

SUSTAINABILITY BOARD

Minutes of the meeting held on 27 January 2022



Present:	Provost and Deputy Vice-Chancellor (Chair) (CBC) Chief Resource Officer Pro Vice-Chancellor, Science Director of Estates & Facilities Division Head of School of Environmental Sciences Executive Director for the Tyndall Centre Director of Admissions, Recruitment and Marketing Environmental Management System Manager (Secretary)	Prof Christine Bovis-Crossen Ian Callaghan (IC) Prof Mark Searcy (MS) Stephen Wells (SW) Prof Kevin Hiscock (KH) Asher Minns (AM) Angelina Bingley (AB) Katherine Middleton (KM)
With:	Head of Operational Assets Assistant Head of Internal Communications Assistant Director of Social Enterprise (Venues) (SU) Head of Planning Management Information Officer Senior Lecturer in Geography and International Development Lecturer in Education and International Development	Charlie Downen (CD) Rebecca Holmes (RH) Richard Hunter (RH) Garrick Fincham (GF) Dr Hannah Kent-Webb (HKW) Dr Jessica Budds (JB) Dr Hannah Hoechner (HH)
Apologies:	Chief Operating Officer SUE Business Support Officer (Minutes) SU Campaigns and Democracy Officer SU Environment Officer	Jenny Baxter (JB) Lee Nairn (LN) Hamish Williams (HW) Megan Watts (MW)

1. MINUTES AND ACTIONS LOG

Confirmed

the Minutes of the meeting held on 14 October 2021. (**SUS21M001**, enclosed)

Considered

the recommendations to close out any completed actions on page 1 in the Sustainability Board Actions Log – January 2022. (**SUS21D008**, enclosed)

RESOLVED

that the completed actions were closed out.

Minutes (Ref **SUS21D008**)

(1) Regarding whether we should extend the Summary of Sustainability Initiatives and Declarations document to include School and Faculty initiatives and, there is an updated report to be discussed today (**SUS21D013**, enclosed). It was decided to keep the document

university wide and then potentially have a separate document for Schools or Faculty initiatives.

- (2) The latest draft Aurora Sustainable Campus Action Plan and minutes of the WP5.3 working group have been provided to the Board (see Section B.3).
- (3) Aurora Travel Codex was agreed in broad principle by General Council and should be used as a direction of travel for Aurora institutions.

2. DECLARATIONS OF INTEREST (IF ANY)

None declared.

3. STATEMENTS BY THE CHAIR

CBC wants to start work on the revisions to the Terms of Reference to get it up to where we need to go forward as an institution. To move beyond ISO 14001 compliance and look at the work of this committee with regards to the UN Sustainable Development Goals (SDGs), to take it to a much more strategic level and move it forward through our governance system. CBC would like four to five volunteers from this Board to form a smaller working group to work on the Terms of Reference. Volunteers to contact CBC directly, copying in KM.

ALL ACTION: Any volunteers for the Terms of Reference Working Group, to contact CBC and KM.

SECTION A: ITEMS FOR DISCUSSION AND ACTION

A1. EMS DASHBOARD – JANUARY 2022

Considered

the recommendations in the report listed below: **(SUS21D009)**

- (1) Discuss Highlights and Lowlights.
- (2) Discuss EMS Implementation Team status and actions.
- (3) Note that the Environment Act is now in law.
- (4) Discuss the Universities UK sectoral commitments (p.2).
- (5) Discuss the carbon emissions reduction graph (p.3).

Note that this has not been updated since the last meeting due to the vacancy of the Energy and Utilities Manager role since December 2021 and current operational commitments (UK Emissions Trading Scheme audit).

Minutes (Ref SUS21D009)

Highlights include new actions or developments.

The People & Planet University League 2021 results were published in December. UEA ranking moved down from 29th (First) in 2019 to 40th (2:1) in 2021 (see Section A3).

Universities UK have published their Confronting the Climate Emergency paper (see report in Section C2) and the six commitments for the sector on (SUS21D009, p.2) were discussed. They align with the government commitments for net zero by 2050.

Net Zero discussion:

Carbon emissions data is from July 2021. The Energy & Utilities Manager, Richard Bettle, left UEA in January and recruitment for his position, with a role title change to Head of Energy Management, has been readvertised and interviews are on 28 February.

SW stated that the existing team will need to fill the gaps until the post has been filled. There is currently a sector-wide problem for this type of role and other institutions are offering significantly above the salary that we are offering. That is why we are using a recruiter who can advise us. This is a key role within Estates that we need to recruit for as soon as possible.

KH requested the presentation of the particular statistics be done differently, for example 10% below the 1990 levels does not sound impressive even though it may be, as the estate was much smaller back then. It needs normalising, such as per square meter of estate to indicate we have made a big deal of progress since 1990.

KM: The previous target for July 2021 (EMP17) was using the 1990 baseline which is also the international agreement baseline. We have given two baseline dates, with 2014/15 being the new EMP83 target baseline of 80% reduction for Scopes 1 and 2 (or direct campus emissions), as this represents our peak emissions. The graph (SUS21D009, p.3) provides details of the growth in the space of the campus. KM will see if we can also do a normalised figure to give an idea of the carbon reduction per square metre.

AM: The Tyndall Centre did a major piece of work with the Net Zero pathways last year and this is potentially in danger of becoming lost in institutional knowledge. We do not want this to be lost in terms of a narrative and engaging potential new members of staff in what we need to achieve.

CD: We submitted the report to Estates Leadership Team (ELT) which then went to the Estates Committee. It is being used with a consultant, at the moment, until the Head of Energy Management role has been filled.

Looking Forward:

As of October 2021, the Environment Bill has now gained royal assent therefore now the Environment Act. This has four main areas for targets: air, biodiversity, water, waste and resources. Consultations are continuing but some of those are regarding things such as biodiversity net gain. New developments must have a biodiversity net gain commitment as of 2023. The Campus Development Programme (CDP) is planning this from the offset with the Building 3 developments. There is a new body established as part of the Brexit negotiations, the Office for Environmental Protection which will hold government and businesses to account.

There will be an external audit from 3-6 May (the week after the next Board).

Implementation Teams: Actions for Discussion:

KM made the Sustainability Board aware of the Implementation Team actions for discussion, there is a lot around resourcing, particularly the campus biodiversity audit which has been stalled due to no budget. The Business Travel Risk Management Policy still requires approval.

Universities UK commitments:

Commitments (SUS21D009, p.2) fit with the UK's net zero by 2050 timelines and interim Government targets for 78% reduction for Scopes 1 and 2 (campus emissions) by 2035. We have the 80% reduction for 2030 (EMP83) so we would be meeting their targets. There is also a requirement to set targets for Scope 3 (supply chain, water, waste, travel etc). Transparency is key and we attempt to do that. We have already signed the SDG Accord and report SDG progress. There is the Climate Commission's Climate Action toolkit which we have not used yet (see report in Section C3).

KH sits on the Water Advisory Group for the Government in terms of setting the targets in the Environment Bill for water and asked if our institution has a target for water saving?

KM: we have a normalised target of water reduction per student (EMP70) and also an overall target for water consumption reduction (EMP71). The student population target has been difficult to measure following changes made due to COVID-19 restrictions. We have seen reductions and this data is provided in the Waste & Water Implementation Team Report (see Section B2, **SUS21D014** p.14-15).

AM asked if Universities UK provide a timeline for Scope 3 for when these actions must be done by. KM stated that the report was only published in

October just before COP26 so it's more of a strategy plan rather than an action plan.

SW's previous institute at Surrey had the highest water usage in the UK and the challenge was about the basics in infrastructure. The early phases were getting the basics right such as flushing toilets and use of water. The second phase involved getting students in accommodation to compete based on monitoring water use and this helped to educate students to be more sustainable. We could link things like this into the life cycle maintenance programme which is being brought back to the Estates Committee in April, to start looking at the basics and what the maintenance team are doing.

JB: it is not just about saving but recycling water, such as rainwater harvesting for the campus grounds or reusing greywater for toilet flushing. Investments can be made by reworking the infrastructure to recycle water and greywater.

CBC: there maybe areas to look at with other Universities such as in Cyprus as they suffer from drought.

CD: we have started investigating and taken small steps in reusing water, such as water butts.

JC ACTION: provide carbon reduction data normalised against the size of the Estates (tCO_{2e}/m²).

KM ACTION: to find out more detail on the Universities UK Scope 3 target dates.

A2. SDG IMPACT RANKINGS – 2022 SUBMISSION

Considered

the recommendations in the report. **(SUS21D010)**

Minutes (Ref SUS21D010)

GF gave context for the presentation by HKW. SDG rankings are growing in importance; we've made strides in increasing the number of SDGs that we submit to and are pushing to expand this. The work is labour intensive and is a mix of understanding the academic work under each area and the policies the university has in place, and whether there is proper policy housekeeping. We have a data source called DataPoints from Times Higher Education that gives a greater insight in to the subcomponents, enabling us to see the detail that is not publicly available. This has helped to see where our weaknesses are. HWK has written a general report which is critical

evidence previously missing for SDG17 which is what the overall ranking is based on. The other SDGs are supplementary. We are waiting to see what impact this has. The thing to note is the number of institutions joining is increasing every year so holding our own is a success. Our position is going to normalise over the next few years, and we are one step ahead in terms of the administrative tidying up and fixing the gaps. Then we will look at what the substantive actions are that we need to take to improve our performance.

GF: the number of internal policy documents that we found, were either out of date or we struggled to find their owners for which shows we have a number of dead policies that are not adding value to the operation of the institution. This needs to be explored further.

IC: the governance team are currently working on updating a policy list and creating a standard policy template to enable all policies to be uploaded to the governance website, with a review and owners' schedules.

AB: responded to KH question, on how we use this information. ARM use it in their promotions to prospective and current students, and staff bulletins, such as when the People & Planet League results came out.

JB sees the logic of these exercises seeing where we perform and participating in these rankings and using that for promotion. However, the focus should be on us being a leader on the sustainability practices and debates. JB has some concern from the SDG presentation that it takes SDGs for granted and treats them instrumentally as we need to meet these things. The SDGs are critiqued in environmental science as they are so instrumental. They place these targets but do not say how these targets are reached which means they do not necessarily promote the structural change that some could argue are necessary to address some of these big global challenges, some of which apply to us more than others. Therefore, while this is one part of the sustainability issue agenda at the UEA, it should not be the only one.

GF agreed they are having to go through in an instrumentalist way to up our score for the benefit of the university's public presentation and he wanted to be clear about their role in this, which is maximising UEA's score on the SDGs, but it is great if it has a wider value.

CBC: We need to go beyond our ethos and philosophy to push those debates and discussions to understand what each of the SDG's really mean for the institution.

KH suggested having sustainability champions in each faculty to help drive the debate.

CBC agreed and the small group discussions will help to know how we push that debate forward and into actions.

AB ACTION: Add People & Planet, THE Impact Ranking, SDG Accord logos and information to publicity.

A3. PEOPLE & PLANET UNIVERSITY LEAGUE 2021 REVIEW

Considered

the recommendations in the report. **(SUS21D011)**

Minutes (Ref. **SUS21D011**)

The League results were published in December 2021. UEA ranking has fallen from 29th (in 2019) to 40th place. In response to this, KM has written a report to look at some action plans to either retain or increase our score for future years. Recommendations and risks have been listed in the report.

KM is the only remaining staff member within sustainability of the Sustainability, Utilities and Engineering team (SUE) in Estates, therefore it is increasingly difficult for us to address this area when it is asked particularly at short notice to work on updates for these league tables.

A very large part of the scoring would be our Net Zero UEA Plan. We currently have a vacancy in Estates but this role is also well beyond Estates, and Net Zero as a whole, needs to be university wide. There is a very short timescale for that particular marking but we should do this as soon as possible and therefore this may require resource for a consultancy to enable any kind of scoring for 2022, otherwise it is doubtful we will achieve this by the time a new staff member has been appointed.

Research does show that sustainability is important for recruitment and students care about sustainability whilst on campus.

CBC reminded the Board members that it is not our remit to recommend resource recommendations and GF stated that the proposal to transfer responsibility for future University League submissions has not been discussed with BIU. We need to focus on the policy aspects rather than the implications of resources.

IC: The Ethical Investment and Banking Policy was delayed in going to the Finance Committee, but it will be seen at the committee in March. The investment aspect, we have all the appropriate information from our investment managers. The ethical banking aspect, we will make sure it does reflect our aspirations to make sure we have an ethical banking position but

there is more work to do and representing

students are aware of the challenges. We will have a document ready to be uploaded in time for the 2022 League.

Regarding the Sustainable Food policy, IC needs to speak to Phil Steele but they are working hard to sustainably resource food but there are limits to what we can do. It's always going to be a balance between availability, price and locality.

SW queried how much the UEA believe that improving our position in the People & Planet University League is an indicator or benefit to recruiting students. What is the priority above all the other priority things and where does it sit within that? There are universities who do not enter the league.

CBC agreed it raises an important question. There are also international organisations such as ASHE which has a system similar to the Athena Swan programme, in working up levels of award and also gives you stretch goals.

AB agreed, particularly as we are all stretched on resource. In terms of student recruitment, it is a nice to have but it is not currently up there in the top five reasons to choose our university.

KH: the UEA Net Zero Plan is a significant piece of work and we should aim to complete it because that will resonate widely. There is also a Universities UK piece of work presently, that is also producing Net Zero type plans for the whole sector, so we could be benefiting from that too. KH asked who is currently responsible for the plan and would like to give his support to it.

IC: the primary location of Net Zero is with Executive Committee and Executive Team. The Estates Committee had the initial look at alternative energy provision for the campus. The work on the Lasdun Wall and the Campus Development Programme is key to us having any chance of achieving net zero and there is more work to be done in the Estates team in terms of decarbonising the way our energy is provided. There is a piece of work being looked which required more work to it.

CBC agreed with AM that we need to start our actions on our Scope 3 given that it makes up the bulk of the requirements and it does not fit in the easy to do category either.

CBC confirmed the Board would not be able to deal with all aspects but we do have the endorsements with regard to at least one policy on Ethical Investments and Banking. IC will check up on the Sustainable Food Policy with Phil Steele and we need to allow SW more time on Net Zero, therefore we cannot take a significant amount of this forward. CBC thanked KM for

producing an extraordinarily comprehensive paper for the Board to consider which will be picked up offline about where we go next.

IC ACTION: Check with Phil Steele about the Sustainable Food Policy and its review period (recommended initial extension for 12-months, with a proposal to change to 3-yearly review period).

A4. UEA ENVIRONMENTAL AND ENERGY SUSTAINABILITY POLICY 2022

Considered

the draft 2022 Policy, prior to signature by the Vice-Chancellor (VC) and publication on the website. **(SUS21D012)**

RESOLVED

The Board agreed on the policy to be signed off by the VC.

Minutes (Ref. **SUS21D012**)

Not many changes since the last policy; we have an annual policy that is signed off by the VC. KM wanted to reiterate our Net Zero 2045 target is in the policy.

A5. PESTLE AND ENVIRONMENTAL RISKS AND OPPORTUNITIES SUMMARY – OCTOBER 2021

Reported

that at the last meeting of Sustainability Board on 14 October 2021 the following report was not resolved.

Considered

the recommendations in the report listed below: **(SUS21D006)**

PESTLE

(1) Review summary of changes (p.1).

(2) Review red risks (p.2).

Environmental Risk and Opportunity Register

(3) Review summary of changes (p.3).

(4) Review red risks and discuss changes (p.4-8).

(5) Other Sustainability Board/ET responsibilities (p.9).

(6) Discuss responsible person(s) for devolved purchasing (p.10)

Minutes (Ref. **SUS21D006**)

The PESTLE Analysis document is our high-level strategy document for ISO 14001. The red risks have reduced slightly (SUS21D006, p.1) Regarding the red legal risk with the uncertainty of changes still being made in

just after Brexit), this will still have an influence on the Environmental Management System (SUS21D006, p.2).

The Environmental Risk and Opportunity Register review showed some movement in October 2021 since March 2021. It is ranked similarly to the PESTLE (SUS21D006, p.3).

Some of the key red risks (SUS21D006, p.4-8) are Business Travel which is Scope 3 emissions, whereby there are many responsible persons, and the Board would need to consider who they would be for business travel and for use of fleet vehicles. There is no single point of contact for these aspects, in particular.

Education for Sustainable Development (ESD) is still a red risk with resource allocation. Lab performance status is red because we do not have a Sustainable Labs Manager to oversee sustainable laboratories initiatives.

There is an increasing loss of sustainability staff. Including more recently, Richard Bettle, who has left since this paper was produced.

Divestment-Investment in non-ethical funds has red status, and environmental incidents from non-estates activities on campus, primarily the latest SCVA sculpture with a spill during installation.

The climate and biodiversity emergency (biodiversity emergency) is still a red status risk in terms of the stalled campus biodiversity audit.

Other red status items are: the refrigerant gases in terms of replacement projects for R22 units; Breaches of trade effluent consent from some the laboratory areas but are in the process of being resolved so are likely to become amber status in the near future; And controlling non-UEA sources of potential pollution onto the site. We have a number of outfalls arising from non-UEA areas arriving at the campus either directly into the river or the Broad.

Other Sustainability Board/Executive Responsibilities are provided for information (SUS21D006, p.9). Devolved purchasing (SUS21D006, p.10) represents amber risks which has a knock-on effect to Scope 3 emissions reductions in terms of diminished control on purchasing that is not done centrally.

IC: we have moved a lot from amber to red and is concerned whether we have really thought about the risk, the impact and likelihood to get to the red status. For example, the effluent release happened a year ago but is it happening so often that it needs to be a red, or rather monitored as an

amber/red? We might have more red than is realistically the case.

KM will provide further information on the reasoning behind the red/amber/green status. It is a different type of scoring for this particular system (which differs from standard risk matrices). The report is a snapshot in time so some will have changed by now, but it is a requirement for ISO that it is taken to the Board. The risk register has an in-progress transfer to the trial of the UEA risk register section and how that would fit with the ISO requirements. We have to put opportunities in but it is a large job with over 100 risks.

SW suggested having transparent risk management and risk registers and be reviewed independently.

SW ACTION: will pick up with having a sense check on the risk management and risk registers with CD and KM.

KM ACTION: KH queried why R5, R25 (in particular) and R44 is a red status - KM to check the reasonings behind these and forward the information on the methodology to the Board.

ALL ACTION: Board members to let KM know if the people listed with responsibilities from the Sustainability Board and Executive Team, need to be updated.

A6. DISCUSSION ABOUT EV CHARGING POINTS

Discussed

the provision of electric vehicle charging points and wayfinding.

Minutes

CBC: visitors to the university were confused about where they could park to charge and the wayfinding of these around the campus. CBC wanted the committee to not lose sight of more people turning to electric travel.

CD: we have just gone through a tender so we are bringing in a new service partner who will be bringing in an electric fleet. They will assess the estate and what we have got and what we can do better in terms of electric charging points and effectiveness. Also marrying in with the Norwich Research Park and what we do at the Quadram, Bob Champion and Edith Cavel sites. This has already started but they officially start 15th February.

KM: there are new regulations coming in from the end of June, where electric vehicle charging points will have to be smart enabled and the UEA have already started doing this.

SECTION B:

ITEMS WHICH CONTAIN RECOMMENDATIONS BUT WHERE NO DEBATE IS ANTICIPATED

B1. SUMMARY OF SUSTAINABILITY INITIATIVES AND DECLARATIONS – JANUARY 2022

Reported

the recommendations in the report listed below: **(SUS21D013)**

- (1) Christine Bovis-Crossen to represent UEA at the Climate Commission for UK Higher and Further Education
- (2) Universities UK sectoral commitments
- (3) Wellcome Trust carbon offset policy for travel – updated requirements for institutions with a non-offsetting strategy.

Minutes

AM: suggested we prioritise in importance to avoid long lists and similarly with the Actions Log (see Section 2, **SUS21D008**).

CBC agreed and we need to define what is the work of the Committee and what is trusted to the departments.

B2. EMS IMPLEMENTATION TEAM REPORTS – JANUARY 2022

Reported

the recommendations in the report. **(SUS21D014)**

B3. AURORA SUSTAINABLE CAMPUS ACTION PLAN

Reported

the recommendations in the latest draft report of the AURORA Alliance WP5.3 Sustainable Campus Action Plan. **(SUS21D015)**

Reported

the Minutes of the WP5.3 working group on 21 September 2021. **(SUS21D016)**

the Minutes of the WP5.3 working group on 14 December 2021. **(SUS21D017)**

SECTION C: ITEMS FOR REPORT

C1. DEPARTMENT FOR EDUCATION: SUSTAINABILITY AND CLIMATE CHANGE DRAFT STRATEGY

Received
a report.

C2. UNIVERSITIES UK: CONFRONTING THE CLIMATE EMERGENCY

Received
a report.

C3. CLIMATE COMMISSION: HE CLIMATE ACTION TOOLKIT

Received
a report.

SECTION D: RESERVED AGENDA

None reported.