



## Environmental Management System

### Objectives and Targets 2024/25

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**Approved by:**

**Date: 09/12/2024**

**Professor Oliver Turnbull, Deputy Vice-Chancellor, Chair of the Sustainability Development Group**

## 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	<b>Compliance</b>  Ensure compliance with all relevant legislation and obligations associated with our activities and prevent the pollution of the natural environment and demonstrate compliance	Campus Wellbeing  <u>Resources</u> <ul style="list-style-type: none"> <li>Audits, reviews and inspections of documentation, processes, and sites</li> <li>TCP – authoritative source of legislative information and updates</li> <li>Professional colleagues and the EMS</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Outsourcing and lack of supervision of contractors</li> <li>Lack of knowledge and understanding at local level</li> <li>Fly-tipping and acts of others outside our control</li> <li>Lack of resources/funding</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Prosecution</li> <li>Breach of licenses</li> <li>Failures against ISO14001:2015</li> <li>Bad publicity</li> </ul>	<u>Radiation</u> <ul style="list-style-type: none"> <li>Outcomes of external audits by RPA and by Natural Resource Wales (pass/qualified pass/fail)</li> </ul> <u>Authorisations</u> <ul style="list-style-type: none"> <li>Appropriate licenses, permits and exemptions in place from NRW for discharges and waste storage</li> <li>Conservation designations in place and adhered to</li> <li>Wildlife protections recognised and adhered to (NRW protected species license)</li> </ul>	Demonstrate compliance and systems to ensure compliance, as: <ol style="list-style-type: none"> <li>Did we achieve the target?</li> <li>Do we understand how we achieved the results?</li> <li>Could we have done more?</li> <li>Is a future target still necessary?</li> <li>Are there any foreseeable challenges in the future?</li> <li>How have we communicated our target and performance?</li> </ol>	The EMS and the audit schedule will deliver throughout the year, with an annual review against this target	2024-25

			<ul style="list-style-type: none"> <li>• EMS auditing and inspection schedules</li> </ul> <p><u>Contractor Control</u> (third-party duties)</p> <ul style="list-style-type: none"> <li>• Campus Services internal contract management systems for compliance</li> <li>• EMS Auditing and inspection schedules</li> </ul> <p><u>Fly-tipping and acts of others outside our control</u></p> <ul style="list-style-type: none"> <li>• University security systems and awareness</li> </ul>			
T2	<b>Waste</b>  a. Create a process and collect data to quantify waste (tonnage and waste types) from construction and retrofit projects	Campus Services – Facility Operations  <u>Resources</u> <ul style="list-style-type: none"> <li>• Staff time</li> <li>• Data from construction projects</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Loss of qualified/knowledgeable staff</li> <li>• Inconsistency of service – including system management</li> <li>• Lack of time to develop and begin to implement agreed process</li> <li>• Lack of buy-in/support</li> <li>• Lack of data</li> <li>• Lack of consistency in collecting and reporting waste streams</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Reputational</li> </ul>	Provided by contractors <ul style="list-style-type: none"> <li>• Overall tonnages and types of waste produced</li> <li>• Disposal method used for each type of waste</li> </ul>	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	2024-25
	b. Produce a report to understand the content of non-recyclable waste from residential buildings to	Campus Services – Facility Operations  <u>Resources</u> <ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Report produced by Facilities Operations summarising</li> </ul>	i. Did we achieve the target? ii. Do we understand how we achieved the results? iii. Could we have done more?	Annually	2024-26

	identify opportunities to influence future behaviour	<ul style="list-style-type: none"> <li>Data gathering from general waste bins</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Inconsistency of service – including system management</li> <li>Lack of time to develop and begin to implement agreed process</li> <li>Lack of buy-in/support</li> <li>Lack of data</li> <li>Lack of consistency in collecting and reporting waste streams</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Financial</li> <li>Reputational</li> </ul>	investigations and data	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?		
	c. Implement the framework for University-wide procurement of furniture designed with circular economy principles	Finance Services – Procurement  <u>Resources</u> <ul style="list-style-type: none"> <li>Staff time</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Inconsistency of service – including system management</li> <li>Lack of time to develop and begin to implement agreed process</li> <li>Lack of buy-in/support</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Financial</li> <li>Reputational</li> </ul>	<ul style="list-style-type: none"> <li>Audit of implemented framework for effectiveness</li> </ul>	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	2024-26
	d. Achieve Zero waste to landfill and 70% re-use and recycling by 2025	Campus Services – Facility Operations  <u>Resources</u> <ul style="list-style-type: none"> <li>Staff time</li> <li>Contractor data</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Inconsistency of service – including system management</li> <li>Lack of time to develop and begin to implement agreed process</li> <li>Lack of buy-in/support</li> </ul>	<ul style="list-style-type: none"> <li>Overall weight in kg/tonnes and breakdown of waste categories</li> </ul>	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	2024-25

		<u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Financial</li> <li>Reputational</li> </ul>				
	<b>Procurement</b>  a. 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"> <li>Staff time</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Inconsistency of service – including system management</li> <li>Lack of time to develop and begin to implement agreed process</li> <li>Lack of buy-in/support</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Financial</li> <li>Reputational</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of approved procurement targets and measures</li> <li>Report on performance against targets and measures</li> </ul>	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	2024-25
	b. Ensure relevant carbon and sustainability KPIs are included within relevant tenders alongside developing guidance to aid measuring, monitoring, and reporting	Finance Services – Procurement  <u>Resources</u> <ul style="list-style-type: none"> <li>Staff time</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Inconsistency of service – including system management</li> <li>Lack of time to develop and begin to implement agreed process</li> <li>Lack of buy-in/support</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Financial</li> <li>Reputational</li> </ul>	<ul style="list-style-type: none"> <li>Revised tendering procedure with KPIs linked to carbon reduction and environmental protection</li> <li>Audit tendering procedure and process</li> </ul>	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	2024-25
	c. Identify and deliver sustainable procurement training for all operational staff involved in tender development and contract management	Finance Services – Procurement  <u>Resources</u> <ul style="list-style-type: none"> <li>Staff time</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>Loss of qualified/knowledgeable staff</li> <li>Inconsistency of service – including system management</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of matrix and schedule for sustainable procurement training</li> <li>Audit on implemented</li> </ul>	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?	Annually	2024-25

		<ul style="list-style-type: none"> <li>•Lack of time to develop and begin to implement agreed process</li> <li>•Lack of buy-in/support</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Reputational</li> </ul>	training for effectiveness	vi. How have we communicated our target and performance?		
	d. 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"> <li>• Staff time</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>•Loss of qualified/knowledgeable staff</li> <li>•Inconsistency of service – including system management</li> <li>•Lack of time to develop and begin to implement agreed process</li> <li>•Lack of buy-in/support</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Reputational</li> </ul>	<ul style="list-style-type: none"> <li>• Documented evidence of communication of sustainability goals and requirements to suppliers and related engagement actions</li> </ul>	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	2024-25
T4	<b>Utilities – Water</b>  a. Reduce water consumption by 2% compared to 2023/24, as a function of i) m2 useful floor area and ii) FTE students & staff (through staff and student promotion)	<p>Campus Wellbeing</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>• Billing data</li> <li>• HESA data</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>• Loss of qualified/knowledgeable staff</li> <li>• Weather extremes</li> <li>• Water leakage/loss</li> <li>• Increased water intensity of research activities (cooling)</li> <li>• Failure of monitoring</li> <li>• Lack of useable data</li> <li>• Lack of resources/funding</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Reputational</li> </ul>	<p>Provided by: Campus Wellbeing</p> <ul style="list-style-type: none"> <li>• Cubic metres of water per useable floor area</li> <li>• FTE for staff/students – as per HESA submission</li> </ul>	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	2024-25
	b. Implement the University's Water Conservation	<p>Campus Wellbeing</p> <p><u>Resources</u></p>	<ul style="list-style-type: none"> <li>• Audit against criteria outlined in</li> </ul>	i. Did we achieve the target? ii. Do we understand how we achieved the results?	Annually	2024-26

	Standards to reduce water consumption and improve water conservation	<ul style="list-style-type: none"> <li>• Accurate water data</li> <li>• Communications</li> <li>• Budget</li> <li>• Staff Resources/Time</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Lack of time to develop</li> <li>• Lack of funds to implement measures</li> <li>• Lack of buy-in/support</li> <li>• Insufficient data platforms</li> <li>• Loss of qualified/knowledgeable staff</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>• Unable to aid achieving Net Zero by 2050</li> <li>• Reputational damage</li> <li>• Missed opportunities</li> </ul>	Water Conservation Standards	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?		
T4	<b>Travel and Transport</b>  a. Approve Travel and Transport Policy	Campus Wellbeing  <u>Resources</u> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Staff Resources/time</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Lack of buy-in/support</li> <li>• Lack of plan</li> <li>• Insufficient communication or collaboration</li> <li>• Lack of understanding question set</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>• Missed opportunities</li> <li>• Impacts on carbon targets</li> </ul>	<ul style="list-style-type: none"> <li>• Publish Travel &amp; Transport Strategy</li> </ul>	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	2024-25
	b. Rollout the payment system for public Electric Vehicle charging points across the University's estate	Campus Services  <u>Resources</u> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Staff Resources/time</li> <li>• Financial constraints</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Lack of buy-in/support</li> <li>• Lack of planning</li> <li>• Insufficient communication or collaboration</li> <li>• Lack of understanding question set</li> </ul>	<ul style="list-style-type: none"> <li>• Public EV charging points and payment system on University sites available for use</li> </ul>	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	2024-25

		<u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Impacts on carbon targets</li> </ul>				
c.	Increase the number of electric vehicles in the University fleet by 10% by 2025	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>Communications</li> <li>Staff Resources/time</li> <li>Financial constraints</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>Lack of buy-in/support</li> <li>Lack of planning</li> <li>Insufficient communication or collaboration</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Impacts on carbon targets</li> </ul>	<ul style="list-style-type: none"> <li>Campus Services' electric vehicle inventory</li> </ul>	<ul style="list-style-type: none"> <li>i. Did we achieve the target?</li> <li>ii. Do we understand how we achieved the results?</li> <li>iii. Could we have done more?</li> <li>iv. Is a future target still necessary?</li> <li>v. Are there any foreseeable challenges in the future?</li> <li>vi. How have we communicated our target and performance?</li> </ul>	Annually	2024-25
d.	<p>Communication</p> <p>Support and encourage more sustainable travel modes for commuting and inter-site travel, including continuing liaison with public transport companies (ongoing)</p>	<p>Campus Services &amp; Sustainability Team</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>Communications</li> <li>Staff Resources/time</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>Lack of buy-in/support</li> <li>Lack of plan</li> <li>Insufficient communication or collaboration</li> <li>Lack of understanding question set</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Impacts on carbon targets</li> </ul>	<ul style="list-style-type: none"> <li>Documented evidence of communication regarding sustainable travel and liaison with public transport companies</li> </ul>	<ul style="list-style-type: none"> <li>i. Did we achieve the target?</li> <li>ii. Do we understand how we achieved the results?</li> <li>iii. Could we have done more?</li> <li>iv. Is a future target still necessary?</li> <li>v. Are there any foreseeable challenges in the future?</li> <li>vi. How have we communicated our target and performance?</li> </ul>	Annually	2024-25
e.	Audit the provision of cycling facilities (bike parking, showers, lockers etc) across the University estate (ongoing)	<p>Campus Wellbeing</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>Communications</li> <li>Staff Resources/time</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>Lack of buy-in/support</li> <li>Lack of plan</li> </ul>	<ul style="list-style-type: none"> <li>Completed audit report</li> </ul>	<ul style="list-style-type: none"> <li>i. Did we achieve the target?</li> <li>ii. Do we understand how we achieved the results?</li> <li>iii. Could we have done more?</li> <li>iv. Is a future target still necessary?</li> <li>v. Are there any foreseeable challenges in the future?</li> </ul>	Annually	2024-25



		<ul style="list-style-type: none"> <li>Insufficient communication or collaboration</li> <li>Lack of understanding question set</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Impacts on carbon targets</li> </ul>		vi. How have we communicated our target and performance?		
	f. Embed the sustainable travel hierarchy outlined in the University's Travel and Transport Policy in all University policy and practice	<p>Campus Services &amp; Sustainability Team</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>Communications</li> <li>Staff Resources/time</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>Lack of buy-in/support</li> <li>Lack of plan</li> <li>Insufficient communication or collaboration</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Impacts on carbon targets</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Travel Hierarchy integrated into all University policies and practices</li> </ul>	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	2024-25
T5	<b>Biodiversity</b>  a. Establish a further 5 sites for 30x30, bringing the total number to 10	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>Staff Resources/Time</li> <li>Communication</li> <li>Accurate land data</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>Lack of time to develop</li> <li>Lack of funds to implement measures</li> <li>Lack of buy-in/support</li> <li>Insufficient data</li> <li>Loss of qualified/knowledgeable staff</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>No gains in biodiversity across the Estate</li> <li>Missed opportunities</li> <li>Increased resource costs due to changes in land management</li> </ul>	<ul style="list-style-type: none"> <li>30x30 sites to be agreed by Grounds and Landscape Team</li> </ul>	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	2024-25

	<p>b. Complete baseline biodiversity surveys for initial 5 sites for 30x30</p>	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>• Staff Resources/Time</li> <li>• Communication</li> <li>• Accurate land data</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>• Lack of time to develop</li> <li>• Lack of funds to implement measures</li> <li>• Lack of buy-in/support</li> <li>• Insufficient data</li> <li>• Loss of qualified/knowledgeable staff</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>• No gains in biodiversity across the Estate</li> <li>• Missed opportunities</li> <li>• Increased resource costs due to changes in land management</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity baseline surveys completed by external ecological consultants or University staff and students to determine species richness and abundance for: <ul style="list-style-type: none"> <li>○ Vegetation</li> <li>○ Small mammals</li> <li>○ Birds</li> <li>○ Invertebrates</li> <li>○ Fungi</li> </ul> </li> </ul>	<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	2024-25
	<p>c. Integrate the <i>Biodiversity Enhancement Plan</i> into the University's website</p>	<p>Campus Services</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>• Staff Resources/Time</li> <li>• Communication</li> <li>• Accurate land data</li> </ul> <p><u>Threats to target:</u></p> <ul style="list-style-type: none"> <li>• Lack of time to develop</li> <li>• Lack of funds to implement measures</li> <li>• Lack of buy-in/support</li> <li>• Insufficient data</li> <li>• Loss of qualified/knowledgeable staff</li> </ul> <p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"> <li>• No gains in biodiversity across the Estate</li> <li>• Missed opportunities</li> <li>• Increased resource costs due to changes in land management</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of webpages outlining the University's <i>Biodiversity Enhancement Plan</i></li> </ul>	<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	2024-25
T6	<p><b>Carbon</b></p> <p>a. Reduce the location-based CO2e (for Scopes 1 and 2 emissions) from a baseline</p>	<p>Campus Wellbeing</p> <p><u>Resources</u></p> <ul style="list-style-type: none"> <li>• AMMT system</li> <li>• Billing data</li> <li>• Finance data</li> </ul>	<ul style="list-style-type: none"> <li>• Total CO2e emissions reported in the Annual Environment Report</li> </ul>	<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>	Annually	2024-25

	year of 2018/19 by 25% by the end of the 2024/25 academic year	<u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Restructuring and loss of qualified/knowledgeable staff</li> <li>• Weather extremes</li> <li>• Increased energy intensity of research activities</li> <li>• Failure of monitoring</li> <li>• Lack of useable data</li> <li>• Lack of resources/funding</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Reputational</li> </ul>		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?		
	b. Review and update the Carbon Management Plans	Campus Wellbeing  <u>Resources</u> <ul style="list-style-type: none"> <li>• AMMT system</li> <li>• Billing data</li> <li>• Finance data</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Restructuring and loss of qualified/knowledgeable staff</li> <li>• Increased energy intensity of research activities</li> <li>• Failure of monitoring</li> <li>• Lack of useable data</li> <li>• Lack of resources/funding</li> </ul> <u>Impacts of not achieving:</u> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Reputational</li> </ul>	<ul style="list-style-type: none"> <li>• Revised and approved Carbon Management Plans</li> </ul>	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	2024-25
T7	<b>Construction</b>  Develop a formal document outlining decarbonisation and environmental standards for all major refurbishment and new construction projects at the University	Campus Services  <u>Resources</u> <ul style="list-style-type: none"> <li>• Staff Resources/Time</li> <li>• Communication</li> <li>• Accurate data</li> </ul> <u>Threats to target:</u> <ul style="list-style-type: none"> <li>• Lack of time to develop</li> <li>• Lack of funds to implement measures</li> <li>• Lack of buy-in/support</li> <li>• Insufficient data</li> <li>• Loss of qualified/knowledgeable staff</li> </ul>	<ul style="list-style-type: none"> <li>• Completed decarbonisation and environmental standards document for all major refurbishment and new construction projects at the University</li> </ul>	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	2024-25

		<p><u>Impacts of not achieving:</u></p> <ul style="list-style-type: none"><li>• Reputational damage for lack of progress on low carbon construction/refurbishment and achieving high environmental standards for construction projects</li><li>• Missed opportunities</li><li>• Increased resource costs through less carbon efficient construction</li></ul>				
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