

Issue	Associated risks	Associated opportunities
The determines what internal and external issues could affect the University's ability to achieve the intended outcomes of its Environmental Management System.		
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
British exit from EU (BREXIT)	Loss of some funding streams	May reduce red tape and increase availability of alternative funding in the future
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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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>
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
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>
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	
University's impact on the environment	<p>The University has a range of impacts on the environment including:</p> <p>Carbon emissions</p> <p>Air, land, and water pollution</p> <p>Damage to ecosystems and reduction in biodiversity</p>	<p>Improve environmental performance via EMS / EnMS</p> <p>Reflect on the opportunities associated with individual risks</p> <p>Improving quality of the University's services</p>

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Nuisance  
Natural resource consumption

