

	Programme	Objectives	Indicators and Targets
ENVIRONMENTAL MANAGEMENT	Energy and Carbon Management	To develop programmes and initiatives for reducing carbon emissions, including monitoring, measuring and reporting on scope 1,2 and 3 carbon emissions	<ul style="list-style-type: none"> <li>A reduction in carbon emissions across the University by 43% by 2020/21 against a 2009/10 baseline</li> </ul> <p><b>KPIs:</b> annual Co<sup>2</sup> from University Estate / utility consumption per year / % energy generated on site by CHP / % renewable energy generated on site / m<sup>3</sup> greywater used on site</p>
	Recycling and Waste Management	To implement the Waste Hierarchy, focusing on waste reduction, reuse and recycling.	<ul style="list-style-type: none"> <li>A recycling rate across the University of 60% by 2020/21</li> <li>Maintain 99% diversion from landfill</li> <li>Reduce hazardous waste generation by 10% by 2019/20</li> <li>Achieve a minimum 90% recycling rate for all new construction or demolition projects.</li> </ul> <p><b>KPIs:</b> Total waste production, tonnes / % waste to landfill, recovery, recycling, reuse / total hazardous waste generation, tonnes</p>
	Environmental Management System and Reporting	To embed a continually improving environmental management system that encompasses the University's sustainability objectives and facilitates these in an achievable and manageable way.	<ul style="list-style-type: none"> <li>Maintain the Ecocampus Gold award following recertification in 2019/20</li> <li>Zero non-conformances due to non-compliance with environmental obligations</li> </ul> <p><b>KPIs:</b> Environmental Management System maintained at level Gold or above / number of non-compliances with environmental obligations</p>
	Sustainable buildings	To promote and account for sustainability in current estate management and future planning, building, refurbishment and reuse.	<ul style="list-style-type: none"> <li>Work towards BREEAM 'very good' ratings on all new builds</li> <li>Work towards average DEC rating on C or above across the estate by 2022/23</li> <li>Apply SKA to all refurbishment projects over £500,000, aiming for SKA Silver level.</li> </ul> <p><b>KPIs:</b> average DEC rating across all buildings / % of projects rated as SKA Silver or above / % of projects rated as BREEAM very good or above.</p>

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SUSTAINABLE CAMPUS	Sustainable Procurement	To consider the social, ethical and environmental impact of procurement, purchasing and our suppliers – taking a life costing approach where possible	<ul style="list-style-type: none"> <li>In collaboration with catering company, maintain Green Kitchen certification (this was achieved in 2018)</li> <li>Ensure sustainability is included as part of all tendered contracts through the University.</li> </ul> <p><b>KPIs:</b> total carbon emissions generated through supply chain activities / % of energy procured from renewable sources</p>
	Sustainable Travel	To reduce the university' carbon footprint associated with travel and to provide facilities to encourage environmentally friendly methods of transport	<ul style="list-style-type: none"> <li>An increase in bicycle parking and associated facilities by 2020/21</li> <li>A 10% increase in the number of staff / students cycling or walking to the University – measured by Travel Survey results</li> <li>An increased number of attendees at sustainable travel sessions – measured through feedback from attendees and Dr.Bike mechanics</li> </ul> <p><b>KPIs:</b> carbon footprint from travel / % of single occupant car journeys for business travel and commuting / % of journeys using public transport / % of journeys which are cycling or walking</p>
	Biodiversity and Habitats	To implement the biodiversity action plan, develop baselines for habitat flora and fauna and protect and enhance biodiversity across the University estate.	<ul style="list-style-type: none"> <li>Measure, maintain and increase the number of species and habitats across the University estate, in line with BAPs</li> </ul> <p><b>KPIs:</b> total m2 of porous spaces / total m2 of growing spaces / number of recorded flora and fauna on the University Estate.</p>

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<b>PARTNERSHIPS &amp; PEOPLE</b>	Events and Engagement	<p>To actively promote and raise the profile of sustainability across the University and develop engagement and behaviour change programs which allows staff, students and interested parties to engage with the University on sustainability.</p> <p>To develop collaborative partnerships across the University, identifying opportunities where staff and students can share their knowledge, skills and experience to work towards sustainability at the University.</p>	<ul style="list-style-type: none"> <li>• Increase in engagement with sustainability events as measured by attendance</li> <li>• Maintain or increase the number of blog views.</li> <li>• A minimum of 2x monthly blog posts and 1x monthly newsletter sent to all subscribers.</li> <li>• Development of sustainability intranet Resources page.</li> </ul>