

IEMA Practitioner Webinar

LO 12 Performance Improvement

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August 2022

Learning outcome 12

12. Deliver projects and programmes that achieve performance improvement

12.1. Describing how a long-term vision for sustainability, with milestones and targets, facilitates delivery of sustainable products and services

12.2. Demonstrating use of key project management techniques that have delivered sustainable outcomes



Why learning outcome 12 is important

Putting your skills and knowledge as a practitioner into *practice* – *creating organisational change*

- Developing a workable plan – with consideration to costs, resources and organisational capability
- Assigning responsibilities and accountabilities for sustainability programmes and projects
- Keeping projects and programmes on track (effective project management)



This draws on lots of different Practitioner skills

Management and Assessment Tools

<p>5. Explain major and relevant tools, techniques, systems and practices, their application and how they can be used to develop sustainable products and services and improve sustainability performance</p>	<p>5.1. Explaining the application of major environmental management tools, techniques, systems and practices, their advantages and disadvantages</p> <p>5.2. Explaining the concept of lifecycle thinking, its benefits and challenges</p> <p>5.3. Explaining the different roles people play in delivering sustainable outcomes</p> <p>5.4. Describing the tools, techniques, systems and/or practices used by organisations to manage compliance and non-compliance</p>	<p>Application: purpose, stages in the process of implementation, relevant standards and guidelines</p> <p>Environmental Management Tools: Focus within this course should be on Environmental Management Systems (EMS) and Audit (energy, environment).</p> <p>Brief coverage of the following: Environmental Management Plans (EMP), Impact Assessment (EIA, SEA, EclA), Lifecycle Thinking (LCA, footprinting, hotspot analysis), Corporate</p>
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Innovative and Leading Practices

<p>6. Explain the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions</p>	<p>6.1. Explaining how innovation and other leading practices can be used to develop sustainable products and services and provide sustainable solutions</p> <p>6.2. Explaining innovation and how the principles of innovation can be applied in any given context</p>	<p>It is expected that a variety of case studies are provided from different sectors e.g. energy, transport, manufacturing, the built environment and agriculture</p>
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Analytical Thinking

<p>7. Collect and critically analyse data, and report information that informs decision making</p>	<p>7.1. Identifying relevant sources of data and describing techniques used to collect, process, and store accurate data</p> <p>7.2. Explaining the importance of relevant and accurate data</p> <p>7.3. Analysing and interpreting data / information to draw appropriate conclusions and make practical recommendations that improve sustainability performance</p> <p>7.4. Monitoring a programme to improve sustainability performance using appropriate methods</p>	<p>Data: Absolute and Normalised data, Qualitative and Quantitative data</p>
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This draws on lots of different Practitioner skills

Effective Communication		
9. Determine, implement and measure methods of effective communication	9.1. Explain the role effective communication plays in achieving sustainable outcomes 9.2. Identifying the interests and viewpoints of relevant internal and external stakeholders 9.3. Explaining how communication methods need to be adapted to ensure meaningful engagement	Internal Stakeholders: Leadership Team, Operations, Finance, Other Specific Departments, All Staff External Stakeholders: Partners, Clients, Customers, Suppliers, Shareholders, Regulators, Local Community
Relationship Development		
10. Identify and engage in two way communication with stakeholders	10.1. Identifying the benefits of collaboration and cooperation in responding to sustainability challenges, particularly when facing the same issues 10.2. Working collaboratively in teams and across broader structures and networks 10.3. Using a positive, proactive and resourceful approach to delivering tasks and working with others	Broader Structures: Different functions in the same organisation; value-chain, sectoral and cross-sector, between different countries
Leadership for Change		
13. Implement change and transformation	13.1. Demonstrating knowledge of change management principles 13.2. Explaining how organisational culture contributes to improved sustainability performance 13.3. Identifying common barriers to creating positive sustainability cultures 13.4. Challenging unsustainable business behaviours	



Key characteristics of long-term sustainability plans

1. Comprehensive

Organisational long-term plans should be set in line with the science of climate change and the goals set by the Paris Agreement, as well as the Sustainable Development Goals.

Ultimately delivering a zero carbon economy, and grounded in the wider context of needing to deliver sustainable development.

2. Flexible

No long-term plan will survive unchanged throughout its lifetime

Addressing climate change and secure sustainable development are extremely dynamic

Policies and plans must allow for, and foster, innovation.

3. Credible

Meaningful milestones, targets, programmes which reflect fully sustainability risks

Address issues material to stakeholders

Achievable (or can at least make significant progress towards)

*Adapted from Prince of Wales – Corporate Leaders Group:
Future Proofing: Sustainable plans for Prosperous Economies)*



Example: long-term sustainability plan

ICR The Institute of
Cancer Research



Making the discoveries to defeat cancer



Institute of Cancer Research (ICR): key sustainability risks and opportunities

Climate crisis and
net zero

Carbon/energy
intensity of
laboratories

Climate risk – e.g.
overheating, water
shortages

Energy costs

Waste – env
impacts and cost

Laboratory impacts
e.g. single-use
plastics

Supply chain

Structural
inequalities in
science

Public engagement



ICR's journey of improvement

- Declared a Climate emergency
- Responding with a 1.5 degree science-based target on reducing carbon emissions
- Set up the ACT NOW group to take action on sustainability
- Developed a suite of Sustainability Training courses
- Put in place supporting governance including the Sustainability Advisory Group (SAG)
- Aligned approach with UN Sustainable Development Goals
- Well established ISO14001:2015 management system



BUT – need a long-term action plan with support of leadership



ICR: 2020 UN SDG mapping exercise

R research



T teaching



O&G operations & governance



C&P communities & partnership



Example: ICR approach to the climate crisis

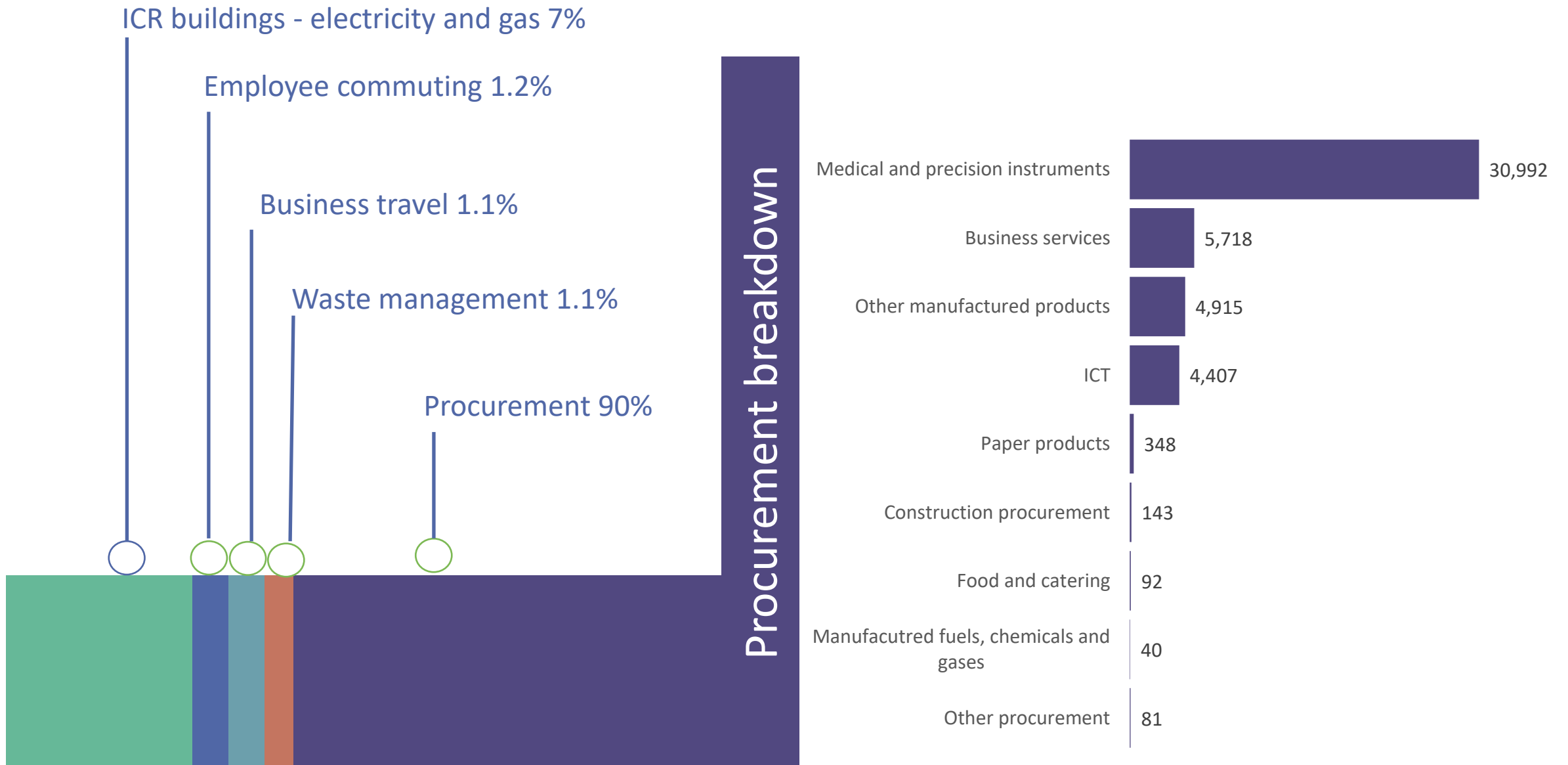


A new Science Based Target on greenhouse gas reduction

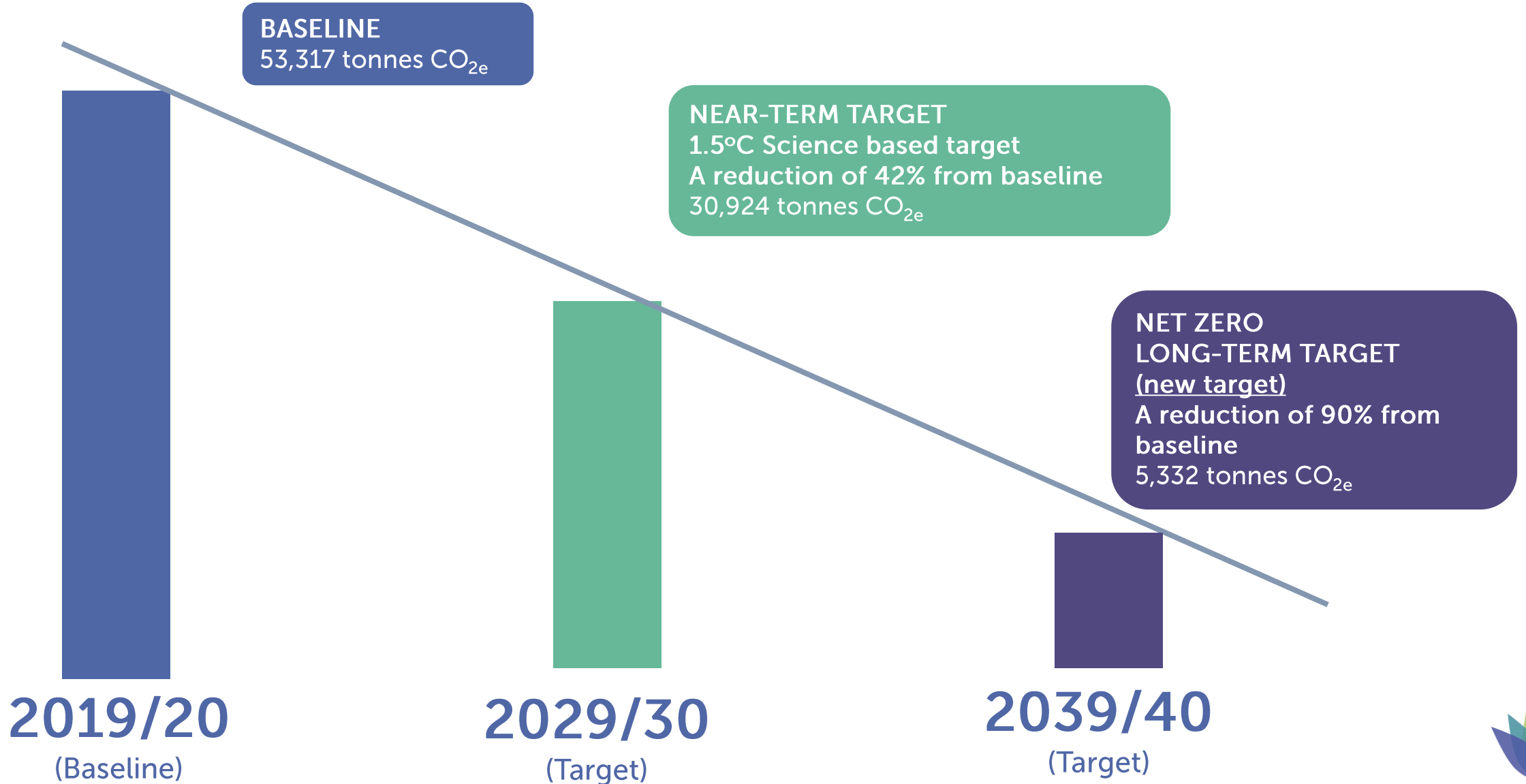
- Net zero objective
- Declaring a climate emergency
- New roadmap for delivering this (i.e. decarbonisation plan) and ensure capacity to deliver



ICR's carbon footprint breakdown (2020/21) 50,261 tCO₂e



The ICR's near-term and long-term carbon reduction targets



Example: ICR and equality, diversity and inclusion



Opportunity to bring in initiatives under the SDG framework

- Racial equality - *Beyond the Statements programme*
- Women in Science including Athena Swan – progressing beyond silver
- Supportive Workplace Training
- Inclusive and supportive culture – reflected in staff attitude surveys



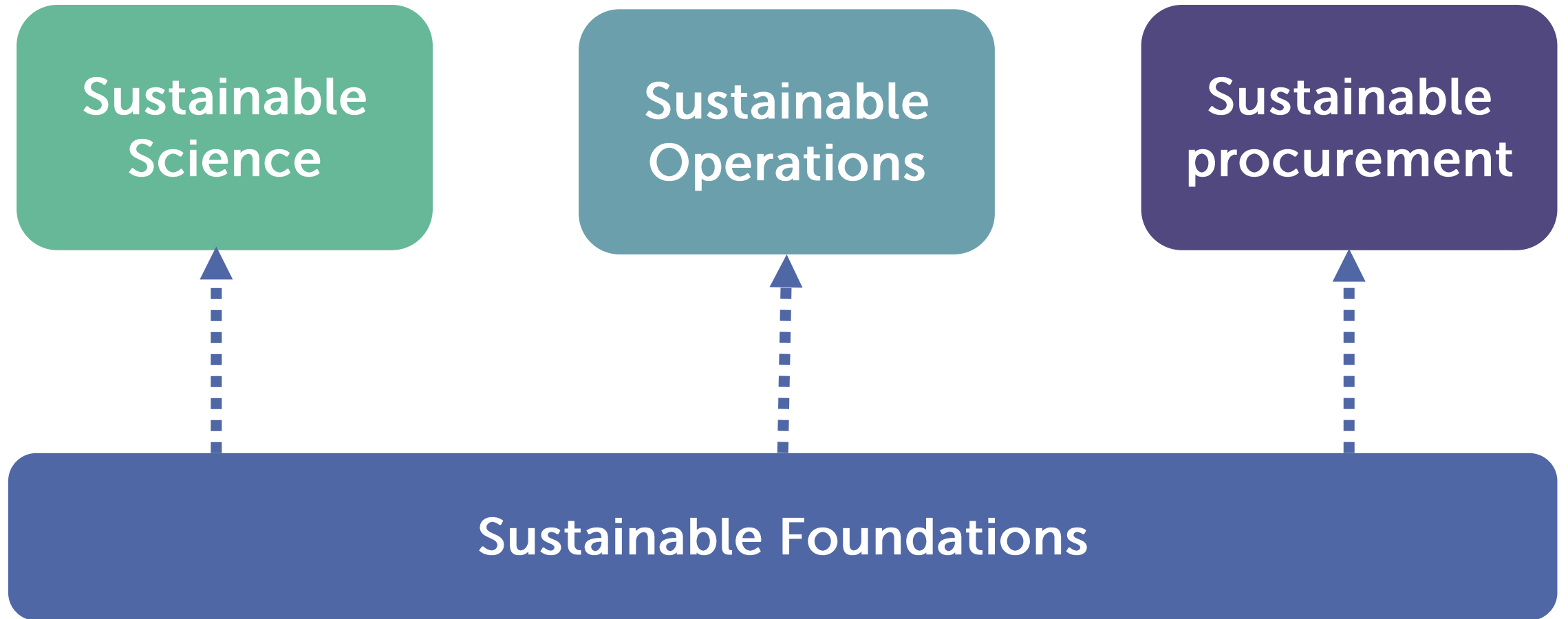
Example: ICR and poverty

London's Poverty Profile for 2022 shows 27% of Londoners are in the UK definition of poverty

- Ensure that ICR contractors are paying the London Living Wage
- Supporting local poverty alleviation initiatives such as food banks particularly in light of the Covid 19 pandemic
- Ensuring that academically able people coming from a background of poverty have potential routes to study at the ICR without overbearing financial barriers



New ICR Sustainability plan: *Sustainable Discoveries*



ICR Sustainability themes: Foundations

F1 ICR to be net zero by 2040

F2 Reporting progress on this plan annually

F3 Supporting Governance and oversight

F4 Performance agreements include this sustainability plan

F5 All staff have sustainability awareness

F6 Sustainability training available for all

F7 Equality, diversity and inclusion

F8 Wellbeing

F9 Fair Wages

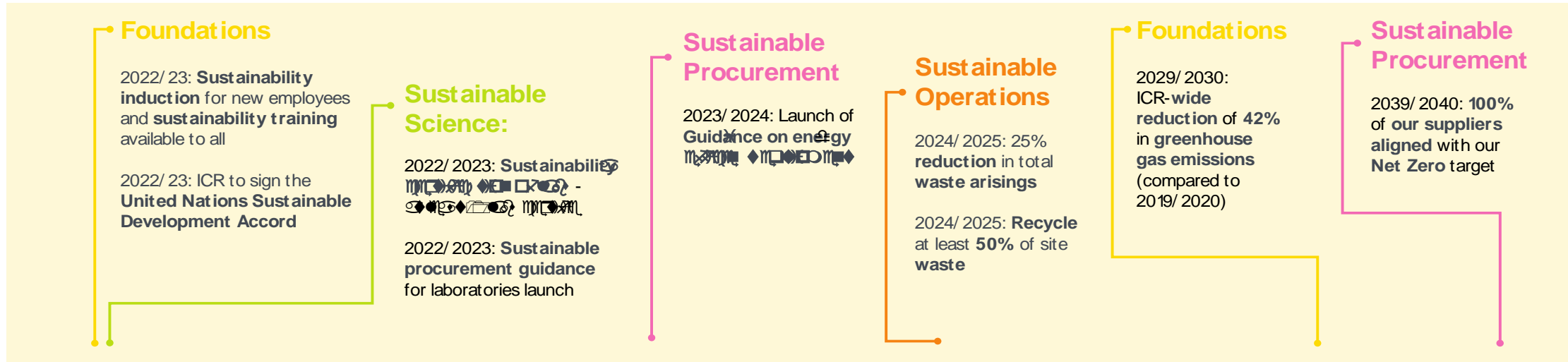
F10 Community Engagement



ICR Sustainability plan – Foundations (detail level)

Theme	Theme objective	Target reference	Principal/long-term target	Annual/interim target	Indicator	Operational responsibility	Overall responsibility	Target accountability
Net Zero	F1 ICR to be net zero by 2040	F1a	ICR to reduce carbon footprint by 42% by AY2029/30 Over a AY2019/20 baseline across Scopes 1, 2 and 3	4.2% yearly carbon footprint reduction across Scopes 1, 2 and 3 Develop supporting decarbonisation plan and update annually	Tonnes CO2e per year	Estates, Facilities, Procurement, Science Divisions	Division directors	Chief Executive
		F1b	ICR to be net zero by AY2039/40 Over a AY2029/20 baseline across Scopes 1, 2 and 3	4.2% yearly carbon footprint reduction across Scopes 1, 2 and 3 Develop supporting decarbonisation plan and update annually	Tonnes CO2e per year	Estates, Facilities, Procurement, Science Divisions	Division directors	Chief Executive
Governance, accountability and reporting	F2 Reporting progress on this sustainability plan	F2a	Carbon footprint calculated quarterly and to report this to internal stakeholders	Carbon footprint calculated quarterly and to report this to internal stakeholders	Tonnes CO2e per quarter	Head of HSEQ	Head of HSEQ	Director of Estates and Facilities
		F2b	Develop short sustainability report to put on external website and update annually - to start end of AY2022/23	Develop short sustainability report to put on external website and update annually	Develop short sustainability report to put on external website and update annually	Communications Team	Strategic Communications Manager & Head of HSEQ	Director of Communications and Policy
		F2c	Develop sustainability dashboard which is available to all ICR members (e.g. on Nexus) to show our progress against this sustainability plan and its objectives and targets	To be implemented during AY2022/23		Head of HSEQ	Head of HSEQ	Director of Estates and Facilities
	F3 Supporting governance and oversight of our sustainability plan	F3a	ICR Executive Board to have ownership of <i>Sustainable Discoveries</i>	ICR Executive Board to approve and support this Action Plan – including supporting communication from senior staff and through requisite financial and human resources	Quarterly meetings ongoing	SAG?	Chair of SAG and Chair of HSE Committee?	Chief Operating Officer
		F3b	Sustainability Advisory Group to review progress at quarterly SAG meetings	SAG to track progress of this strategy during quarterly meetings		SAG Chair	Chair of SAG and Chair of HSE Committee	Chief Operating Officer
		F3c	Institute Health Safety and Environment Committee responsible for monitoring and reporting on performance	HSE committee standing agenda item – checking performance against the action plan objectives		HSE Committee secretary - should be Chair	Chair of SAG and Chair of HSE Committee	Chief Operating Officer
		F3d	ICR to sign the UN SDG Accord – committing to supporting the UN Sustainable Development Goals and reporting progress against them	SDG Accord to be signed by end of December 2022	-	SAG - really, who is it signed by?	Chair of SAG and Chair of HSE Committee	Chief Operating Officer
		F3e	ICR to have Sustainability Manager in place to drive forward this strategy	Sustainability Manager in place long-term	ICR Sustainability Manager in place by December 2022	Head of HSEQ	Director of Estates and Facilities	Chief Operating Officer
		F3f	Sustainability to be a standing item on on senior team meetings	Sustainability to be a standing item on CLB and EB meetings	Meeting minutes contining sustainable development update	EB Chair	EB Chair	Chief Operating Officer
	F4 Performance agreements to include this sustainability plan	F4	Staff performance agreements on sustainability (TBC)	TBC	TBC	Deputy Director, HR Operations	Deputy Director, HR Operations	Chief People Officer





Project management skills for sustainability

Practitioners commonly have to implement projects, for example:

- Developing and delivering a net zero target with accompanying decarbonisation plan
- A supply chain engagement programme to reduce life cycle environmental impacts
- Starting a sustainability reporting programme
- Implementing an ISO 14001 Environmental Management System Implementing a programme of training and capacity building
- Development and implementation of green travel plans



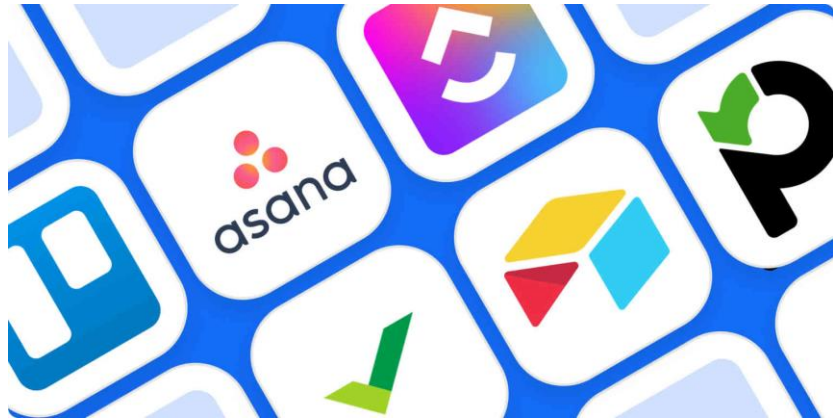
Project management skills for sustainability

Questions to ask yourself at the outset:

- What factors contribute to a project's success?
- What factors can put a project at risk or slow it down?
- What can you do as a Practitioner to improve the success of your projects?



Project management software



Sustainability strategy launch

List Board Timeline Calendar Progress Forms More...

Task name	Assignee	Due date	Status
▼ Planning			
✓ Campaign brief and launch timeline 3			Approved
✓ Overall goals and success metrics 2 5			Approved
✓ Approved budget			Approved
▼ Milestones			
✓ Campaign creative concepts 3		Jun 19 – 27	In review
✓ Campaign messaging		Jun 18 – 20	Approved
✓ Select agency and secure SOW 3 2		Jun 21 – 22	Approved
✓ Media plan 8		Jun 25 – 26	In progress
✓ Campaign performance tracking 8		Jul 3	In progress
✓ Video assets completed		Jul 10	Not started
✓ Landing pages live on website 2 5		Jul 24	Not started
✓ Campaign launch! 8		Aug 1	Not started

Marketing Brand Campaign

List

▼ Planning

- ✓ Campaign brief and launch timeline
- ✓ Overall goals and success metrics
- ✓ Approved budget

▼ Milestones

- ✓ Campaign creative concepts Jun 19 – 27
- ✓ Campaign messaging Jun 18 – 20
- ✓ Select agency and secure SOW Jun 21 – 22
- ✓ Media plan Jun 25 – 26
- ✓ Campaign performance tracking Jul 3
- ✓ Video assets completed Jul 10



Example Project Management technique: RACI

Deliverable or Task	Status	ROLES					Project Manager	Technical Lead	Name or Role	Name or Role	Name or Role	Consultant	Name or Role	Name or Role	Name or Role	Name or Role
		Sponsor	Name or Role	Name or Role	Name or Role	Name or Role										
		Sponsor / Leadership					Project Team					Other Resources				
Phase 1																
Deliverable/Task 1		A	R				I									
Deliverable/Task 2		A		R			I									
Phase 2																
Deliverable/Task 1		C	I				A	R								
Deliverable/Task 2			I				A		R							
Phase 3																
Deliverable/Task 1			I				A	I		R		C				
Deliverable/Task 2			I				A	I	R			C				
Phase 4																
Deliverable/Task 1				I			A	R				C				
Deliverable/Task 2				I			A		R							



Thank you!

Q&A

