centre activities going on.

CM: The campaign runs through November and December and then we need take stock and work out if we want to run it on to January and beyond.

AM offered to respond to any tweets generated.

CBC wished all the very best for the event and suggested the Board may possibly be able to sponsor an event post COP to get people to podcast for example, for reflections and discussions etc. This would also involve bringing in student societies and would be a nice way to round up the activities that are going on and bring it even more to the fore in the community.

CBC  
/AB

#### 3.4 UEA Sustainability Strategy and resourcing

- Review of sustainability legacy documents tabled at June 2021 meeting and discussion on resourcing for UEA sustainability strategy

*[SB 2021-06-16\_Paper 3: UEA Sustainability Legacy 11.06.2021]*

*[SUS21D004: Summary of Sustainability Initiatives and Declarations – October 2021]*

KM made members aware of some documents that we tabled at the June Board. One was the Sustainability Legacy Document for the Chair's awareness, in terms of the handover which shows the thinking at the time of where we would like sustainability to go and hopes it will help inform the UEA Plan and further the Sustainability Strategy.

CBC greatly receives these documents as Chair of the Board and will make sure they are entered into the planning for the University Strategic Plan. With that will go the concomitant resource costing of the priorities for the institution.

No changes to the document were requested.

KM has also updated the Summary of Sustainability Initiatives and Declarations since the previous Board in June, with CBC's request for listing what initiatives we signed up to and what we have declared etc. That will be the basis for funding for the UEA Plan. It is a working document; KM has added items such as ISO14001 and other initiatives such as Green Impact. It is based on University-wide initiatives. KM asked if the Board would like us to consider Faculty or School-led initiatives.

CBC thinks Faculty and School will be too drilled down. Perhaps there could be annual summary report that comes forward but from an institutional perspective.

<p>CBC suggested to undertake having a report from each Faculty for considering for information which can be fed-up to Council.  MS agreed it would be a good idea.  KM: if there was reporting from Faculty it would feed into our reporting for SDG Accord and Times higher Impact Ranking reporting which would be very useful.  HH: the legacy document contains the idea of a sustainability officer in each School that would be able to feed up and down.</p>	<p>CBC</p>
<p><u>3.5 Aurora Sustainable Campus Action Plan</u></p>	
<p>3.5.1 Update from 21 September meeting  KM had her first Aurora meeting in September. The draft of the Action Plan was tabled at a previous meeting and KM will find the previous minutes with the draft plan for the board members to view. The draft will be presented at the Aurora bi-annual meeting on 16<sup>th</sup> &amp; 17<sup>th</sup> November and it is hoped to be ratified at the president’s meeting. There is not much additional work to what UEA is already doing with the UEA Plan and Sustainability Strategy so there should not be any additional work in implementing the action plan.</p>	<p>KM</p>
<p>CBC: we would want Frances Bowen to join us at a future meeting to give us an update on what is happening with regards to Aurora.</p>	<p>KM</p>
<p>3.5.2 Discussion and adoption of Aurora Travel Codex  <i>[SUS21D005: Aurora Travel Codex_FINAL_200626]</i>  This paper was agreed by a previous sustainability working group outside of the Aurora Alliance, so it is from the Aurora Universities Network directly. It was written over Covid and agreed by the Aurora General Council in 2020. We have been working on the UEA Business Travel Risk Management Policy and there is a lot of overlap. This Codex Policy is specifically for Aurora activities with the guiding principle of only travelling where necessary and with the least amount of negative impact.</p> <p>Some of the key aspects to mention, are working on the principle to prevent, reduce and compensate. For example, Aurora to only meet once a year and promoting the hybrid option with preference to online activities. They have further recommendations on what the options should be in terms of the time taken to get to meetings. The preferred option would be, if it takes less than 6 hours by train then flights should not be permitted.</p> <p>The paper and the network recommends widening the apportioning of emissions and reporting on the emissions of those attending the Aurora meeting. Also recommends Aurora has one offsetting scheme or rigorous Aurora schemes.  KM suggested travel codex goes beyond this meeting, for example the Executive Team and/or Council.  CBC is happy to see a short discussion and endorsement of this but suggest we also seek general Council and Board’s view on all options.  AM does not think overall, that there is anything too worrying in there because it was widely discussed with lots of stakeholders and is relatively straight forward. The Board agreed to endorse this.</p> <p>KH is happy with it in the context of activities within the Aurora network but we are slightly compromising ourselves because we are adopting an offsetting idea that we discussed earlier and we are not quite sure how to go forward with offsetting. We could be seen as adopting this, therefore giving some kind of</p>	



	<p>credence to it and might be compromised later. But if it is only within the Aurora scheme then perhaps that is lower risk to us.</p> <p>CBC: we do need to be pushing harder on the Aurora Network to move beyond that in the future.</p> <p>KM will find out more detail on the final options and check what has been agreed with Aurora themselves.</p> <p>HH asked how this compares to the proposed new UEA Business Travel Risk Management Policy, whether there are any principles that go further, or if it is very much redundant. The Policy has not advanced that much further yet unfortunately.</p> <p>IC will be doing the updates to the UEA Business Travel Risk Management Policy tomorrow and will now be comparing it to this and making sure there is no glaring clashes between the two.</p> <p>The Board agreed to proceed with caution.</p> <p>CBC: requested to complete the rest of the agenda in another one-hour meeting, however KM stated there was no requirement to discuss the final EMS papers in this particular meeting so we can transfer paper 6 to the January meeting, and paper 7 is an ongoing update. The Board agreed.</p> <p>CBC suggested we may look at extending future meetings by half an hour with a ten-minute break. CBC thanked everyone and, in particular, KM for getting all Board papers together.</p>	KM
<b>4</b>	<p><b>ISO 14001 Environmental Management System Management Review requirements</b></p> <p>4.1 <u>PESTLE Analysis and Risks and Opportunities Register</u>  <i>[SUS21D006: PESTLE and Environmental Risks and Opportunities Summary – October 2021]</i></p> <ul style="list-style-type: none"> <li>Move to new UEA risk register has started (estimate 2.5 days to complete transfer of 69 risks)</li> </ul> <p>For reference <i>[PESTLE analysis (v20)]</i> and <i>[Environmental Risk and Opportunity Register (v28)]</i></p> <p>Paper to be discussed at January 2022 Sustainability Board.</p>	
<b>5</b>	<p><b>Review of sustainability KPIs for previous quarter</b>  <i>[SUS21D007: EMS Implementation Team Reports – October 2021]</i></p> <ul style="list-style-type: none"> <li>Implementation Teams that have met since the June Sustainability Board: Sustainable Labs, Waste &amp; Water, Purchasing, Energy &amp; Carbon Reduction, Biodiversity, Engagement &amp; Communications, Transport.</li> </ul> <p>Paper not discussed.</p>	
<b>6</b>	<p><b>Statement on continuing suitability, adequacy and effectiveness* of EMS</b>  *See Implementation Team Reports – page 1 for definitions</p> <p>Item not discussed.</p>	
<b>7</b>	<p><b>Any other business</b></p>	
	<p><b>Next meeting: Thursday 27th January 2022, 10am-12pm.</b></p>	