

Objective	Completion measure/target	Baseline	Target	Measure	Progress 2017-18	Progress 2018-19	Completion date	Operational Lead(s)	Leadership Responsibility	UEG Lead	2016/17 target	2017/18 target	2018/19 target	2019/20 target	2020/21 target
<b>System</b>															
Review and renew EMS training	Review complete and training in place	n/a	New training in place	Yes/No	Update in progress	Training Live	Dec-17	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	Training in place	n/a	n/a	n/a
EQMS training module is operational	Training module operational and in use	n/a	EQMS training module in use	Yes/No	Delay due to IT issues	Module currently being tested, expected to be ready early 2019	Feb-18	Sustainability Projects Officer	Director of Sustainability	Not required	n/a	EQMS training module in use	n/a	n/a	n/a
<b>Emissions</b>															
Reduce scope 1 & 2 carbon emissions	35% 2020 (2005/06 baseline)	64,142	41,692	tonnes	Awaiting EMR figures		Jul-21	Energy Manager	Director of Sustainability	Director of Campus Development	44,899	43,616	42,975	42,344	42,692
Submit business case for additional funding to meet 2020/21 target (scope 1 & 2)	Business case submitted	n/a	Business case submitted	Yes/No	N/A	Business case development in progress	Jul-19	Energy Manager/ Sustainability Manager	Director of Sustainability	Director of Campus Development	n/a	n/a	Business case submitted	n/a	n/a
Complete consultation for post 2020/21 climate change plan	Consultation completed	n/a	Consultation completed	Yes/No	N/A	Consultation started	Jul-19	Energy Manager/ Sustainability Manager	Director of Sustainability	Director of Campus Development	n/a	n/a	Consultation completed	n/a	n/a
Achieving a 10% reduction in overall scope 3* carbon emissions associated with business travel	10% reduction by 2020 (based on the 2015/16 baseline).	9,147	8,232	tonnes	9,336		Jul-19	Sustainability Manager / Sustainability Projects Officer	Director of Sustainability	Deputy Vice-Chancellor: Research & Innovation	8,797	8,447	8,447	8,232	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	Awaiting EMR figures		Jul-19	Sustainability Manager / Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	<19,110	n/a	n/a	n/a	n/a
Review use and potential impact of F-gasses at University	Review and impact assessment complete	n/a	Review and impact assessment completed	Yes/No	N/A	Environmental Compliance Officer now in place. Started review	Jul-19	Head of Maintenance	Director of Estates	Director of Campus Development	n/a	n/a	Impact assessment complete	n/a	n/a
All new projects post 17/18 have embodied carbon assessments completed when value over £2m	Approach developed and sustainable construction standard updated.	n/a	n/a	No. of projects at stage 3	N/A	LETEC and LUBS (purple zone)	Jul-19	Head of Capital Development	Director of Estates	Director of Campus Development	n/a	n/a	100%	n/a	n/a
		n/a	100%	No. of completed assessments (stage 3)	N/A	Assessment started on both projects.									
<b>Re-use, recycling &amp; waste</b>															

Increase internal re-use	Tonnage through re-use@leeds (This is what has been reused on campus: Website, Over2Hills and Right Green Recycle and does not include what is sent to charity)	102	65	Tonnes	61.9 tonnes. New website launched in November 2017, which should account for the shortfall		Jul-19	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	107.1 tonnes	65 tonnes	65 tonnes	n/a	n/a
	Increased % of re-use through reuse@leeds site compared to total re-use (total re-use doesn't include items sent to charity)	3.45%	15	%	21%		Jul-19	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	15%	15%	15%	n/a	n/a
	Reduction in % of material sent to charity against total reuse (against 2016-17 baseline)	42%	40%	%	52%		Jul-19	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	40%	40%	n/a	n/a
Reduce total campus waste	10% reduction compared to 2015/16 baseline	1617	1455	Tonnes	1437		Jul-19	Cleaning Services Manager	Director of Commercial and Campus Support Services	Director of Campus Development	1,567	1,517	1,455	n/a	n/a
Monitor residential waste (collected via contract)	Monitoring in place (start 17-18)	n/a	Yes/No	Tonnes	N/A	Monitoring in place	Jul-19	Residential Services Property Manager	Director of Residential Services	Director of Campus Development	n/a	Monitoring in place	n/a	n/a	n/a
Achieve greater than 90% recycling rate within construction waste across all projects.	>90% recycling rate	94	>90%	%	98%		Jul-21	Deputy Director / Head of Capital Development / Head of Design Team	Director of Estate Services	Director of Campus Development	90	90	90	90	90
Increase recycling segregated at source for campus waste	50% segregated at source by 2019/20	36	50%	%	43.30%		Jul-20	Cleaning Services Manager	Director of Commercial and Campus Support Services	Director of Campus Development	Static	40%	45%	50%	n/a
Reduce paper use by 10% by 2020/21	25,792,389	28,658,210	25,792,389	no.	n/a		Jul-19	Sustainability Manager	Director of Sustainability	Director of Campus Development	n/a	28,000,000	0	0	25,792,389
<b>Sustainable construction</b>															
All projects over £2m are audited for conformance against the >£2m sustainable construction standard	No. of completed projects >£2m completed from January 2017	n/a	All completed projects audited	No.	7		Jul-19	Deputy Director of Estates	Director of Estate Services	Director of Campus Development	n/a	n/a	n/a	n/a	n/a
	No. of completed audits of projects >£2m completed after January 2017	n/a			2		Jul-19	Deputy Director of Estates	Director of Estate Services	Director of Campus Development	n/a	50%	70%	80%	90%
100% conformance against Sustainable Construction Standard for projects over £2m by 2021	100% conformance. Measured annually by average % of completed projects.	58	100	%	65%		Jul-21	Deputy Director / Head of Capital Development	Director of Estate Services	Director of Campus Development	70	75	80	90	100
Projects below £2m are reviewed for conformance against the <£2m Sustainable Construction Standard	No. of completed projects <£2m started after January 2019	n/a	All completed projects reviewed against standard	No.	n/a		Jul-21	Deputy Director of Estates	Director of Estate Services	Director of Campus Development	n/a	n/a	n/a	n/a	n/a
	No. of completed reviews of projects <£2m started after January 2019	n/a			n/a		Jul-21	Deputy Director of Estates	Director of Estate Services	Director of Campus Development	n/a	n/a	20%	50%	80%
100% conformance against Sustainable Construction Standard for projects below £2m by 2021	100% conformance. Measured annually by average % of completed projects.	n/a	100	%	n/a		Jul-21	Deputy Director / Head of Capital Development	Director of Estate Services	Director of Campus Development	n/a	n/a	60%	70%	80%

Sustainable Travel															
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	%	2% increase	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	74	76	78	n/a	n/a	
	Maintain levels of overall sustainable travel* at 95% for students.	95	95		Target met		Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	95	95	95	n/a	n/a	
Update University Travel Plan (2019 -2021)	Travel plan completed	n/a	Travel plan complete	Yes/No	n/a	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	n/a	Plan completed	n/a	n/a	
Reduce single occupancy car use	Reduction of single occupancy car use to 22%	24.5	22	%	1% decrease	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	24	23	22	n/a	n/a	
Roll out new car sharing platform	Set baseline of users	n/a	Set baseline	No.	n/a	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	n/a	Set baseline	n/a	n/a	
Develop electric vehicle infrastructure, parking and charging plan	EVCP charging points & users	16	20	EVCP	n/a	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	16	20			
Increase number of cycle-parking spaces at University campus	Number of cycle parking spaces on campus	1605	>1605	No.	Target met	Jul-21	Sustainability Projects Officer / Bike Hub Co-ordinator	Director of Sustainability	Director of Campus Development	1605	1560	1620	1680	1740	
Develop plan for reducing & offsetting the impact of business travel	Options appraisal and implementation plan to reduce impact of business travel	n/a	Appraisal & implementation plan complete	Yes/No	n/a	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	n/a	Appraisal & implementation plan complete	n/a	n/a	
Increase number of low carbon vehicles in fleet	Continue investment in developing a cleaner fleet. By 2018 increase to 10% by 2018 beyond the 2014 baseline of 2% electric fleet vehicles	2	10	%	8%	Jul-21	FD Procurement Manager / Sustainability Projects Officer	FDSMT	Director of Campus Development	8	8	10	n/a	n/a	
Increase engagement with staff and students at the Bike Hub	Improvement on 2017/2018 bike hub engagement figures	Hires: 480 Visits: 2500	Hires: 500 Visits: 3000	No.	Target met - baseline established	Jul-21	Sustainability Projects Officer / Bike Hub Co-ordinator	Director of Sustainability	Director of Campus Development	n/a	n/a	>2017/18	n/a	n/a	
Record volunteer hours at the Bike Hub	Record volunteer hours completed	5 hours/week	10 hours/week	Hours/week	Target met - baseline established	Jul-21	Bike Hub Co-ordinator	Director of Sustainability	Director of Campus Development	n/a	n/a	10 hours/week	n/a	n/a	
Biodiversity															
Improve biodiversity of University owned grounds/gardens (Value)	Increase in biodiversity value compared to previous year	8730	>8730	No.	Not met for 17/18 due to impact of capital projects	Jul-21	Grounds & Garden Manager / Sustainability Projects Officer	Director of Estate Services	Director of Campus Development	>8730	>8730	>8730	>8730	n/a	
Implement University Biodiversity Action Plan	Achieve 100% of campus Biodiversity Action Plan Targets (by 2021)	n/a	100%	%	26%	Jul-21	Grounds & Garden Manager / Sustainability Projects Officer	Director of Estate Services	Director of Campus Development	10%	30%	50%	70%	90%	
Develop biodiversity action plans for off campus sites	Four sites to be assessed and developed	n/a	All site covered by BAP	Plans complete	Residential BAPs to be completed by architect - 2018-19	Jul-21	Sustainability Projects Officer	Director of Sustainability	Director of Campus Development	n/a	2 additional plans	All plans complete	n/a	n/a	
Sustainable Procurement															
Work out how to measure and record sustainability value achieved through tendered contracts	Method in place	n/a	Monitoring in place	Yes/No	Being developed as part of review	Aug-19	Purchasing Managers / Category Managers	Head of Procurement	Chief Financial Officer	In place	In place	n/a	n/a	n/a	

High risk sustainability contracts account for sustainability risk	Awarded contracts have medium - high sustainability score	n/a	> 7 out of 10	Average score (out of 10)	Waiting on data from Purchasing		Aug-19	Purchasing Managers / Category Managers	Head of Procurement	Chief Financial Officer	n/a	>7	>7	>7	>7
Develop training programme for Procurement & Sustainability to further embed sustainable procurement practices.	Training in place and delivered	n/a	Programme delivered	Yes/No	Planning started		Aug-19	Sustainability Manager	Director of Sustainability	Director of Campus Development	n/a	In place	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>	Awaiting EMR figures		Aug-21	Energy Manager	Director of Sustainability	Director of Campus Development	680,723	646,723	612,723	578,723	544,578
<b>General</b>															
Launch Blueprint programme	25 teams with Blueprint up to level 1	5	25	No.	n/a		Aug-19	Sustainability Project Officer	Director of Sustainability	Director of Campus Development	n/a	n/a	25	n/a	n/a
Embed Blueprint across University	80% of University covered by Blueprint teams by 2020/21	0	80%	%	n/a		Aug-19	Sustainability Project Officer	Director of Sustainability	Director of Campus Development	n/a	n/a	30%	50%	80%