BUEMSR003 Objectives, targets and programme of measures
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Progress indicator

White	Work yet to start
Red	Have missed or likely to miss completion date
Amber	In progress and concern may miss target
Green	On target or likely to meet target

	Objective	Area	Target	Programme	Responsibility	Proposed Completion date	Actual Completed Date	Comments
	To implement an EMS across the University	EMS	To transition to ISO14001:2015 by Sept-17		Sustainability Manager	Sep-17		Gap analysis and implementation plan to be presented to SSG (Sept 16). Seek certification to the new standard in Nov/Dec 2017.
		EMS	To complate a gap analysis between EMS and ISO14001:2015 to identify work required to transistion to the		Sustainability Manager	Dec-16		Attending EcoCampus transistion workshops (May and June). Gap analysis to be pesented to SSG (Sept 16).
		EMS	To develop a draft LEV Operational Control Procedure		Estates Hard Services Manager	Feb-16	Jun-16	Asset survey and stakeholder discussions completed. Look to incoporate LEVs into Quemis asset/PPM management system. Slippage in date (from Oct-15) due to Hard Services team reorganisation. LEV operational control procedure to be signed off by SSG on 22.6.16. 25/08/16 LEV Policy signed off by SSG. LEV's captured by Estates, Schools instructed to provide servicing details for centralised register.
		Energy Management System	To complete a gap analysis against ISO50001 standard to see what work is required to achieve the standard		Sustainability Manager	Jul-16	Aug-16	Contract awarded to Carbon Credentials. Meeting planned for 16th June. Report received August 2016. CMP Programme Manager to prepare implementation plan to seek certification in Nov/Dec 2017.
		Energy Management System	To implement an Energy Management System to ISO50001 standard		CMP Programme Manager	Jul-17		Business Case & Detailed project plan to align with gap analysis tasks by Dec 2016. Implementation of system by July 2017.

	To deliver training to ensure staff are competent to manage activities that have the potential to cause significant harm to the environment.	Training	To deliver an environmantal awareness course for those staff who manage activities that pose a high risk to the environment		Sustainability Manager	Annual review June 16		Review training in line with Loreus Roles, Responsibilities and Training spread sheet. Continue to deliver staff induction session. Planned training: Maintenance Services tool box talks (Energy & Water) and Soft Services/Faculties Waste Management tool box talks. Presentations planned for ISO14001 transition (SSG, SMM & ULT).
		Training	To provide training and awareness on the hazardous materials spill response procedure by Oct 2015		Sustainability Manager	Annual review June 16		Spill response training planned for Maintenance Service team (Sept 2016)
	To reduce use of natural resources	Energy	To develop electricity use reduction target and metrics.		CMP Programme Manager	Jul-17		Based on new build, disinvestment, IT energy management, RGF projects & Energy Centre. Slippage due to conflicting priorities. Should be tackled as part of progession to ISO50001.
		Energy	To ensure all RGF projects are implemented and delivery expected savings		Energy Officer	Nov-16		Awaiting programme from Maintenance Team for delivery during 2016. 25% of LEDs installed (as of August 2016). UPS for Jurassic House data centre installed (July 2016).
		Utilities	To complete Utility Review		CMP Programme Manager	Jul-17		Soft Market Testing exercise completed with 3 suppliers. Undertaking visists to view product exapmples in situ. Business case for changes to utility management by Nov 2016. Implement utility management system by July 2017.
	To reduce use of natural resources	Energy	To develop gas consumption reduction target and metrics.		CMP Programme Manager	Jul-17		Should be tackled as part of progession to ISO50001.
	To reduce use of natural resources	Water	To develop a water consumption reduction target and metrics		CMP Programme Manager	Jul-17		Should be tackled as part of progession to ISO50001.
		Water	To trial Propelair toilets by Sept 15		Estates Hard Services Manager	Mar-16	Easter 2016	Currently measuring water use from flushing so can calculate savings from the units. Aim to install 11 in Poole House during Christmas 15 to assess potential water savings. Work to be completed during Poole House toilet refurbishment programme. Note slippage from Jan-16 (although half may be installed by this date). To be installed during Easter toilet refurbishment. Due to be operational from 8.6.16. WC's operational Easter 2016, trail complete.
	To reduce use of natural resources	Carbon (Scope 1 & 2)	To reduce carbon emissions from energy consumption by 40% by July 2021 based on a 2005/06 baseline	See CMP	CMP Programme Manager	Jul-21		Work in progress to identify potential projects to close the 12% gap in carbon emissions for meeting with COO on 3rd October. Plan should be signed off by Board in November.

		Carbon (Scope 1 & 2)	To set carbon emission reduction targets for energy consumption metrics (per £ turnover (kg/£), m2 and FTE)	See CMP	CMP Programme Manager	Jul-17		Should be tackled as part of progession to ISO50001.
		Carbon (Scope 3)	To set carbon emission reduction targets for water consumption and disposal metrics	See CMP	CMP Programme Manager	Jul-17		As above
		CMP	To publish refreshed CMP by March 16		CMP Programme Manager	Dec-16		Delay due to COO requring further work to identify potential projects to close the 12% gap in achieving the 2020 40% reduction target. Awaiting board approval in November 2016.
		Carbon (Scope 3)	To report on Scope 3 carbon emissions	See CMP	CMP Programme Manager	Jul-17		Approach to Scope 3 emmsions detailed in 2016 CMP refresh. Work still to be done in robustly quantifying activities that are currently not reported on (eg: Procurment, Commuting and business travel). Low priority at present.
	To minimise impact of buildings	New build and refurbishment & maintenance of existing buildings	To consider publishing Sustainable Construction Policy	Review summer 2015. Implement / approve autumn 2015	Head of Estates Development	Nov-15		Updated Estates Development Framework. Programme Manager, Estates looking to take Policy and guidance documents to Estates Development Programme Board in Feb-16. Slippage to June 16 as Estates Programme Manager managing other priority new build. 15.09.16 - task re-scheduled to October 2016 due to resourcing pressures
		New build	To achieve BREEAM Excellent (80%+) and design stage EPC A for FB1	Design stage assessment achieved, construction underway	Head of Estates Development	May-16		Updated Estates Development Framework. This allows 4 months post PC for the BRE to issue the certificate. For info the design stage FB1 score was 77%. Progressing as designed and specified, contractual handover scheduled 2nd June, BREEAM completion cert to follow. 15.09.16 - the building has achieved an EPC score of 20 (A rated) and the BREEAM assessment is being prepared for submission to the BRE with a score of 77%.
		New build	Develop design concept to achieve BREEAM Excellent (80%+) and EPC A for FB2 phase 1 (now called the PGFB)	Feasibility study initiated spring 2015	Head of Estates Development	Jan-20		Pre-assessment BREEAM workshop held with design team in August setting the initial 'Base' score at 73.92 and 'Target' score of 84.97. BREEAM RIBA stage 1 - Designing for reuse nad recovery workshop took place in October 2015. 15.09.16 - No change as design was frozen until post outline planning approval, design re-commencing in October 2016.
		New build	Develop design concept to achieve BREEAM Excellent and EPC A for HSS Faculty building (now called the BGFB)	Feasibility study initiated spring 2015	Head of Estates Development	Aug-19		Concept design commencing in December 2015. Initial BREEAM workshop to be held in January 2016. initial BREEAM review complete , thermal modelling underway and LZC technology proposals to be confirmed, sustainability options to exceed minimum requirements being considered. 15.09.16 - the design solution being progressed will achieve EPC A and the target BREEAM score is 84%.
		New build and refurbishment and maintenance of existing buildings	To update the Contractors Working Notes by August 2015		Sustainability Manager	Aug-15	Jul-16	Update H&S note to include sustainability. No progress due to conflicting priorities. Comments sent to Maintenance Services Manager. Will be included in Pre Construction Information (see below)

		New build and refurbishment and maintenance of existing buildings	To publish Pre Construction Information for contractors		Maintenance Services Manager	Sep-16		Draft in preparation
		New build	Initiate an energy centre project in accordance with the EDF to achieve BU's carbon reduction commitment and complete the next stage of feasibility work	Feasibility study initiated spring 2015	Head of Estates Development	Nov-15		The target date for Nov 2015 for submission of a business case will not be achieved. Non-performance has been caused by consultant failure and an independent review of the viability of the energy centre concept is underway and is due to report back mid sept.
		Campus Infrastructure	To complete a review of TC infrastructure and agree future actions (scope includes electrical, gas, water and drainage infrastructure)		Head of Estates Development	Jun-15		Updated Estates Development Framework. The final revised report from Arup is outstanding, this has been delayed due to uncertainty around the future delivery of an energy centre. See carbon update above. Final report delayed awaiting issue of purchase order , which was issued on 27th April . 15.09.16 - the final services infrastructure report has been received from Arup and the development of TC campus infrastructure will be progressed via the PGFB project .
		Refurbishment	To complete a Ska assessment on Poole House refurbishment project	Feasibility study to be initiated in June 2015	Head of Estates Development	Nov-15		Updated Estates Development Framework. Commitment to undertaking Ska assessment is included within the scope of the approved Business Case. The scheme Architect, Baileys, has been appointed as the Ska assessor / lead. Poole House refurbishment completion date is Sept-16. Architects Bailey appointed as assessor , main contractor Kier reviewing requirements, silver rating targeted , Dave Archer representing sus team. 15.09.16 - no update, construction in progress , the next step is the completion of the handover stage assessment which is scheduled for February 2017
		Landscaping / external works	To initiate a feasibility study to develop landscaping improvements at the Talbot Campus to enhance the ecological value of the site and sustainable drainage	Feasibility study to be initiated in June 2015	Head of Estates Development	Nov-15		Feasiblity study completed. Approval of the Business Case by the BU main Board in scheduled in Feb 2016. Sustainability issues have been considered and proposals will be developed via detailed design. TC 2016 landscaping project approved , will lead to greater 'greening' of the eastern end of TC particularly , Neil Smith representing sus team. 15.09.16 - the delivery of the TC soft landscaping works has been resequenced to summer 2017.
		Procurement	To formulate an estates tender package to include all relevant policies guides etc to ensure compliance is included as a contractual obligation for suppliers and contractors (e.g. design guide etc)		Head of Estates Development and Head of Facilities Management	Nov-15		The Estates Admin team has commenced an audit trail of key procurement information, e.g. policies, guidance etc. Once this analysis is complete the findings will be shared with the estates senior management team for agreement of the tender pack contents. Awaiting admin resource. 15.09.16 - The Estates Operations Manager is developing a procurement process flow diagram and tender package.

	To reduce use of natural resources	Resources	To recycle at least 80% of day to day waste produced by July 2017		Estates Assistant Facilities Manager (Contracts)	Jul-17		In 2013/14 achieved 66% recycling rate. In 2014/15, achieved a 67% recycling rate. Introduction of food waste during 2015/16 will help towards achieving the target. But poor recycling rate reported by new contractor, Suez, is likely to see a decline in the recycling rate for 2015/16. Discussions continue with the company about the accuracy of the data.
		Resources	To recycle at least 85% of day to day waste produced from non-residential buildings by July 2017		Estates Assistant Facilities Manager (Contracts)	Jul-17		As above
		Resources	To introduce food waste recycling in café areas by December 2016		Estates Assistant Facilities Manager (Contracts)	Dec-16		Introduction of three aperture Meridian bins in café areas. Waiting to order bins as food compartment does not have a flap.
		Resources	To complete a waste audit to better understand what is being thrown out in the genrral waste and identify areas for improvement		Sustainability Support Officer	Mar-17		Building on the successful audit completed in Feb-16.
		Resources	To achieve Bronze Food for Life certification, Lansdowne Campus		General Manager for Catering, Chartwells	Dec-15		Due to working on the proposal for the EBC restaurant to be closed and consolidated into a Deli bar outlet Chartwells has postponed their application for a Bronze audit in this outlet. They hope to finalise the proposal and final agreement on this new outlet in December with BU and then apply for FFL in this single outlet on the Lansdowne Campus. Works planned over Easter 2016 and then consider approach. Update on FFL is that, at present Chartwells are not in a position to progress on the Market Deli at the Lansdowne due to mobilisation into Fusion and new management structure. Chartwells can confirm/update in August if this is to progress, once they are in Fusion and have the opportunity and resource to revisit.
		Resources	To reuse/recycle at least 95% of refurbishment project construction and demolition waste (as a percentage of the annual total amount of waste produced) by the end of July 2016	Specified in contracts	Head of Estates Development Senior Project Manager	Jul-16		Achieved 90.5% in 2014/15.
		Resources	To reuse/recycle at least 95% of new build project construction and demolition waste (as a percentage of the annual total amount of waste produced) by the end of July 2016	Specified in contracts	Head of Estates Development Senior Project Manager	Jul-16		Achieved 99% in 2014/15.

	To promote sustainable travel at University	Transport	To implement the Travel Plan to achieve the travel mode targets for 2013 -2018		Travel Co-ordinator	Annual review in July		Staff travel survey to be undertaken in May 2016. Report to SSG, June 2016. The 2016 staff travel survey achieved a 45% response rate. Initiatl analysis of the survey data show the Travel Plan is making good progress in achieving the primary aim of reducing the proportion of staff commuting to work alone by car to 42% by 2018. The proportion of staff commuting to work alone by car has reduced from 56% to 44% since the last survey in 2014. A full written report will be presented to SSG in June 2016. The results were presented to SSG in June 2016 and a full written report will be available in October 2016.
		Transport	To develop and implement car parking strategy		Travel Co-ordinator	Jul-16		Reccomendations for phase 1 proposals submitted to TPG Aug-15. TPG accepted annual permit application proposal, but further investigation required on pricing review and phase 2 issues by a newly formed sub-group. This group will work through the outstanding issues and present a revised set of proposals to TPG in March 16. Final recommendations to be presented to ULT Jun 16. An annual staff online permit application system was successfully implemented in March 16. The UET has agreed to increase all permit prices by 5% in 2016/17 (with the exception of scratch cards). Staff and student parking sub groups working on a number of key car parking themes. Travel Co-ordinator is undertaking some softmarket testing of parking managmenet and enforcement systems to inform the wider car parking strategy. An Estates workshop was held in July 16 to discuss the short, medium and longer term issues and challenges facing BU car parking provision and
		Transport	To develop and implement a car parking space strategy to facilitate implementation of EDF at Talbot Campus by 2020		Travel Co-ordinator/Head of Estates Development	Mar-16		Parking quantum time line created outlining the availability of spaces through the EDF implementation up to 2020. Strategy to reprovide spaces through the expansion of car park H agreed in principle with BoP and TVT. AECOM drawing up design drawings. Planning application to be submitted Mar 16. The development of a post 2020 strategy represents a major piece of work to be initiated post FB2 and HSS planning approval. 15.09.16 - first workshop held on 12.07.16 and a second is planned on 26.09.16 with M&C to review and develop a short term parking strategy for 2017 to mitigate the impacts of development
		Transport	To develop and implement a car parking space strategy to facilitate implementation of EDF at Lansdowne Campus by 2020		Travel Co-ordinator/Head of Estates Development	Apr-16		Parking quantum time line created outlining the availability of spaces through the EDF implementation up to 2020. The reprovision of spaces in the short term through an existing surface level car park. Cost modelling work for a longer term solution in progress Dec-15. Preferred option to be presented to UET for funding approval Mar 16. The development of a post 2020 strategy represents a major piece of work to be initiated post FB2 and HSS planning approval
		Transport	To review and sign-off business travel policy		Head of Procurement	Apr-16		Linked to objective to design and implement a Sustainable travel Hierarchy for business travel by 2013/14. Further discussion with Head of Procurement required before proceeding. Procurement Manager leading on updating the Business Travel Policy. Policy is drafted and will be circulated to the working group for comment.

		Transport	To develop and implement a new BU Bus contract from summer 2016		Travel Co-ordinator	Jul-16	Aug-16	Tender process commenced Oct 16. 3 suppliers have expressed and interest and have passed the PreQual stage. ITT stage in progress, deadline for submissions is early Jan 16. Evaluations and decisions to be made Jan/Feb 16. Final recommendation paper to be submitted to UET March 16. The tender process is completed and was signed off by the F&R committee in April. The contract has been awarded to Go-Southcoast (more bus) and will commence 1st August 2016. Mobilisation of the contract is now taking place, with a fleet of 12 new buses due to be operational by Jan 17. Branding and marketing collatoral have been designed and created. A fleet of 12 new buses will be operational in September 16 ahead of schedule. New timetable published and operational plans in place for the start of the new term. A review of the procurement process is scheduled for October 2016.
	To work with our suppliers and contractors, where possible, to ensure the best use of natural resources and to minimise the environmental impact of their goods and supplies	Procurement (University)	To achieve level 4 of flexible framework for each area by April 2016		Head of Procurement	Jun-16		Spread sheet to revise information. Updated following EMS Nov-15 audit & presentation to Nov-15 SSG meeting. Updated Policy and Flexible Framework progress to be presented to SSG in June. Date slipped to June 2016 (from April 2016) and now Sept 16 (on track).
	To develop awareness of our staff and students of the impact they have on the environment and help them to minimise this impact	Communication and marketing	To implement the Communication and Marketing plan for 2015/16 to raise awareness amongst staff and students and encourage behaviour change	To work with Marketing & Communications to implement the Communication Plan 2015/16 and publish at least one article per month	Sustainability Manager	Aug-16		Calendar of events prepared for 2015/16. Updated calendar for Nov-15 SSG meeting. Awareness & engagement workshop on 21st April 16 to explore objectives for the three stakeholder groups (Staff, Students & External Stakeholders). Sustainability Support Officer to develop approach to the Strategy. Stakeholder mapping workshop Sustainability Team held on 3rd August 2016. Brand development by M&C.
			To create a community action plan		Head of Regional Community Partnerships	Dec-15		Meeting held to discuss community action plan and draft version circulated to Head of Regional Community Partnerships; SUBU and Residential Services Operations Manager for review. Report being developed. Date slipped to March 2016. Awaiting direction from Pro Vice Chancellor- Research And Innovation. Still no plan in place and the activities do not work to a specific strategy/plan. Assessing whether to remove this objective.
			To publish a sustainability section in the annual Finance report		Sustainability Manager	Aug-16		Draft text sent (Aug-16)

			To implement Student Switch-off campaign in BU owned halls of residence		Sustainability Manager	Jun-16	Jun-16	Meeting held with NUS on 14.8.15 to discuss implementation of project. Project started and ongoing. Will organise celebration for winning Hall. 9% reduction in electricity use for CH & SV compared to a baseline average of 2013/14 and 2014/15 readings. CH won the competition and received Ben & Jerry's ice cream as part of their 'Fun' day. Wash up meeting planned for 8th June. Discussions with Accommodation Office on pursuading privaye halls to sign up for 2016/17. Only one provider declined to do so.
			To implement staff Green Impact project		Sustainability Manager	Jun-16	Jun-16	Meeting held with NUS on 14.8.15 to discuss implementation of project. Project started. 4 teams signed up to date. Audits completed and awaiting final evidence review before awarding teams. Three teams achieved Bronze and one achieved Silver. Awards handed out at SUBU Green Awards evening. Wash up meeting planned for 8th June. Decision to run GI for second year with a target to get 10 teams to sign up. Will also pay for students to be trained up to support the teams.
			To implement Student Switch-off campaign in BU and private halls of residence		Residential Services Operations Manager, SSS	Jun-17		
			To implement staff Green Impact project		Sustainabliity Support Officer	Jun-17		Target of 10 teams.
		Wildlife and Social space	To implement BAP		Sustainability Manager	Annual review - Sept 2016		Draft BAP noted at March 2016 SSG. Further work required to complete the BAP. BAP completed post meeting with Maintenance Service Manager. Projects to introduce wildflower areas and Bee Hives on TC initiated. Six monthly meeting scheduled for Sept 2016.
	Providing a high quality work and study environment to support the health and wellbeing of staff and students	Health and Wellbeing	To develop and implement a staff health and wellbeing plan		Health, Safety and Wellbeing Manager	Annual Review Aug 17		Health & Wellbeing at BU Guide launched October 2014. Review of student and staff welbeing groups (separate forums) in March resulted in combined group launch in June 2015. Part of the work of the combined group will be to ensure any existing policy/plan remains fit for purpose.

	Embedding the principles of sustainability into the curriculum to ensure graduates have the necessary skills to contribute to the low carbon economy	Curriculum	To embed sustainability into curriculum to develop garduate skills and employability	To identify examples of best sustainability teaching practice by the Faculties to demonstrate what is being delivered at BU.	University Lead, Education for Sustainable Development	Jun-16		Investigating how well ESD is being implemented. Presentation to ESEC on 11.11.15 to discuss opportunities for enhancing the current situation at BU. See ESEC minutes for outcomes. SD - Faculty Competition (call for case studies) and Dissertations for Good on-going initiatives. Awaiting completion of web pages to promote the winning examples.
		Curriculum		To pilot the use of the NUS 'Dissertations for Good' project to match up BU students with sustainability projects with external companies	University Lead, Education for Sustainable Development	Mar-17		Change to project timescale - contract with NUS is for a year. Will push with students and academics in the autumn when second year students considering projects.
		Curriculum		To deliver sustainability module as part of the PGCert training to ensure new teachers at BU consider sustainability as part of delivering taught courses.	University Lead, Education for Sustainable Development	Dec-16		Meeting to discuss timing and content on 30th June. Session scheduled for Nov-16.
		Curriculum		To deliver a sustainability awareness workshop to student reps to encourage them to promote such teachings by lecturers and students.	Sustainability Support Officer	Oct-16		
	Preparing for the predicted changes in weather associated with global warming	Climate change	To develop and implement a climate change adaptation plan		CMP Programme Manager	Jul-17		Risks and opportunities workshop scheduled for Jan 17. Plan to be published July 2017.