

Risks and Opportunities EMS PESTLE Analysis – 3 May 2019

External issues	Risks	Opportunities	EMS Aspect	Impact EnMS outcomes
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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 and EnMS projects.	Government policies may incentivise the institution to address sustainable development issues in order to reduce costs.	Sustainability in the formal and informal curriculum	Impact on funding availability for EnMS projects
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, Energy Management, Water Management	Increased energy taxation enhance financial viability of EnMS projects
Influence from NGO's, unions or other external bodies.	Groups 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	Pressure to achieve carbon management through EnMS objectives
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	Pressure to achieve carbon management through EnMS objectives
League tables	Reputational damage.	Adds pressure to ensure good level of sustainable development performance.	Communication and community activities	Incentive to achieve carbon management through EnMS objectives
British exit from EU (BREXIT)	Potential risk of environmental policy and legislation change.	May reduce red tape and increase availability of alternative funding.		

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Restructuring - Management	Risk of losing supportive management staff.	Opportunity to engage with new staff members.	Sustainability in the formal and informal curriculum	Impact on funding availability for 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.	Sustainability in the formal and informal curriculum	Raise or reduce profile of EnMS objectives in the strategic documents
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	Impact on funding availability for EnMS projects
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	Increased energy cost enhance financial viability of EnMS projects
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	Impact on funding availability for EnMS projects
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.		
Institution's financial performance/ Budget changes	Poor financial performance may lead to withdrawal of funding from EMS.	Positive financial performance may lead to further funding for sustainable development initiatives.		Impact on funding availability for EnMS projects

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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	Impact on funding availability for EnMS projects
Social issues				
Societal pressures and cultural trends, Sustainable development awareness	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	Pressure to achieve carbon management through EnMS objectives
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	Pressure to achieve carbon management through EnMS objectives
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	Pressure to achieve carbon management through EnMS objectives
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	Pressure to achieve carbon management through EnMS objectives
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	Pressure to achieve carbon management

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				through EnMS objectives
Technological issues				
Advances in technology, implementing new technology	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	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 EnMS projects
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. AMR technology offers monitoring and reporting capability essential for effective EnMS		Energy reporting technology necessary for monitoring EnMS performance
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	Infrastructure upgrade as potential EnMS projects
Legal issues				
New legislation	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	Increased costs of compliance may detract funding from other areas			
Awareness/keeping up to date of issues, staff knowledge, communication,	Lack of knowledge, understanding and accountability of legal	Opportunities to engage with staff to ensure compliance	Sustainability in the formal and informal curriculum	

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responsibility and accountability.	requirements can lead to non-compliance			
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)	Pressure to achieve carbon management through EnMS objectives
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	