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Inspiration and insight to change minds and policy

19 - 20
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Sustainability Leadership Scorecard: Sector insights and Case Study

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AUDE ASSOCIATION OF UNIVERSITY DIRECTORS OF ESTATES Excellence in estates and facilities

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Agenda

- Engagement levels
- Performance
- Sector feedback

- Detailed Case Study

- Activity on how to engage with the SLS

A caveat (for the first part):

Trust the numbers

But

Make your own judgement on the interpretations!

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SLS: A Reminder

Priorities, frameworks and activities

Leadership & Governance

- Leadership
- Staff Engagement & HR
- Health & wellbeing
- Risk

Partnership & Engagement

- Community & public engagement
- Business & industry interface
- Procurement & supplier engagement
- Food & drink

Learning, Teaching & Research

- Learning & Teaching
- Research
- Student Engagement

Estates & Operations

- Waste
- Biodiversity
- Construction
- Water
- Travel
- Adaptation
- Energy

Policy & strategy

Stakeholder engagement

Action planning

Measurement

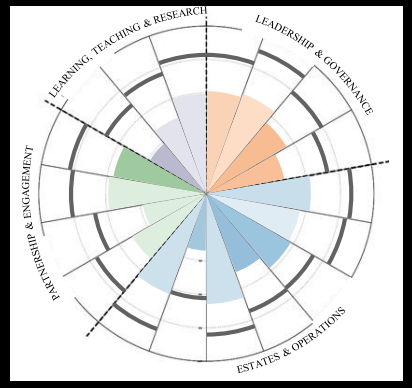
Communication

Training & support

Implementation & performance

Link to the curriculum

Other tools



SDGs

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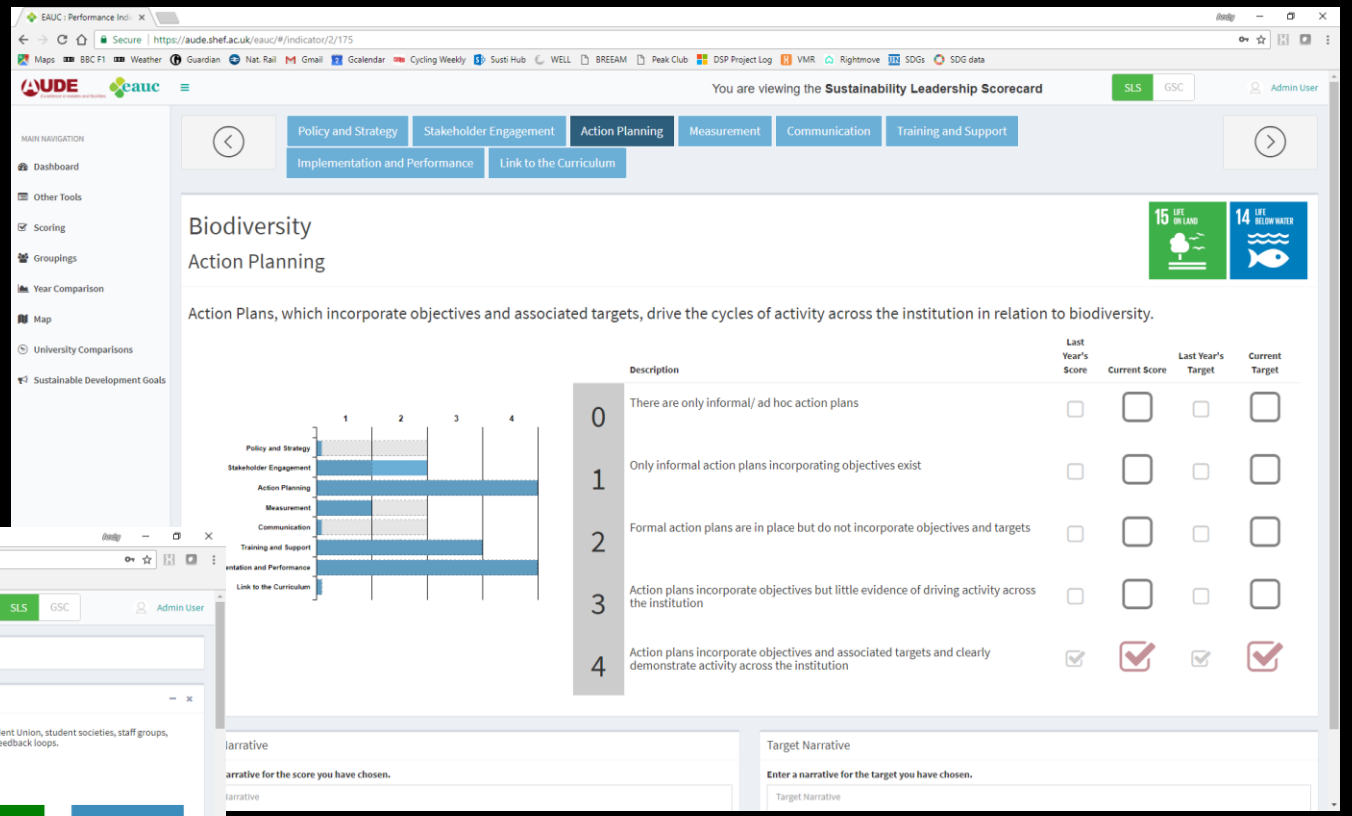
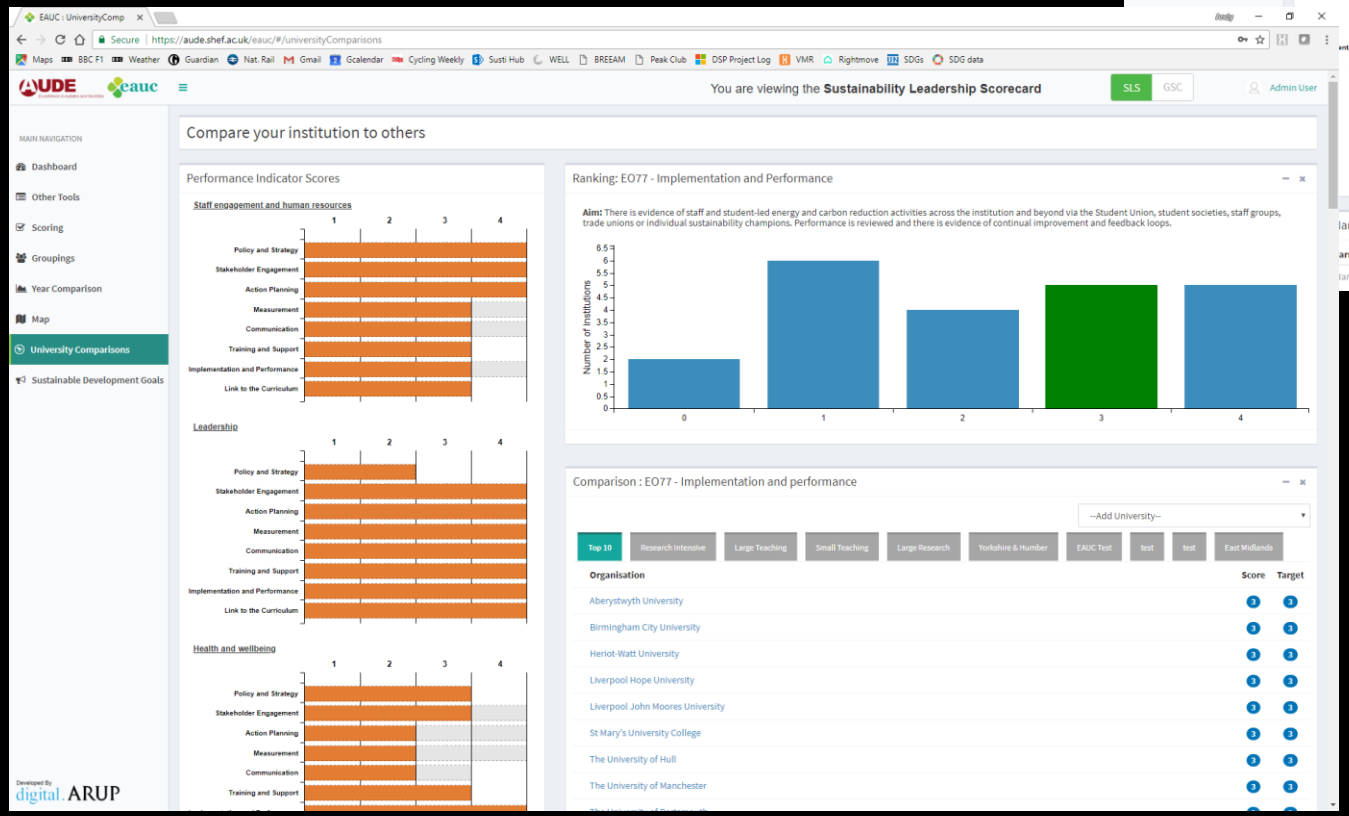
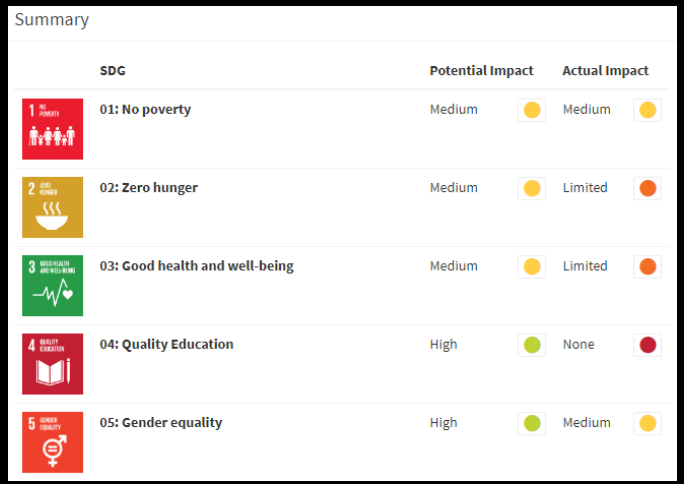
SLS: A Reminder

Web portal interface







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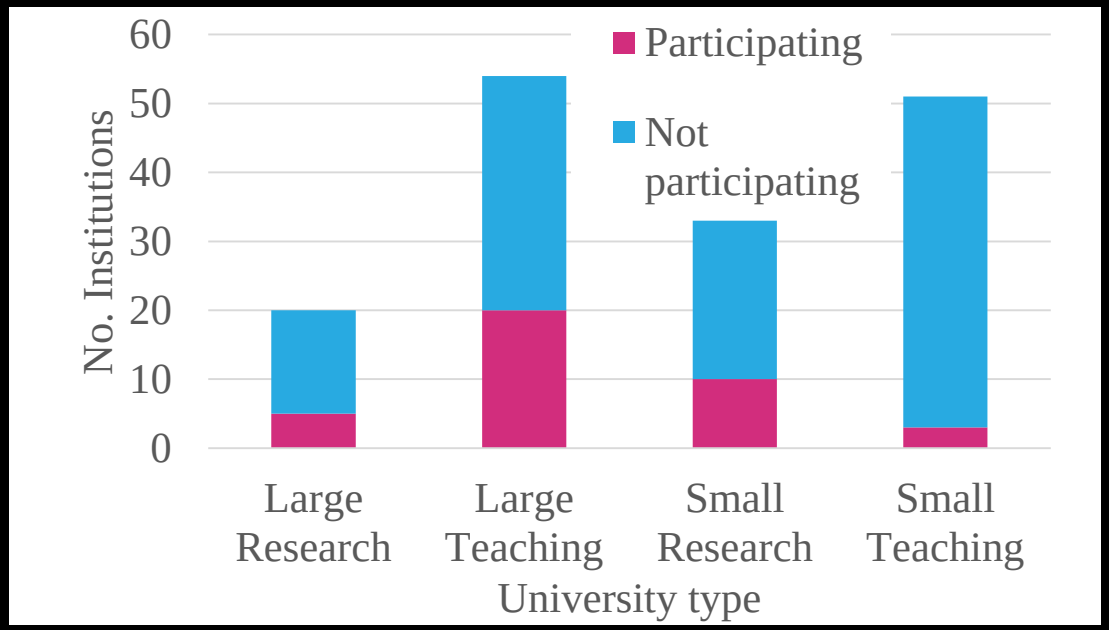
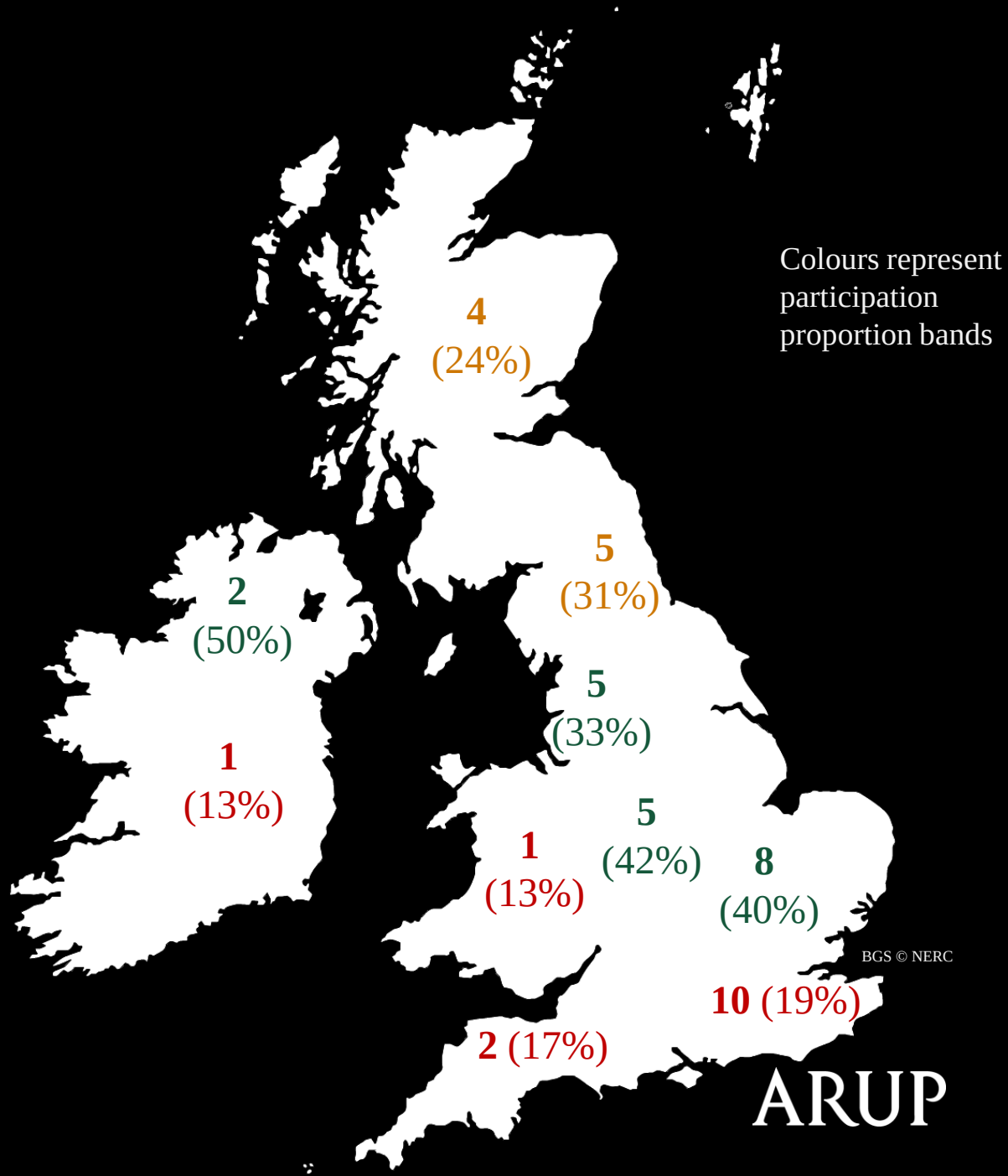
Participation

Encouraging but variable and room for improvement

42 universities

3 colleges





Colours represent participation proportion bands

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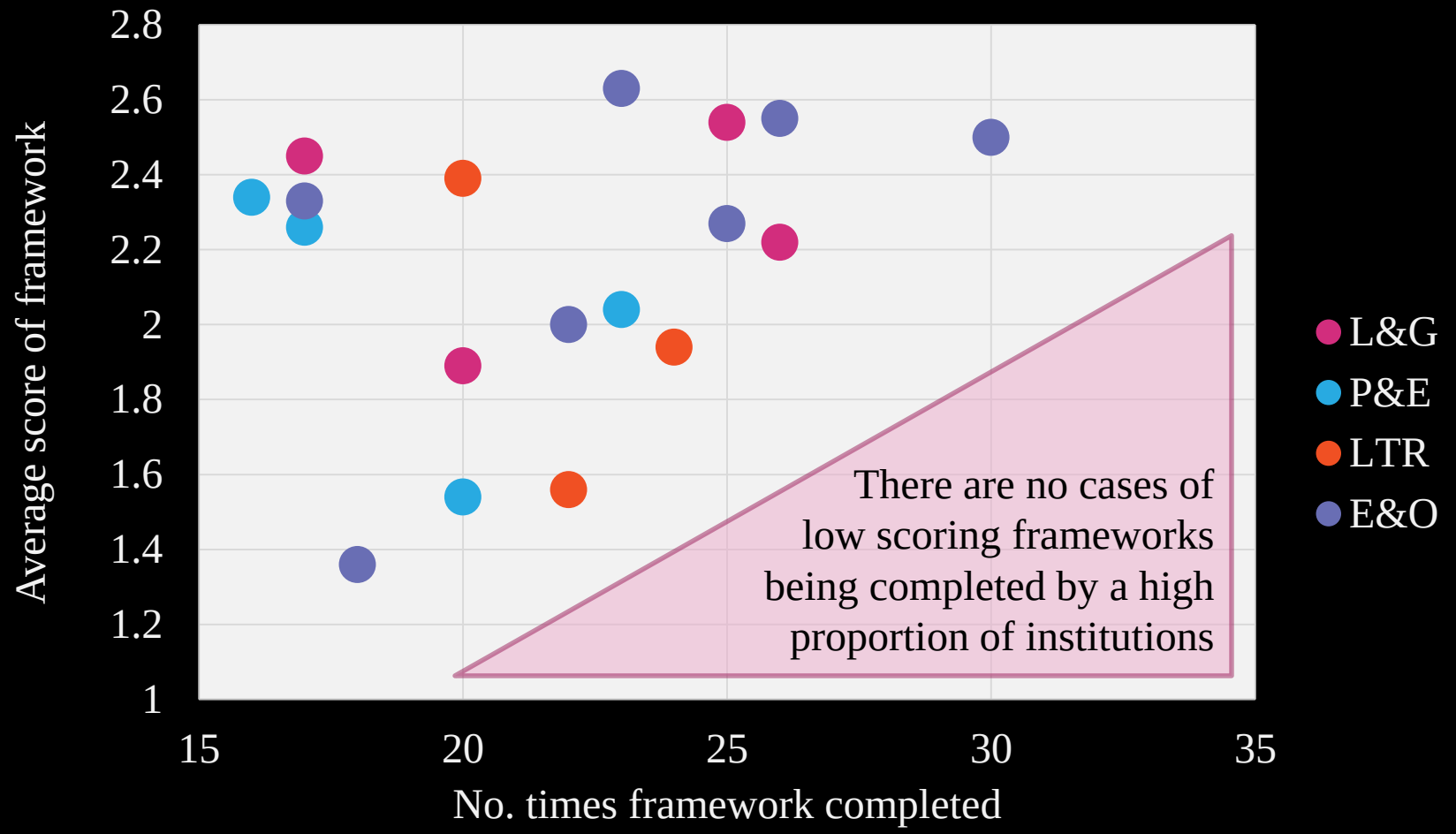
Framework choice

Motivations for choice?



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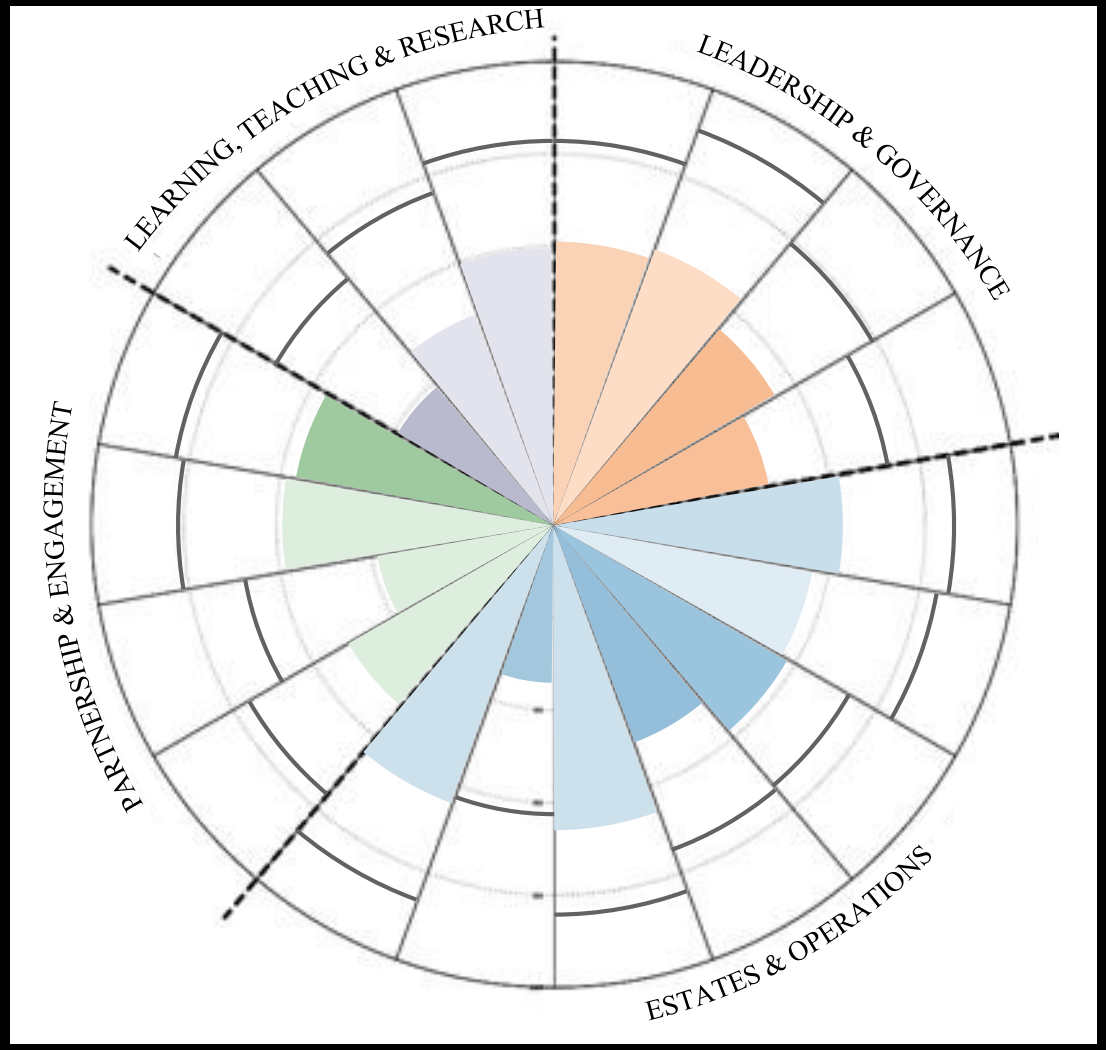
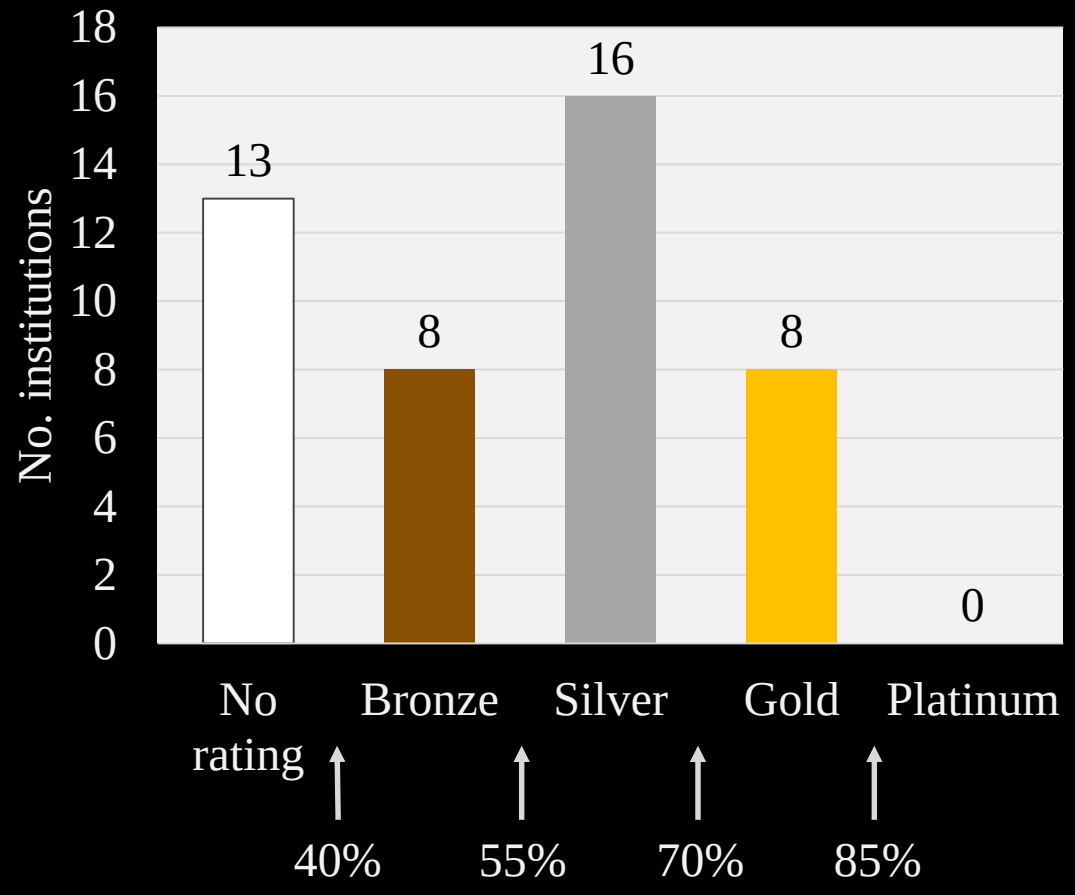
Overall performance

A good start



55%

Average score



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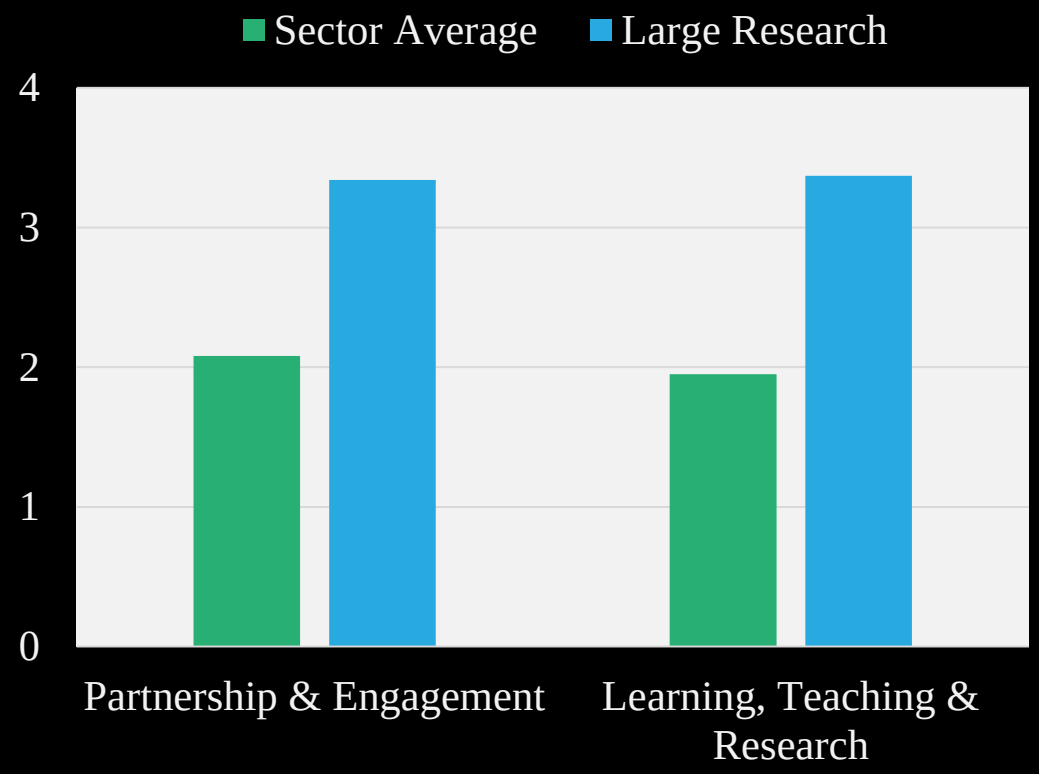
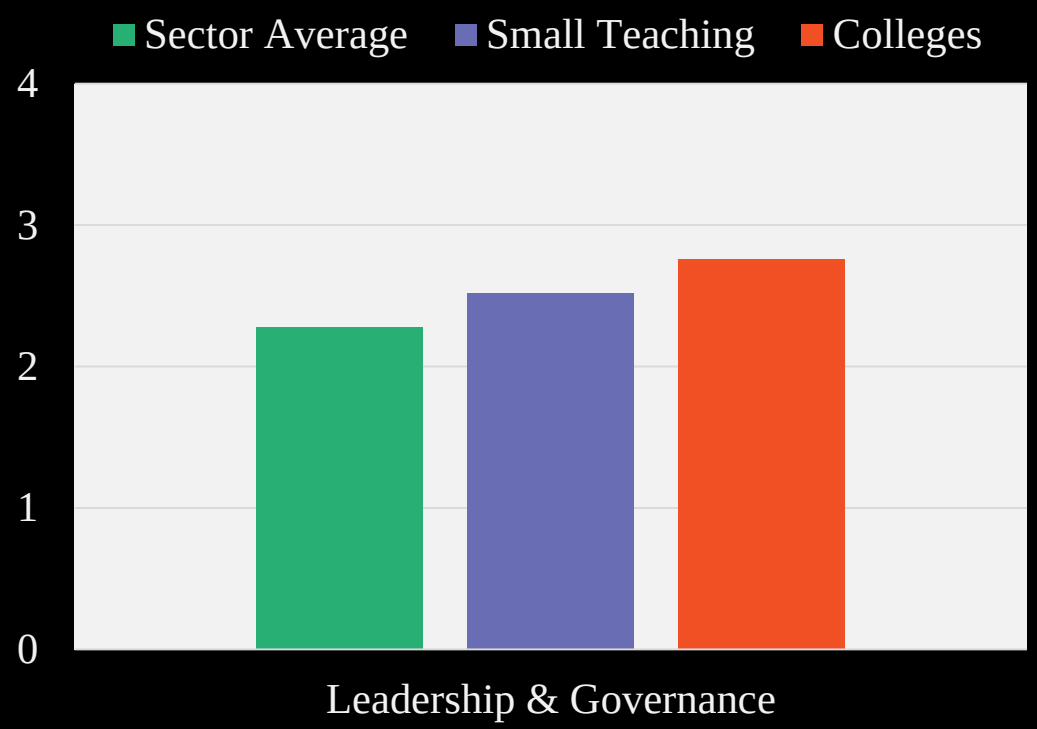
Average scores across priority areas

Strengths in different areas

Everyone's good at something





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Activities

Maybe the sector's not a 'completer-finisher'!

Policy & strategy

Stakeholder engagement

Action planning

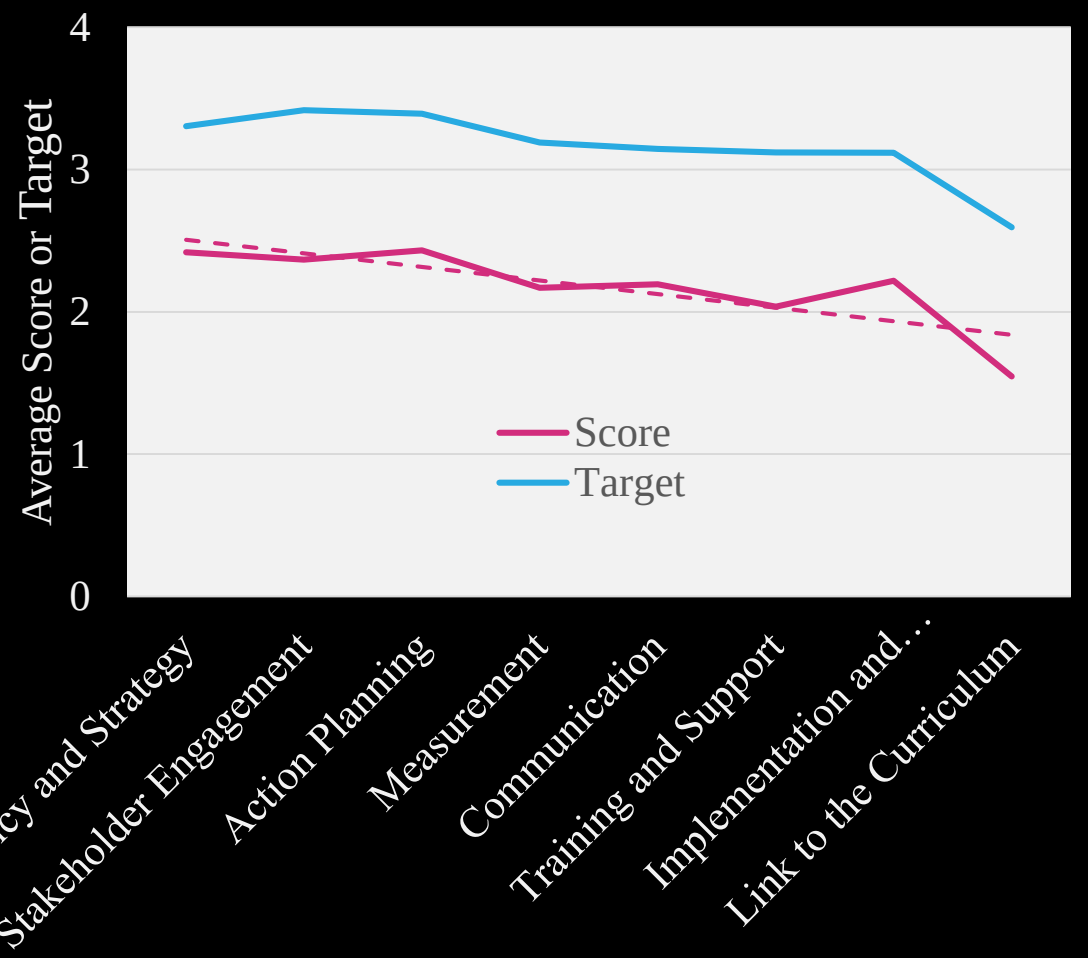
Measurement

Communication

Training & support

Implementation & performance

Link to the curriculum



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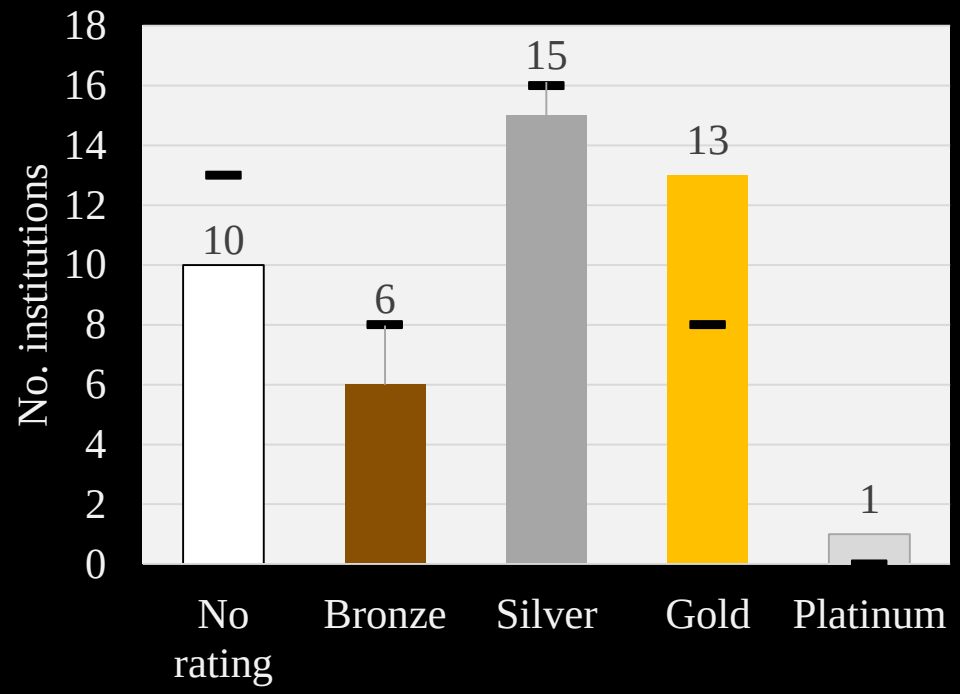
Leadership & Governance

Good performer but Risk is a risk



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Partnership & Engagement

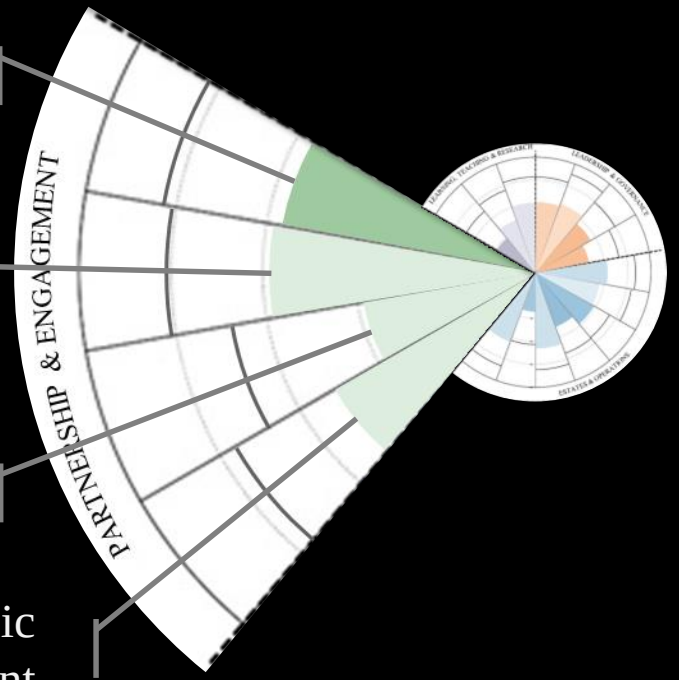
More interfaces needed with Business & Industry

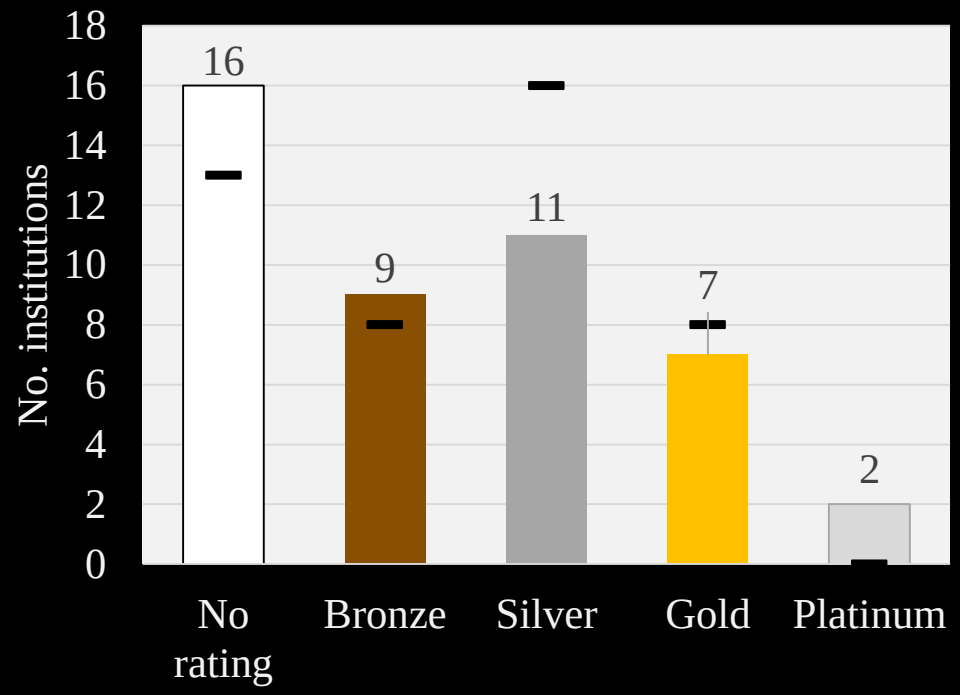
Food & Drink

Procurement & Supplier engagement

Business & Industry Interface

Community & Public Engagement





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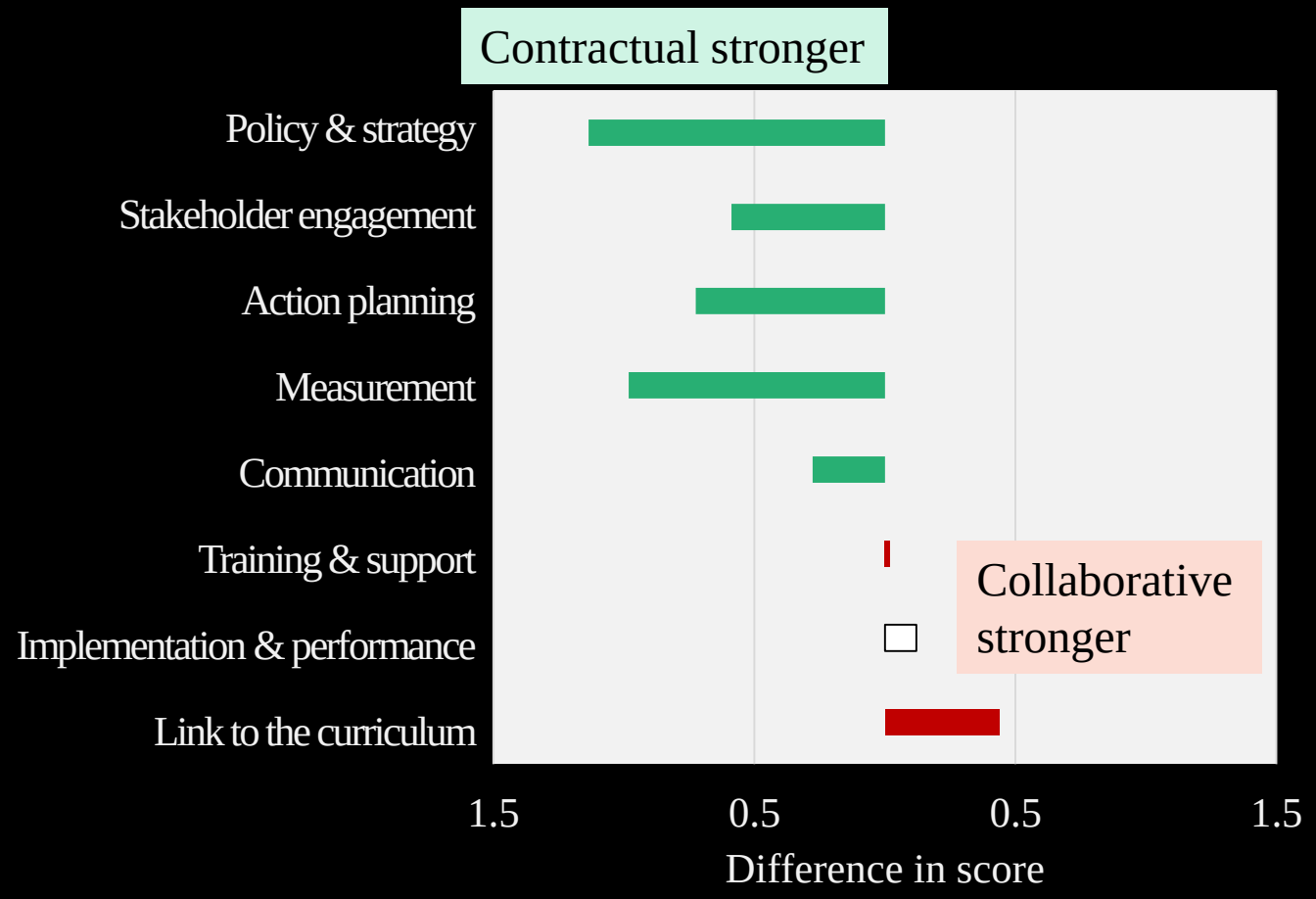
Partnership & Engagement – Spotlight on detail

A game of two halves

Collaborative	Contractual
Wide Stakeholder-base	Restricted Stakeholder-base
Community & Public Engagement	Procurement & Supplier
Business & Industry Interface	Engagement Food & Drink



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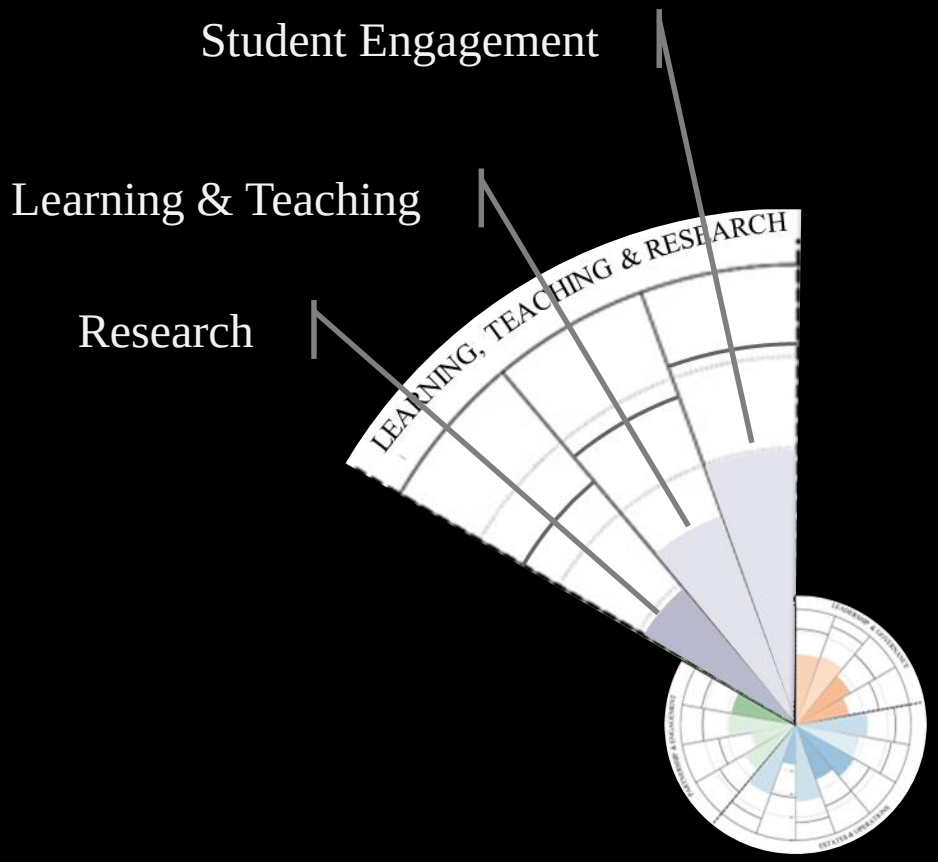
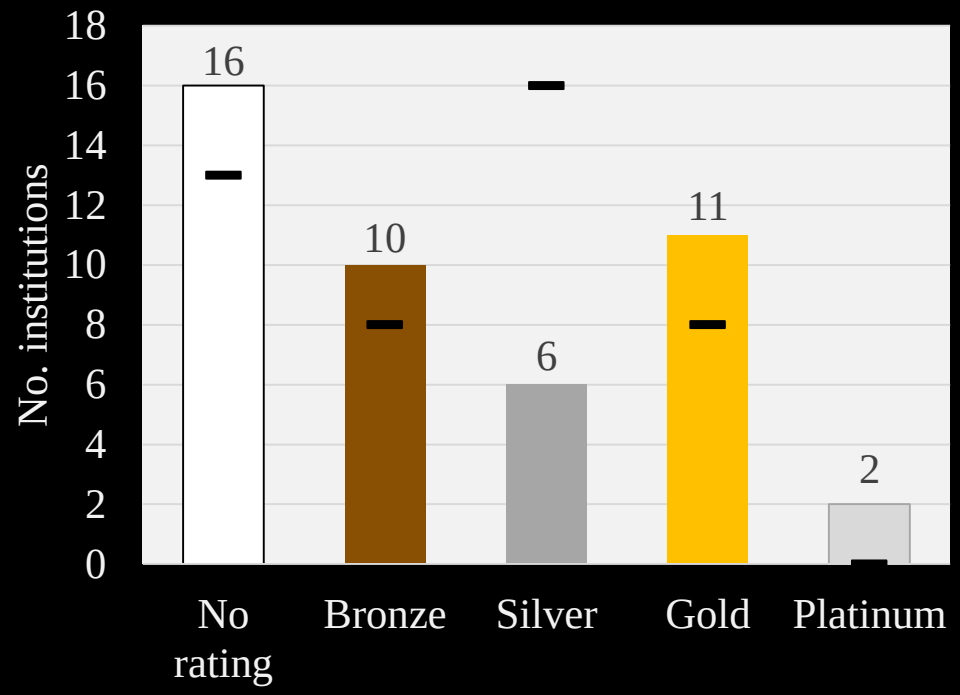
Learning, Teaching & Research

High aspirations for research





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Learning, Teaching & Research – spotlight on detail

Surprising differences in similar things

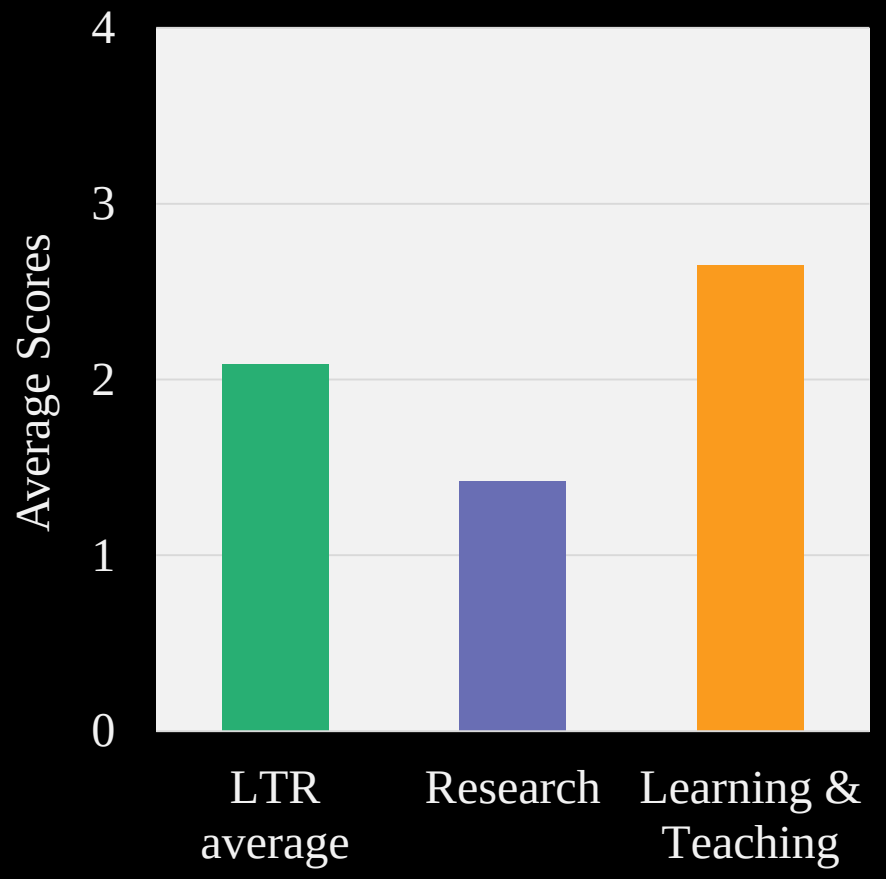
Stakeholder engagement activity

Different audiences

programmes?

processes?

Why so different in ability/integration?



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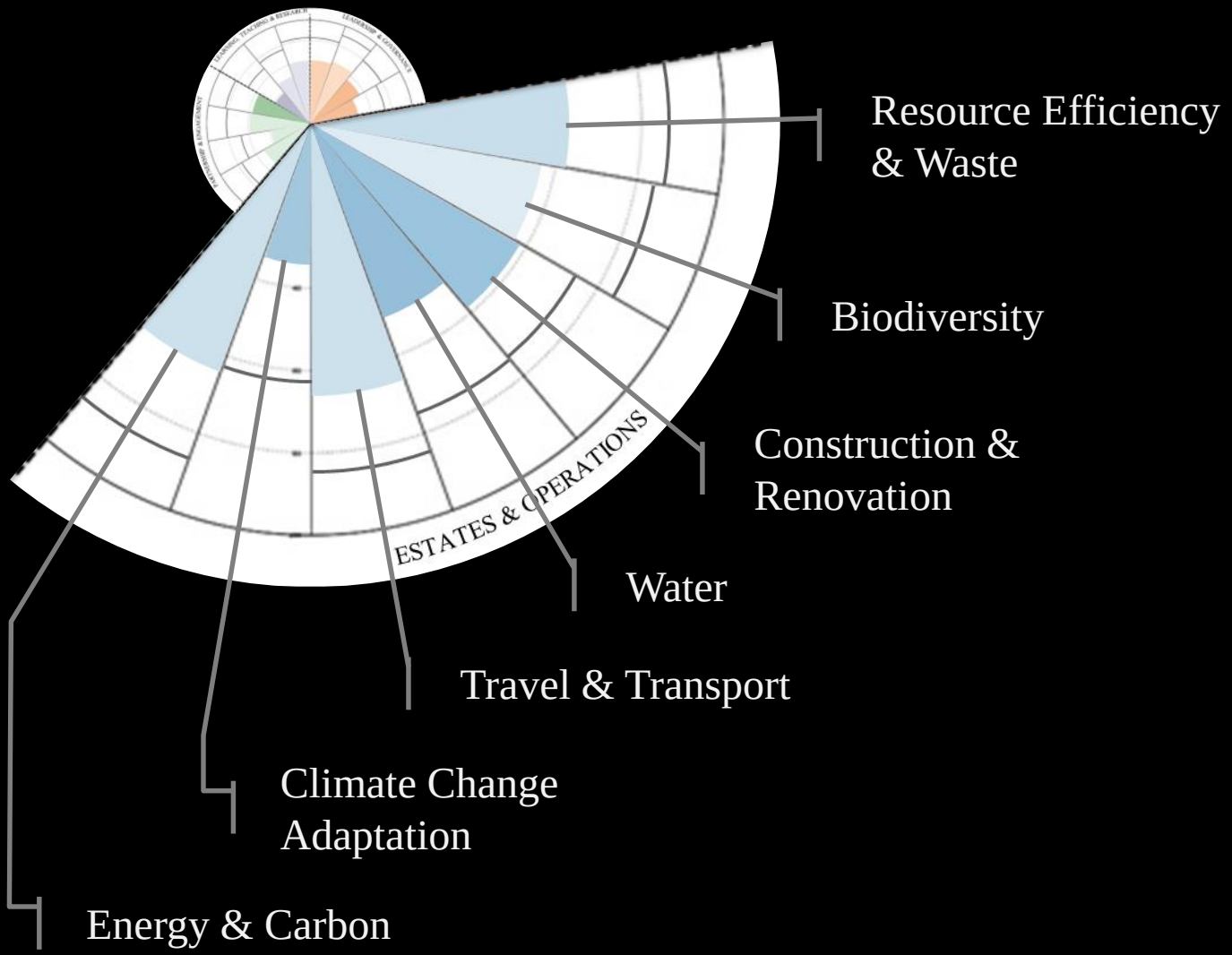
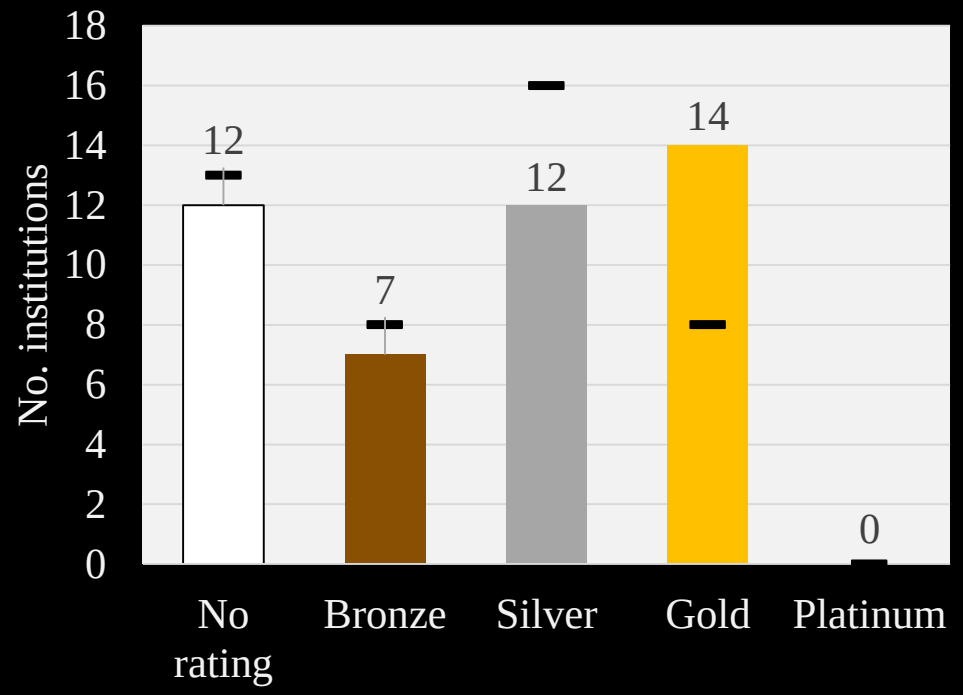
Estates & Operations

Clear need to adopt adaptation





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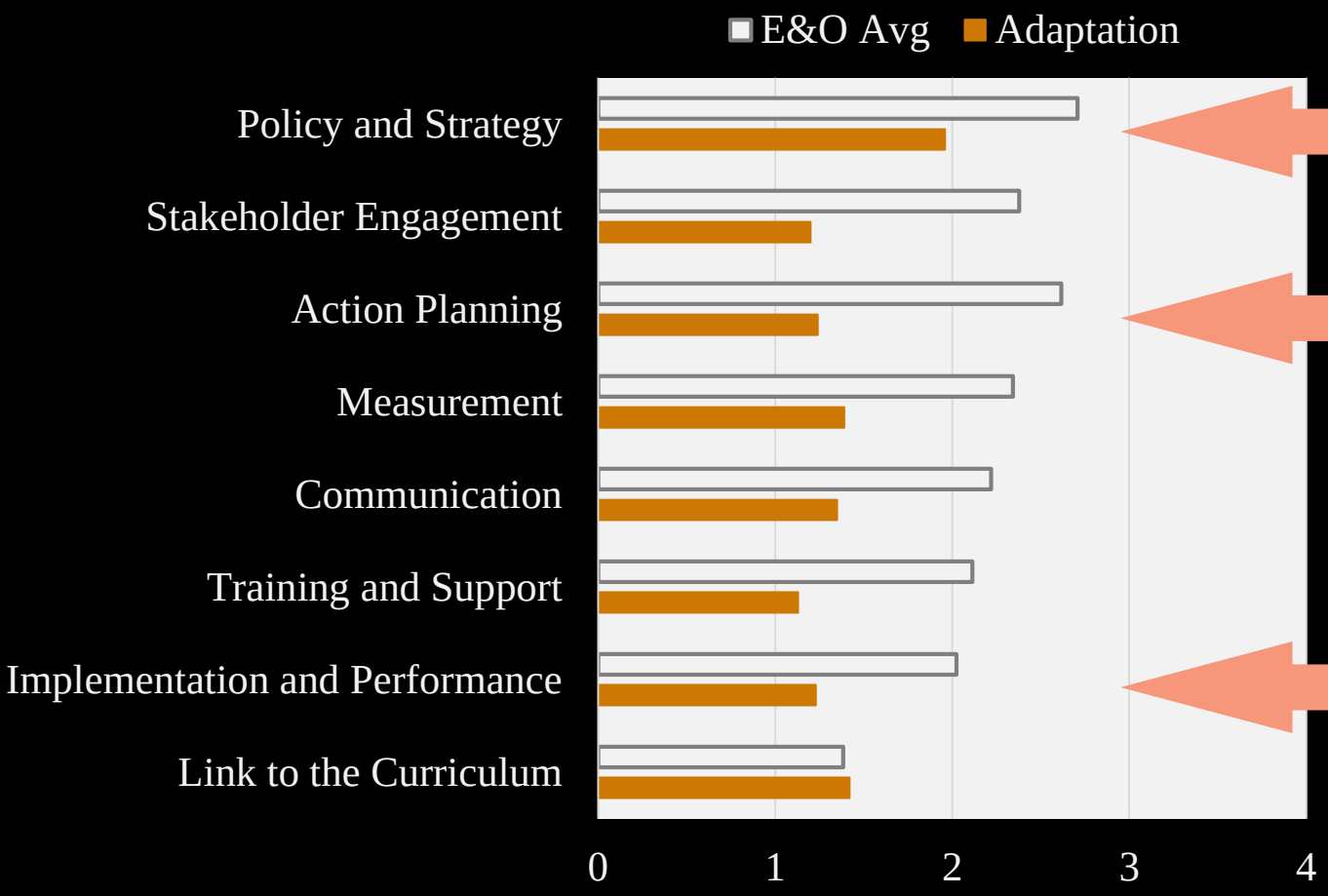
Estates & Operations – Spotlight on detail

Clear need to adopt adaptation



There is an aligned Policy addressing Adaptation and it is reviewed regularly but there are not clear reporting lines.

Only informal action plans incorporating objectives exist.

There is *some* evidence of staff or student-led initiatives which are restricted to student groups or sustainability champions but not across all of the institution.

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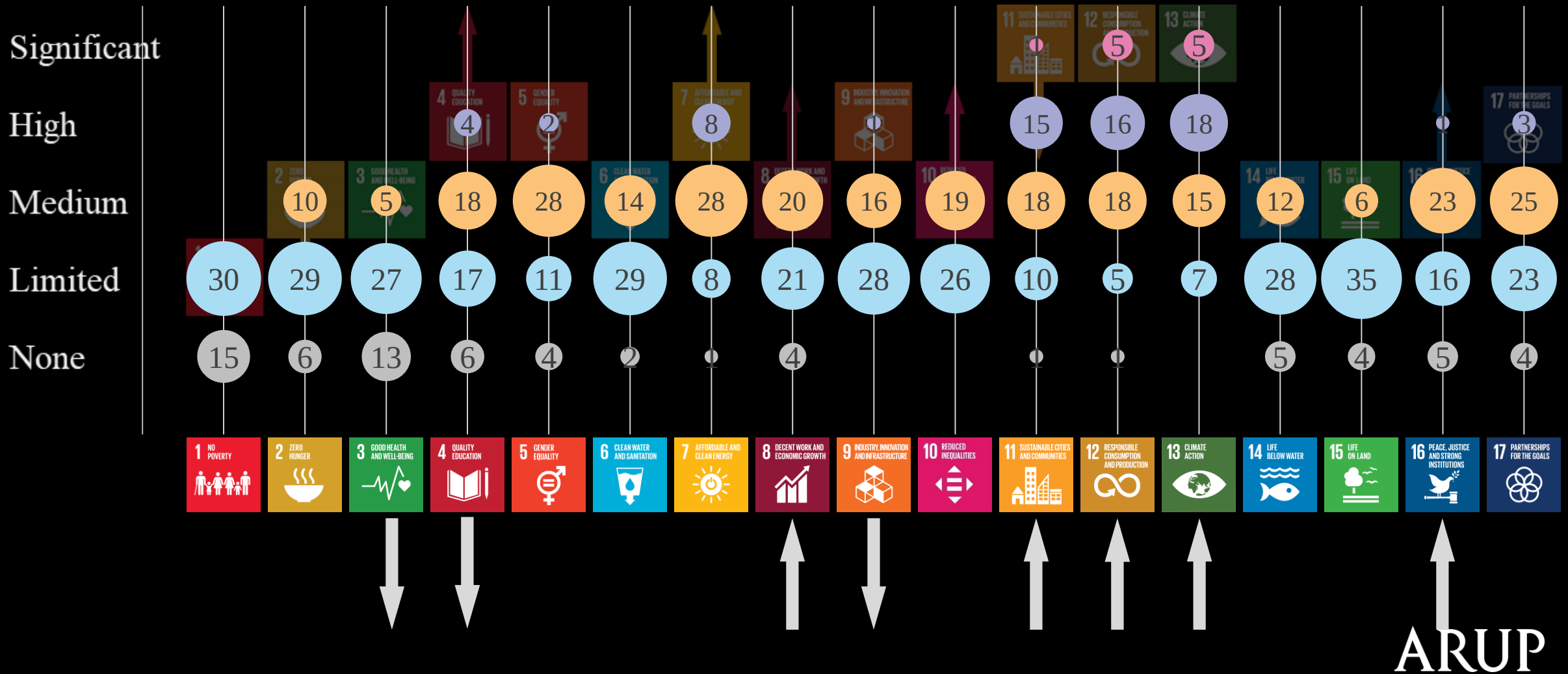
Sustainable Development Goals

Potential for higher impact



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Case Studies – Repeating themes

A rewarding process to engage in

Conversation enabler – moving beyond Estates

"It's an excellent tool for dialogue"

"Engage new people in conversations of sustainability"

"fantastic to see how interconnected sustainability is to the institution"

"had input from colleagues from across the institution"

"conversations about sustainability with people at the institution we may not otherwise have access to"

Ease of use

"Simplicity in design and use"

"The 'at a glance' dashboard is very easy to read"

"visual representation has been particularly helpful when giving updates to management"

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Case Studies – Repeating themes

Outputs that encourage action

SDG functionality

"The high-level reporting and link to SDGs is a key benefit"

"helps us knit together objectives and align with the SDGs"

"The SDG link up and cross reference is excellent"

"links to the SDG's can be taken into the classroom environment"

Encouraging progress

"Allows us to identify gaps in how we are performing using a consistent approach"

"Encourages deeper level thinking and promotes discussion and debate"

"reiterated the importance of us all working together to make a difference"

"will prompt targeted engagement with particular departments and stakeholders"

"The target setting aspect of the SLS allowed us to plan clear pragmatic action points going forwards"

"highlighted how sustainability touches all areas of the organisation"

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Summary

45

institutions

Tool encourages progress

Conversations

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Influencing Institutional Change using the Sustainability Leadership Scorecard – BU case study

- Visual overview
- Stakeholder mapping and scoring process
- Gap analysis and action planning
- Learning from others
- Summary of the BU Experience

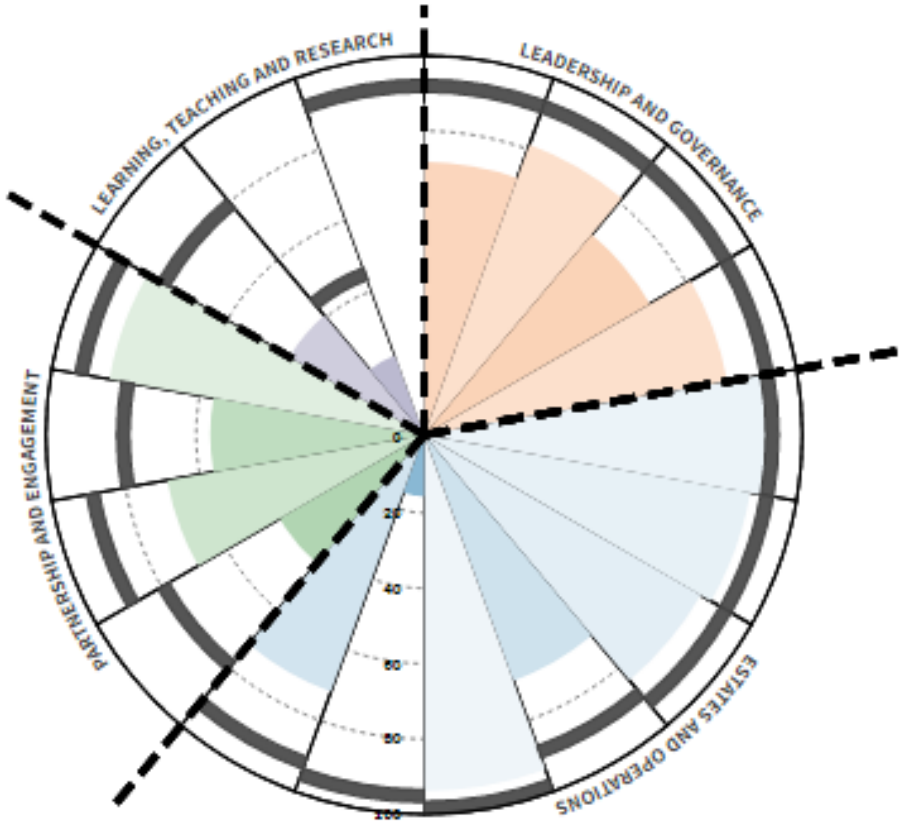
SLS overview - Priority Area Performance

All | Leadership and Governance | Estates and Operations | Partnership and Engagement | Learning, Teaching and Research

Silver

Key

Target Score



Stakeholder mapping exercise

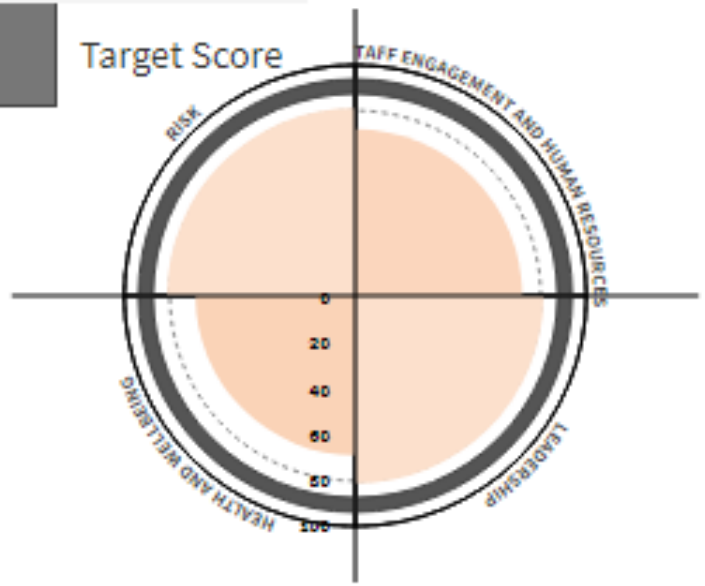
Reviewing and scoring the SLS with key stakeholders

All | Leadership and Governance | Estates and Operations | Partnership and Engagement | Learning, Teaching and Research

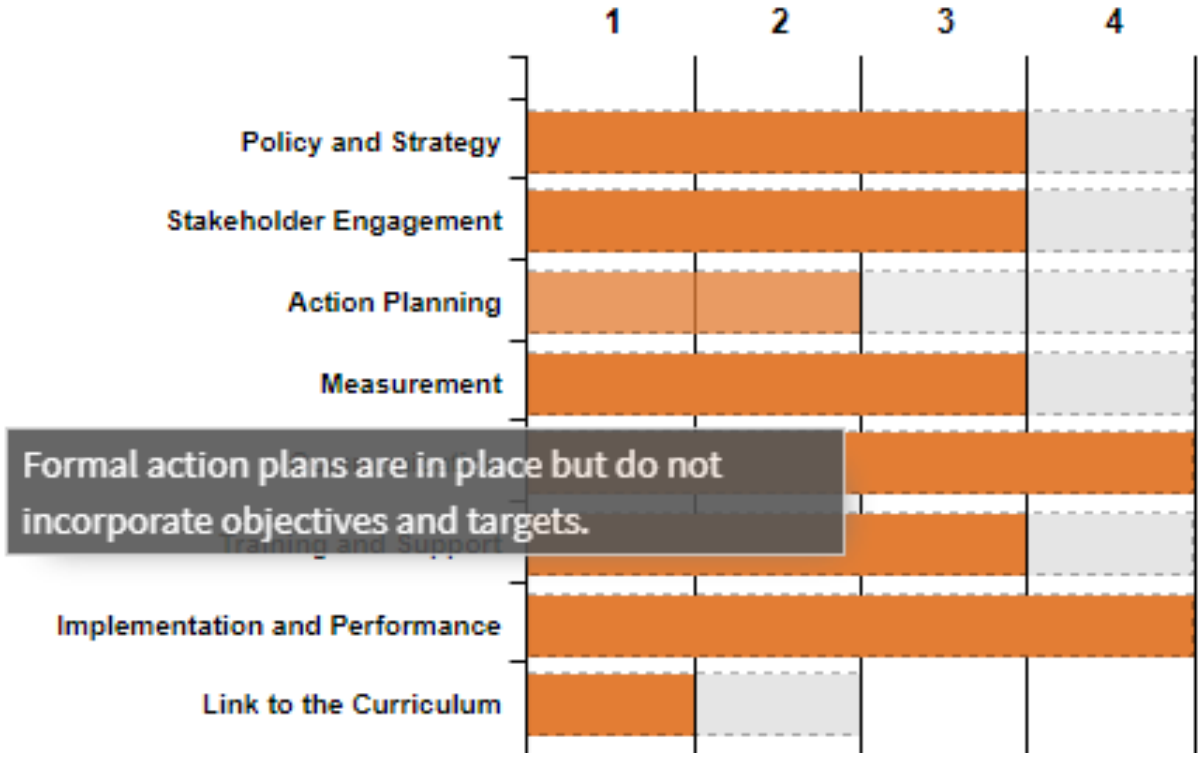
Gold

Key

Target Score

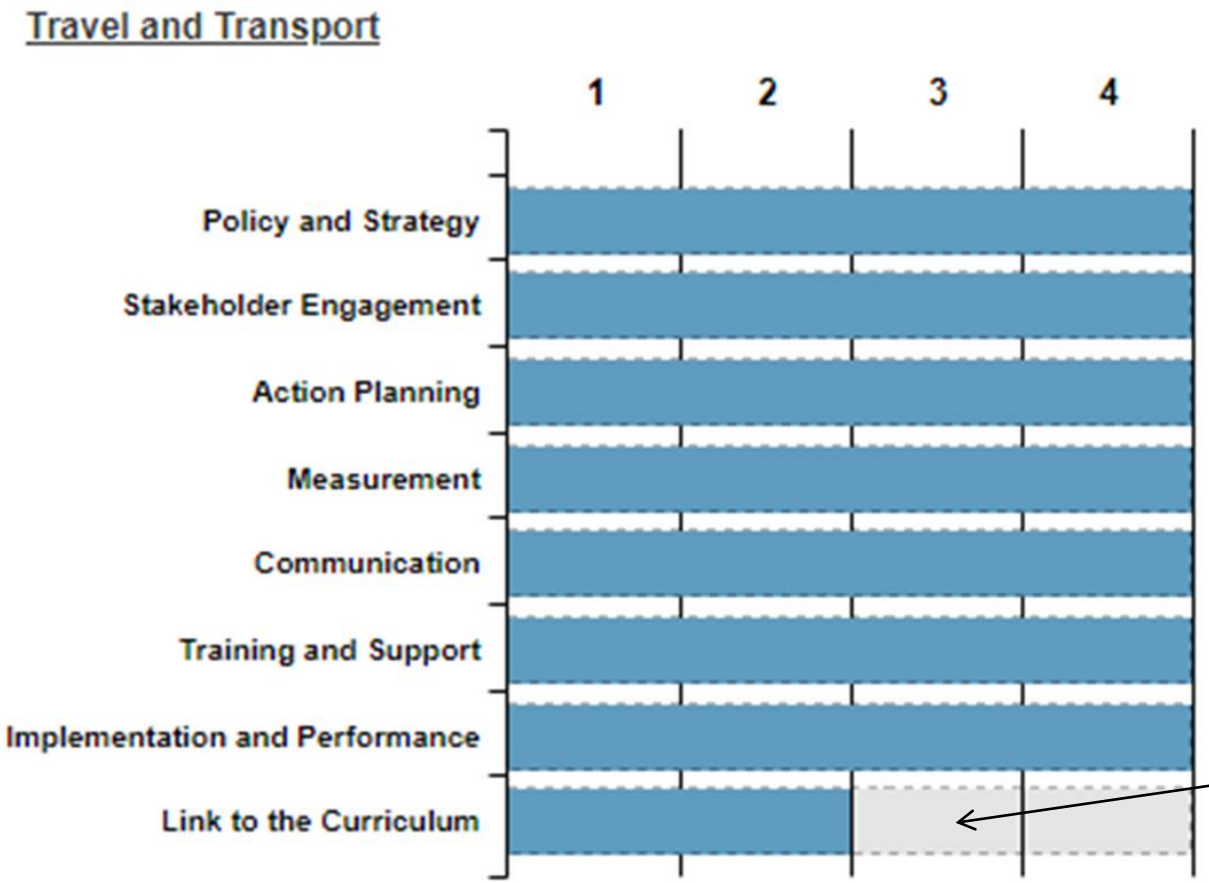


Staff Engagement and Human Resources



Formal action plans are in place but do not incorporate objectives and targets.

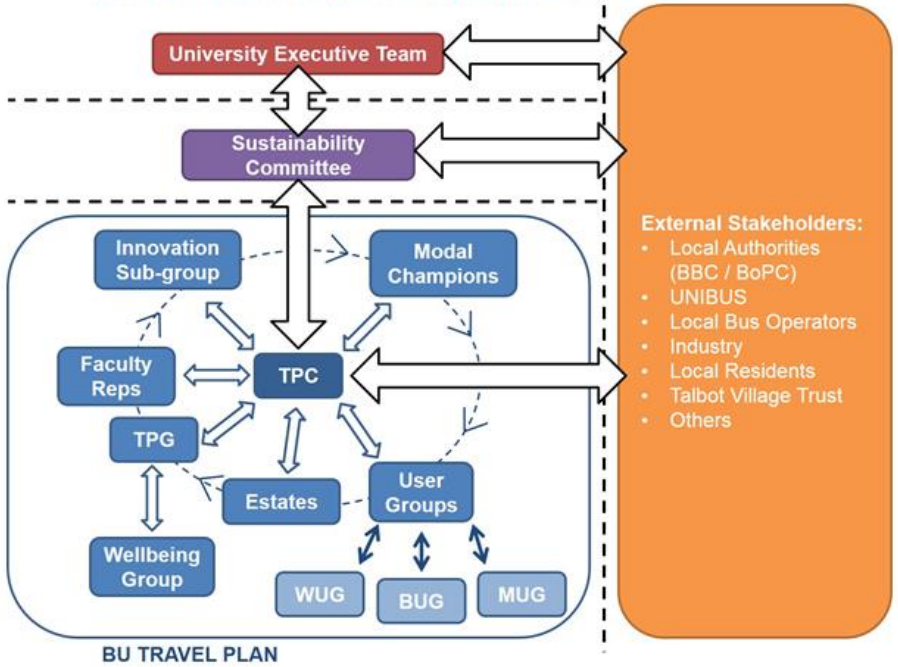
Estates and Operations – Travel and Transport example

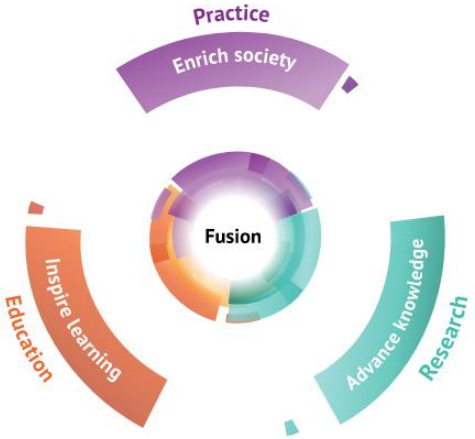


Practice is formally linked to and embedded into some elements of curriculum or research.

Response and future evaluation

Figure 5.1: Proposed Management and Delivery Structure





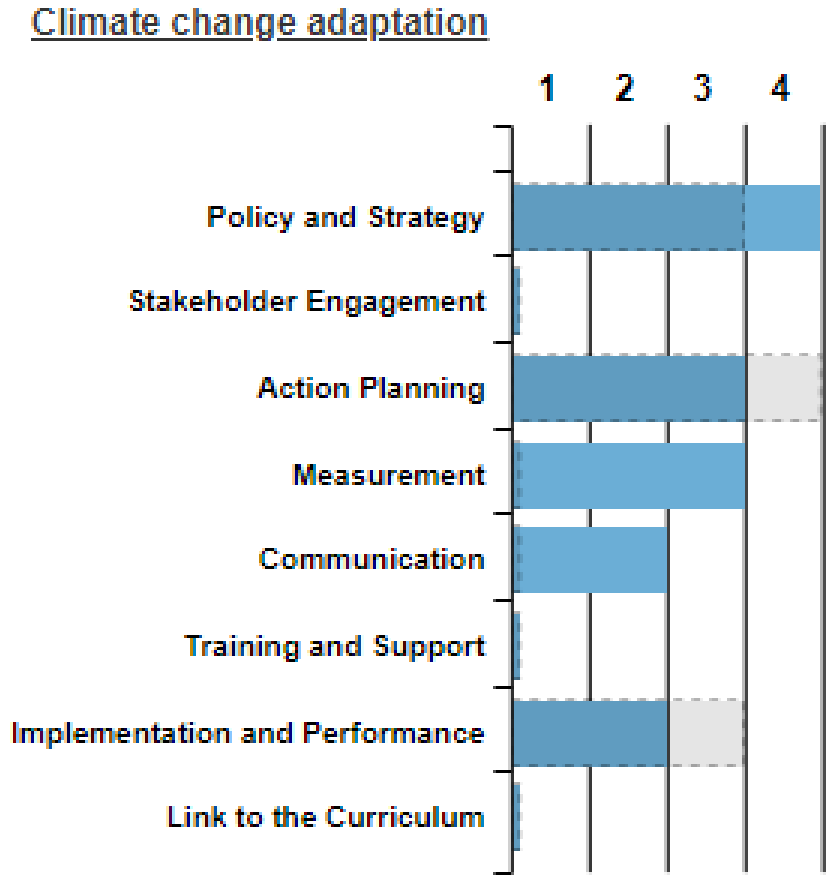
4 – *"Research and Collaboration"*	Engage with the Local Authority on cycling improvements between Talbot and Lansdowne Campuses.	September 2020
	Establish six-monthly (minimum) engagement forum with key Local Authority transport officers.	September 2019
	Incorporate Innovation into the Travel Plan Group meetings with Faculty representation, with a defined method for taking forward outputs.	September 2019
	One "Living Labs" project per year.	Ongoing

Benchmarking against others

Compare BU to best performing organisations

Can BU learn from Aston University?

Aston University	4
The University of Warwick	4
The University of Sheffield	4
University College Birmingham	4
The University of Central Lancashire	4
Anglia Ruskin University	4



SLS – Summary of the BU experience

Pros

- Stakeholder mapping – ability to influence at a higher level
- Gap analysis feeds into departmental action plans/EMS
- Identify and learn from best practice organisations
- Visualisation – report to Sustainability Committee
- Review process annually

Cons

- Try to align with other benchmarking tools
- UNSG summary output – limited value

The SDG Accord

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Activity – practical engagement

Five issues central to how to practically implement the SLS:

- Engagement level – how to bring in wider stakeholders
- EMS alignment – can sometimes confuse efforts for change
- Backing – getting senior leadership team buy-in
- Peer-reporting – getting all colleagues to understand
- Senior reporting – communicating with impact for change

How would you approach these issues

One issue per table:

15m on approaches
10m feed back
5m discussion

Please note:

Identify factors that might change your approach
Potential approaches are only for inspiration
In practice in the real world, not in an ideal world

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