

Environmental Management System – Objectives and Targets 2017														
Objective	Completion measure/target	Baseline	Target	Measure	Progress	Completion date	Operational Leads	Leadership Responsibility	UEG Lead	2016/17 target	2017/18 target	2018/19 target	2019/20 target	2020/21 target
<b>Carbon/Climate change</b>														
Reduce scope 1 & 2 carbon emissions	35% 2020 (2005/06 baseline)	64,142	42,692	tonnes	64,142	Aug-21	Energy Manager	Director of Sustainability	Director of Facilities Management	44,899	43,616	42,975	42,344	42,692
Achieving a 10% reduction in overall scope 3* carbon emissions associated with business travel	10% reduction by 2018 (based on the 2015/16 baseline).	9,147	8,232	tonnes	9,147	Aug-19	Sustainability Manager / Sustainability Projects Officer	Director of Sustainability	Deputy Vice-Chancellor: Research & Innovation	8,797	8,447	8,232	n/a	n/a
To maintain or reduce total scope 3 emissions	Total scope 3 emission to remain static or reduce compared to 2015/16 baseline (excluding procurement emissions)	19,110	<19,110	Tonnes	19,110	Aug-17	Sustainability Manager / Sustainability Projects Officer	Director of Sustainability	Director of Facilities Management	<19,110	n/a	n/a	n/a	n/a
Formalise measures University takes to adapt against future climate impacts	Formal measures in place	n/a	Measure in place	Yes/No	In progress	Dec-17	Sustainability Manager	Director of Sustainability	Director of Facilities Management	n/a	n/a	n/a	n/a	n/a
<b>Re-use, recycling &amp; waste</b>														
Increase internal re-use	Increase internal re-use compared to 2015/16 baseline	6.37	10	Tonnes	6.37	Aug-17	Sustainability Manager / Sustainability Projects Co-ordinator	Director of Sustainability	Director of Facilities Management	10 tonnes	n/a	n/a	n/a	n/a
	Increased % of internal re-use compared to total re-use (total re-use made up of internal re-use + external re-use of University goods)	13	15	%	13	Aug-17	Sustainability Manager / Sustainability Projects Co-ordinator	Director of Sustainability	Director of Facilities Management	15%	n/a	n/a	n/a	n/a
Reduce total campus waste	10% reduction compared to 2015/16 baseline	1617	1455	Tonnes	New contract in place by August 2017	Aug-19	Cleaning Services Manager	Director of Commercial and Campus Support Services	Director of Facilities Management	1,567	1,517	1,455	n/a	n/a
Achieve greater than 90% recycling rate within construction waste across all projects.	>90% recycling rate	94	>90%	%	New contract in place by August 2017	Aug-18	Deputy Director / Head of Capital Development / Head of Design Team	Director of Estate Services	Director of Facilities Management	85	90	n/a	n/a	n/a

	Increase recycling segregated at source for campus waste	50% segregated at source by 2019/20	36	50%	%	New contract in place by August 2017	Aug-20	Cleaning Services Manager	Director of Commercial and Campus Support Services	Director of Facilities Management	Static	40%	45%	50%	n/a	
<b>Sustainable construction</b>																
	100% conformance against sustainable construction procedure on audited medium projects (baseline set 2016/17)	100% conformance of audited projects	n/a	100	%	n/a	Aug-19	Deputy Director / Head of Design Team	Director of Estate Services	Director of Facilities Management	Baseline year	90	100	n/a	n/a	
	100% conformance against Sustainable Construction Standard for projects over £1.5m by 2021	100% conformance. Measured annually by average % of completed projects.	58	100	%	n/a	Aug-21	Deputy Director / Head of Capital Development	Director of Estate Services	Director of Facilities Management	70	75	80	90	100	
<b>Sustainable Travel</b>																
	Increasing the uptake of sustainable transport within the staff and student body from 2015 baseline.	Increase levels of overall sustainable travel* from 73% for staff.	73	78	%	73	Aug-19	Sustainability Manager / Sustainability Projects Officer	Director of Sustainability	Director of Facilities Management	74	76	78	n/a	n/a	
		Maintain levels of overall sustainable travel* at 95% for students.	95	95		95		Sustainability Manager / Sustainability Projects Officer	Director of Sustainability	Director of Facilities Management	95	95	95	n/a	n/a	
	Launch staff try-cycling scheme	25 individual hires to staff	0	25	No.	27	Aug-17	Sustainability Manager / Bike Hub Co-ordinator	Director of Sustainability	Director of Facilities Management	25	n/a	n/a	n/a	n/a	
	Increase number of cycle-parking spaces at University campus	No. of cycle-parking spaces increased compared to 2015/16 baseline	2346	2386	No.	2346	Aug-17	Sustainability Manager / Bike Hub Co-ordinator	Director of Sustainability	Director of Facilities Management	2386	n/a	n/a	n/a	n/a	
	Increase electric charging capacity	No. of available charging spaces compared to 2015/16 baseline	12	16	No.	16 Now active with new bays in Multi-Storey Car Park	Aug-17	Support Services Manager / Sustainability Projects Officer	Director of Estate Services	Director of Facilities Management	16	n/a	n/a	n/a	n/a	
	Increase number of low carbon vehicles in fleet	Continue investment in developing a cleaner fleet. By 2018 increase 10% by 2018 beyond the 2014 baseline of 2% electric fleet vehicles.	2	6	%	3 Electric (FD), 1 Hybrid (Engineering)	Aug-19	FD Procurement Manager / Sustainability Projects Officer	FDSMT	Director of Facilities Management	8	8	10	n/a	n/a	
	Reduce staff single occupancy car use to 22% by 2018/19	Reduction of single	24.5	22	%	24.5	Aug-19	Sustainability Manager / Sustainability	Director of Sustainability	Director of Facilities Management	24	23	22	n/a	n/a	

		occupancy car use to 22%						Projects Officer							
<b>Biodiversity</b>															
	Review biodiversity assessment tool to ensure accounts for quality of habitat (as well as type)	Tool assessed and improved if necessary.	n/a	Tool in place	Yes/No	Tool in final stages of development	Apr-17	Sustainability Manager / Sustainability Projects Co-ordinator	Director of Sustainability	Director of Facilities Management	Yes/No	n/a	n/a	n/a	n/a
	Improve biodiversity of University owned grounds/gardens (Value)	Increase in biodiversity value compared to previous year	Completed after tool review	Completed after tool review	No.	BAP live - tool in final stages of development	Aug-17	Grounds & Garden Manager / Sustainability Projects Co-ordinator	Director of Estate Services	Director of Facilities Management	completed after tool review	n/a	n/a	n/a	n/a
	Become an exemplar of urban biodiversity (Actions)	Achieve 10% of campus Biodiversity Action Plan Targets	0	10%	%	BAP live - Actions started	Aug-17	Grounds & Garden Manager / Sustainability Projects Co-ordinator	Director of Estate Services	Director of Facilities Management	10%	n/a	n/a	n/a	n/a
<b>Sustainable Procurement</b>															
	Start monitoring sustainability score of awarded contracts	Scores measured and reported on	n/a	Monitoring in place	Yes/No	In progress	Aug-17	Purchasing Managers / Category Managers	Head of Procurement	Chief Financial Officer	Yes/No	n/a	n/a	n/a	n/a
	Start monitoring contracts that add sustainability value	Contracts measured and reported on	n/a	Monitoring in place	Yes/No	In progress	Aug-17	Purchasing Managers / Category Managers	Head of Procurement	Chief Financial Officer	Yes/No	n/a	n/a	n/a	n/a
<b>Water</b>															
	Reduction in water use of 20% compared to 2011/12	20% 2020 (2011/12)	680,723	544,578	m <sup>3</sup>	680,723	Aug-21	Energy Manager	Director of Sustainability	Director of Facilities Management	680,723	646,723	612,723	578,723	544,578
<b>General</b>															
	Increase number of Green Impact teams	Increased number of Green Impact teams (workbook, labs & projects) compared to 2015/16 baseline	32	45 teams - 35 projects & office, 10+ labs	No.	29 teams, 7 projects & 8 labs. Review for next year in place	Aug-17	Sustainability Project Co-ordinator / Sustainability Intern	Director of Sustainability	Director of Facilities Management	45	n/a	n/a	n/a	n/a