

Teaching and Learning Committee recommend that the following goals are adopted or expanded in the new University strategy:

- Students are full partners with staff in all aspects of our work (expansion of the collaboration and partnership goal to explicitly mention student-staff partnership)
- Innovative teaching practice is fostered and supported (expansion of the nurturing potential goal)

We also recommend that a distinction is made between investing in our estate and investing in our learning environments (Infrastructure enabler).

The White Paper should also consider what is distinctive at Nottingham, and foreground this so as to differentiate this strategy from those of other institutions. This might be achieved, for example, via a commitment to create an SDG framework to guide the design and development of our curriculum – an aspiration also of the Sustainability Committee.

Response to the University White Paper from Research and KE Committees

The current research strategy to assure the University's position as a top 10 research intensive UK university and ultimately move towards top 5 status is now entering its third year of six. The strategy set out to address relative underperformance by the university across 4 domains; **Quality** (REF 2014 GPA ranked 26th cf 24th in 2008 though 8th by power); **Income** (reverse an underlying decline in REF returnable research awards); **Impact**; and **Reputation** (relative placing of the University in QS ranking eg Warwick, Birmingham, relative low external awareness of the University's research).

A suite of 7 areas of intervention was established to address these four issues using a marginal gains approach to develop the research ecosystem of the university and improve the environment and support for academics undertaking research:

- Identify and invest in areas of world-leading strength for the university to build mission driven interdisciplinary **Beacons of Research Excellence** addressing global challenges
- Grow the talent pool of outstanding and exceptional researchers by:
 - appointing **100 Nottingham Fellows**,
 - appointing world-leading academics and teams to Beacons and other key areas of university research,
 - managing and supporting performance across the academic community
- Develop a **world class environment** in support of research e.g. digital services, research support, policies and processes

- Support and grow **inter and transdisciplinary research** through cross faculty research themes and clusters
- Support **international research collaboration** with the best research groups in the world
- Address reputation and impact through an internal and external reputation building campaign and establishing an **Institute for Policy and Public Engagement**
- Seek a step change in the University's **Knowledge Exchange** from research through a new KE Strategy and specifically growing the University's research commercialisation through the establishment of Nottingham Technology Ventures and a university fund to invest in the portfolio of spin-out companies.

The strategy is approaching its mid-point and we will review progress this year with an **External Advisory Group** and mid-term review. Though each strand is at a different stage of maturity it is envisaged that, following review, they will continue. However, the continually changing external drivers and challenges for research mean that new priorities have emerged, and these should be part of the new University strategy.

Tackling societal challenges and addressing sustainability

A powerful theme running through the research strategy is focus on addressing societal challenges and in particular environmental sustainability through Research Beacons and Interdisciplinary Research Clusters. There is an opportunity to place these front and centre within the new university strategy and pursue these goals even more vigorously and in a more joined up fashion. From fundamental discovery led research needed to underpin challenges such as electric propulsion, green energy or food security through to the ways in which discoveries are translated into society and the economy. We must redouble our efforts and contribution as a community as we move into an era where the challenges facing society are ever more pressing and urgent. As a university we have unique capabilities to contribute much, we should look at all that we do with this lens and in how we set our priorities.

A Research Environment for High Performance

To embed a research environment for high performance we need to prioritise our research talent, grant capture, knowledge exchange and ecosystem. This will allow us to address the trajectory of growth and mitigate against risks and external challenges such as the 6% decrease in funding from the EU in 2018/19, great uncertainty over access to EU funds amid Brexit chaos, a changing funding landscape to industry led initiatives while research councils experience flat or declining resources.

This is set against the potential opportunity of government commitment to achieve 2.4% of GDP investment in R&D.

A research environment for high performance requires us to **get the basics right** – by providing the facilities, infrastructure, policies and processes required to deliver world-leading research. We will learn from preparations for REF 2021 to support individuals to achieve world-leading research outputs and impact. Programmes will focus on EDI; employment practise and career development; best practise in open science, ethics and integrity; and ensuring that we exceed the standards that are expected by our funders.

TALENT

We will focus on the attraction, development and retention of world-leading researchers throughout their research career pathway by establishing the **Researcher Academy**. This will implement the Concordat to Support the Career Development of Researchers, improve the management and support of the research community, address the culture for research by aligning with external policies and expectations. The Researcher Academy will provide development opportunities across the whole career trajectory aligned to research strategy goals. This builds on our significant success and reputation in training postgraduate researchers and delivering successful cohorts of post-graduate training programmes across all areas of research within the institution.

Continuation of the University's flagship **Fellowship programme** with plans for the scheme post 100 Fellows would allow us to address some of the uncertainty associated with more traditional research career pathways and provide opportunities for exceptional individuals from diverse backgrounds to develop their careers at the University.

GRANT CAPTURE

A research environment for high performance will **accelerate grant capture** and for the University to grow the current £560m portfolio of grants to £750m.

A focus on **performance** (via the Research Performance Board) and the **enabling infrastructure for successful grant capture** will enable this growth. This would include a Building Ambition programme: from pilot to consortium to raise profile and funding across the portfolio alongside establishing a research service infrastructure for major and strategic bids, strategy groups for each of the main funding bodies and capacity and capability building initiatives. A renewed focus on major and strategic grants would require the University to support more larger and higher value projects, which are inherently higher risk in terms of grant success rate, research ambition, outputs and financial return. The development of these projects also takes more time, with their full benefits and impact being realised 5+ years after the initial idea was identified. To maximise the effectiveness of this infrastructure we also need to ensure that central, Faculty, School and Research Centre plans are aligned to deliver a step change to reverse declining success rates.

KNOWLEDGE EXCHANGE

Knowledge Exchange is a **core activity** in a high performing research environment. Its growing importance should be recognised across the research lifecycle and included in workload planning, reward and recognition. We would aim to maintain and build on our leading position in Innovate UK and KTP funding, and continue to develop significant industrial partnerships. **The Nottingham Impact Accelerator** would continue to provide a full service programme to support entrepreneurship in all its forms delivering training, funding and expert support to accelerate the translation of ideas into products, services and businesses, with a special focus on women entrepreneurs. A major expansion of the remit and space for UNIP with activity across all our campuses would allow us to realise our industrial partnership ambitions. Our success in Knowledge Exchange will be evaluated in the KEF, REF and will have subsequent financial implications for the University.

ECOSYSTEM

A research environment for high performance requires a focus on international research collaboration to ensure that our researchers are collaborating with the best in the world. This will be achieved by developing our strategy to have a number of significant **strategic international partnerships** whilst also providing opportunities for academics to build collaborations with international partners, including support for postgraduate researchers and ECRs underpinned by the Researcher Academy.

Simplifying and clarifying the University research eco-system would allow us to further capitalise on our broad research base and deliver **world-leading interdisciplinary research**. This builds on the success of the Beacons, IRCs and high-performing research Institutes.

Developing our campus to have truly **collaborative spaces** for colocation of partners, areas for the public to engage with our research and teaching would further facilitate the delivery of our interdisciplinary research.

Response to the University of Nottingham Strategy White Paper – Estate Masterplan

The University is developing a masterplan for its estate in the UK alongside the development of the University's strategy. It sets out to deliver against the plans for each of the five faculties, the teaching, research, global engagement and equality, diversity and inclusion plans, the needs of professional services and, of course, responds to the changing needs of our student population.

The White Paper and the content proposed for the strategy is welcomed by the team developing the masterplan. It recognises, with some degree of consistency, the issues we too have identified in consulting with faculties, professional services and students.

We believe the creation of an estate masterplan can deliver, to varying degrees, against each of the objectives outlined in the white paper and we will continue working with the strategic change unit to outline how that might be communicated in the final version of the strategy. Of course, the masterplan will be just one of many implementation plans to come from this process but it has the ability to integrate many objectives and priorities (student experience, research and teaching excellence, growth, sustainability, equality, diversity and inclusion, wellbeing, commerciality) and facilitate collaboration and multi-disciplinary working.

We welcome the recognition our campuses have in attracting and retaining the very best staff and students and we are pleased to see the statement “We are a university with beautiful campuses in three countries, inspiring a global outlook” sits large within the University’s Mission and Vision statement. This is something we wish to enhance through the implementation of the masterplan with continued, sustained investment in our campuses.

We are pleased to see, within the ‘values’ emphasis on collaboration, inclusivity, recognising there will need to be greater collaboration between professional services, the wider university and with the city if we are to provide the world class teaching and research the University aspires to. The masterplan (and its implementation) will draw on the evidence, modelling and plans assimilated by faculty business plans, admissions, timetabling, etc to ensure the University’s estate is the right size and shape and able to accommodate the ambitions of the University.

If we are to genuinely develop a culture of collaboration we will need to co-design policies, spaces and infrastructure to enable our staff and students to work with agility. We are currently reviewing space standards/guidelines and developing approaches to agile working with Human Resources and Information Services. We know this can have a positive effect on EDI as well as health and wellbeing - something we place great emphasis on. The masterplan and associated work on compliance and infrastructure has identified areas where investment is needed and resources have been identified to that effect.

The University’s goals include a renewed commitment to sustainability – which we welcome. The University’s Estate & Facilities Directorate has been at the heart of the University’s efforts to build an established reputation for its commitment to sustainability. We believe, with the clarity of ambition, resources and commitment we can achieve even more. The stretching carbon reduction targets we expect to be in the final draft of the strategy will be factored into the masterplan but we recognise that efficient and effective utilisation of space is central to this ambition.

There are a number of enablers set out in the White Paper that are central to the work of Estates & Facilities. In addition to the points already made, the importance of investment in the University’s built and digital infrastructure is of great importance. Through collaboration we believe we can better understand the needs of our customers and design, maintain and refresh the in infrastructure that supports teaching, research and the student experience.

Response to the University of Nottingham Strategy White Paper
from the Estates & Facilities Directorate

Throughout the process we have encouraged our colleagues to feedback their thoughts and ideas to both the Green Paper and White Paper consultations. We know that they have fed back individually and this response is from the Estate & Facilities Directorate, informed by input from a cross-section of our staff.

Firstly, we welcome the recognition our campuses have in attracting and retaining the very best staff and students and we are pleased to see the statement “We are a university with beautiful campuses in three countries, inspiring a global outlook” sits large within the University’s Mission and Vision statement.

We are pleased to see, within the ‘values’ emphasis on collaboration, inclusivity, recognising there will need to be greater collaboration between professional services, the wider university and with the city if we are to provide the world class teaching and research the University aspires to.

Fairness, transparency and integrity are important values that we support and welcome. We welcome the increasing efforts to have consistent approaches across job families and we support the work underway to ensure this work continues between our APM, technical and O&F job families.

Health and wellbeing of our customers is something we place great emphasis on and much that we do is to support students, often away from home for long periods of time and over great distances, who value the formal and informal support and care they receive. Every day our front line staff provide a help and assistance to students across our campuses 24 hours a day. In an aging workforce we also welcome the emphasis that will support our own staff to flourish and deliver these services.

We know that development and progression for our staff is important and by having clear programmes of development, training and recognition it will be possible to support our staff in their career progression. There are already a number of new policies and resources available to support this and we support their further development so that we are able to better recruit, develop and retain great people in our workforce.

The University’s goals include a renewed commitment to sustainability – which we welcome. The University’s Estate & Facilities Directorate has been at the heart of the University’s efforts to build an established reputation for its commitment to sustainability. We believe, with the clarity of ambition, resources and commitment we can achieve even more. We recognise the 1000 staff we employ will be central to the University’s efforts to improve our operational sustainability. The stretching carbon reduction targets we expect to be in the final draft of the strategy will require significantly greater resources, both capital and revenue, if we are to achieve them but will also require a change in mindset, behaviours and culture across all staff. There is good alignment and synergy with other programmes of work, such as the Get in Shape programme, where we can tackle inefficiency and we are committed to being involved in that process.

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The Sustainability Committee has considered, carefully, the White Paper drafted as part of the University's Strategy and is assured that sustainability has been given greater prominence in the forthcoming strategy. This is something we are encouraged by.

The University has earned a reputation for its commitment to sustainability particularly in terms of research and teaching but also in terms of our operational performance. From discovering new sources of clean energy to addressing world hunger, the world faces monumental and complex challenges. Collaboration, deep knowledge, dedication and a truly global outlook will help find the answers the world needs. The University's multidisciplinary research programme, Beacons of Excellence, acknowledge and respond to this.

By aligning our research to the UN's 17 Sustainable Development Goals (SDGs), the beacons are covering six key areas: Human Rights, (the Rights Lab), Precision Imaging, Future Food, Propulsion Futures, Green Chemicals and Smart Products. These are areas in which the university already has world-leading expertise, and the potential to create the most benefit to society.

Through our teaching we are able to reach thousands of students every year and help them understand the issues, develop their critical thinking and knowledge and equip them for further research or careers across every sector in every country across the globe.

These approaches are adopted across all of our campuses in the UK, China and Malaysia.

We believe that as a university community we have a responsibility, and a moral duty, to society and the global ecosystem. We are entrusted not only to educate and drive thought leadership in the field of sustainability in its broadest sense, but also to operate responsibly so that we influence our students through curriculum, community and the University of Nottingham campus experience.

We are known for having campuses of the very highest standards and we have achieved recognition and many accolades for the work we have done. Our campuses are not only state-of-the-art and inspiring in terms of their learning environment and the facilities they provide, but also rich in biodiversity and green spaces that are highly valued by our students and staff. It is however acknowledged that there is a growing expectation to enable engagement of staff and students to make sustainable choices in how they live on and off our campuses.

We've invested significantly (in excess of £19m) in reducing our direct carbon emissions by over 20,000t from the consumption of electricity and gas, in 2017/18 our Scope 1 and 2¹ CO₂ emissions of 46,947t demonstrate our commitment to efficiency and indeed our environment, demonstrating a

¹ **Scope 1 emissions** are direct **emissions** from owned or controlled sources (combustion of Natural Gas, Bio Fuel in our boilers) **Scope 2 emissions** are indirect **emissions** from the generation of purchased energy.

significant win when compared to the 2009/10 baseline of 67,998t. This environmental benefit brings an estimated operational saving of around £2.3m per year delivered by reduced consumption and above all else, sensible operating principles.

We now welcome the opportunity to respond to the University's White Paper and have structured our response around the following issues:

- a) Values
- b) Goals/Targets/Objectives and Measures
- c) Enablers
- d) Implementation and Resources
- e) Governance and Scope

Values

It's our collective opinion that **'sustainability' should be included as a 'value' as well as a goal** in our University strategy, a belief that we feel is supported by the depth of feedback gathered in the Green Paper consultation. By ensuring this value is embedded in our strategy it can be more fully adopted within all activities, investments and policies as we move forwards to define **our University** for a vibrant, more sustainable future.

Sustainability is an encompassing philosophy that recognises the needs and interests of a population whilst appreciating the constraints of a finite system or resource, in essence it is a *means-to-an-end*.

Adoption of sustainability as a strategic value will help to re-orient this concept within our University, providing colleagues, groups and committees a chance to engage and a clear signal that sustainability is prioritised in decision making in the same way as other defining characteristics such as excellence, financial/business sense, wellbeing or ED&I.

One University, Three Campuses

The University's ambition to be consistent in its ambitions as one university working across 3 international campuses presents some challenges with regard to the sustainability agenda. Each country is operating within a different legislative framework, with diverse priorities, standards and infrastructure. However, there is a willingness from all to work together towards common objectives. **Collectively, we advocate that the University adopts principles to which all three campuses will operate with general principles cutting across all.** However we also recognise the need for localised and tailored implementation plans that celebrate and reinforce local agendas

whilst feeding into the achievement of global targets that we set as a University overall. **It will be necessary to properly consider the governance arrangements for the sustainability portfolio of the University such that it is inclusive of all three campuses.**

Goals/Targets/Objectives and Measures

We believe it is essential that we are bold, challenging and ambitious in the targets that we set in relation to sustainability. Whilst we have already achieved a lot, we recognise there is much more we should, and could, do. Recently there have been a number of high-profile commitments made by others in the City of Nottingham and indeed in the broader higher education sector. Whilst these should not polarise the determination of our goals, it is important to recognise our communities desire that Nottingham *continues to lead*, is not left behind as others move faster. **If we want our sustainability credentials to remain a differentiator then we need to stretch ourselves and show ambition.**

The Sustainability Committee, its Chair, Prof Peter Licence, and the University's Sustainability Team recommend that the following ambitions are adopted in the new University Strategy:

- 1) That the University continues to prioritise and support the world leading research within our research strategy, recognising the good progress made in ensuring **alignment to the United Nations' Sustainable Development Goals (SDGs)**.
- 2) The University provides opportunities for all students to build their knowledge and understanding of the Sustainable Development Goals through the academic and co-curriculum, to enable graduates to make a positive contribution towards society. We should foster the synergy between our research and teaching to expose students to global challenges. **The Sustainability Committee supports the establishment of an educational framework for embedding teaching and learning about the SDGs into the curriculum which aligns with the aspirations of the Teaching and Learning Committee** enabling the University to provide a distinctive UoN Atlas of educational experiences.
- 3) **That the University of Nottingham will support the City of Nottingham's ambition to be carbon neutral in relation to Scope 1 & 2 by 2028** (22 years earlier than the IPCC recommendation). The city of Nottingham has committed to be carbon neutral by 2028, and we intend to work with them, as well as Nottingham Trent University, through the *Universities for Nottingham project*. By working in partnership it may be possible to achieve our ambitions more quickly. This aligns the University well with other Russell Group universities and will require us to go faster than the UK Government's policy. It will require us to not only invest in our infrastructure (particularly on-site renewable energy) but also to actively reduce our energy consumption, which will require significant behavioural change at institutional, faculty and individual level.

Recognising that our impact is much wider we will commit to:

- i. Introducing a framework that will enable and underpin our decision-making to consider and inform the University's sustainability programme/strategy;

- ii. Establish and invest in a University-wide culture change program that will support our students and staff to make informed decisions and choices;
- i. Certify and disseminate our achievements through external validation – adopting the ISO 14064 standard;
- ii. Review of Science based targets² across UNNC, UNMC and UNUK operations.
- iii. Invest in and enhance the biodiversity of our campuses through design and management to ensure they can support a greater diversity of species;
- iv. Develop and publish a climate change adaptation plan that reviews the resilience and preparedness of our operations for future climate change;
- v. Actively managing and accurately measuring and reporting our Scope 3³ emissions by 2022/2023 in line with our Russell Group peers in the following areas:
 - a. Construction and refurbishment - through improved standards that we adopt
 - b. Waste and Water - through effective reduction programs and supply chain engagement
 - c. Food & Catering – through policies to favour local produce and reduce waste
 - d. Business Travel – through promotion of alternatives and establishment of a carbon offset program for all business related air travel
 - e. Staff and student commute – via campus travel planning designed to reduce emissions of greenhouse gases;
 - f. Procurement - Sustainable Procurement policies and supplier engagement

As a committee, we believe that we, as a University, must be able to measure progress towards our goals which are diverse in nature. We believe that we will need to use a suite of metrics that are qualitative and quantitative in nature. As a committee **we have commissioned external expertise to advise us in the creation of a suitable framework that empowers us to make informed decisions based upon indicators of the short, medium and long term impacts of an activity.** There is an opportunity to build on excellent work within the University’s Research Strategy and adopt measures from across the United Nation’s Sustainable Development Goals (SDGs) that can cover teaching, research and operations. We would recommend bringing that full set of measures together by Easter 2020.

Enablers

Our challenge, as a University, is to be more prudent with our resources. There is significant synergy between the University’s objectives around financial sustainability, ‘getting in shape’, agile working, efficient space utilisation and financial planning with our sustainability objectives and there is an opportunity to motivate the appropriate behaviours and decisions by positioning things in this way e.g. ‘responsibility’ would mean being financially, ecologically and socially responsible.

² Science Based targets are developed using models that calculate the level of carbon reduction an organisation needs to achieve in order to do its ‘fair share’ in reducing global emissions. As their starting point, the models set to limit the increase in global average temperature during this century to well below 2 degrees Celsius reflecting the 2015 Paris Agreement

³ Scope 3 emissions are all indirect emissions associated with our operation and activity, including but not limited to procurement, waste disposal, water use, travel and transport

Indeed, the University will need to invest more resources in terms of capital and human resource if it is to achieve its ambitions around carbon reduction and more broadly sustainability. The current sustainability team at UNUK would need to be further resourced as will other areas across the three campuses.

If we are to truly show leadership in this area **we need meaningful, sustained behaviour change where expectations are clear and accountability is held**. We know that this issue isn't limited to 'sustainability' and that it applies to other areas of priority too. There is an opportunity to reflect on how these agendas are delivered so that clear expectations are made to all staff and students – so that we have the 'Nottingham Graduate' or the 'Nottingham Staff' and that they're known for doing the right thing, taking responsibility, acting in the best interests of society, the University and the city.

We'd welcome the opportunity to provide specific examples of things we will do ahead of developing a really clear implementation plan which will outline how, who and what we will do in order to achieve these goals.

Implementation and Resources

The University's ambitions, as set out above, will require appropriate levels of human and financial resource. We are not able to deliver these objectives with the resources currently at our disposal.

The three campuses are all resourced very differently to take on this challenge. The UK operations have an established team of 7 operational staff.

That team has been able to project that the delivery of the carbon reduction targets could require in the region of £150m of capital investment to deliver reduced carbon emissions and deliver resilience and security of energy to enable us to continue to operate. These figures are based on the investment cost per tonne of CO₂ saved which, in the UK, is in the region £3,500. As the National Grid decarbonises it is projected it will require more significant investment to achieve the same outcomes (i.e. the low hanging fruit will have been picked). Projections suggest this will increase to £4,500 in 5 years and £7,000 in 10 years' time. We will need to upscale and invest in large scale projects, the advanced projects currently in pipeline include:

- Decentralisation of the heat network at University Park - £8 million – 1,000 tonnes CO₂
- 2 MW solar array at Sutton Bonington Campus - £2.5 million – 500 tonnes CO₂
- 5 MW renewable energy scheme at Riverside - £ 6 million – 1,000 tonnes CO₂

Additional resource will be needed in revenue budgets to support culture change activity to engender a culture of responsibility for sustainability. Further work is needed to establish what the investment need may be at the campuses in China and Malaysia.

For teaching and learning, the likely resource required will be academic and student leadership for each Faculty to drive the collaborative creation of new curriculum approval, design and review processes with sustainability at their heart. This will be a significant business and cultural change process requiring investment in enabling tools, new approaches to course design, and structures that facilitate trans, inter and multi-disciplinary programme offers. A successful existing model is that of the Faculty Digital Learning Directors who, with dedicated time and support from key professional service colleagues, are enabling step change in staff and student use of digital technologies, course design and delivery.

The delivery of this target cannot be delivered purely through an investment program. Developing ideas, generating feasibility studies, business cases and monitoring and implementing projects will require further human resource. This will need to be supported with operational budgets to support day to day operational activity and culture change activity. As well as additional resource within the existing sustainability team we recommend human resource be identified in a number of other key areas to support this goal, including Education for Sustainable Development and Procurement. There is an opportunity to develop this in a genuinely Tri-campus approach by working collaboratively.

Of course, the sustainability ambition of the University extends beyond carbon reduction and we're recommending greater co-ordination of activity between the three campuses, services within those campuses and, most importantly, the co-ordinating convening of teaching and research activities as well as supply chain management, human resources, finance, etc.

The Director of Development and Sustainability is reviewing the structures and human resource need for the UK operations in parallel to the development of the University's ambitions.

Governance and Scope

We welcome the announcement from the Vice-Chancellor, that for the 19/20 academic year, the University proposes to create a UEB subcommittee on Sustainability, which will be chaired by a Pro-Vice-Chancellor who will have this portfolio added to their role. We believe the committee is needed to help UEB develop, prioritise and oversee programmes and projects and integrate the delivery of teaching, research and operational activities.

The scope of the sustainability programme needs clear definition and remit. We believe the committee should oversee activity and performance across the social, economic and environmental

portfolio in the same way that the University's research strategy encompasses everything from human rights to food production.

We believe the Sustainability Committee would benefit from an advisory group that can support it made up of experts from both within the University and external. We're developing an approach/framework to enable this to happen and this committee might be best placed to oversee and inform those considerations.

Whilst the day-to-day delivery of 'operational' sustainability resides in the Estates & Facilities Service if we are to make a step-change in our performance we need to co-ordinate our teaching, research and operational activities more effectively. If we are to maintain our reputation as a leader in the field of sustainability we must have a co-ordinated approach that enables the benefits to all three elements to be realised.

On behalf of the Sustainability Committee,

Professor Pete Licence,

Chair, Sustainability Committee

Andy Nolan

Director of Development & Sustainability