

UoG Net Zero and Decarbonisation Sub Committee Terms of Reference

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1. Purpose

The purpose of this meeting is to bring together key internal stakeholders responsible for the delivery of the estates related decarbonisation programme. It is central to the delivery of the university's net zero commitments. It will provide a shared understanding of current funding allocations, upcoming projects, strategic priorities and review overall progress to meet the net zero goal. This Sub Committee will ensure the decarbonisation strategy and projects within it are developed and delivered according to timeframes, budgets and quality and outcome requirements. It will gather information and data, setting out business cases and reports to appropriate governance groups.

2. Objectives

1. To set and review the strategic direction for the delivery of the estates related decarbonisation programme.
2. Ensure the appropriate staff members are included with clarity of roles and responsibilities of its members.
3. Review and action opportunities with external organisations for funding or collaboration to deliver decarbonisation programmes.
4. To oversee delivery of decarbonisation projects. This may be oversight of progress of the management of major decarbonisation projects that may have their own project boards or the overview of other smaller projects that support the decarbonisation plan that do not have their own project boards.
5. Capture and report project progress and completion of decarbonisation projects.
6. Monitor the project risk register and when appropriate escalate risks that cannot be resolved by the Sub Committee that maybe detrimental to the successful delivery of the project(s).
7. Present and review future plans for projects that can deliver the net zero goal.
8. Report budgets relating to spend and proposed spend covering the remaining years of the estates net zero plan.
9. Ensure information and carbon data is accurate and available for reporting to relevant governance bodies.

10. Approve major project deliverables prior to their external release including the Design Reports, Business Case prior to submission to the appropriate UoG approval/review group for approval.
11. Approval of changes within delegated authority of the Project Sponsor.
12. Ratification of changes which are beyond the delegated authority of the Project Board prior to submission to the appropriate UoG board for approval.
13. Ensure that the necessary resources are available to achieve committed work.
14. Mediate a solution to any conflicts within the project or to any problems between the project and external bodies.
15. Review the status of project risks and issues; assure the mitigation strategies, drive closure of issues.
16. Ensure appropriate and representative project information is distributed, both internally (to the project team) and externally (to UoG and other stakeholders) in accordance with the UoG procedures and policies. This includes ensuring that Project reporting information is accurate and appropriate.
17. Provide an opportunity for academic staff and students to participate and contribute to the development and implementation of the net zero plan and identify opportunities for teaching, learning and research.

3. Scope

The Net Zero and Decarbonisation Sub Committee meeting will oversee the following:

- Ensure strategy is clear and is effectively delivered to meet estates related net zero goals.
- Review of the completed, current and future projects.
- Approval of changes to the scope, budget, and schedule.
- Risk management and mitigation strategies.
- Review of progress reports, milestones, and deliverables.
- Stakeholder engagement and communication strategies.
- Capture, analysis and presentation of key data and information to relevant governance bodies.

4. Membership

Where members are unable to attend the meeting, they are required to send a representative from their department to remain quorate.

The Net Zero and Decarbonisation Sub Committee shall be comprised of:

- **Chair:** Deputy Director of Estates and Facilities – Responsible for leading meetings, setting agendas, and ensuring the group’s objectives are met. Provides strategic direction and resources, ensuring alignment with organisational priorities.
- **Key Department Representatives:** – Provide input based on specific department needs.
 - Associate Director - Capital Projects
 - Associate Director – Facilities Management Contracts
 - Capital Projects Project Manager (Net Zero)
 - Head of Strategic Sustainability
 - Building Services Manager
 - Head of PMO
- **Student Representation** – Provide student insights and professional learning opportunities
- **Academic Representation**- To support direction and identify potential research, teaching and learning opportunities
- **External Advisors/Consultants:** (Optional) – Provide expert guidance or independent oversight if required

5. Roles and Responsibilities

- **Chairperson:**
 - Convene and lead Sub Committee meetings.
 - Ensure efficient decision-making.
 - Champion the objectives at the executive level.
 - Ensure the objectives aligns with strategic goals.
 - Provide support regarding necessary funding and resources

- Reports key updates to Capital Programme Board and Sustainability Management Committee
- **Other Group Members:**
 - Provide a joined up, strategic perspective to ensure meeting net zero goals
 - Contribute expertise and input for decision-making.
 - Approve key project decisions (e.g., changes to scope, schedule, and budget).
 - Provide guidance on organisational impacts.

6. Meeting Frequency

The Group will meet monthly. Meetings by exception may be scheduled if urgent project proposals require immediate attention.

7. Decision-Making

- The Net Zero and Decarbonisation Sub Committee will strive to make decisions by consensus.
- If consensus is not possible, decisions will be made by a majority vote, with the Chairperson having the final say.

8. Reporting and Documentation

- The Net Zero and Decarbonisation Sub Committee will receive monthly progress reports, including financial, timeline, and risk assessments.
- Updates will be provided to senior leadership or other relevant stakeholders as needed.

9. Review and Amendments

The Terms of Reference for the Net Zero and Decarbonisation Sub Committee may be reviewed and amended periodically to ensure continued alignment with the organisation's strategic goals and the changing needs of the business. Any amendments to this Terms of Reference must be approved by the Chairperson and communicated to all members.