Risks and Opportunities EMS PESTLE Analysis – 16 September 2022

External/Internal issues	Risks	Opportunities	EMS Aspect	Impact EnMS outcomes
Political issues				
Changes to government policy (external)	Changes to policy may put public funding of higher education at risk e.g. research grants. A reduction in overall funding may reduce the resources allocated to the EMS and EnMS projects.	Government policies may incentivise the institution to address sustainable development issues to reduce costs.	Sustainability in the formal and informal curriculum	Impact on funding availability for EMS/ EnMS projects
Changes to taxes/levies (external)	An increase in taxes may reduce funding for the EMS.	An increase in tax linked to energy or waste may incentivise the institution to become more efficient	Waste management; energy management; water management	Increased energy taxation enhances financial viability of EMS/ EnMS projects
Influence from NGOs, unions, or other external bodies (external)	Groups may highlight poor environmental performance; funding bodies may place further sustainable development requirements on institutions which requires additional resource.	Incentivise good environmental management practice. Student engagement opportunities for sustainable development initiatives.	Sustainability in the formal and informal curriculum	Pressure to achieve carbon management through EMS/ EnMS objectives
General public pressures (external)	Risk of not meeting public expectations for environmental performance.	Pressure to ensure good environmental performance. Improved reputation; high calibre student and staff recruitment.	Communication and community activities	Pressure to achieve carbon management through EMS/ EnMS objectives
League tables (external)	Reputational damage.	Pressure to ensure good sustainable development performance. Improved reputation; high calibre student and staff recruitment.	Communication and community activities	Incentive to achieve carbon management through EMS/ EnMS objectives
British exit from EU (BREXIT) (external)	Potential risk of environmental policy and legislation change.	May reduce red tape and increase availability of alternative funding.	Fewer legislation requirements	Fewer legislation requirements

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Restructuring – management (internal)	Risk of losing supportive management staff.	Opportunity to engage with new staff members.	More student roles paid and unpaid.	Impact on funding availability for EMS/ EnMS projects
Restructuring - strategies/policy, management focus	Potential for focus to be reduced from EMS and EnMS.	Opportunity to ensure that environmental management and sustainable development is considered within institutional strategy.	More student roles paid and unpaid. Sustainability in the formal and informal curriculum	Raise or reduce profile of EnMS objectives in the strategic documents
COP27 (external)	Announcements and legislation increasing environmental standards are likely to emerge from COP26/27. The EMS may need to adapt to ensure compliance with new environmental standards.	Higher Education recognised as a key contributor to GHG emissions. Increasing priority to support Higher Education to decarbonise and develop innovative climate solutions.	Legislation requirements. Electricity and natural gas consumption.	Impact on funding availability for EMS/ EnMS projects Incentive to achieve carbon management through EMS/ EnMS objectives
Economic issues				
Covid-19 pandemic (external)	The pandemic has caused serious global economic implications which will have an impact on the organisation for several years. Likely financial pressure offers budget constraints for delivery of EMS and energy projects.	"New Normal" methods of operation offer the opportunity for a restructuring of the economy with greater emphasis on a green economy. Possible funding opportunities – Build Back Better Staff likely to continue hybrid working so travel reduced/	Social distancing on public transport increase in single occupancy vehicular traffic. Electricity and natural gas consumption. Fewer paid roles for students.	Impact on funding available for EMS/ EnMS projects

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			Sustainability in the formal and informal curriculum	
Changes to economic climate (external)	A downturn in the economy may negatively impact the institution's investment in sustainable initiatives.	Present opportunities for investments in environmental initiatives. Possible funding opportunities – Build Back Better	Social distancing on public transport increase in single occupancy vehicular traffic. More income from parking. Electricity and natural gas consumption. Fewer paid roles for students. Sustainability in the formal and informal curriculum	Impact on funding availability for EMS/ EnMS projects
Energy costs (external)	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.	Electricity and natural gas consumption	Increased energy cost enhances financial viability of EMS/ EnMS projects
Availability of funding (external)	Previous government policy changes have allowed Universities to charge higher tuition fees but have also reduced public funding.	There are funding schemes available for institutions e.g. Salix, PEEP	Electricity and natural gas consumption	Impact on funding availability for EMS/ EnMS projects
Cost of EMS/EnMS (internal)	Difficult to demonstrate return on investment of EMS/ EnMS. May lead	Demonstrating return on investment may incentive further support for EMS/ EnMS.	More student and staff engagement	More student and staff engagement

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	to lack of support from management.			
Institution's financial performance/ budget changes (internal)	Poor financial performance may lead to withdrawal of funding from EMS/ EnMS.	Positive financial performance may lead to further funding for sustainable development initiatives.	More student and staff engagement	Impact on funding availability for EMS/ EnMS projects
Changing student numbers (internal)	Higher proportion of HE institution funding is linked to tuition fees therefore greater emphasis placed on retaining student numbers.	C19 significant impact on recruitment across the sector. Changes to higher education funding places students as consumers having a greater impact on the type of service universities provide. NUS research has illustrated sustainability is a key factor for students when evaluating a university.	More student and staff engagement Sustainability in the formal and informal curriculum	Impact on funding availability for EMS/ EnMS projects
Social issues				
Societal pressures and cultural trends, sustainable development awareness (external)	Lack of sustainable development responsibility may damage institution's reputation if exposed.	Opportunity to build back better. Opportunity to publicly announce improved environmental and sustainable development performance is incentive to address environmental issues.	Communication and community activities	Pressure to achieve carbon management through EMS/ EnMS objectives
Impact of climate change on society (external)	Greater expectation from society for environmentally responsible organisations. Risk of being exposed if not environmentally responsible.	BLM and climate justice. Increased expectation to address environmental issues may act as an incentive. Decolonising the Curriculum	Communication and community activities	Pressure to achieve carbon management through EMS/ EnMS objectives

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External/Internal issues	Risks	Opportunities	EMS Aspect	Impact EnMS outcomes
Staff and student engagement and expectations (internal)	Lack of engagement may reduce effectiveness of EMS/ EnMS.	BLM and climate justice. Increased expectations make it easier to engage staff and students. Decolonising the Curriculum	Communication and community activities	Pressure to achieve carbon management through EMS/ EnMS objectives
Demographics (external)	Sustainable development initiatives may be halted by certain groups e.g. Objections to wind / solar projects from local communities.	Fewer 18-year-olds due to demographic dip ending. More mature students from redundancy post C19.	Sustainability in the formal and informal curriculum	Pressure to achieve carbon management through EMS/ EnMS objectives
Expectations of internal stakeholder groups - SU, staff, student bodies (internal)	Lack of stakeholder pressure may detract focus away from the EMS/ EnMS.	Stakeholder pressure may incite investment into sustainable development initiatives.	Sustainability in the formal and informal curriculum	Pressure to achieve carbon management through EMS/ EnMS objectives
COP26 (external)	Greater expectation from society for environmentally responsible organisations. Risk of being exposed if not environmentally responsible.	Stakeholder pressure may incite investment into sustainable development initiatives.	Sustainability in the formal and informal curriculum

Communication and community activities | Pressure to achieve carbon management through EMS/ EnMS objectives |
Technological issues				
Advances in technology, implementing new technology (external)	Technological development has the potential to increase energy use is more technology is embedded across the University estate.	The continual emergence of new technologies present opportunities to address sustainable development issues.	Electricity and natural gas consumption Water management Waste management	Technological development creates new EnMS project opportunities
Funding availability for technologies (external)	A reduction in the financial incentives for technologies may make it harder for the institution to achieve carbon reduction targets e.g. closure of feed in tariff scheme.	External funding available for carbon reduction technologies.	Electricity and natural gas consumption	Impact on funding availability for EMS/ EnMS projects

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Use of new technology (internal)	Technologies may not be used to full capacity e.g. complex energy monitoring systems are only useful if data is used to manage energy consumption.	Hot desking / remote working may reduce energy and transport emissions. AMR technology offers monitoring and reporting capability essential for effective EnMS		Energy reporting technology necessary for monitoring EnMS performance
Existing infrastructure (internal)	Risk of increased energy consumption for old, inefficient equipment.	Opportunities to upgrade equipment to meet energy reduction objectives.	Pressure on car parks due to fewer public transport journeys. Electricity and natural gas consumption	Infrastructure upgrade as potential EnMS projects
Legal issues				
New legislation (external)	Prosecution for non-compliance. Costs associated with tax, levies and fines.	Incentive to manage environmental responsibilities		Legislation can enforce higher energy standards for EnMS
Cost of compliance (internal/external)	Increased costs of compliance may detract funding from other areas.	Brexit likely to reduce legislative requirement so fewer fines, costs associated with legislative compliance.	Training requirements to ensure kept up to date	Training requirements to ensure kept up to date
Awareness/keeping up to date of issues, staff knowledge, communication, responsibility, and accountability (internal)	Lack of knowledge, understanding and accountability of legal requirements can lead to non-compliance.	Opportunities to engage with staff to ensure compliance	Training requirements to ensure kept up to date. Sustainability in the formal and informal curriculum	Training requirements to ensure kept up to date
Environmental issues				
Institution's impact on the environment (internal)	The university has wide-ranging impacts on the environment including: - pollution to air, land, and water - ecosystem damage	Opportunities to enhance biodiversity and improve environmental/ sustainable development performance via EMS/ EnMS	Promotion and protection of biodiversity. Control of emissions to air. Control of hazardous	EnMS used to prioritise environmental aspects for monitoring and setting objectives

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External/Internal issues	Risks	Opportunities	EMS Aspect	Impact EnMS outcomes
	- nuisance - waste - natural resource consumption etc.		materials. Waste management. Nuisance generation. Water management.	
Climate warming (internal)	Increased energy consumption Disruption to institution's operations Increased flood risk	Increased awareness of climate warming may incentivise sustainable development improvement programmes.	Electricity and natural gas consumption. Sustainable transport. Management of equipment containing F-gas and Ozone Depleting Substances (ODS).	Pressure to achieve carbon management through EnMS objectives
Resource availability (external)	Potential for limited resource availability in the future. Cost of resources likely to increase as supply reduces.	Develop re-use initiatives for waste	Local supply chains improved regional/local economy. Fewer transport emissions. Waste management	Increased pressure to deliver on re-use initiatives and waste reduction