



### Management Review for 2018/19

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#### 1. Introduction

- The annual NQA external audit was held on 16th and 17th October 2019 against the ISO14001:2015 standard. The University achieved recertification to this updated standard in 2017.
- A review of the University Sustainability Policy has been undertaken for 2020, with only minor changes recommended from the previous 2017 version. **The policy is included as annex i for approval.** The VC's signature will need to replace that of the previous VC.

#### 2. Status of actions from previous Management Review (2017/18)

Actions		Status
1	A proposal has been submitted outlining updated ToR for the Corporate Responsibility (CR) Committee (formally SHE Committee), which is in line with the committee structure being developed and deployed across the academic colleges.	Actioned, revised nomenclature and governance structure in place.
2	College CR/SHE committees were infrequent and variable in terms of attendees & agendas.	College committees are now structured and improved. Some PSUs require improvement, but the focus to date has been on higher risk areas of the University.
3	Limited college-specific EMS provision.	Continual ongoing improvement as a result of the evolution of the system and the peripatetic support in place.

4	Awareness of the Sustainability Policy and associated supporting documents was poor.	Continual ongoing improvement across the University as a result of the above.
5	Aspects & Impact registers were incomplete.	These are complete in the Colleges; some minor gaps in the PSUs remain.
6	Contractor/visitor information on CR-matters could be enhanced.	We have revised our contactors guidance/handbook, and there have been a number of 'duty of care' audits on contractors, with more programmed in for 2019/20.
7	Variable waste management practices across the organisation.	Continual improvement, corporate recycling rate has risen again to 67% this year, surpassing our (61%) target.

### 3. Status of all previous Non-conformities (2017/18)

All previous non-conformities have been closed off.

### 4. Changing circumstances (2018/19)

Only new additions from the comprehensive 2018/19 corporate environmental PESTLE analysis are included here for information.

Type		Details	Risks ( <b>bold</b> )/Opportunities
1	POLITICAL external	<b>Changes to government policy</b>	<ul style="list-style-type: none"> <li>• Further development of the NRW Strategic Plan (Draft National Development Plan)</li> </ul>
2	POLITICAL external	<b>General public pressure</b>	<ul style="list-style-type: none"> <li>• Increasing 'normality' of environmental concerns coming into mainstream lives (zero waste stores, not just a fringe interest)</li> <li>• Extinction Rebellion: pressure to expand carbon targets and expansion of staff/student joining pressure groups (one strike seen already on campus)</li> </ul>
3	POLITICAL external	<b>League tables</b>	<ul style="list-style-type: none"> <li>• <b>Reputational damage/potential for Green League to alter /cease as government is considering changes to HESA/HEI data management</b></li> </ul>
4	POLITICAL external	<b>British exit from EU (BREXIT)</b>	<ul style="list-style-type: none"> <li>• <b>Uncertainty and unstable political environment has additional or long-term consequences</b></li> <li>• <b>Uncertainty on the formation of a "Office of Environmental Regulation" and Welsh alternative and how this fits into day-to-day environmental regulation &amp; management</b></li> </ul>

			<ul style="list-style-type: none"> <li>• Flexibility and strengthening environmental standards may be present due to the formation of a “Office of Environmental Regulation” and Welsh alternative</li> </ul>
5	POLITICAL external	<b>Swansea Bay City Deal</b>	<ul style="list-style-type: none"> <li>• <b>Unexpected consequences on University management and governance</b></li> </ul>
6	POLITICAL external	<b>The Paris Agreement</b>	<ul style="list-style-type: none"> <li>• COP26 to be held in the UK in Nov 2020 (awareness raising)</li> </ul>
7	POLITICAL internal	<b>Corporate Improvement Initiatives</b>	<ul style="list-style-type: none"> <li>• <b>Operational Improvement Programme initiated and still to be finalised</b></li> <li>• <b>Budget cuts to Sustainability and across the University</b></li> </ul>
8	POLITICAL internal	<b>Senior Management Change</b>	<ul style="list-style-type: none"> <li>• Visible support increasing within the senior management structure and governance following recent restructuring</li> </ul>
9	ECONOMIC external	<b>Availability of funding</b>	<ul style="list-style-type: none"> <li>• <b>Student numbers decreasing across the UK due to a population dip (net input of student fees into the University budget)</b></li> <li>• Due to internal financial cuts, there is a greater impetus to look for external funding, which could lead to opportunities related to consultancy</li> </ul>
10	ECONOMIC external	<b>Energy costs &amp; tariffs</b>	<ul style="list-style-type: none"> <li>• Removal of CRC may enable the tax to be redirected to energy savings</li> </ul>
11	ECONOMIC external	<b>Changes to economic climate</b>	<ul style="list-style-type: none"> <li>• <b>Uncertainty of BREXIT causing negative implications in the UK financial market/investments</b></li> </ul>
12	ECONOMIC internal	<b>Budget changes</b>	<ul style="list-style-type: none"> <li>• <b>Significant cuts to budgets across the University</b></li> <li>• Leaner working practices support the development of an Integrated Management System (IMS)</li> </ul>
13	ECONOMIC internal	<b>EMS deployment cost</b>	<ul style="list-style-type: none"> <li>• Potential for EMS accreditation to be removed as a cost-saving</li> </ul>
14	ECONOMIC internal	<b>University's financial performance e.g. student numbers</b>	<ul style="list-style-type: none"> <li>• <b>Population dip leading to lower UK student numbers leads to University ‘fighting’ for students</b></li> </ul>
15	ECONOMIC internal	<b>Significant decisions</b>	<ul style="list-style-type: none"> <li>• New Strategic Plan (centenary) due in 2020; potential to reaffirm commitment to environmental protection and sustainability</li> </ul>
16	SOCIAL external	<b>Societal &amp; cultural trends/media</b>	<ul style="list-style-type: none"> <li>• <b>Delays associated with Welsh Lng. Translation and the speed of info dissemination</b></li> <li>• <b>Accessibility: time constraint to convert historical documentation</b></li> <li>• <b>Increased public engagement in environmental issues: greater expectation</b></li> </ul>

			<p><b>from public to manage our corporate environmental impact</b></p> <ul style="list-style-type: none"> <li>• <b>Development of a radical regional commitment may force EMS changes</b></li> <li>• Docs in Welsh allow a broader engagement profile</li> <li>• Accessible docs. Enable all to read the EMS documentation</li> <li>• Increased public engagement in environmental issues: potential to develop and drive a more radical regional commitment</li> </ul>
17	SOCIAL external	<b>Impact of climate change on society</b>	<ul style="list-style-type: none"> <li>• <b>Sense of powerlessness towards climate change as impacts increase</b></li> <li>• Potential for more interest in climate adaptation as more negative impacts are reported</li> </ul>
18	SOCIAL external	<b>Impact on local communities</b>	<ul style="list-style-type: none"> <li>• <b>Change in demographics and house prices after Bay Campus opened</b></li> <li>• <b>Increased pressure on EMS as more people from outside the University are involved in onsite activities</b></li> <li>• Management of SSSI for local communities and hosting schools and field studies</li> <li>• Collaboration with local partners e.g. Swansea Environment Forum, Swansea Council</li> <li>• University developing a Civic Mission with a core sustainability strand</li> <li>• Increased transport options for the local community through 'Campus to Campus' bus services and Santander bikes</li> </ul>
19	SOCIAL internal	<b>SMT, staff, student and SU awareness, engagement &amp; expectation</b>	<ul style="list-style-type: none"> <li>• <b>Multiple groups across the University working independently on climate and environmental issues</b></li> <li>• <b>Projects undertaken without consultation can cause adverse environmental impacts and leads to a negative impact on perception of environmental performance</b></li> <li>• More environmental/sustainability research projects and grants available</li> </ul>
20	SOCIAL internal	<b>Staff retention</b>	<ul style="list-style-type: none"> <li>• <b>Due to a reduction in funds and potential voluntary redundancy, staff who have been involved in the system may be lost with associated knowledge/skills</b></li> <li>• <b>Staff members that have been less supportive towards elements of the EMS may retire therefore making the path smoother</b></li> <li>• As staffing costs are redirected (on vacant posts) towards revenue/capital for projects, there may be potential to fund infrastructural/operational/system retention/improvements</li> </ul>

21	TECHNOLOGICAL external	<b>Costs</b>	<ul style="list-style-type: none"> <li>• <b>Budget restrictions may deter from investment in new or additional external technology/equipment</b></li> </ul>
22	TECHNOLOGICAL internal	<b>Existing infrastructure</b>	<ul style="list-style-type: none"> <li>• <b>Implementation of new website and accessibility requirements take significant time investment</b></li> <li>• Updated website and accessibility-friendly documents raises the profile of sustainability workstreams</li> </ul>
23	LEGAL external	<b>BREXIT</b>	<ul style="list-style-type: none"> <li>• <b>Uncertainty on the exit date and associated conditions</b></li> </ul>
24	LEGAL external	<b>New legislation</b>	<ul style="list-style-type: none"> <li>• <b>Devolution of powers to Welsh Govt. increases potential for new/unique Welsh legislation</b></li> <li>• <b>Cost and time implications associated with embedding new Welsh/UK legislation and compliance requirements</b></li> <li>• Wales begins to take the lead on sustainability-related country-wide action</li> </ul>
25	LEGAL external	<b>Welsh Language Standards 2018</b>	<ul style="list-style-type: none"> <li>• <b>Change in translation requirements at University level can lead to confusion (which documents require dual-language)</b></li> <li>• <b>Cost and time implications of rebranding/rewriting externally produced English-only documentation</b></li> <li>• Reach a wider audience with the Sustainability workstreams</li> </ul>
26	LEGAL internal	<b>Stakeholder responsibility &amp; accountability</b>	<ul style="list-style-type: none"> <li>• <b>Corporate Responsibility branding detracts or causes uncertainty as to what the team does/covers</b></li> <li>• Integration of H&amp;S and EMS to optimise service provision and streamline workstreams</li> </ul>
27	LEGAL internal	<b>Operational changes: cost / training</b>	<ul style="list-style-type: none"> <li>• <b>Restricted budgets may lead to review of requirements/investments to justify spend</b></li> <li>• New students/PGR are more sustainability-minded due to generational society changes</li> </ul>
28	LEGAL internal	<b>Governance</b>	<ul style="list-style-type: none"> <li>• <b>Revised governance process has led to delays in procuring and/or developing new processes/contracts</b></li> </ul>
29	ENVIRONMENTAL external	<b>Institution's impact on the environment</b>	<ul style="list-style-type: none"> <li>• <b>Rapid growth of the University has potentially increased its environmental impact</b></li> <li>• Dip in student numbers may lead to a temporary reduction in waste generation and other environmental impact</li> </ul>
30	ENVIRONMENTAL external	<b>Climate change</b>	<ul style="list-style-type: none"> <li>• <b>Corresponding impact on the management of SSSI</b></li> <li>• Significant of projects/academic staff working in the areas around climate change who could support Sustainability workstreams</li> </ul>

31	ENVIRONMENT AL external	<b>Resource availability</b>	<ul style="list-style-type: none"> <li>• People more aware and mindful of resource use (societal and consequence of budget reductions)</li> </ul>
32	ENVIRONMENT AL internal	<b>Location</b>	<ul style="list-style-type: none"> <li>• <b>Close proximity to sensitive areas e.g. SSSI, Singleton Park, Swansea Bay may increase risk of local environmental damage</b></li> </ul>
33	ENVIRONMENT AL internal	<b>Capital development</b>	<ul style="list-style-type: none"> <li>• <b>Budget restrictions may limit BREEAM achievement (Outstanding) and/or other environmental best practice being value-engineered out</b></li> <li>• <b>New research centres could contravene or deter from the achievement of Sustainability O&amp;T</b></li> </ul>

## 5. Environmental performance

As part of the Sustainability Strategy and Policy, EMS objectives and targets are set for eight strategic areas: Lower Carbon, Minimal Waste, Biodiverse Campuses, Sustainable Transport, Positive Procurement, Culture and Community, Knowledge and Skills. **Performance against 2018/19 O&Ts is presented in Annex ii. New O&Ts for 2019/20 are presented in Annex iii.**

**In addition some of the key achievements in 2018/19 were:**

1. Achieved 9th position for the second year (of 154 UK HEIs) in the Guardian-published Green League in 2019 (up from 122nd in 2011).
2. **First organisation in Wales to gain Cycle Friendly Accreditation (Gold level).**
3. The University achieved a 67% recycling rate during 2018/19 with a 99% diversion from landfill.
4. **Carbon Management Plan renewed and Scope 1, 2 & 3 emissions reported.**
5. Further Santander cycling hub opened in Mumbles in May 2019.
6. **First Carbon/Energy dashboard operational (in COAH) and developments planned.**
7. University strengthened its ethical investment profile by committing to fully divest from fossil fuels within 12 months in March 2019.
8. **Numerous sustainability-organised events held including biodiversity (Spring Walks, evening bat walks, Marvellous Moths and monthly beach cleans), monthly book club, knitting club, Fairtrade events and travel shows, and many school visits.**
9. Sustainable labs project initiated using the Laboratory Efficient Assessment Framework (LEAF), with laboratories from Science, Engineering and Medicine achieving Bronze.
10. **New wildlife guidance and training produced to help deal with wildlife issues on campus.**
11. Revamp of our 'Minimal Waste' programme including: the website; over 30 new waste management guidance notes; over 60 staff from both campuses attending Waste and Recycling sessions; work with Colleges to implement compliant waste management arrangements; a new composting service for packaging from Root and Blas; recycling points on both campuses for stationery, crisp packets and Tassimo pods; and large volumes of furniture being donated to schools and charities for reuse.
12. **Bee friendly accreditation maintained with new planting and wildlife areas created on both campuses.**
13. Swansea became the first 'Refill University' in Wales, and led the Swansea City Refill campaign, supporting efforts to reduce plastic waste and ensure students, staff and the wider community are hydrated whilst saving money.
14. **Radiation management system refreshed and successful audit by NRW.**
15. Living walls included on two new buildings at the Bay Campus.
16. **Refresh of the sustainability pages, which has included the revamping and expansion of sustainability guidance, procedures and useful information.**
17. Continued management and improvement of the EMS - procedures reviewed and updated, with further in development in conjunction with the rest of CR; numerous inspections and internal audits carried out; development of Sustainability Action Plans across the Colleges and PSUs; daily operational support to the Colleges and PSUs.
18. **240ha of habitat managed at Crymlyn Burrows Site of Special Scientific Interest (SSSI).**
19. Facilitated 13 students graduating with the 'Sustainability Award' recorded on their Higher Education Achievement Report (HEAR). The employability-enhancing award demonstrates students' extracurricular experience in supporting sustainability at the University through audits, workshops and volunteering.

## Non-conformities and corrective actions 2018/19

Non-conformities	University	Contractor	Tenant
Internal audit	38	0	0
External audit	0	0	0
Legal compliance	0	0	0
	<b>38</b>	<b>0</b>	<b>0</b>

### Environmental

were 17 recorded

incidents on the corporate 'Adverse Events' recording system. All were minor, and actions have been put in place. The Adverse Events reporting process has been actively pushed over the last year to record and categorise incidents; it has encouraged incident recording, and we expect this to increase over time as a result.

**Incidents:** There environmental

## 6. Communications and complaints

### Communications

- The EMS/SWell Working Group now meets on a less frequent (twice per year) basis for updates. This group helps the Sustainability Team with implementation of the system across the PSUs/Colleges.
- This group is now supported by more frequent 'Network Sessions' within colleges/PSUs, in collaboration with Health and Safety; these are well attended and are effective at addressing operational matters.
- The team has a formal communications mechanism via its presence on the College CR Committees. The team has an event page on the internet, a rebranded website, and continues to have good engagement with the corporate SWell app/programme.
- The wider Sustainability Team continue to be available on an ad-hoc basis to help all staff with any queries relating to environmental management.
- The team has regular informal service review meetings with the Associate Heads of Colleges.

### Complaints

- No environmental complaints were received in 2018/19.

## 7. Recommendations for improvement 19/20

- Greater integration of H&S and Sustainability via the system, policy and arrangements, staffing and governance will help to instil and address the recurring themes around responsibility and ownership of risks and opportunities across the organisation.
- The general areas for improvement identified during the 2018/19 internal audits are noted below and subsequently the focus will be on further embedding the EMS into the Colleges/PSUs.
  - Compliance with waste legislation and university guidance, in particular within laboratories and workshops.

- Produce, review and support implementation of College/PSU Aspects and Impacts Registers and linked Sustainability Action Plans.
- Colleges/PSUs managing and undertaking their own inspections.
- College/PSU commitment to closing out actions identified through EMS mechanisms - internal audit, local inspections, action plans and risk registers.
- Inclusion of sustainability elements within risk assessments.