

External and Internal Issues / Risks and Opportunities / Action: August 2021

Issue	Issue Type (P- Political) (S- Social) (F- Financial) (E- Environment) (T- Technology)	Internal External	Description	Risks to EMS	Opportunities to EMS	Action
BREXIT	P	E	The UK's decision to leave the EU could impact the University in variety of ways. Our student mix, our ability to offer visas attractiveness to sources of EU research grant funding. There is also an uncertainty in relation to environmental regulation and standards.	Uncertainty in relation to changes to legislation. Potential for reduction in requirements.	Reduction in red tape and over complicated legislation may ease compliance obligations. Opportunities may arise in relation to research funding as funders normally require an independently accredited EMS. The University has developed Brexit business continuity plans and has a Business Continuity Management Team in place. This may offer opportunities through resource security for resource efficiency and may help drive the sustainable procurement agenda.	Continue to review University strategic direction and updates to environmental legislation.
Coronavirus	P E S F	E	lack of funding and business risk may lead to Sustainability initiatives not being a priority. Potential for the links between a global pandemic and how we manage resources, manage climate change to be seen clearly. Risk that short term gains will outweigh longer term initiatives.	lack of resources and capital funding to make improvements as identified in the EMS	As resources are limited, there may be a push to move towards a circular economy approach for purchases	Continue to review and pursue whole life costing and sustainability impact assessments within University procedures and strategies.

Government Policy Tuition fees	P	E	The Government has announced that tuition fees for UK and EU students will be frozen at £9,250 pending a review of tuition fees and student funding arrangements. Political changes mean that the future of tuition fees for UK and EU students is not certain.	Development of the campus at such a fast rate may reduce the opportunity for imbedding sustainability in decisions	Demands for an enhanced student experience will help the EMS agenda as Environmental performance is a key requirement	Ensure strong communalities with Capital Board and mechanisms in place for Sustainable Development such as BREEAM, Whole Life Costing etc.
Research funding	P. F	E	The Government has created UK Research and Innovation (UKRI) to consolidate the existing Government-funded research councils and has announced in the Industrial Strategy Green Paper an additional £4.7 billion over five years for research and innovation (rising to £2 billion a year by 2020/21, an increase of around 20 per cent in total Government spending and more than any increase in any Parliament since 1979). These measures, along with the potential implications for post-Brexit access to European funding of research programmes, are changing the landscape of research funding.	as funding becomes more competitive the demands on EMS may increase and this needs to be effectively resourced	may raise more awareness of importance of EMS	continue to communicate the breath of EMS influence

Fees competition	F	E	Higher Education and Research Act 2017 As well as the establishment of the Office for Students, this bill opens the sector to new providers, including for-profit establishments. In the future, the bill also allows tuition fees to be linked to the Teaching Excellence Framework (TEF) results. Jo Johnson, the Universities and Science Minister, described the bill as 'The most significant legislative reforms of the sector for 25 years'.	as the market becomes more competitive the demands on EMS may increase and this needs to be effectively resourced	may raise more awareness of importance of EMS	continue to communicate the breath of EMS influence
Local Authority Planning	P	E	Planning conditions may be imposed on the University of Bristol	Planning conditions may not be in alignment with University of Bristol Strategy. In particular in relation to student accommodation.	May focus strategic objectives to be long terms sustainable and view alternative models, Should help development of circularity and whole life costing.	Monitor strategic direction of the University in terms of its capital programme. Look for opportunities to deliver strategic sustainability initiatives.
University Strategy	P	I	University vision and strategy has Sustainability as one of its 6 key areas	demands on the EMS and the programme of strategy delivery at risk if not adequately resourced	may raise more awareness of importance of EMS	continue to communicate the breath of EMS influence

Local Community	S	E	Bristol and the South West Bristol topped the Sunday Times Best Places to Live Guide. Bristol is the largest city in the South West, with a population of nearly 500,000. the first British city to be named European Green Capital.	Negative impact on community relationships if fail to respond to concerns effectively. Risk to planning applications.	Opportunity to further enhance community relationships and develop partnerships to address environmental issues	Continue to promote positive aspects of the student population as well as communicating sustainability performance data.
Local Authority Policy	P	E	Bristol City Council may change or introduce policies in the areas of parking, energy, electric vehicle charging, etc. in response to requirements around clean air zones or other requirements	May divert action from current strategic direction. Funds may not be available to respond to opportunities	Impact on existing environment policy and strategy and may strengthen them	Sustainability to liaise local authority
Local Authority Planning	P	E	Planning conditions may be imposed on the organisation	Conditions may not be aligned with UoB Strategic objectives for growth	May offer opportunities to apply stringent sustainability criteria to growth plans	Estates Office liaise with local authority
Government Policies	P	E	A Green Future: Our 25 Year Plan to Improve the Environment	Introduction of new requirements, policy changes that may incur costs or may divert action from current strategic direction	Funding may become available. May be a catalyst.	Continue to review University strategic direction and updates to environmental legislation.

Media	S	E	Media coverage of environmental performance and action	Any poor performance reported publicly. Can affect buy in from staff and students into behavior change	Opportunity to showcase achievements and continual improvement	Liaison with comms team and communications and campaigns assistant / Green editorial board. Development of
Public Awareness	S	E/I	Staff/student/public interest in environmental issues. Especially in light of University growth plans.	Failure to meeting expectations of staff, student and visitors. Complaints and negative internal communications.	Opportunity to change behavior. Opportunity to launch new initiatives in response to requests.	Continue to log environmental complaints and deliver the sustainability communications plan
Pressure Groups	S	E/I	Aspirations of groups to lobby University decision making. People and Planet, Fossil Free for e.g. Groups may also be internal or affiliated such	Negative media and reputational damage. Failure to meet expectations of staff, students, public and alumni.	Opportunity to deliver Sustainability plans and respond positively and implement change. Positive impact on reputation.	Engage with groups as appropriate. Continue with effective communications to ensure accurate Sustainability information is relayed publicly
Local Community	S	E	Local community interests could be negative (student parking, waste and development) and positive (biodiversity, use of green space and community energy)	Negative impact on community relationships if fail to respond to concerns effectively. Risk to planning applications.	Opportunity to further enhance community relationships and develop partnerships to address environmental issues	Continue to promote positive aspects of the student population as well as communicating sustainability performance data.

Wellbeing	S	I	There is an intrinsic link between the natural environment and wellbeing at the University. The University has invested heavily in student services recently.	Growth and development challenge the wellness agenda.	Opportunity to align Environment Sustainability with high profile wellbeing agenda and the WELL Standard	the Sustainability strategy key aims kept on track and BREEAM used as a tool for delivering towards WELL.
Quality of facilities/services	S	I	Following the introduction of student fees, there is an increased expectation regarding the quality and availability of infrastructure and services provided by the Estates Office	Expanding campus, extended opening hours, increased technology provision and refurbishment will increase resource use (Waste energy water)	Refurbishment and equipment replacement provide opportunities to improve flexibility of space, energy and water efficiency resource efficiencies in line with Circular Economy principles	continued use of BREEAM, strong capital plan engagement, review of GPR
Education Strategy	S	I	Provide students with opportunities to engage in learning communities outside their discipline through a choice of optional units that provide multi-disciplinary breadth and joint working with other students on problem-based challenges that align with three personal and professional development pathways: Innovation and Enterprise, Global Citizenship and Sustainable Futures. Development of the Bristol Futures work programme	there are no identified risks to the EMS	there are many opportunities to develop EMS / father than ESD though Bristol Futures and Sustainable Futures	Continued work with Head of Sustainability and these work programmes

Student Experience	S	I	Increased student interest in environmental issues as indicated various student surveys	Failure to meet expectations of students leading to disengagement	Opportunity to change behavior. Opportunity to launch new initiatives in response to requests.	Continue to work with student groups, SU, HUB etc.
Competing Strategic Priorities	F	I	High workload and expectations on programme delivery and growth.	Risk that sustainability based decisions are not prioritised through the speed of change.	Opportunity for innovation and identifying long term sustainable ways of delivering programmes if appropriate resources are allocated.	Ongoing monitoring of performance against targets and clear lines of reporting
Organisation change	F	I	Fast pace of organisation structural, infrastructure and system change. Speed of growth and development.	Risk that staff are no longer able to engage in sustainability due to resource issues.	Opportunity for integrating sustainability into plans	Monitor and continue to embed into core processes.
Supply chain	F, S, E	E	Increased requirements on public sector to demonstrate understanding of supply chains.	resourcing issues as EMS covers this area.	increased focus on development of Flexible Futures and Net Positive work	continued work with Net Positive to deliver Flexible Framework
Legal Compliance	F	E	Ongoing changes to environmental legal requirements	May increase regulatory burden and require process change / additional investment, diversion from existing plans. Failure to comply with Environmental Legislation	Focused investment and increase in profile of sustainability.	monitor via CEDREC, look at system integration with 9001

Utility costs	F	E	Changes in energy and waste markets leading to price changes	Reductions in energy prices will increase payback of energy efficiency initiative. Increased prices may reduce availability of funds for investment initiatives. Waste reduction in costs likely to drive investment into campaigns and infrastructure change	Increased in energy and waste costs will reduce payback of energy efficiency initiatives. Global waste market issues may drive markets	monitor via energy and waste market checks
Staff and Students growth	E	I	Growth in staff and student numbers will require additional facilities and resources	Increase in waste generation, CO ₂ emissions, resource consumption may mean targets cannot be achieved	Opportunity for innovation and identifying different ways of doing things	Ongoing monitoring of performance against targets. Inclusion of whole life costing considerations in growth plans
Growth of Estate	E	I	The Estates Strategy is dated 2013-2018 and will require a review in 2018 to align with the current pace of growth.	Unknown presently the plans for further growth makes it difficult to develop the EMS	Opportunity to develop sustainability new in builds and refurbishments.	Head of Sustainability to continue to engage with growth plans

Climate Impact	E	E	A changing climate will have an impact on estate services and infrastructure and the way in which the University can access resources which may impact on teaching and research.	risks will result from lack of forward planning, use of whole life costing and full engagement / understanding of the EMS	opportunities for innovations will arise and this should drive resource efficiency	continue to monitor and develop supply chain flexibility and resilience
System innovations / digital infrastructure	T	E/I	Improvement in availability and sophistication of building services and other service controls / digital workspace / ERP	Increased complexity makes it more difficult for building occupants to use buildings efficiently. Increased maintenance challenges if the systems are not developed. May impact of sustainability performance. holistically or suffer from incomplete implementation due to value engineering	implemented correctly these can lead to resource efficiencies in a range of areas, energy, water, waste, transport helping deliver strategy targets	continue to deliver innovations through Sustainability / planning / IT /Computing and especially Temple Quarter development.
Research Facilities	T	I	Development of more sophisticated research infrastructure, technology and facilities	Increased demand for energy and water. Increasingly complex waste streams generated requiring specialist disposal.	Contribution of research to global solutions and application at a local campus level. Scope for efficiencies	continue to deliver innovations through Sustainability / planning / IT /Computing and especially Temple Quarter development and trialed at existing buildings.