

Issue	Associated risks	Associated opportunities
<p>The PESTLE Analysis determines what internal and external issues could affect the University's ability to achieve the intended outcomes of its Environmental Management System and Energy Management System (EMS / EnMS).</p>		
Political: external		
Changes to government policy	<p>May put funding at risk or confuse policy direction re decarbonisation etc.</p> <p>Government policy and direction can be subject to change. Risk that the environmental agenda could be deprioritised or derailed by changes in government</p>	<p>Opportunity to prioritise environmental performance and decarbonisation; additional funding could be made available.</p> <p>Opportunity that individual politicians or parties who support the environmental agenda will further increase its profile</p>
Changes to taxes / levies	An increase in taxes may reduce funding for the EMS / EnMS	An increase in tax linked to energy or waste may incentivise the University to become more efficient
Influence from external bodies	Failing to meet sector expectations of external bodies such as EAUC, league tables etc. may lead to reputational damage within the sector	<p>Opportunities to learn from and collaborate with external bodies</p> <p>External bodies have an important role to play in both innovation and lobbying on key environmental issues for the sector such as funding for decarbonisation, systems of measurement, and technology pathways.</p>
General public pressures	Risk of not meeting public expectations of environmental performance	Incentive to ensure strong environmental performance. Improved reputation; high calibre student and staff recruitment
League tables	Poor performance in league tables may cause reputational damage	Increased focus on investing time and resources into the EMS / EnMS to improve performance
Political: internal		
Changes to personnel	Changes to key personnel involved in the EMS / EnMS could lead to disruption	Ability to engage with new staff members on the EMS / EnMS, generate new ideas, and gain additional insight into best practice
Changes to strategy / policy direction	Potential for focus to be reduced from EMS / EnMS	Opportunity to elevate environmental management as a strategic priority
Budget prioritisation	Potential for conflicts of interest to arise re investments. Compromises may need to be made between, for example, building safety and sustainability	More funding made available for environmental agenda and the EMS / EnMS

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		Opportunity to retrofit buildings with sustainable technologies / improve energy efficiency when doing works relating to other key priorities, such as further enhancing building safety
Governance	Poor governance may lead to lack of effective communication channels and approval processes; difficulty securing resources and senior engagement with the EMS / EnMS	Strong governance will allow for effective decision making, clear planning / resourcing, and decisive action to be taken for the EMS / EnMS
Greenwashing	Risk of being perceived as inauthentic about our journey to improve environmental performance – potential disengagement by staff and students	Opportunity to strike an authentic tone with PR and internal communications through writing honest and thoughtful pieces
Economic: external		
Recovery from Covid-19 pandemic	Financial pressures applied by the pandemic may decrease funding available for the EMS / EnMS	New 'normal' ways of working offer opportunities to make improvements to environmental performance
Changes to economic climate	A downturn in the economy may decrease funding available for the EMS / EnMS	Opportunities for investments in environmental initiatives e.g. an increase in energy prices may decrease the ROI for energy efficiency projects Economic climate increasingly tied up with the health of the environment – potential to value natural capital
Energy costs / market volatility	Increase in energy costs may decrease funding available for the EMS / EnMS	Incentive to reduce energy consumption and investment into energy saving initiatives. Increased energy prices may decrease the payback periods for energy efficiency projects
Availability of funding	Funding opportunities may not be available in certain areas that would be helpful for the EMS / EnMS (such as improving the energy efficiency of commercial buildings with mid-life plant) Gap funding may not be sufficient to cover the costs associated with improving environmental performance to level desired Match funding requirements may act as a barrier to making applications for funding Uncertainty around total cost of environmental agenda	Availability of funding to invest in environmental management e.g. decarbonisation funds

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Fines and penalties	Financial penalties for non-compliance on environmental issues. Non-compliance may lead to reputational damage	Incentive to invest in improving environmental performance and compliance
Economic: internal		
Cost of EMS / EnMS	Difficult to demonstrate ROI of EMS / EnMS projects; may lead to lack of support	Demonstrating ROI on EMS / EnMS projects will increase support
Budget prioritisation (internal)	Reallocation of funding away from EMS / EnMS	Allocation of funding to EMS / EnMS
University's financial performance (internal)	Tuition fees are main source of income for the University; fluctuations in student numbers will affect financial performance; difficult to forecast student numbers	Improvements in environmental sustainability credentials and opportunities to engage with sustainability may improve recruitment and retention of students
Social: external		
Media coverage	Unsustainable practices may damage the University's reputation if exposed	Opportunity to publicise improved environmental / sustainability performance
Increased expectations of stakeholders	Lack of environmental responsibility may cause reputational damage and loss of trust between the University and its stakeholders	Increasing scrutiny from stakeholders acts as incentive to improve environmental performance; increased expectations make it easier to engage with stakeholders; increased awareness of relationship between environmental and social issues may improve sustainability teaching and learning at the University
Climate change targets	Risk of not meeting publicly stated targets may lead to reputational damage	Incentive to invest in achieving targets Opportunity to engage with stakeholders to achieve targets
Stakeholder engagement	Lack of external stakeholder engagement may reduce effectiveness of EMS / EnMS	Engagement with local community, local authorities, businesses, and other institutions across the sector can facilitate effective collaboration to improve environmental performance
Social: internal		
Stakeholder engagement	Lack of internal stakeholder engagement may reduce effectiveness of EMS / EnMS	Engagement with staff, students, and the wider community on environmental issues can promote good relations and effective partnerships

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	<p>Staff and students may find it difficult adapting to change required to deliver environmental objectives</p> <p>Risk of siloed working to improve environmental performance; lack of joined up thinking and collaboration</p>	<p>Opportunity to actively involve staff and students to improve environmental performance</p>
Equality, diversity, and inclusion	<p>Not designing the EMS / EnMS with proper consideration to EDI could lead to a narrowed ideas / perspective pool and may not reflect the needs of students, staff, and other stakeholders</p>	<p>Opportunity to embrace EDI and engage with a wide range of different perspectives on environmental issues</p> <p>Opportunity to increase representation within environmental management</p>
Staff retention	<p>High staff turnaround can negatively impact the EMS / EnMS through changing engagement / expertise</p>	<p>Opportunity to use the EMS / EnMS to engage staff</p>
Internal trends	<p>Risk that changing trends could undo progress towards EMS / EnMS objectives e.g. the transition back to on-site work following the Covid-19 pandemic</p>	<p>Opportunities to change the parameters of the organisation and incentivise further change</p>
Technological: external		
Advances in technology	<p>Technology pathway is unclear which could result in reluctance to adopt, difficulty in meeting compliance targets, or the need for further retrofit</p> <p>User unfriendly technology is difficult to adopt and may not be used to its potential</p>	<p>Emergence of efficient and effective technologies to address environmental issues; improved ability to monitor and measure performance</p> <p>Greater knowledge base building across the sector</p> <p>Pilot projects and the opportunity to learn from external pilot projects ran by other organisations</p> <p>Opportunities for collaboration and new partnerships</p>
Costs	<p>High technology costs with long payback periods can reduce uptake of new technology</p>	<p>External funding available for carbon reduction technologies</p> <p>Cost of new technologies likely to fall over time</p>
Technological: internal		

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Adoption of new technologies	Technologies may not be used to full capacity e.g., BMS or monitoring systems	Technologies that are used effectively can secure significant energy and environmental efficiencies
Integration of technologies / taking a systems-approach	Risks of technologies not performing together; isolated technological systems only providing one dimensional view	Effective integration of technologies and data enables a holistic understanding of environmental performance, e.g. integrating space management and energy monitoring technologies and data
Existing infrastructure	Risk of increased energy consumption for old, inefficient equipment	Opportunities to upgrade equipment to meet energy reduction objectives
In-house capacity	<p>Risk of not having in-house capacity to upskill staff / deliver training on new technologies</p> <p>Associated costs with bringing in external personnel to deliver training</p>	<p>Continuing to develop a strong infrastructure around new technologies</p> <p>Opportunity to collaborate with other institutions across the sector</p>
Legal: external		
Introduction of new legislation	Failure to comply with new legislation may lead to penalties and legal action being taken against the University	Incentive to improve compliance with environmental legislation
Changes to existing legislation	Failure to comply with changes in legislation may lead to penalties and legal action being taken against the University	Incentive to improve compliance with environmental legislation
Technical legal requirements	Wide range of technical requirements that the University must follow. This requires considerable effort to monitor and ensure compliance.	Incentive to improve compliance with environmental legislation
Legal: internal		
Cost of compliance	Increased costs of achieving compliance may reduce funding for other aspects of EMS / EnMS	Incentive to improve compliance with environmental legislation
Awareness, communication, responsibility, and accountability	Lack of knowledge, understanding, and accountability to legal requirements can lead to non-compliance.	<p>Staff and student engagement opportunities</p> <p>Opportunities to upskill staff and move with the green workforce agenda</p>

Issue	Associated risks	Associated opportunities
GDPR / data breaches	Information collected as part of EMS / EnMS creates additional risk of a data breach	Increased data capture and management of data that supports environmental performance improvements
Enforcement	Lack of enforcement from regulatory bodies can make it difficult to motivate compliance and corporate social responsibility	
Environmental: external		
Climate change	Increased risk of climatic events e.g. flooding, storms, wildfire etc.	Increased awareness of climate change acts as incentive for improving environmental performance Opportunity to future proof assets and activities against a changing climate
Resource availability	Potential for limited resource availability as resources are depleted / protected; cost of resources may increase	Higher costs of resources may incentivise reuse initiatives and increase value of natural capital
Students' impact on the local environment	Students attending the University have a range of impacts on the environment: Carbon emissions Air, land, and water pollution Nuisance The University can't directly manage students' impact on the environment	Opportunity to promote sustainable behaviour change among students
Environmental: internal		
University's impact on the environment	The University has a range of impacts on the environment including: Carbon emissions Air, land, and water pollution Damage to ecosystems and reduction in biodiversity Nuisance Natural resource consumption	Incentive to improve environmental performance via EMS / EnMS Incentive to reflect on the opportunities associated with individual risks Reducing environmental impact can also present opportunities to improve operational efficiency e.g. reducing gas consumption in buildings via better operational control

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Existing infrastructure	Older, less efficient buildings can reduce the University's energy performance	Opportunity to showcase retrofitting older buildings to reduce impact on the environment
Logistics	The estate needs to be assessed on a case-by-case basis to determine what environmental solutions are suitable; some solutions may not be suitable	Engaging stakeholders to find tailored and fit for purpose solutions
Procurement	<p>Associated costs with sustainable procurement</p> <p>Risk of failing to manage 'through-responsibility' and hold suppliers to account</p>	<p>Showcasing the University's procurement practices / collaboration</p> <p>Opportunity to elevate the position of sustainable suppliers</p>
Capital developments	Increased use of natural resources, generation of construction waste, high embodied carbon associated with building materials	Opportunity to develop sustainable buildings, to enhance biodiversity, promote social wellbeing etc.
Corporate policies	Policies fail to effectively address the University's operational impact on the environment e.g. failing to reduce staff and student travel, staff and student use of single-use plastics etc.	Opportunity to engage with staff and students to develop fit-for-purpose policies that ensure good environmental practices