



Environmental Management System

Objectives and Targets 2023/24

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Approved by:

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Environmental Objectives, Targets & Monitoring

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Each action point will be monitored by the action owner throughout the academic year, with reporting provided to SIG. Any additional resource implications required will be assessed by the action owner and funding sought where appropriate. Progress will be reported to the SIG through the annual Management Review.

Objective	Target	Responsibility/Resources/Threats	Measure including Source	Evaluation Methods/Comments	Frequency of Monitoring	Target Duration (academic year)
T1	<p>Compliance</p> <p>Ensure compliance with all relevant legislation and obligations associated with our activities and prevent the pollution of the natural environment and demonstrate compliance</p>	<p>Campus Wellbeing</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Audits, reviews and inspections of documentation, processes, and sites • TCP – authoritative source of legislative information and updates • Professional colleagues and the EMS <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Outsourcing and lack of supervision of contractors • Lack of knowledge and understanding at local level • Fly-tipping and acts of others outside our control • Lack of resources/funding <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Prosecution • Breach of licenses • Failures against ISO14001:2015 • Bad publicity 	<p><u>Radiation</u></p> <ul style="list-style-type: none"> • Outcomes of external audits by RPA and by Natural Resource Wales (pass/qualified pass/fail) <p><u>NRW Licenses and authorisations</u></p> <ul style="list-style-type: none"> • EMS auditing and inspection schedules <p><u>Contractor Control (third-party duties)</u></p> <ul style="list-style-type: none"> • Campus Services internal contract management systems for compliance • EMS Auditing and inspection schedules <p><u>Fly-tipping and acts of others outside our control</u></p>	<p>Demonstrate compliance and systems to ensure compliance, as:</p> <ol style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	<p>The EMS and the audit schedule will deliver throughout the year, with an annual review against this target</p>	<p>2023-24</p>

			<ul style="list-style-type: none"> University security systems and awareness 			
T2	<p>Waste Management</p> <p>a. Trial a system (Warp-it) where unused or redundant furniture, stationery and office equipment can be catalogued and made available for redistribution and reuse to staff throughout the University and thereby quantifying the waste reduction benefit through redistribution vs. buying new</p>	<p>Campus Services – Facility Operations</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> Staff time Data from Warp-it <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> Loss of qualified/knowledgeable staff Inconsistency of service – including system management Lack of time to develop and begin to implement agreed process Lack of buy-in/support Lack of data Lack of consistency in collecting and reporting waste streams <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> Financial Reputational 	<ul style="list-style-type: none"> Overall weight in kg/tonnes and breakdown of redistributed items 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? Could we have done more? Is a future target still necessary? Are there any foreseeable challenges in the future? How have we communicated our target and performance? 	Annually	2023-24
	<p>b. Create a process to collect data to quantify waste (tonnage and waste types) from construction and retrofit projects</p>	<p>Campus Services – Facility Operations</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> Staff time Data from construction projects <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> Loss of qualified/knowledgeable staff Inconsistency of service – including system management Lack of time to develop and begin to implement agreed process Lack of buy-in/support Lack of data Lack of consistency in collecting and reporting waste streams <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> Financial Reputational 	<p>Provided by contractors</p> <ul style="list-style-type: none"> Overall tonnages and types of waste produced Disposal method used for each type of waste 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? Could we have done more? Is a future target still necessary? Are there any foreseeable challenges in the future? How have we communicated our target and performance? 	Annually	2023-25

	<p>c. Produce a report to understand the content of non-recyclable waste from residential buildings to identify opportunities to influence future behaviour</p>	<p>Campus Services – Facility Operations</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time • Data gathering from general waste bins <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support • Lack of data • Lack of consistency in collecting and reporting waste streams <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Report produced by Facilities Operations summarising investigations and data 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? Could we have done more? Is a future target still necessary? Are there any foreseeable challenges in the future? How have we communicated our target and performance? 	<p>Annually</p>	<p>2023-26</p>
	<p>d. Replace labelling and signage in all catering outlets with the aim to increase consumer recycling rate:</p> <ul style="list-style-type: none"> -Barlows -Bistro -Teras -Cegin -Bar Uno 	<p>Campus Services – Facility Operations</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Lack of time to develop and begin to implement agreed signage • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Labelling/signage up in all outlets • Audit for consistency when completed 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? Could we have done more? Is a future target still necessary? Are there any foreseeable challenges in the future? How have we communicated our target and performance? 	<p>Upon completion and then periodically</p>	<p>2023-24</p>
	<p>e. Add general waste receptacles to external recycling multi-bin units where required</p>	<p>Campus Services – Facility Operations</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time • Budget to fund new bins (if none available for re-use) 	<ul style="list-style-type: none"> • Addition of general waste bins to external recycling units 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? 	<p>Upon completion and then periodically</p>	<p>2023-24</p>

		<p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Audit for consistency and effectiveness when completed 	<ul style="list-style-type: none"> iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 		
f.	Implement the framework for University-wide procurement of furniture designed with circular economy principles	<p>Finance Services – Procurement</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Audit of implemented framework for effectiveness 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	Annually	2023-26
g.	Achieve Zero waste to landfill and 70% re-use and recycling by 2025	<p>Campus Services – Facility Operations</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time • Contractor data <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p>	<ul style="list-style-type: none"> • Overall weight in kg/tonnes and breakdown of waste categories 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our 	Annually	2023-25

		<ul style="list-style-type: none"> • Financial • Reputational 		target and performance?		
T3	Procurement a. Embed sustainable procurement and Scope 3 carbon reduction actions into the Procurement Strategy in line with the Welsh Government's commitment to decarbonise procurement	Finance Services – Procurement <u>Resources</u> <ul style="list-style-type: none"> • Staff time <u>Threats to target:</u> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Financial • Reputational • Impacts on carbon targets 	<ul style="list-style-type: none"> • Revised Procurement Strategy 	i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance?	Upon completion and then periodically	2023-24
	b. Define operational targets and measures that are outcome based and linked to Bangor University's corporate policies and Procurement Strategy	Finance Services – Procurement <u>Resources</u> <ul style="list-style-type: none"> • Staff time <u>Threats to target:</u> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Documentation of approved procurement targets and measures • Report on performance against targets and measures 	i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance?	Upon completion	2023-25
	c. Ensure relevant carbon and environmental KPIs are included within relevant tenders alongside developing	Finance Services – Procurement <u>Resources</u> <ul style="list-style-type: none"> • Staff time <u>Threats to target:</u>	<ul style="list-style-type: none"> • Revised tendering procedure with KPIs linked to carbon reduction 	i. Did we achieve the target? ii. Do we understand how we achieved the results?	Upon completion	2023-25

	guidance to aid measuring, monitoring, and reporting	<ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<p>and environmental protection</p> <ul style="list-style-type: none"> • Audit tendering procedure and process 	<ul style="list-style-type: none"> iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 		
d.	Identify and deliver sustainable procurement training for all operational staff involved in tender development and contract management	<p>Finance Services – Procurement</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Delivery of matrix and schedule for sustainable procurement training • Audit on implemented training for effectiveness 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	Annually	2023-24
e.	Communicate sustainability goals and requirements to suppliers alongside broader market engagement actions and communication activities	<p>Finance Services – Procurement</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Inconsistency of service – including system management • Lack of time to develop and begin to implement agreed process • Lack of buy-in/support <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Financial • Reputational 	<ul style="list-style-type: none"> • Documented evidence of communication of sustainability goals and requirements to suppliers and related engagement actions 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our 	Annually	2023-24

				target and performance?		
T3	Utilities – Water a. Reduce water consumption by 2% compared to 2022/23, as a function of i) m2 useful floor area and ii) FTE students & staff (through staff and student promotion)	Campus Wellbeing <u>Resources</u> <ul style="list-style-type: none"> • Billing data • HESA data <u>Threats to target:</u> <ul style="list-style-type: none"> • Loss of qualified/knowledgeable staff • Weather extremes • Water leakage/loss • Increased water intensity of research activities (cooling) • Failure of monitoring • Lack of useable data • Lack of resources/funding <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Financial • Reputational 	Provided by: Campus Wellbeing <ul style="list-style-type: none"> • Cubic metres of water per useable floor area • FTE for staff/students – as per HESA submission 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	Annually	2023-24
	b. Produce and approve a University Water Management Plan to reduce water consumption and improve water conservation	Campus Wellbeing <u>Resources</u> <ul style="list-style-type: none"> • Accurate water data • Communications • Budget • Staff Resources/Time <u>Threats to target:</u> <ul style="list-style-type: none"> • Lack of time to develop • Lack of funds to implement measures • Lack of buy-in/support • Insufficient data platforms • Loss of qualified/knowledgeable staff <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Unable to aid achieving Net Zero by 2050 • Reputational damage • Missed opportunities 	<ul style="list-style-type: none"> • Approval by Campus Services and publication of Water Management Plan 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	Annually	2023-26
T4	Travel and Transport	Campus Wellbeing <u>Resources</u> <ul style="list-style-type: none"> • Communications 	<ul style="list-style-type: none"> • Draft Travel & Transport Strategy to be reviewed and approved by 	<ul style="list-style-type: none"> i. Did we achieve the target? 	Annually	2023-25

<p>a. Produce and approve new Travel and Transport Policy</p>	<ul style="list-style-type: none"> • Staff Resources/time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Lack of buy-in/support • Lack of plan • Insufficient communication or collaboration • Lack of understanding question set <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Missed opportunities • Impacts on carbon targets 	<p>Sustainability Implementation Group</p>	<p>ii. Do we understand how we achieved the results?</p> <p>iii. Could we have done more?</p> <p>iv. Is a future target still necessary?</p> <p>v. Are there any foreseeable challenges in the future?</p> <p>vi. How have we communicated our target and performance?</p>		
<p>b. Rollout of payment system for public Electric Vehicle charging points across the University's estate</p>	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Communications • Staff Resources/time • Financial constraints <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Lack of buy-in/support • Lack of planning • Insufficient communication or collaboration • Lack of understanding question set <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Missed opportunities • Impacts on carbon targets 	<ul style="list-style-type: none"> • Public EV charging points and payment system on University sites 	<p>i. Did we achieve the target?</p> <p>ii. Do we understand how we achieved the results?</p> <p>iii. Could we have done more?</p> <p>iv. Is a future target still necessary?</p> <p>v. Are there any foreseeable challenges in the future?</p> <p>vi. How have we communicated our target and performance?</p>	<p>Annually</p>	<p>2023-25</p>
<p>c. Increase the number of electric vehicles in the University fleet by 10% by 2025</p>	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Communications • Staff Resources/time • Financial constraints <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Lack of buy-in/support • Lack of planning • Insufficient communication or collaboration <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • Missed opportunities 	<ul style="list-style-type: none"> • Campus Services' electric vehicle inventory 	<p>i. Did we achieve the target?</p> <p>ii. Do we understand how we achieved the results?</p> <p>iii. Could we have done more?</p> <p>iv. Is a future target still necessary?</p> <p>v. Are there any foreseeable challenges in the future?</p>	<p>Annually</p>	<p>2023-25</p>

		<ul style="list-style-type: none"> Impacts on carbon targets 		vi. How have we communicated our target and performance?		
d. Communication	<p>Support and encourage more sustainable travel modes for commuting and inter-site travel, including continuing liaison with public transport companies</p>	<p>Campus Services & Sustainability Team</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> Communications Staff Resources/time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> Lack of buy-in/support Lack of plan Insufficient communication or collaboration Lack of understanding question set <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> Missed opportunities Impacts on carbon targets 	<ul style="list-style-type: none"> Documented evidence of communication regarding sustainable travel and liaison with public transport companies 	<p>i. Did we achieve the target?</p> <p>ii. Do we understand how we achieved the results?</p> <p>iii. Could we have done more?</p> <p>iv. Is a future target still necessary?</p> <p>v. Are there any foreseeable challenges in the future?</p> <p>vi. How have we communicated our target and performance?</p>	Annually	2023-24
e. Audit the provision of cycling facilities (bike parking, showers, lockers etc) across the University estate	<p>Campus Wellbeing</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> Communications Staff Resources/time <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> Lack of buy-in/support Lack of plan Insufficient communication or collaboration Lack of understanding question set <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> Missed opportunities Impacts on carbon targets 	<ul style="list-style-type: none"> Completed audit report 	<p>i. Did we achieve the target?</p> <p>ii. Do we understand how we achieved the results?</p> <p>iii. Could we have done more?</p> <p>iv. Is a future target still necessary?</p> <p>v. Are there any foreseeable challenges in the future?</p> <p>vi. How have we communicated our target and performance?</p>	Annually	2023-24	
f. Embed the sustainable travel hierarchy outlined in the University's Travel and Transport Policy in	<p>Campus Services & Sustainability Team</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> Communications Staff Resources/time <p><u>Threats to target:</u></p>	<ul style="list-style-type: none"> Approved Travel and Transport Policy and Plan 	<p>i. Did we achieve the target?</p> <p>ii. Do we understand how we achieved the results?</p>	Annually	2023-25	

	all University policy and practice	<ul style="list-style-type: none"> • Lack of buy-in/support • Lack of plan • Insufficient communication or collaboration <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Missed opportunities • Impacts on carbon targets 		<ul style="list-style-type: none"> iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 		
T5	Biodiversity a. Establish initial 5 sites dedicated for 30 by 30 in 30 on University land	Campus Services <u>Resources</u> <ul style="list-style-type: none"> • Staff Resources/Time • Communication • Accurate land data <u>Threats to target:</u> <ul style="list-style-type: none"> • Lack of time to develop • Lack of funds to implement measures • Lack of buy-in/support • Insufficient data • Loss of qualified/knowledgeable staff <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • No gains in biodiversity across the Estate • Missed opportunities • Increased resource costs due to changes in land management 	<ul style="list-style-type: none"> • Biodiversity surveys completed by external ecological consultants to determine species richness and abundance for: <ul style="list-style-type: none"> ○ Vegetation ○ Small mammals ○ Birds ○ Invertebrates ○ Fungi 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	Annually	2023-24
	b. Complete baseline biodiversity surveys for initial 5 '30 by 30 in 30' sites	Campus Services <u>Resources</u> <ul style="list-style-type: none"> • Staff Resources/Time • Communication • Accurate land data <u>Threats to target:</u> <ul style="list-style-type: none"> • Lack of time to develop • Lack of funds to implement measures • Lack of buy-in/support • Insufficient data • Loss of qualified/knowledgeable staff <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • No gains in biodiversity across the Estate 	<ul style="list-style-type: none"> • Biodiversity baseline surveys completed by external ecological consultants to determine species richness and abundance for: <ul style="list-style-type: none"> ○ Vegetation ○ Small mammals ○ Birds ○ Invertebrates ○ Fungi 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our 	Annually	2023-25

		<ul style="list-style-type: none"> • Missed opportunities • Increased resource costs due to changes in land management 		target and performance?		
	c. Approve and implement a University Biodiversity Policy and Biodiversity Enhancement Plan	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff Resources/Time • Communication • Accurate land data <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Lack of time to develop • Lack of funds to implement measures • Lack of buy-in/support • Insufficient data • Loss of qualified/knowledgeable staff <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • No gains in biodiversity across the Estate • Missed opportunities • Increased resource costs due to changes in land management 	<ul style="list-style-type: none"> • Approval and publication of University Biodiversity Policy and Biodiversity Enhancement Plan 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? Could we have done more? Is a future target still necessary? Are there any foreseeable challenges in the future? How have we communicated our target and performance? 	Annually	2023-25
	d. Approve and implement a University Amenity Grassland Management Policy and Plan	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • Staff Resources/Time • Communication • Accurate land data <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> • Lack of time to develop • Lack of funds to implement measures • Lack of buy-in/support • Insufficient data • Loss of qualified/knowledgeable staff <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> • No gains in biodiversity across the Estate • Missed opportunities • Increased resource costs through intensive land management 	<ul style="list-style-type: none"> • Approval and publication of an Amenity Grassland Management Policy 	<ol style="list-style-type: none"> Did we achieve the target? Do we understand how we achieved the results? Could we have done more? Is a future target still necessary? Are there any foreseeable challenges in the future? How have we communicated our target and performance? 	Annually	2023-25
T6	Carbon	<p>Campus Wellbeing</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> • AMMT system 	<ul style="list-style-type: none"> • Total CO2e emissions reported in the Annual 	<ol style="list-style-type: none"> Did we achieve the target? 	Annually	2022-25

	a. Reduce the location-based CO2e (for Scopes 1 and 2 emissions) from a baseline year of 2018/19 by 25% by the end of 2025	<ul style="list-style-type: none"> • Billing data • Finance data <u>Threats to target:</u> <ul style="list-style-type: none"> • Restructuring and loss of qualified/knowledgeable staff • Weather extremes • Increased energy intensity of research activities • Failure of monitoring • Lack of useable data • Lack of resources/funding <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Financial • Reputational 	Environment Report	<ul style="list-style-type: none"> ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 		
T7	Construction a. Produce a design specification Standard for all major refurbishment and new builds	<p>Campus Services</p> <u>Resources</u> <ul style="list-style-type: none"> • Staff Resources/Time • Communication • Accurate data <u>Threats to target:</u> <ul style="list-style-type: none"> • Lack of time to develop • Lack of funds to implement measures • Lack of buy-in/support • Insufficient data • Loss of qualified/knowledgeable staff <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> • Missed opportunities • Increased resource costs through less carbon efficient construction 	<ul style="list-style-type: none"> • Approval and publication of Design Specifications for major refurbishment and new builds 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? v. Are there any foreseeable challenges in the future? vi. How have we communicated our target and performance? 	Annually	2023-25
	b. Create a thorough assessment of energy usage, building fabric improvements, in-cycle energy conservation, and other CO2e reducing technologies for each University building	<p>Campus Services</p> <u>Resources</u> <ul style="list-style-type: none"> • Staff Resources/Time • AMMT system data • Billing data <u>Threats to target:</u> <ul style="list-style-type: none"> • Lack of time to develop • Lack of buy-in/support • Insufficient data 	<ul style="list-style-type: none"> • Production of an energy assessment for each building 	<ul style="list-style-type: none"> i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more? iv. Is a future target still necessary? 	Annually	2023-26

		<ul style="list-style-type: none">• Loss of qualified/knowledgeable staff <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none">• Missed opportunities• Financial		<p>v. Are there any foreseeable challenges in the future?</p> <p>vi. How have we communicated our target and performance?</p>		
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