

# Risks and Opportunities EMS PESTLE Analysis – May 2018

External issues	Risks	Opportunities	EMS Aspect
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## Political issues

Changes to government policy	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.	Government policies may incentivise the institution to address sustainable development issues in order to reduce costs.	Sustainability in the formal and informal curriculum
Changes to taxes/levies	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
Influence from NGO's, unions or other external bodies.	Unions may highlight poor environmental performance; Funding bodies may place further sustainable development requirements on institutions which entails additional resource.	Incentivise good environmental management practice. Student engagement opportunities for sustainable development initiatives.	Sustainability in the formal and informal curriculum
General public pressures	Risk of not meeting public expectations for environmental performance.	Adds pressure to ensure good level of environmental performance.	Communication and community activities
League tables	Reputational damage.	Adds pressure to ensure good level of sustainable development performance.	Communication and community activities
British exit from EU (BREXIT)	Potential risk of environmental policy and legislation change.	May reduce red tape.	
Restructuring - Management	Risk of losing supportive management staff.	Opportunity to engage with new staff members.	Sustainability in the formal and informal curriculum
Budget reallocation	Reduction in budget for EMS and sustainable development initiatives.	Increase in budget for EMS and sustainable development initiatives.	
Varying focus of management during term times	Lack of commitment during peak times.	Opportunity to implement sustainable development initiatives during quiet periods in preparation for student return.	

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Resistance to change	Lack of commitment from staff.	Opportunity to engage with staff.	Communication and community activities
Restructuring - Strategies/Policy	Potential for focus to be reduced from EMS.	Opportunity to ensure that environmental management and sustainable development is considered within institutional strategy.	Sustainability in the formal and informal curriculum

## Economic issues

Changes to economic climate	A downturn in the economy may negatively impact the institution's investment in sustainable initiatives.	Present opportunities for investments in environmental initiatives	Sustainability in the formal and informal curriculum
Changes to taxes etc.	Increased taxation may reduce funding available for EMS.	Increased taxation may incentivise investment into sustainable development.	
Legislation changes	Increased costs to ensure compliance.	Forces spending on environmental management.	
Energy costs	Increase in energy costs may decrease funding available for the EMS.	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
Availability of funding	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, Revolving Green Fund.	Electricity and natural gas consumption
Budget changes	Re-allocation of funds away from EMS and related initiatives.	Re-allocation of funds for EMS and related initiatives.	Sustainability in the formal and informal curriculum
Cost of EMS	Difficult to demonstrate return on investment of EMS. May lead to lack of support from management.	Demonstrating return on investment may incentive further support for EMS.	

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Institution's financial performance	Poor financial performance may lead to withdrawal of funding from EMS.	Positive financial performance may lead to further funding for sustainable development initiatives.	
Significant decisions	The institution's strategic direction may not align with the intended outcomes of EMS. Large capital projects may not sufficiently address sustainable development issues.	Opportunity to address sustainable development issues early on in capital development process.	Sustainable construction
Changing student numbers	Higher proportion of HE institution funding is linked to tuition fees therefore greater emphasis placed on retaining student numbers.	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.	Sustainability in the formal and informal curriculum

### Social issues

Societal pressures and cultural trends	Lack of sustainable development responsibility may damage institution's reputation if exposed.	Opportunity to publically announce improved environmental and sustainable development performance is; Incentive to address environmental issues.	Communication and community activities
Media			
Increased expectations from stakeholders for organisations to demonstrate environmental responsibility			
Impact of climate change on society	Greater expectation from society for environmentally responsible organisations. Risk of being exposed if not environmentally responsible.	Increased expectation to address environmental issues may act as an incentive.	Communication and community activities
Staff and student engagement and expectations	Lack of engagement may reduce effectiveness of EMS.	Increased expectations make it easier to engage staff and students.	Communication and community activities

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Demographics	Sustainable development initiatives may be halted by certain groups e.g. Objections to wind / solar projects from local communities.	Changing demographics may increase support for sustainable development initiatives.	Sustainability in the formal and informal curriculum
Expectations of internal stakeholder groups - SU, staff, student bodies	Lack of stakeholder pressure may detract focus away from the EMS.	Stakeholder pressure may incite investment into sustainable development initiatives.	Sustainability in the formal and informal curriculum
Staff retention	High staff turnover can negatively affect EMS through lack of engagement.		
Sustainable development awareness	Lack of awareness can hinder EMS progress.	Increased sustainable development awareness can make it easier to engage staff and students; A lack of awareness may present opportunities for behavioural change.	Sustainability in the formal and informal curriculum

### Technological issues

Advances in technology	Technological development has the potential to increase energy use as 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
Costs	High technology costs with relatively long payback periods can reduce uptake of new technologies.	Costs of technologies will likely fall over time becoming more financially viable.	
Funding availability for technologies	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
Implementing new technology	Intended outcomes may not be achieved if implemented incorrectly.	New technology can be used to help achieve sustainable development objectives in areas such as energy, waste and water.	Electricity and natural gas consumption Water management Waste management

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Use of new technology	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.	
Existing infrastructure	Risk of increased energy consumption for old, inefficient equipment.	Opportunities to upgrade equipment to meet energy reduction objectives.	Electricity and natural gas consumption

## Legal issues

New legislation	Prosecution for non-compliance Costs associated with tax, levies and fines	Incentive to manage environmental responsibilities	
Cost of compliance	Increased costs of compliance may detract funding from other areas		
BREXIT	The UK leaving the EU may lead to changes in environmental legislation and relaxed or increased regulation	The UK leaving the EU may lead to changes in environmental legislation and relaxed or increased regulation	
Awareness/keeping up to date	Lack of knowledge, understanding and accountability of legal requirements can lead to non-compliance	Opportunities to engage with staff to ensure compliance	Sustainability in the formal and informal curriculum
Staff knowledge			
Communication			
Responsibility			
Accountability			
Operational changes - cost/training	Resistance to comply due to extra resources required		
Enforcement	Lack of enforcement from regulatory bodies can make it difficult to demonstrate the need to comply		

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## Environmental issues

Institution's impact on the environment	Pollution to air, land and water Ecosystem damage Nuisance Waste Natural resource consumption etc.	Enhance biodiversity Improve environmental sustainable development performance via EMS	Promotion and protection of biodiversity Control of emissions to air Control of hazardous materials Waste management Nuisance Generation Water management
Climate change	Increased energy consumption Disruption to institution's operations Increased flood risk	Increased awareness of climate change may incentivise sustainable development improvement programmes	Electricity and natural gas consumption Sustainable transport Management of equipment containing F-gas and Ozone Depleting Substances (ODS)
Resource availability	Potential for limited resource availability in the future Cost of resources likely to increase as supply reduces	Develop re-use initiatives for waste	Waste management
Existing infrastructure	Older building can detract from organisations energy efficiency		
Location	Close proximity to sensitive areas may increase risk of local environmental damage	Utilise local environment as source of staff/student engagement	

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Capital development	Increased use of resources	Sustainable buildings Opportunities to enhance biodiversity	Sustainable construction