Sustainability Leadership Scorecard

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Arup
Overview

GSC

Broader: What? Why?

SLS Structure

Scoring

Mapping

Web Portal

Outputs

Case Studies

Scope 3

LiFE

Gap Analysis

Summary Questions
Green Scorecard

Background

- Launched 2016, updated 2017
- High take-up

- Responded to sector needs:

1. Provide a framework for progress
2. Drive innovation within the sector
3. Motivate the wider university community

Non-competitive  Collaborative  Communicative
The need for a wider context

Sustainability in HE

- Estates & FM (indirect)
- Estates & FM (direct)

E.g.: Travel, Procurement
E.g.: Curriculum, Community
E.g.: Energy, Water
Why do it?

- Framework for progress
- Aimed at communicating with Senior Leadership Team

- Relates to wider issues:
  - Reputation
  - Student engagement & satisfaction
  - REF, TEF
  - Internationalisation

- Based on extensive consultation
Priority Areas → Framework Areas → Activity Areas

- Leadership & Governance
- Partnership & Engagement
- Learning, Teaching & Research
- Estates & Operations
Priority Areas → Framework Areas → Activity Areas

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

Learning, Teaching & Research
- Learning & Teaching
- Research
- Student Engagement

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

Estates & Operations
- Waste
- Biodiversity
- Construction
- Adaptation
- Water
- Travel
- Energy
Priority Areas ➔ Framework Areas ➔ Activity Areas

- Score 0-4 based on descriptions
  - Similar to LiFE

Leadership & Governance

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

- Policy & strategy
- Stakeholder engagement
- Action planning
- Measurement
- Communication
- Training & support
- Implementation & performance
- Link to curriculum
Scoring

Background

- Simple percentage achieved
- No weighting
- Empty answers counted as zeros
- At overall & Priority Area level
- Visible only to you

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Platinum
- Gold
- Silver
- Bronze
- No level
Tool mapping

- **Green Scorecard**
- **NUS Green Impact**
- **EcoCampus**
- **Flexible Framework**
- **NUS Responsible Futures**
- **BREEAM**
- **ISO14001**
- **ISO50001**
- **ISO26000**
- **Food for Life**

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<thead>
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<th>Learning Teaching and Research</th>
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<th>Partnerships and Engagement</th>
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Score mapping for ISO 26000

**Leadership**
- Policy and Strategy
- Action Planning

**Risk**
- Policy and Strategy
- Action Planning
Output mapping – UN SDGs

- Seminal framework of the time
- Frameworks aligned with 3 Goals

- Potential impact – alignment of issues
- Actual impact – alignment of effort
Welcome to the Sustainability Leadership Scorecard

Building on the Green Scorecard, the Sustainability Leadership Scorecard (SLS) is a self-assessment framework to support your sustainability journey through target setting, performance improvement, evaluation and reporting. It is designed to align with the wider challenges facing the Higher and Further Education sector, highlighting that sustainable development issues are a key part of the overall business strategy of an institution.

How to use it

The SLS comprises 18 standard frameworks developed to address current and emerging sustainability themes. As a user, you can use the scoring section of the website to enter your scores for each of the activity areas within the desired frameworks. Where applicable, Green Scorecard data is mapped across and the SLS integrates many other sustainability tools, such as BREEAM or Responsible Futures, so some advisory scores are pre-populated based on your selection. These scores can of course be changed, if required.

The Dashboard page provides you with the main output from the tool. It shows you the current and target scores for all frameworks and you can drill down into the detail of the individual activities and compare your performance with others and the UN Sustainable Development Goals. 

Further guidance on how to use the tool can be downloaded on the top right hand section of the Dashboard page via the Main Navigation menu on the left hand side of each page.

Click here for the User Guide
Click here or the toggle bar above to access the Green Scorecard
Website: Dashboard
Website: Dashboard
Website: Tools
Health and Wellbeing
Policy and Strategy

The institution's policies and strategies for protecting and supporting the Health and Wellbeing of staff, students and visitors are in place. There are clear links to Healthy Universities, Public Health Charter and the Okanagan Charter. Activity is reviewed on a regular basis. There are clear reporting lines into formal institution management structures.

Score Narrative
Enter a narrative for the score you have chosen.
Website: Groups
Website: Map
Website: Compare
Website: SDGs
Independent Gap Analysis

The Sustainability Leadership Scorecard is a self-assessment tool for institutions to review their performance and progress across, some or all, of a broad spectrum of sustainability issues. However, some institutions may wish to carry out a review by an independent party, instructed by EAUC, to ensure that the scores are an accurate reflection of the institution’s performance and to gain expert advice on how to continue to improve or to be able to report performance externally. Independent Gap Analysis is available at a Framework level, a Priority Area level or as a whole institution approach depending on where you are on your journey.

How does it work?

Step 1: Firstly, you have to complete the self-assessment stage for your chosen Framework(s). This means entering a current score and completing the Score Narrative for each of the 8 activity areas within your chosen Framework(s). The Score Narratives are for Institutions to clarify why they believe they are worth the score they have given themselves. Evidence can vary and may include policies, strategy documents, communication plans, data, reports, awards etc. The data needs to be available electronically such as web links or documents.

Step 2: Contact us to arrange your Gap Analysis. We will agree which Frameworks you wish to include and then you will submit your self-assessment scores and statements via the Sustainability Leadership Scorecard. An independent expert review will then be undertaken by a third party instructed by the EAUC.

Step 3: We will arrange structured face-to-face interviews with key members of the leadership team and other relevant stakeholders. The interviews will allow the context of the evidence documents to be clear and provide a more accurate appraisal of the true level of performance. Any process involved will depend on the particular Framework(s) but are likely to include evidence-based data, strategic planning, finance services, academic services, HR and members of the estates team and external relations.

Step 4: The third party will review the self-assessment scores with the evidence from the interviews and make suggested adjustments, if required. The review is considered a supportive partnership with the institution, with proposed changes being chargeable on the production of further documentation or interviews.

Step 5: A Gap Analysis report will be provided to you. This will identify potential opportunities for progress to allow you to develop an action plan for improvements. A rating will be provided and you can choose whether you wish to make this public or use for internal purposes only. The verified rating will last for 3 years unless you choose to undertake a further Gap Analysis for the same area(s) before the expiry.

Please contact us at info@eauc.org.uk to discuss your Gap Analysis journey.

Self-assessment
- Scoring by institution
- Narratives and scoring

Submission via Sustainability Leadership Scorecard
- Scoring by institution
- Narratives and scoring

Face to face interviews
- Appraisal of performance
Sustainability Leadership Scorecard – Institution Overview

The Sustainability Leadership Scorecard (SLS) provides the Higher and Further Education sector with a development framework that allows institutions to understand their current position with regards to issues of sustainable development and assist in developing routes for improvement.

The framework is designed to align with the wider challenges facing the sector, highlighting that sustainable development issues are a key part of the overall business strategy of an institution. The framework is intended to inform discussions around the role of sustainability within wider issues of reputation, student engagement and satisfaction, Excellence Framework performance and graduate attributes / outcomes.

Based on your institution’s current SLS self-assessment, the overall performance for all frameworks is summarised in the figure to the right.

The SLS comprises 18 standard frameworks developed to address current and emerging sustainability themes important to the sector. Frameworks are grouped within four priority areas: Leadership and Governance; Partnerships and Engagement; Learning, Teaching and Research; and Estates and Operations. Each framework is made up of 8 activities and scoring is given at an activity level.

No overall score is generated as each institution had individual priorities that should not be reduced to one comparable number. Instead, the scorecard invites discussion and analysis by representing the complex nature of sustainable development issues. More detailed reports for each priority area are also available.
Case Study – Canterbury Christ Church University

- Consistency across Priority Areas
- Variability in frameworks
- High aspirations

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Case Study – Nottingham Trent University

- Few areas of weakness
- Exceeding target in some areas

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Case Study – Shipley College

- Staff engagement and leadership good
- Can use framework to progress
- Chosen not to rate some areas
Gap analysis

Purely optional

- Institution to check progress
- External progress map
- Galvanises action
- External communication

Self Assessment

3rd Party Review

- Documents & Interviews
- Recommendations

Consistency check

- Outcome agreed

Verification
Scope 3

Slightly off-topic…

- Guidance note created

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<td>ICT</td>
<td>Manufactured products</td>
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<td>Food and catering</td>
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Most accurate

Least accurate

Carbon Emission

Activity Data

Conversion Factor

- Supplier
- Quantity of product (kg)
- Supplier-specific emission factor (kg CO₂e/kg)

- Hybrid
- Product Scope 3 and 2 material emissions (kg CO₂e/kg)
- Material, transport and waste emissions (kg CO₂e/kg)

- Average
- Quantity of product (kg or hours spent)
- Product emissions factor (kg CO₂e/kg or hours spent)

- Spend
- Value of product (€)
- Product emissions factor (€/kg CO₂e)
In summary

- Many characteristics of GSC continue
- Optional broader scope
- Optional gap analysis
- Aimed at wider institution issues
- Launch early-mid June
- Joint EAUC/AUDE sector report (not a league table) annually Nov/Dec

Structure of indicators in categories ✓
- Non-competitive ✓
- Collaborative ✓
- Communicative ✓
- No need for evidence ✓
- Easy to use ✓
- Flexible – no need to do everything ✓
- Framework for progress ✓
Thank you – questions?

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