

**Social Responsibility  
and Sustainability**

# Getting to Zero- The Challenges and Opportunities of Climate Change Action at the University of Edinburgh

Dave Gorman

Director of Social Responsibility and Sustainability



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



**Social Responsibility  
and Sustainability**

# Before We Get Going...

- ‘Imagination is the Art of Seeing Things Invisible’

- Jonathan Swift

‘Who the hell wants to hear actors speak?’

-Harry Warner, Warner Brothers

‘I will if you will...’

“Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself.”

— **Rumi**

- ‘If I’d known I was going to live this long, I would have taken better care of myself’

- Eubie Blake (1887-1983)

- ‘Action is Eloquence’

- Shakespeare, Coriolanus

- “*You had the power all along my dear.*”

—Glinda the Good Witch



# Department for Social Responsibility & Sustainability

- Understanding and explaining important risks and opportunities
- Developing the University's response
- Programmes to catalyse action & collaboration



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

# SRS areas for the University



Climate change



Sustainable estates



Sustainable procurement,  
fair trade and supply  
chains



Responsible  
investment



SRS in learning  
and teaching



Fair employer and  
equality and diversity  
issues



Widening  
participation



Community  
engagement



Public  
engagement



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uee\_sustainability



edsust



Social Responsibility  
and Sustainability

“4th in the UK for  
research power in the  
Research Excellence  
Framework”

**>40,000 students**

Annual turnover of  
more than  
**£1000million**  
**>£360M**

**Procurement**

(Professional and Campus  
Services)



“...associated with  
**20 Nobel Prize**  
winners”

Hosted **> million**  
**MOOC** learners

**>13,000 staff**

**>550 Buildings**

**>£500M**  
**endowment fund**

u  
a  
|  
e



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

GROSS INTERNAL AREA (GIA) 931,806 M<sup>2</sup> (2017/18)



Five campuses  
600+ buildings  
300 acres of  
public greenspace



THE UNIVERSITY of EDINBURGH



edinburghsustainability



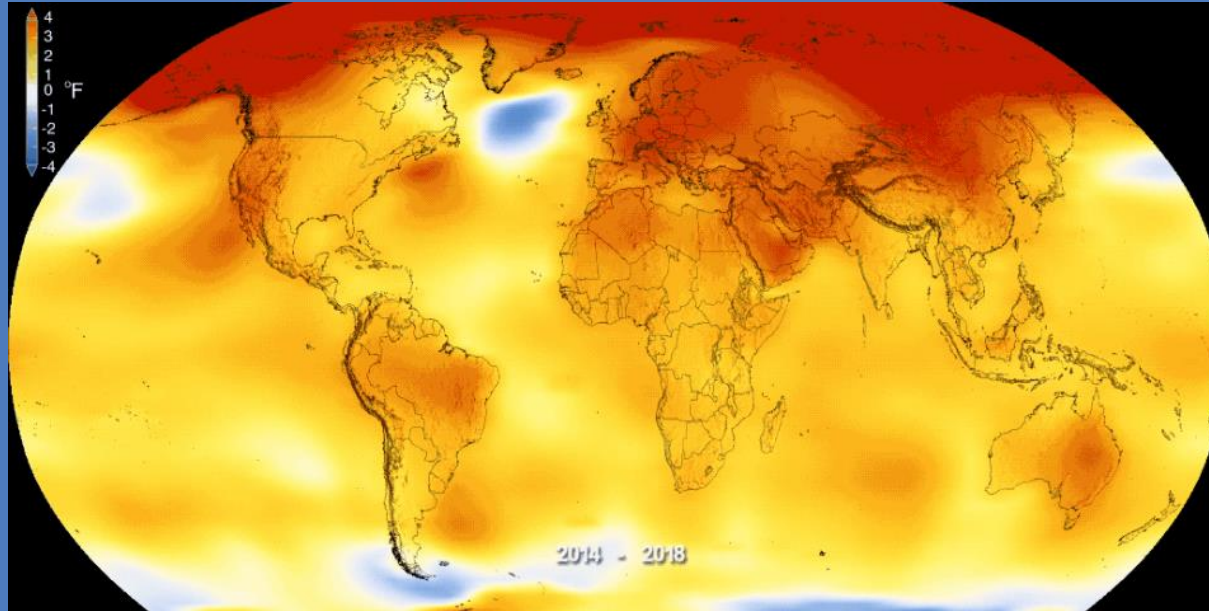
uoe\_sustainability



edsust



Social Responsibility  
and Sustainability



“Right now, we are facing a disaster of global scale. Our greatest threat in thousands of years. Climate change.” – David Attenborough



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability



# A Wise(ish) Man Once Said...

**“The era of procrastination, of half-measures, of soothing and baffling expedients, of delays, is coming to its close. In its place we are entering a period of consequences”**







# Our Climate Strategy 2016-26



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

# Climate Strategy – Whole Institution Approach



# Action Since 2015...

Introduced the sustainable campus fund- £1m per year dedicated fund for energy, waste and carbon reduction



Divested from coal and tar sands 2015



Announced plan to fully divest by end 2020



Moved £60m of investments to low carbon and sustainable technology



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

# Action Since 2015...

Announced first £3.5m  
of social investments



Key partner in Just Bikes  
city wide scheme



New solar  
investments



Introduced new policies  
on good food, waste and  
resources



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

# Action Since 2015...

New pc-use re-use  
project



New CHP plant at  
Easter Bush



Draft strategies for  
biodiversity and  
climate adaptation



Reviewing building  
standards



Business travel  
work, pilots



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uee\_sustainability



edsust



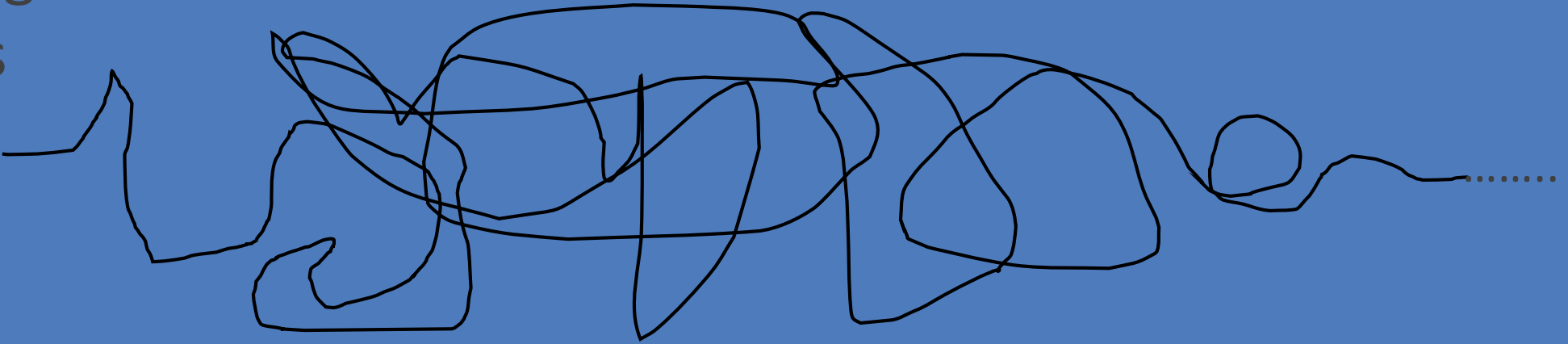
Social Responsibility  
and Sustainability

# What General Approach Are We Taking...?



# Managing change

Change  
looks  
like....



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



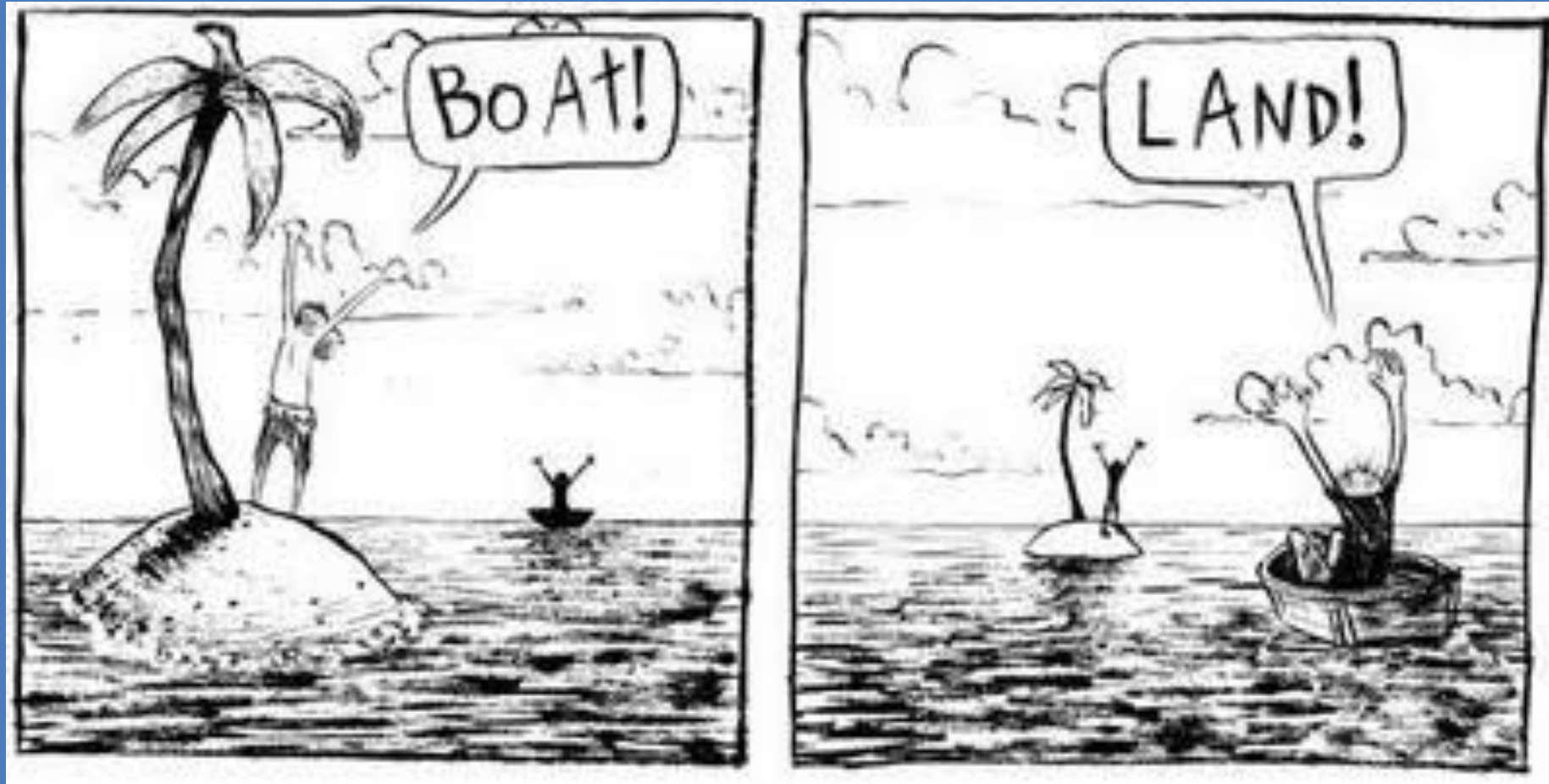
edsust



Social Responsibility  
and Sustainability



# Contrasting views



# Mr Dave Gorman

Chartered Manager

Chartered Environmentalist

FIEMA

FRSA

FEAUC

FCMI



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

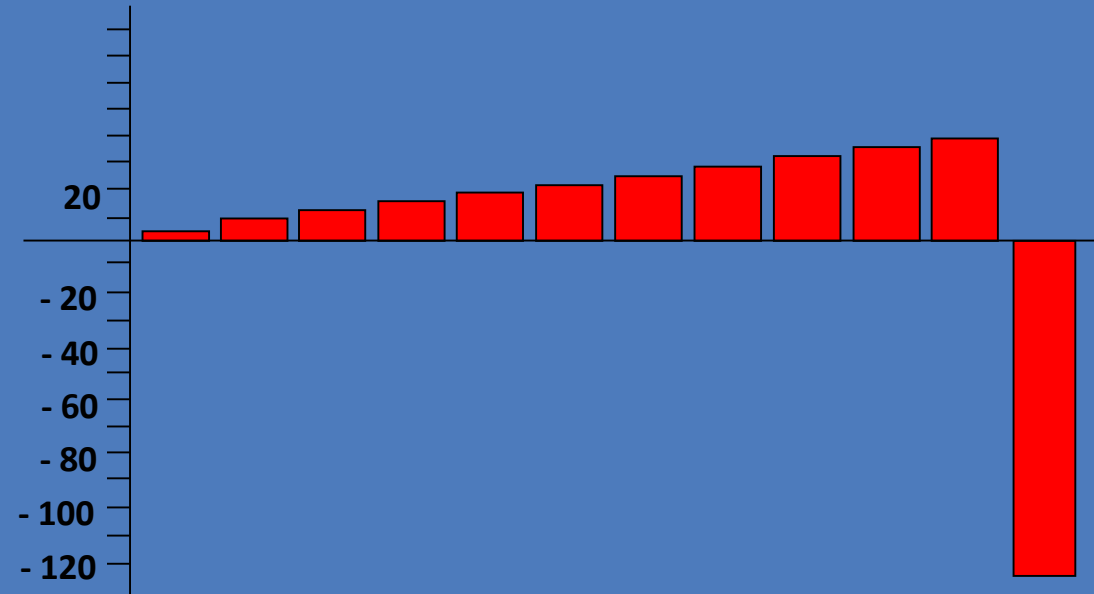
# Formula for Change?

- Change Happens When...

- $C = D * V * F > R$



# Predicting the future is a difficult and dangerous game..



**“A turkey is fed for a 1000 days - every day confirms to its statistical department that the human race cares about its welfare ‘with increased statistical significance’.  
On the 1001<sup>st</sup> day, the turkey has a surprise.”**

Nassim Nicholas Taleb

The Edge, Sep 15th 2008

‘The Fourth Quadrant, a map of the limits of statistics’,



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability



edsust



Social Responsibility  
and Sustainability

# Key Ingredients For Managing Change

- Understand the interests of key staff
- Be well connected
- Create a sense of urgency, create a vision
- Anticipate objections
- Build consensus on common issues
- Find a senior champion
- Let leaders see things for themselves
- Leave time for ideas to soak in
- Humble leadership...
- Celebrate success!



# Typical Senior Manager

**More aware than most  
of the strategic picture  
(at least in theory)**

**Has significant access to  
information and resources of  
the organisation**

**Significantly time pressurised**

**Multiple competing agendas -  
reacts badly to ill focused  
requests / not aligned to agreed  
agenda**

**More dependent for briefing on  
others than anyone else +  
limited capacity for new issues**

**Thought of as having power, but  
often struggle to influence or  
control a blizzard of events**



# Typical Middle Manager

**Aware of operational realities more than senior managers and of strategic picture more than staff**

**Often seen as the lynchpin connecting strategy and operations, and the key to change**

**Suffer multiple agendas imposed from above**  
**Exposed: fewer than before so under pressure**

**Often trusted by staff and highly influential when change communication is received and passed on**

**Will have own priorities**  
**May take orders from immediate line manager vs other senior managers**

**Thinks organisation lacks focus / prioritisation (beyond immediate area)**

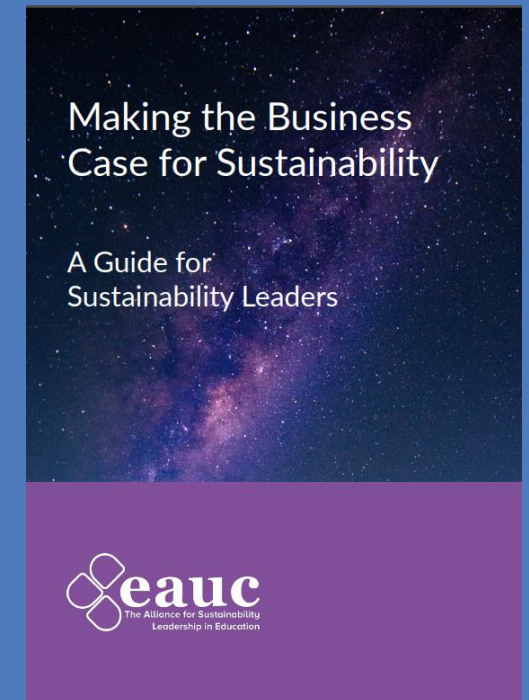
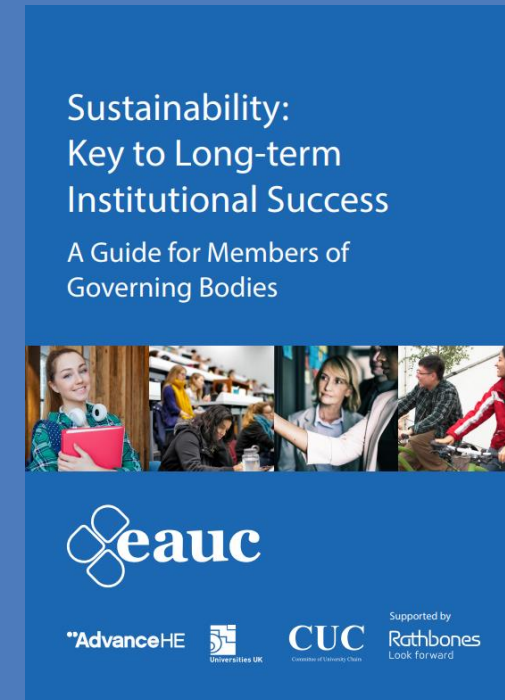




# Influencing & Managing Change

Two EAUC guides to help you influence strategic agendas:

1. Members of University Boards
2. Sustainability Leaders



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uee\_sustainability



edsust



Social Responsibility  
and Sustainability

# Building the strategic business case

- Understand decision-making processes
- Set out your vision for success
- Engage key decision-makers
- Think through the risks and benefits
- Build evidence
- Communicate clearly and concisely



# Futures Techniques



- <https://www.gov.uk/government/publications/futures-toolkit-for-policy-makers-and-analysts>



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uoe\_sustainability

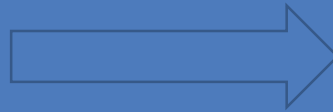


edsust



Social Responsibility  
and Sustainability

# Leadership Context- Red Ocean vs Blue Ocean





# Blue Ocean Strategy...

Red Ocean Strategy	Blue Ocean Strategy
Compete in <b>existing</b> market space.	Create <b>uncontested</b> market space.
<b>Beat</b> the competition.	Make the competition <b>irrelevant</b> .
Exploit <b>existing</b> demand.	Create and capture <b>new</b> demand.
<b>Make</b> the value-cost trade-off.	<b>Break</b> the value-cost trade-off.
Align the whole system of a firm's activities with its <b>strategic choice of differentiation or low cost</b> .	Align the whole system of a firm's activities in <b>pursuit of differentiation and low cost</b> .

## To return...

- ‘Imagination is the Art of Seeing Things Invisible’

- Jonathan Swift

‘Who the hell wants to hear actors speak?’

-Harry Warner, Warner Brothers

‘I will if you will...’

“Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself.”

— **Rumi**

- ‘If I’d known I was going to live this long, I would have taken better care of myself’

- Eubie Blake (1887-1983)

- ‘Action is Eloquence’

- Shakespeare, Coriolanus

- ‘Vision without action is a daydream. Action without vision is a nightmare’

- Japanese Proverb

- *“You had the power all along my dear.”*

—Glinda the Good Witch



# Questions?



[www.ed.ac.uk/sustainability](http://www.ed.ac.uk/sustainability)

 @EdSust

 /EdinburghSustainability



THE UNIVERSITY of EDINBURGH



edinburghsustainability



uee\_sustainability



edsust



**Social Responsibility  
and Sustainability**