

Striving for a Sustainable Salford



Environmental Sustainability Plan 2018-2030

August 2022 version 1.5

Contents

Our Vision.....	3
Foreward.....	4
About This Plan.....	5
Our Story So Far.....	6
Environmental Management.....	7
Energy, Water & Carbon.....	9
Waste Management.....	11
Sustainable Procurement.....	13
Sustainable Construction.....	15
Travel & Transport.....	17
Biodiversity.....	19
Community Engagement.....	21
Teaching, Learning & Research.....	23
Our Governance.....	25
Appendix 1 – Environmental Sustainability Performance.....	26

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Our Mission

By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life.

As a civic institution, our mission is to:

- / Educate the next generation of modern industrialists, innovators, creators, entrepreneurs and leaders
- / Develop the skills and knowledge needed to capitalise on the next industrial revolution
- / Work in collaboration with public and private sector partners to address local and global economic and societal challenges

Our Vision for Sustainability

By embedding sustainability in all aspects of University life, we will enable our University community to have maximum beneficial impacts for society and environment.

Striving for a Sustainable Salford

At the University of Salford we recognise our responsibility, and our opportunity, to have a positive impact on society. We've always played a major role in improving the lives of our local communities, and today we take this challenge more seriously than ever. Our research is focused on meeting the four grand challenges of the Industrial Strategy: Data and AI; Clean Growth; Future of Mobility; and Ageing Society.

In addition, we have a responsibility to enable our students and staff to contribute to a sustainable world and fully recognise our responsibility to address the direct negative impacts of our own operations. We are proud to be supporting the Greater Manchester carbon revolution which will transform Greater Manchester into a world-leading greener, cleaner, climate resilient city region, improving the health and quality of life for millions of people and protecting our green spaces and environment for future generations. Sustainable development is a main focus of our Campus Masterplan, which is being delivered alongside a broader vision for the Salford Crescent Development in partnership with Salford City Council.

This plan consolidates our existing action towards sustainability. Through this we will seek to build on our current progress and challenge ourselves more. As Chief Operating Officer I fully support this plan, will ensure sustainability is considered in our operational decision-making and call on the whole University to play their part in striving for a Sustainable Salford.

Huw Williams

Chief Operating Officer

UN Sustainable Development Goals

The Sustainable Development Goals, or Global Goals, are a call for action by all countries to promote prosperity while protecting the planet. They recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

We are aligning our Environmental Sustainability Plan to the Global Goals by mapping each area to the relevant goals.



About this Plan

This Plan provides narrative to the University of Salford policies and objectives to improve environmental sustainability performance. At the University of Salford we are proud of our place in the world. Situated in the heart of the vibrant Greater Manchester conurbation we play a significant role in the community. While our heart is anchored in the North West, we have a powerful global reach. We focus on equipping our students, our future leaders, for the world of work.

We recognise the global climate crisis and that climate change is one of the biggest challenges facing our society across the globe. As a higher education provider we have a major role to play in enabling our students and staff to respond positively to global challenges.

We also recognise our responsibilities for the direct impact on the environment; as one of the largest organisations in the Greater Manchester region offering a place of study and work to over 18,500 students and 2,500 staff across 27 buildings and around 70 hectares. In the 2016/17 Academic Year (the baseline year selected for the majority of this Plan), energy and water costs were around £2.1 million per year. Total carbon emissions from energy use for the same period were 8,901 tCO₂e and waste from University operations was 900 tonnes. We have an obligation to reduce our negative impact on our environment but also an

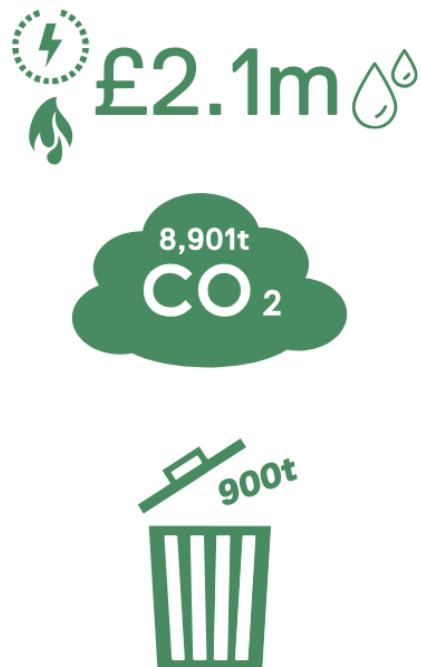


Figure 1 Our 2016/17 environmental impact

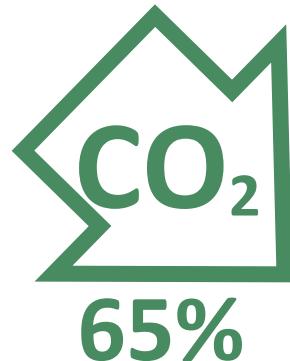
opportunity to demonstrate environmental sustainability through our operations and using our campus environment as a living laboratory.

This plan sets out how we will demonstrate management of our environmental sustainability including how we will mitigate climate change, be resource efficient and contribute towards sustainable development through the operation of our campus and how this will contribute to education and research for sustainability.

Our Environmental Sustainability Policy sets the framework for our environmental objectives. This plan sets the key actions we will take, how we will monitor and review our progress. This plan is reviewed at least every two years and any amendments to objectives, targets and KPIs will be highlighted.

Our Story so Far

We have built on our first Carbon Management Plan launched in 2011 and our Environmental Sustainability Policy, adopted in 2015, to ensure that our commitments around environmental sustainability remain current, challenging and reflect our Campus Masterplan. Most notably through the adoption of significant objectives to support the Greater Manchester science-based carbon target and ambition to become the greenest city region in the UK. Our new Energy, Water and Carbon Management Plan builds on our significant progress in carbon reduction (65% reduction since 2005/6) to ensure we can achieve our objective of an 81% reduction by 2030 and work towards net zero carbon by 2038. We have also committed to eliminate avoidable single use plastics from our campus.



We recognise the importance of our green space on campus and have committed to maintaining these to a high standard including encouraging biodiversity. In recognition of this we received a prestigious Green Flag Award for our Peel Park and Frederick Road Campuses, well ahead of our target date. Our Campus Masterplan will also look for opportunities for new green spaces in our urban environment to help promote learning, wellbeing and healthy lifestyles.

In 2018 we completed development and implementation of our environmental and energy management into a system through the EcoCampus framework and are proud to have subsequently been awarded EcoCampus Platinum, ISO 14001 and ISO 50001 certifications.



We are proud of our achievements so far but we are committed to doing more. We are currently positioned 64th, a 2:2 classification, (2019) in the People and Planet University League, our aim is to increase to the 1st class banding.

Environmental Management



An environmental management system is a way for an organisation to demonstrate that it addresses and minimises its environmental impacts, manages its legal compliance and continuously improves its environmental performance. An Environmental Management System is a systematic approach to managing an organisation's impacts on the environment. An effective EMS will involve the following:

- An initial assessment of how the organisation's activities, products and services might affect the environment
- Making sure they comply with all relevant environmental regulations
- Gathering data e.g. energy use, waste, water, raw materials
- Developing and communicating an environmental policy
- Procedures for controlling activities with significant environmental impacts
- Identifying risks and opportunities associated with environmental issues
- Setting targets and measuring progress
- Defining roles and responsibilities for all employees
- Training and awareness
- Periodic internal auditing
- Management Review and commitment from Leadership

The University Estates and Facilities Division leads on the Environmental and Energy Management System (EEMS) which is certified to both BS EN ISO 14001: 2015 and BS EN ISO 50001:2018 standards covering all of our physical estates and operations. The EEMS was developed over a number of years using the EcoCampus approach with awards from bronze to platinum.

We will meet our environmental compliance obligations, protect the environment in which we operate our estates and facilities, and prevent pollution by reducing and eliminating pollution sources

We will achieve this by

- developing and maintaining an Environmental and Energy Management System externally accredited (ISO 14001:2015 and ISO 50001:2018 standards) for Estates and Facilities Division
 - Maintaining a register of environmental compliance obligations and regularly evaluating our compliance
 - Reducing pollution risk (emissions & discharges) to land, water and groundwater
-

We will monitor this by

- ISO 14001:2015 and ISO 50001:2018 certification
 - Number of major non-conformities related to a breach in compliance obligations
 - Number of pollution incidents
-

Relevant Documents

- Environmental Sustainability Policy

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Energy, Water & Carbon



Carbon emissions are broken down into three categories by the Greenhouse Gas Protocol in order to better understand the source.

Scope 1 – All Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers and fleet vehicles.

Scope 2 – Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.

Scope 3 – All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.

In 2011, the University of Salford launched their first Carbon Management Plan with targets to reduce scope 1 and 2 carbon emissions by 43% by September 2020 compared to a 2005/06 baseline. As of end of academic year 2017/18 the University had already reduced its scope 1 and 2 carbon emissions by 64%. This has been achieved partly through reductions in energy use at the University through investment, partly through reductions in the grid electricity emissions factor, and also partly through the University's divestment of its student accommodation in 2007/08.

Our Energy, Water and Carbon Management Plan builds on our significant progress in carbon reduction to ensure we can achieve our objective of a scope 1 and 2 81% reduction by 2030 and work towards net zero carbon by 2038 in line with the Greater Manchester carbon reduction strategy.

Scope 3 carbon emissions account for just over 80% of the University's total emissions and we recognise the impact of these emissions so have committed to improving our monitoring and measuring of these and setting reduction targets where possible.

We will reduce the energy and water consumption of our buildings to meet the targets as established in the Energy, Water and Carbon Management Plan

We will achieve this by

- Improved monitoring of energy, carbon and water data
 - Eliminating or minimising energy and water waste
 - Improving energy and water efficiency
 - Monitoring our scope 3 carbon emissions
-

We will monitor this by

- Percentage reduction of scope 1 and 2 carbon emissions from baseline
 - Energy consumed by gross internal floor area
 - Percentage reduction in water use (per staff and student FTE) from baseline
 - Publication of an annual scope 3 carbon emissions report
-

Relevant Documents

- Energy and Water Policy
- Energy, Water and Carbon Management Plan
- Scope 3 Carbon Emissions Report

6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



13 CLIMATE ACTION



Waste Management



Waste and recycling is one of the most visible areas in the sustainability agenda and can demonstrate our commitment to staff, students and visitors as well as offering an opportunity for people to easily get involved in environmental improvement. The “waste hierarchy” ranks waste management options according to what is best for the environment. It gives top priority to preventing waste in the first place. When waste is created, it gives priority to preparing it for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).

Waste management and recycling are co-ordinated by the University Estates and Facilities Division. In the academic year 2016/7 we produced approximately 900 tonnes of waste across the University (excluding construction waste). We have worked with our waste contractors to divert as much waste as possible from landfill – the majority of our waste is sent for energy recovery. We operate a reuse scheme through Warp-it which facilitates reuse within the University and wider. Our recycling rate in 2016/17 was 38%, we are working to increase this as well as reducing our total waste output.

Along with other universities and colleges in Greater Manchester, The University of Salford will work to eradicate avoidable single-use plastics from catering, labs and stationery.

On plastics, we have already worked with our caterers, Chartwells (Salfood) and the Students’ Union on a number of actions, including incentivised use of re-usable cups and non-plastic cutlery and takeaway containers. Chartwells and the Students’ Union have also added a zero-waste element to one of their shops which sells dried goods. Instead of plastic packaging, customers bring their own containers or bags to fill up products and pay by weight or item.

We will apply the principles of the waste hierarchy to prioritise reduction, reuse and recycling to reduce the impacts of waste management

We will achieve this by

- Reducing total waste sent for recycling and disposal
 - Increasing waste recycled
 - Eliminating avoidable single use plastics on campus
 - Encouraging contractors to apply the principles of the waste hierarchy on capital projects
-

We will monitor this by

- Percentage reduction in waste from baseline
 - Percentage waste recycled
 - Number of avoidable single use plastics on campus
-

Relevant Documents

- Waste Management Plan

11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



14 LIFE
BELOW WATER



Sustainable Procurement



Sustainable Procurement is the process of recognising the negative and positive environmental, social and economic impacts of purchased goods, works and services. It is a cradle to grave approach and should consider the entire supply chain rather than just the individual product or service. The UN Marrakech Task Force define Sustainable Procurement as "Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment".

The Estates and Facilities Division at University of Salford has significant spend covering everything from facilities management, minor works and regulatory maintenance and testing to major building projects and infrastructure development. With this amount of spend and potential environmental impact, the need for staff involved in purchasing to ensure that spend provides value is evident. Environmental and social responsibility is considered as part of our value for money process and appropriately considered in the procurement of supplies, services or works. For example we refer to the Energy and Water Technology Lists in relevant purchases.

Through our membership of North West Universities Purchasing Consortium, we are members of Electronics Watch, an independent monitoring organisation set up with the purpose of protecting the rights of workers within electronics supply chains. Through this membership we can collaborate to have a positive impact on workers through the electronics we purchase. We are also exploring ways to ensure transparency in supply chains of other goods.

We will develop and apply an ethical and sustainable procurement system to ensure social and environmental impacts of purchases are appropriately considered

We will achieve this by

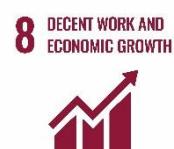
- Implementing a Sustainable Purchasing Policy and Plan for Estates & Facilities
 - Ensuring all Estates & Facilities tender evaluations include sustainability
 - Meeting Level 4 in all areas of the Flexible Framework
 - Developing and implementing a Sustainable Food Policy
-

We will monitor this by

- Flexible Framework Self-Assessment
 - Reviewing Estates & Facilities Invitation to Tenders for sustainability
-

Relevant Documents

- Sustainable Procurement Plan
- Sustainable Food Policy



Sustainable Construction



As a Future Enabler, one of the key pan-university projects that will enable us to deliver the university's vision, is our Campus Masterplan. Central to the plans is an energy strategy that takes a major step towards a zero carbon future, while providing high quality spaces for residential, teaching, research and commercial uses that are cost-effective to run. University of Salford buildings will undergo refurbishment to make them highly energy efficient, with maximum potential for renewable energy generation. We recognise there may be competing priorities and financial pressures, therefore we have developed a policy and design standard to guide our development teams on our sustainability principles.

We are committed to managing design, construction, refurbishment and post completion occupancy of its buildings in order to reduce environmental impact, enhance the wellbeing of staff and student users of the building, minimise operating costs and comply with all relevant sustainable building legislation.

We will ensure sustainability is a core principle of the Estate Masterplan by embedding sustainable construction practices and performance specifications into plans for new buildings and refurbishments

We will achieve this by

- Implementing our Sustainable Construction Policy
 - Aiming for BREEAM Excellent for high value new builds where possible
 - Considering the use of SKA methodology targeting at least Silver for lower value new builds and refurbishments
 - Implementing our Energy Design Standard on all projects regardless of value
-

We will monitor this by

- Percentage of construction projects meeting sustainable construction policy requirements
-

Relevant Documents

- Sustainable Construction Policy
- Energy Design Standard

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



13 CLIMATE
ACTION



Travel & Transport



Our latest Travel Plan covered the period 2012-2017. We have recently reviewed this Plan and are aiming to relaunch an updated version as soon as possible.

Our travel surveys show that the majority of students travel by non-car modes (75%) and 49% of staff travel by non-car modes. Single occupancy car use has increased for both staff and students slightly overtime and is likely to be a consequence of reduced car sharing promotion and allowance of unrestricted parking for all users. The surveys also show that a high number of staff and students are unaware of the existing tools and infrastructure measures.

Our ambition is to consolidate and rationalise car-parking across campus and to reduce internal car circulation to promote a healthier, more pedestrian-friendly campus through our Campus Masterplan. The vision also promotes greater levels of cycling in and around the site. Improved pedestrian connections will be key to improving permeability across the campus – think tree-lined boulevards, public squares and a generally more well-defined network of routes and open spaces.

We will develop a travel plan which encourages alternative methods to single-occupancy car journeys and minimises the environmental impact of the University fleet and business travel

We will achieve this by

- Developing an updated Sustainable Travel Plan for 2021-2030
 - Improving facilities for cyclists on campus
 - Supporting the use of electric vehicles by staff and students
 - Increasing the use of electric vehicles on campus by Estates & Facilities
-

We will monitor this by

- Published Sustainable Travel Plan
 - Number of cycle parking spaces
 - Number of electric vehicle charge points on campus
 - Percentage of electric vehicles in Estates & Facilities fleet
-

Relevant Documents

- Sustainable Travel Plan

3 GOOD HEALTH
AND WELL-BEING



11 SUSTAINABLE CITIES
AND COMMUNITIES



13 CLIMATE
ACTION



Biodiversity



Biodiversity, or biological diversity, is the variety of life! This includes variety in habitats (e.g. grassland and woodland) as well as diversity in species and the ecosystems in which they occur. Biodiversity is important because of the essential contribution that it makes to the functioning of our planet and because of all the benefits that it provides, from foods and medicine to climate regulation. Contact with biodiversity and the natural world has also been linked to improvements in health and emotional well-being.

Despite being just a mile and a half from the City of Manchester, our main campus in Salford is a leafy, riverside site adjacent to Peel Park and the River Irwell. The habitats on the University campuses include lawned areas, memorial gardens, wildflower areas and woodlands. Many common British wildlife can be found on the campus and surrounding areas, as well as some not so common.

Our Campus Masterplan plans to fully utilise the green spaces in and around the campus, particularly Peel Park, David Lewis Playing Fields and The Meadows. Through our Masterplan, we will look for opportunities for new green spaces in our urban environment to help promote learning, wellbeing and healthy lifestyles.

We will protect and enhance the natural habitats and biodiversity on the University estate

We will achieve this by

- Implementing our Landscape Management Plan
 - Maintaining our Green Flag Award
-

We will monitor this by

- Green Flag Award
-

Relevant Documents

- Landscape Management Plan

3 GOOD HEALTH AND WELL-BEING



11 SUSTAINABLE CITIES AND COMMUNITIES



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS



Community Engagement



Communication and engagement are important elements of our Environmental and Energy Management System (EEMS) and our Environmental Sustainability Policy.

To achieve our EEMS objectives and reduce the impact of the University's activities on the environment, we need to raise awareness amongst staff, students and other interested parties to encourage and support them to take action and adopt positive behaviours as well as ensuring that any legal compliance requirements, our policies and environmental objectives are clearly communicated to staff, students and other interested parties.

Our colleagues' efforts in our Green Impact programme are a key component of our environmental sustainability aims. From energy-saving and waste reduction initiatives to greening offices with plants and Fairtrade coffee mornings our Green Impact teams lead a wide range of creative activities that reduce the environmental impact of our day to day work. Green Impact is an international scheme which brings staff and students together to increase sustainability across campus. Alongside the Green Impact teams, the scheme is facilitated by student auditors who assess project teams across our University to meet their green targets.

We also work with key partners such as our Student's Union, catering teams and external partners such as TfGM and Salford Council on Go Green Salford, our four-week long annual campaign to raise awareness of the importance of sustainability and encourage positive change among our students and staff. Usually, taking place in February/March, it incorporates national campaigns such as the People and Planet, Go Green Week, Student Volunteering Week and Fairtrade Fortnight.

We recognise the importance of networking with relevant sector and professional bodies to understand best practice. Raising the external profile of the University's activities and achievements in environmental sustainability and promoting any areas of good practice in environmental sustainability is also important. We have been shortlisted as finalists in the sector Green Gown Awards every year between 2011 and 2018, with a number of winning and highly commended entries.

We will embed care for the environment in the culture of our organisation as part of our goal to be a sustainable University and empower and motivate the whole University community to support our policy and strategy through appropriate education and communication

We will achieve this by

- Implementing our Communications and Engagement Strategy for sustainability
 - Increasing the influence of the Green Impact initiative at the University
 - Increasing engagement with students and staff at the University with sustainability
-

We will monitor this by

- Number of staff/students influenced in Green Impact
 - Number of staff/students engaged with sustainability campaigns and events
-

Relevant Documents

- Environmental Sustainability Communications and Engagement Strategy

1 NO
POVERTY



3 GOOD HEALTH
AND WELL-BEING



7 AFFORDABLE AND
CLEAN ENERGY



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



15 LIFE
ON LAND



17 PARTNERSHIPS
FOR THE GOALS



Teaching, Learning & Research



One of the principles of the University Industry Collaboration Strategy is to 'promote sustainability and social responsibility'. We take a broad definition of 'industry' and when we refer to industry partnerships and collaboration this includes work with private, public and third sector organisations of all sizes. From our inception, we have been committed to providing real world solutions to tomorrow's challenges and the application of our research through partnership working and our current Research & Knowledge Exchange Strategy continues this tradition.

For example, our Applied Buildings and Energy Research Group (ABERG) is focused on establishing an evidence base to better understand and address the issues of energy consumption in buildings. The team covers a wide range of disciplines including building performance, electrical engineering, construction management, design and social sciences. ABERG is also the home of the unique Salford Energy House, a full sized two-bedroom terraced house built inside an environmental chamber that can replicate almost any weather conditions. With Energy House 2.0 coming soon we are looking to do even more in the area of Smart Living.

Whilst this strategy is focused on the environmental sustainability of our University operations we aim to support and encourage teaching, learning and research through this. We aim to 'practice what we preach' by using our campus as a Living Laboratory. We are already partners in a multi-million pound European contract for a project to develop 'green' resilience to extreme climate hazards. The IGNITION project backed by £4 million from the EU's Urban Innovation Actions initiative, will see the University host a 'living laboratory' for urban green infrastructure including roofs, walls and gardens. The project is led by Greater Manchester Combined Authority and supported by 11 partners, including the Environment Agency, and comes in response to increasing flooding, heat hazards and worsening air quality.

In our teaching and learning, one of our principles of a curriculum for Industry Collaboration is 'Education for ethical behaviour', which presents an approach to student education that seeks to balance human and economic well-being, knowledge, and competencies with cultural traditions, respect for other people, and for the earth and its natural resources. In practice this requires design of academic programmes with consideration for sustainability including all the Sustainable Development Goals.

We will support our University Strategy in providing real world experiences preparing students for life and supporting our research to provide real world solutions to tomorrow's challenges

We will achieve this by

- Continuing to share our environmental sustainability experience and challenges through guest lectures
 - Offering our environmental sustainability challenges as live briefs for students
 - Encourage and support the implementation of a living laboratory on the campus showcasing sustainability solutions
-

We will monitor this by

- Number of environmental sustainability guest lectures delivered
 - Number of environmental sustainability live briefs/student projects supported
 - Number of demonstrator environmental sustainability projects on campus
-

Relevant Documents

- University of Salford Strategy 2016-2021
 - Programme Design, Approval, Amendment, Review and Withdrawal Policy
-



We have the ability to contribute to all the Global Goals through our teaching, learning and research.



Our Governance

We manage and control environmental sustainability on our campus and in our operations through our Environmental and Energy Management System (EEMS) which is certified to ISO 14001:2015 and ISO 50001:2018. This provides the framework for continual improvement in our environmental performance. We will deliver, review and monitor this plan through our EEMS.

Environmental sustainability is embedded within the University through high-level commitment from University leadership and our policies. A number of University groups provide strategic direction, support and oversight for implementation of the University policies.

The Environmental Sustainability Team lead the delivery of this plan, directly reporting to the Environmental Projects Board, chaired by the Director of Estates & Facilities, who report to University senior management groups via the Estate Programme Group and Sustainability Strategy Group.

The Environmental Sustainability Team manage budgets for energy management, waste management and sustainability communications and engagement. Business cases and requests for further funding are submitted via the Environmental Projects Board through the central University financial process.

We have created a number of policies and detailed plans to support our continual improvement aims and progress is reported quarterly to the Environmental Projects Board and publicly annually.

Environmental Sustainability Policy

Energy and Water Policy

Sustainable Construction Policy

Estates Sustainable Procurement Policy

Sustainable Food Policy

Energy, Water & Carbon Management Plan

Sustainable Procurement Plan

Waste Management Plan

Landscape Management Plan

Sustainable Travel Plan

Communications and Engagement Strategy

Sustainable Food Plan

Appendix A



Environmental Sustainability Performance



Objective	Key Performance Indicator	Baseline year	2017-18	2018-19	2019-20	Target/date	Tracking 2019/20
Environmental Management							
Maintain ISO 14001 and ISO 50001 certification	ISO 14001 and ISO 50001 certification	N/A	N/A	Achieved certification	Maintained certification	Maintain certification	Achieved
	Reduce pollution risk (emissions & discharges) to land, water and groundwater	Number of pollution incidents	N/A	0	0	0 annually	Achieved
Maintain compliance with environmental legislation and other requirements	Number of major non-conformities related to a breach in compliance obligations	N/A	0	0	0	0 annually	Achieved
Energy, Water & Carbon							
	Reduce Scope 1 and 2 carbon emissions	% reduction of scope 1 and 2 carbon emissions	2005/06	64%	66%	70%(TBC)	81% reduction by 2030
	Improve energy efficiency	kWh energy consumed per m ² gross internal floor area	2016/17	193 kWh/m ²	183 kWh/m ²	165kWh/m ²	155kWh/m ² by 2030
	Reduce water consumption	% reduction in water use (per staff & student FTE)	2016/17	24%	37%	Data not available	20% reduction by 2023 NEW target 20% reduction by 2025 from 2018/19
Waste Management							
	Reduce waste disposal	% reduction in waste from baseline	2016/17	9%	29%	43% (TBC)	20% reduction by 09/2020 NEW target: 12% reduction by 2025 from 2018/19
Increase waste recycled	% waste recycled	2016/17	38%	40%	38% (TBC)	50% by 09/2020 New target: 65% by 2025	Not Achieved
Eliminate avoidable single use plastics	Number of avoidable single use plastics	2019/20	N/A	N/A	Data not available	Zero by end 2022	On Track

Environmental Sustainability Performance



Objective	Key Performance Indicator	Baseline year	2017-18			2018-19			2019-20			Target/date	Tracking 2019/20
			2017-18	2018-19	2019-20	2017-18	2018-19	2019-20	2017-18	2018-19	2019-20		
Sustainable Procurement													
	Develop and embed sustainable purchasing policy in Estates	Flexible Framework Self Assessment All Estates tender evaluations to include sustainability	2016/17	N/A	N/A	TBC	Meet level 4 in all areas of the Flexible Framework All Estates tender evaluations to include sustainability assessment					On Track	
Sustainable Construction													
	Ensure sustainability considered within construction through implementation of the sustainable construction policy	% of construction projects meeting sustainable construction policy requirements	2018/19	N/A	100%	100%	100% of construction projects meeting sustainable construction policy requirements					Achieved	
Travel & Transport													
	Improve facilities for cyclists on campus	Number of cycle parking spaces	2016/17	410	362	362	500 cycle parking spaces on campus by end 2023					On Track	
	Support use of Electric Vehicles by staff and students	Number of Electric Vehicle charge points on campus	2016/17	6	6	6	Increase number of EV charge points on campus [TBD]					On Track	
	Increase use of Electric Vehicles on campus by Estates	% Electric Vehicles in estates fleet	2016/17	0%	0%	0%	20% of Estates fleet by end 2025					On Track	
Community Engagement													
	Increase influence of Green Impact at the University Increase engagement with staff and students at the University with sustainability	Number of staff/students influenced in Green Impact Number of staff/students engaged with sustainability campaigns & events	2016/17	21%	156%	Data Not Available	Increase in number of staff/students influenced Increase in number of staff/students engaged					On Track	
													On Track
Biodiversity													
	Maintain Green Flag Award	Green Flag Award	2018/19	N/A	Green Flag Achieved	Green Flag Achieved	Maintain Green Flag Award annually					Achieved	