

Developing a Sustainability Strategy

LUEG workshop: 8th May 2012

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Overview

- Understanding your organisation
- Identifying the material sustainability issues
- Developing the strategy
- Next steps

Understand Your Organisation

- What drives your organisation?
 - Who are the stakeholders
 - What does sustainability mean to your university?
 - Why?
- What are the existing decision making tools and processes
- Baseline review
 - Where are you now
 - Where is the sector now
 - Stakeholder concerns
 - Legislation & regulations
 - Where would you like to be...
 - Benchmarking
 - Desktop research
 - Interviews

Discuss in Groups

- What university strategic documents exist that you should review?
- How are decisions made at your university?
 - tools, processes

Insert results of Workshop

Materiality

Harriet Waters

Oxford Brookes

[http://www.brookes.ac.uk/about/sustainability/
docs/materialityanalysis.pdf/view](http://www.brookes.ac.uk/about/sustainability/docs/materialityanalysis.pdf/view)

Materiality

- Originally an accounting term, materiality has more recently been understood as a concept which:

*“provides a way of **assessing and prioritising** how the importance of **non-financial issues (environmental and social issues)** can be understood in the context of **overall organisational priorities, management and performance**”*

Materiality at Oxford Brookes

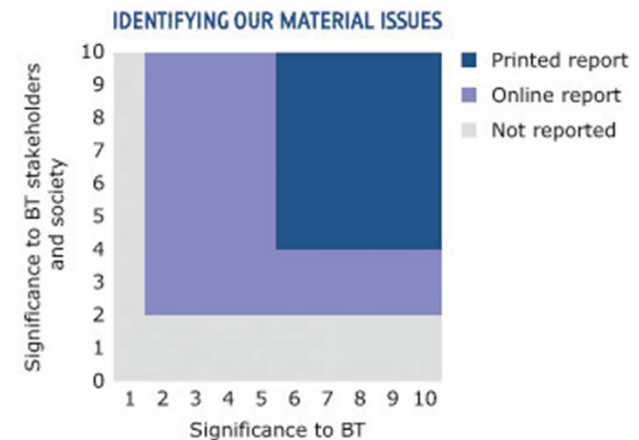
Analysis at Oxford Brookes University:

- Step 1 Desk research to identify CR issues
- Step 2 Workshops to identify issues for consideration
- Step 3 Review of issues of materials for materiality exercise
- Step 4 Materiality workshops to refine and develop key issues
- Step 5 Finalise and communicate the priority issues

Materiality Example

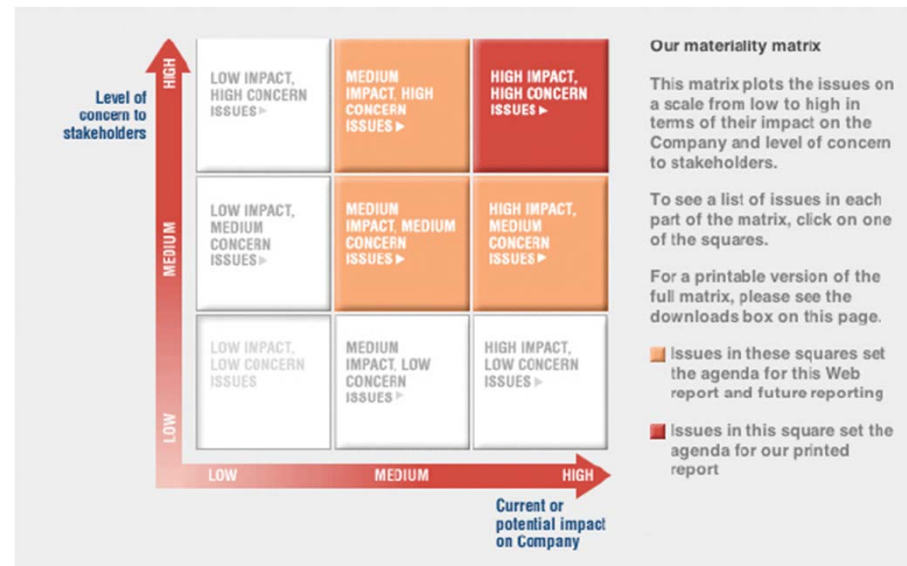
BT's prioritisation criteria

- Does BT have a policy on this issue?
- What is the financial impact of the issue on BT?
- Are stakeholders interested in this issue?
- Is there societal interest in this issue?



Ford's prioritisation criteria

- Those issues that have significant current or potential impact on the company
- Those issues that are of significant concern to stakeholders
- Those issues over which Ford has a reasonable degree of control



Materiality Tests:G3 GRI Guidelines

External Factors

- **Main sustainability interests/topics and Indicators raised by stakeholders.**
- **The main topics and future challenges for the sector reported by peers and competitors.**
- **Relevant laws, regulations, international agreements, or voluntary agreements with strategic**
- **significance to the organization and its stakeholders.**
- **Reasonably estimable sustainability impacts, risks, or opportunities** identified through sound investigation by people with recognized expertise, or by expert bodies with recognized credentials in the field.

Internal Factors

- **Key organizational values, policies, strategies, operational management systems, goals, and targets.**
- **The interests/expectations of stakeholders specifically invested in the success of the organization** (e.g., employees, shareholders, and suppliers).
- **Significant risks to the organization.**
- **Critical factors for enabling organizational success.**
- **The core competencies of the organization and the manner in which they can or could contribute** to sustainable development.

Materiality

- *In groups decide on 3-4 criteria for how you would prioritise the most material sustainability issues for universities?*

Any workshop Results

Strategy Development

- Succinct and relevant to provide clarity for your institution
- What do you want to achieve? & How do you want to achieve it?
- Starting point of planning – not the Plan
- How to make relevant? Stand alone strategy or integrated into wider university strategy?

Strategy Development

Suggested components:

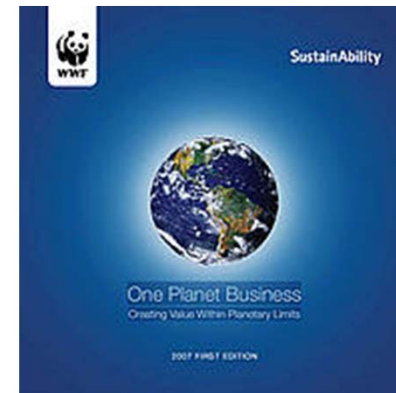
1. Purpose & Scope
2. Governance
3. Vision & Goals
4. Challenges & Opportunities
5. Objectives & Targets
6. Policy & Procedure
7. Communication Strategy
8. Reporting

***Most important part:
consultation and
buy-in from internal
and external
stakeholders!***

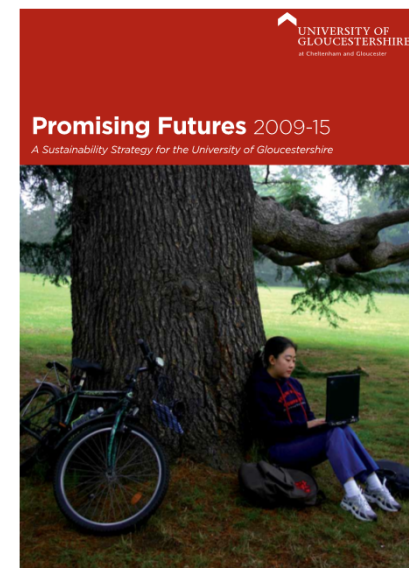
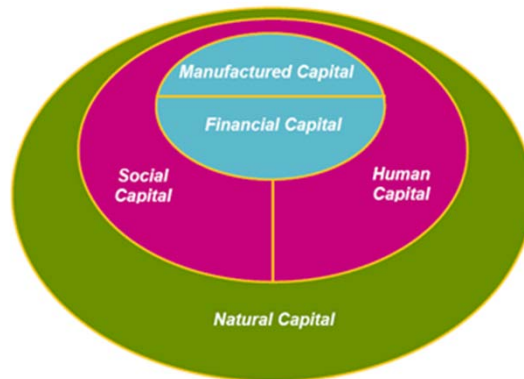
Strategy Development

- Objectives and Targets:
- Biodiversity
 - Energy & Emissions
 - Fair Trade
 - Governance
 - Human Resources
 - Learning and Teaching
 - Construction and Refurbishment
 - Procurement
 - Reporting
 - Research
 - Transport
 - Waste
 - Water

Examples and Experiences



HM Government



Resources

- Useful resources/ organisations
 - LiFE (Learning in Future Environments)
 - Forum for the Future- Five capital model
 - BITC
 - Guardian Sustainable Business
 - SustainAbility
 - WWF One Planet
 - Accountability: Materiality resource
 - <http://www.accountability.org/images/content/0/8/088/The%20Materiality%20Report.pdf>
 - McKinsey reports
 - Green Mondays
 - 2 degrees

To sum up....

- Do your research
- Make it relevant and meaningful
- Be succinct
- Get buy-in from stakeholders
- Reflections and next steps...
 - What will you do next?
 - Further training/workshop?
 - EAUC?