
Sustainability Strategy 2008/2012

Version 2

January 2011 containing revised KPIs.

2011 Revision: Notes to the Reader

Following the annual review of sustainability performance in 2010 it has become necessary to revise several of the targets and key performance indicators (KPIs) in this strategy.

Almost all targets and KPIs have been revised to increase performance due to the University having achieved the original targets set earlier than expected.

The revised targets and KPIs have been inserted at the end of this document, on pages 16 to 18. The original targets and KPIs have been left in the main body of this document. Please refer to the amended targets and KPIs to ensure that you are up to date.

The next full revision of the Sustainability Strategy is due to be published in August 2012.

Acknowledgements

The development of this strategy has required the input of a great number of staff from across the University. Everyone who has been involved has shown commitment and passion for the development of the strategy. Particular thanks are be given to the members of the Sustainability Board, Executive Deans, Heads of Service and Chairpersons of relevant Boards and Committees. Gratitude is also expressed to all other students and academic and professional services staff who have given their time to contribute. Special thanks are given to Pro Vice-Chancellor Professor Colin Fudge, Chairman of the Sustainability Board from its instigation in 2006 until May 2008.

Foreword by the Vice Chancellor, Chairman of the Board of Governors and the President of the Students' Union

In 2006 the University of the West of England developed its first institution wide Environmental Policy¹. In 2007 we published our first Sustainability Report², which outlined the progress we have made so far towards improving the sustainability performance of the University. As the University moves forward, and in order for us to achieve our corporate vision and mission³, we must take seriously our sustainability and corporate responsibilities.

Sustainability is an issue that our students and staff are concerned about. Increasingly our choices are influenced by the social and environmental performance of organisations. It is important that we give students and staff the opportunity to choose to study or work at a university which takes its responsibilities seriously.

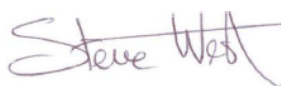
Our intention with this strategy is to ensure that the University of the West of England delivers a student and staff experience within an environment and culture incorporating the principles of sustainable development. The UWE student and staff member will have the opportunity to live, study and work in a sustainable environment as well as develop and use the skills and understanding required to contribute to global sustainability throughout their careers.

We fully support the publication of this five year Sustainability Strategy and its aims and objectives.

Chair, Board of Governors



Vice-Chancellor



President, Students' Union



Revised 2011

¹ www.uwe.ac.uk/info/policy

² www.uwe.ac.uk/environment/sustainability

³ www.uwe.ac.uk/vision

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1. UWE's Vision for Sustainability

By 2012 UWE will be recognised by its students, staff and wider stakeholders as one of the leading universities in the United Kingdom for its sustainability performance.

UWE has made great steps towards improving its environmental and sustainability performance in recent years. In 2007 UWE was ranked joint 8th best UK university for its environmental performance⁴. In May 2007 the University published its first Sustainability Report, which highlighted significant achievements during the years up to 2007.

This strategy outlines UWE's strategic aims and objectives for the five years 2008-2012 to further improve its sustainability performance.

Achieving sustainable development is one of the greatest challenges the world faces. Climate change, poverty, inequality and species loss are just some of the sustainability challenges that make the headlines almost daily.

Government, individuals and businesses have both a moral and legal responsibility to examine the way they operate so as to minimise adverse impacts on the environment, climate and the social and economic systems of the planet. Individuals are becoming increasingly aware of the issues and what they can do to make a difference. Business has taken up the challenge with more and more organisations implementing corporate responsibility strategies.

Organisations must align the way they operate so as to include sustainability within their values and decision making. This has to be done because the long term sustainability of a business is linked to how responsibly it operates in relation to economic, social and environmental concerns: increasing resource costs and the costs of failing to meet legislative standards; increasing customer awareness enabling them to make a difference through the choices they make; employees are choosing to work for organisations who recognise their corporate responsibilities. As a responsible organisation UWE recognises its responsibilities towards sustainability and wants to continue to attract and retain students and the best academic and professional services staff.

Supporting the Global Sustainability Agenda

There are many definitions of Sustainable Development (SD); perhaps the most recognised and generally accepted is "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*"⁵

UWE has adopted this definition as it is the most recognised definition globally and enables broad consensus of support for sustainability within the University.

In the Sustainable Development White Paper 'Securing the Future'⁶ the UK Government identifies the following five principles of SD and associated key priority areas.

UK Government Principles of SD

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Using sound science responsibly
- Promoting good governance

⁵ Brundtland Commission (1987), Our Common Future, Oxford University Press.

⁶ The UK Government Sustainable Development Strategy (2005) 'Securing the Future' HMSO.

⁴ www.peopleandplanet.org/gogreen/greenleague2007

UK Government Key Priority areas

- Sustainable production and consumption
- Natural resource protection and environmental enhancement
- From local to global: building sustainable communities
- Climate Change and Energy

UWE's Sustainability Strategy supports these principles and priority areas.

UWE's commitment to Sustainability

The drive for improved sustainability performance has come from successive Vice-Chancellors, Presidents of the Students' Union and has the commitment of the Board of Governors, Senior Management Team and the Students' Union at UWE.

UWE's Strategic Plan⁷ identifies that in order for the University to achieve its vision and mission it must take its corporate responsibility seriously. The University's Environmental Policy states that:

Through teaching and research the University of the West of England contributes positively to advancing the understanding, processes, governance and technology that is needed for global sustainability. The University also recognises that the way it carries out all of its activities should be managed so as to minimise environmental harm.

UWE is committed to understanding and managing its impact on sustainability. This document sets out the strategic aims and objectives for sustainability at UWE for the five years 2008-2012.

Employee engagement

A successful sustainability strategy depends on building relationships with a range of staffing communities, and gaining acceptance and ownership of objectives across the institution. Good people management practices are key to this success, and these practices cover staff

policies and procedures, communications, induction, health and safety, diversity, training and performance management. The University's human resources strategy 2008-10 proposes new initiatives in all of these key employment areas. The sustainability and human resources strategies are mutually dependent, and provide future opportunities for joint working and sharing outcomes. The University's Senior Management Team and Sustainability Board will be responsible for ensuring that these opportunities are taken up, and that managers and staff are fully engaged in the delivery of the sustainability strategy.

Structure of this document

The Sustainability Strategy has two main sections. Section 2 outlines the aims and objectives to integrate sustainability into the leadership and management culture of the University.

Section 3 outlines the aims and objectives to address UWE's sustainability impact areas.

Throughout this document the word 'Sustainability' is used, this should be taken to refer to Sustainability and Corporate Responsibility (CR) issues. CR is a term used commonly by organisations to describe the activities that they undertake which not only contribute to their financial performance, but also the impact of their activities on society and the environment. The terms are often used interchangeably although they do have different meanings. This sustainability strategy includes aims and objectives appropriate to both sustainability and corporate responsibility.

⁷ www.uwe.ac.uk/makingithappen/

2. Leadership and Management of Sustainability at UWE

Sustainability must be at the heart of an organisation for it to fully influence the activities of that organisation. By 2012 UWE will achieve the aims and objectives outlined below to ensure that sustainability is an integral part of the day to day operation of the University.

2.1 Sustainability risk management

AIM

To identify and understand UWE's sustainability risks and develop and implement a system for managing them.

OBJECTIVES

- Complete an Environmental Review⁸ of UWE by 2009 identifying significant environmental aspects and including these in UWE's Risk Register.
- Develop a register of environmental legislation relevant to UWE by 2009 and comply with all legislative requirements.
- By 2010 develop and implement a sustainability programme for each faculty and large service containing targets and objectives to manage significant aspects.
- Continue to follow the process of the ISO14001 environmental management system.

KPI

To achieve certified ISO14001 in at least one department or faculty by 2012

RESPONSIBILITIES

Environment Manager

2.2 Communication on sustainability issues and principles with staff, students and other stakeholders

AIM

To ensure that all students, staff and stakeholders have the opportunity to contribute towards improving UWE's sustainability performance.

OBJECTIVES

- By 2008/9 all students and new staff to receive information about sustainability as part of their induction.
- Faculty and Service Environment Working Groups to be empowered to drive change in their areas.
- Implement an internal Green Cape award to incentivise staff and students.
- Each faculty and professional service to identify a person to have responsibility for communication on sustainability issues.
- UWE's sustainability activities will be shared with the wider community and higher education sector.

KPI

By the beginning of the 2008/9 academic year all staff and students to be aware of UWE's sustainability strategy and how they can contribute.

RESPONSIBILITIES

Executive Deans' nominees

Heads of Service nominees

Chairperson of Sustainability Board

Head of Human Resources

⁸ Previous reviews of UWE's environmental performance have been completed during the 1990s. Changes in legislation and understanding now require the undertaking of a full institution wide review of all activities.

2.3 Embedding Sustainability at senior management and Governor level

AIM

Strategic responsibilities and accountability for sustainability aspects to be identified and included in senior role descriptions.

OBJECTIVES

- Sustainability to be embedded in the portfolios of senior management.
- Sustainability to be embedded in the portfolio of the Board of Governors and Academic Board.
- Sustainability aspects to be included in faculty and service planning, and progress reported annually to Faculty Board.

KPI

By 2009, annual reporting on sustainability performance to Academic Board, or other relevant committees, by all faculties and services.

RESPONSIBILITIES

Vice Chancellor or his nominee

Executive Deans

Heads of Service

2.4 Training and development of staff, senior management and Governors

AIM

Identify the training needs for key roles to ensure skill levels are sufficient for achieving sustainability.

OBJECTIVES

- A specific sustainability training programme will be identified and implemented for key staff and Governors.

KPI

By 2009 the university will have in place a skill development programme for key staff.

RESPONSIBILITIES

Head of Human Resources

2.5 Auditing, reviewing and reporting of performance

AIM

To develop and implement a robust process of assessing UWE's sustainability performance against sector standards and best practice.

OBJECTIVES

- Continued participation in the Business in the Community (BITC) Corporate Responsibility Index⁹.
- Develop and implement a process of internal auditing of faculty and service sustainability performance.
- Participate in the university sector sustainability peer review process.
- Achieve at least one Green Gown Award¹⁰ in one or more of the impact areas listed in section 3.
- Biennially publish a Sustainability Report in 2009 and 2011 reviewing progress against the Sustainability Strategy.

KPI

Annual improvement in BITC Corporate Responsibility Index score, achieving 70% by 2012.

RESPONSIBILITIES

Chairperson of Sustainability Board

⁹ Business in the Community's CR Index is the UK's leading benchmark of responsible business. It helps companies to integrate and improve responsibility throughout their operations by providing a systematic approach to managing, measuring and reporting on business impacts in society and on the environment www.bitc.org.uk/what_we_do/cr_index/index.html

¹⁰ Green Gowns have become the most prestigious recognition of best practice in universities and colleges. The programme is coordinated by HEEPI (Higher Education Environmental Performance Improvement) <http://www.heepi.org.uk/>

3. Management of Sustainability Impact Areas

This section outlines the aims and objectives needed to address the priority impact areas and allow continual improvement in UWE's sustainability performance. Each impact area also has a detailed plan in place (or one is in development) which sets out in greater depth how the aims and objectives will be achieved. Where appropriate the reference for these accompanying plans is provided for further information.

3.1 Education for Sustainable Development

The UWE vision is to draw on excellence in teaching, scholarship and research in order to prepare students for the various needs and challenges of work and society. Many of the challenges they will face in their professional lives will ultimately be concerned with issues of sustainability as societies face up to the tension of ensuring a strong, healthy and just society whilst living within environmental limits.

The current agenda and focus on Education for Sustainable Development (ESD) is a world-wide phenomenon. We are currently two years into a UN decade dedicated to ESD, and the EU is looking at its relevance to the Bologna process (an intergovernmental process to create a European Higher Education Area). Nationally it is a growing focus for HEFCE policy, with a growing network of Higher Education Institution (HEI) providers.

ESD as a concept in higher education is still evolving and at UWE we can be proud of a number of leading practices in teaching and learning, research and knowledge exchange that can be counted as part of the agenda.

With the publication of this strategy we are half way through a thorough baseline survey and analysis of what is happening at UWE, where it is happening and what can be done to strengthen this area of activity.

AIMS

The measure of Education for Sustainable Development (ESD) is the degree to which we can equip our graduates, and all others

who engage with our educational offer, with the abilities to meet the challenges of sustainable development. Spanning across different disciplines, at different levels of education and relationships to research and knowledge exchange, there is no single measure of this activity. The baseline survey will however determine levels of activity that can be revisited for comparison in future years.

There is a good fit between 'Bristol UWE - The Vision 2012'¹¹ and the ESD agenda. The potential exists for specific aspects of the ESD agenda to be selected and developed to strengthen delivery of the University's strategic objectives.

OBJECTIVES

Through careful development and implementation, ESD should:

- contribute to affording high quality employment outcomes through the relevance and practicality of curricula and the offer of lifelong learning and progression pathways;

Being able to understand and handle the issues associated with sustainable development is becoming increasingly sought after and valued by a growing number of employers and working professionals.

- help with the objective for being known by employers for user-led research applicable to real world problems, consultancy, courses, toolkits, events and employable graduates;

Sustainable development, which can be found in a wide range of UWE programmes and activities, provides a variety of opportunity for user-led research into real world problems.

- support UWE in being recognised for its pre-eminence in the field of knowledge exchange and conducting world-class research in clearly identified areas of strength;

In the UK, the EU and globally, knowledge exchange and research activity based on sustainable development is already established and growing rapidly. At present there is a small but solid core of activity in these areas at UWE. There is the potential for

¹¹ www.uwe.ac.uk/vision

some immediate early growth if supported by some simple measures.

- stimulate the active participation and engagement of students;
An increasing number of students arrive at UWE with high levels of commitment to environmental or global causes and concerns. Education for Sustainable Development linked with the campus sustainability initiative could provide an opportunity for motivation, active participation and engagement.
- All UG students to be exposed to the context of sustainable development for their professional lives through their degree courses or obligatory ancillary learning (the GDP) by 2010
- All PG students to have the opportunity to include a response to sustainability within their degree courses by 2012
- Induction for new academic staff to include education's contribution to sustainable development by 2012

KPIs

In 2008 establish an Education for Sustainable Development group.

By 2010 all undergraduate students to be exposed to the context of sustainable development for their professional lives through their degree courses or obligatory ancillary learning such as the Graduate Development Programme (GDP).

By 2010 all postgraduate students to have the opportunity to include a response to sustainability within their degree courses.

By 2010 an induction for new academic and academic related staff to include education's contribution to sustainable development.

Through the Continued Professional Development (CPD) programme provide the opportunity for learners to further develop their understanding of sustainability.

RESPONSIBILITIES

Chair of Learning and Teaching Assessment Committee (LATAC)

Faculty Executive Deans

Dean of Students

3.2 Carbon and Air Quality Management

UWE's Carbon use has been reduced from 82.6 kg/sq.m to 61.2 kg/sq.m (63.6kg/sq.m weather compensated) over the two years 2005/6 to 2006/7, a reduction of more than 23%. The recent 46% gas savings on the Frenchay Academic Campus helped the University Buildings total carbon emissions to reduce despite opening the 1950 bed Student Village.

The UWE Carbon Management Plan¹², developed in partnership with the Carbon Trust, contains specific objectives and targets to reduce carbon emissions.

Sections 3.2 and 3.3 of this Sustainability Strategy outline the aims and objectives for Sustainable Travel and Natural Resource use, which also link to carbon and air quality management.

AIM

To use energy more efficiently to progressively reduce dependency on fossil fuels and contribute to achieving the UK target of 60% reduction in Carbon Dioxide emissions by 2050¹³.

OBJECTIVES

- Calculate UWE's carbon commitment.
- Reduce energy use in buildings, including residential buildings.
- Implement an energy awareness campaign.
- Implement 80% of the technical carbon saving measures (where cost effective) detailed in the Carbon Management Plan.
- Aim to achieve BREEAM¹⁴ rating of at least "Very Good" for energy aspects of new buildings.
- To consider the procurement of a proportion of electricity from renewable sources where economic to do so.

¹² UWE Carbon Management Plan, 2006-2011. Available from the Director of Estates.

¹³ UK Government Climate Change Bill (draft) 2007

¹⁴ The BREEAM family of assessment methods and tools are all designed to help construction professionals understand and mitigate the environmental impacts of the developments they design and build.
www.breeam.org/

RESPONSIBILITIES

Travel Planner

KPI

30% reduction in buildings carbon emissions (kg/sqm) from 2001/2 levels by 2011/12 based on an average year's weather.

RESPONSIBILITIES

Director of Estates

Head of House Services

Head of Procurement

3.3 Sustainable Travel

The University's Travel Plan seeks to reduce the negative impacts of all travel to campus. In particular it focuses on reducing the need to travel by car, while promoting and providing for sustainable travel.

AIM

To develop travel patterns that impact positively on student satisfaction, contribute towards a Healthy University and that are environmentally and financially sustainable.

OBJECTIVES

- Reduce the overall need to travel, especially by car.
- Develop sustainable and inclusive transport that improves health and access for all to UWE.
- Manage car parking equitably.
- Provide information to better inform staff and students of transport choices.

The 2008 Travel Plan¹⁵ embeds these objectives

KPIs

- To reduce the proportion of all journeys to campus made by single-occupancy car travel from 28% of all journeys in November 2007 to 23% by November 2009
- To increase proportion of all journeys to campus made by bicycle from 4% in November 2007 to 6% by November 2009

¹⁵ UWE Travel Plan, due to be published in 2008.
Available from the UWE Travel Planner

3.4 Natural Resource Use

The University has made good progress with water management in recent years. Water use has fallen from 5.39 cu.m per student to 4.59 cu.m per student per year over the 2005/6 to 2006/7 period.

AIM

Enhance the efficiency and effectiveness of the University's use of natural resources.

OBJECTIVES

- Identify and implement opportunities to reduce resource inputs to the University's service delivery.
- Continue to review and improve water management systems.
- Increase the use of inputs made from recycled and reconditioned materials.

KPIs

5% reduction in paper use by 2012 (2005/6 base)

Reduce water consumption per student head by 5% by 2012 (2005/6 base)

RESPONSIBILITIES

Head of Procurement

Director of Estates

Head of Hospitality

3.5 Sustainable Procurement

UWE spends approximately £50m annually on procurement of goods, services and works.

AIM

To use the University's purchasing influence to ensure sound sustainability performance within the University supply chain.

OBJECTIVES

- Undertake a sustainability review of the UWE supply chain during 2008 and continue to annually review suppliers' sustainability performance.
- Continue to work with contractors, suppliers and other organisations (such as WRAP¹⁶ and the SUPC¹⁷) to improve the sustainability performance of UWE and its supply chain.
- Maintain Fairtrade University status.
- Continue to increase the range of local and organic produce in Hospitality Services.

The Sustainable Procurement Policy¹⁸ embeds these objectives.

KPI

100% of the top 100 UWE suppliers (by spend) to be compliant with the UWE Sustainable Procurement Policy by 2012

RESPONSIBILITIES

Head of Procurement

Head of Hospitality

3.6 Waste

UWE produces just over 2000 tonnes of waste annually. In the 2006/07 academic year 32% of waste was recycled with 68%

¹⁶ WRAP works in partnership to encourage and enable businesses and consumers to be more efficient in their use of materials and recycle more things more often.

www.wrap.org.uk

¹⁷ The Southern Universities Purchasing Consortium aims to ensure that effective strategic purchasing is undertaken by both the Consortium and its members through developing excellent purchasing initiatives and seeking ongoing commitment to such initiatives.

¹⁸ Available from the Head of Procurement

going to landfill. A high recycling rate is progress in the right direction, but unless the volume of waste produced is reduced the figure is not a true representation of responsible waste management performance.

AIM

To reduce the amount of waste produced by following the principle of reduce, reuse and recycle.

OBJECTIVES

- Reduce the amount of waste produced in all parts of the university operation.
- Identify opportunities for reuse of materials
- Maximise opportunities for staff, students and visitors to recycle their waste

KPI

5% reduction in waste produced per student head by 2011/12 (2006/7 base)

42% Reuse / Recycling rate by 2011/2012

RESPONSIBILITIES

Environment Manager

3.7 Biodiversity

The University estate provides a valuable resource for biodiversity; there are over 2000 trees and extensive tracts of original hedgerows on the Frenchay Campus alone. This brings benefits for staff and students, through physical and psychological health, as well as to wildlife.

AIM

To maximise the range of habitats and species on the university estate.

OBJECTIVE

- Develop and begin to implement a Biodiversity Action Plan (BAP) for UWE by end of 2008

The UWE BAP will contain specific objectives and targets.

KPI

Increase in the habitat diversity and abundance of indicator species on the UWE estate

RESPONSIBILITIES

3.8 Healthy University

The University is committed to embedding an understanding of, and commitment to, sustainable health and well-being within the organisation and its wider communities. UWE engages in a huge range of activities which improve the health and well-being of its staff, students and communities but needs to enhance the coordination and communication of this work, motivating and stimulating greater participation and empowerment.

AIM

To enhance the profile of health and well-being within the culture, structures and processes of the University

OBJECTIVES

Develop and implement a Healthy University Strategy which would:

- Bring together existing initiatives for health and well-being of students, staff and UWE's wider communities to enhance participation and co-ordination
- Further develop healthy working, learning and living environments for students and staff
- Increase the public health and sustainability aspects of teaching and research
- Support and further develop community links to support health and sustainable development
- Communicate our achievements and capabilities

KPI

Raise the profile of, and embed, health and well-being within the culture, structures and processes of the University.

RESPONSIBILITIES

Executive Deans; Heads of Service; President of Students' Union; Head of Human Resources.

Healthy University Sub-group of the UWE Sustainability Board

3.9 Community Investment

UWE has a strong tradition of community engagement with a range of programmes that connect to the public, voluntary and community sectors. The University has developed many successful and lasting projects and partnerships with the local community, including mentoring and tutoring in schools, research and consultancy projects with voluntary sector organisations and a comprehensive student and staff volunteering programme.

AIM

To build on existing community engagement initiatives and develop a new, strategic approach to contact with the public, voluntary and community sectors. To embed a community engagement ethos within faculties and services across the institution.

OBJECTIVES

- Promote excellent relations between UWE and wider communities.
- Develop a Community Engagement Strategy.
- Develop a structure of support for voluntary activity at UWE (staff and students).
- Further develop a volunteering culture through which staff and graduate employability will be improved.
- Continue to promote knowledge exchange within the voluntary and community sector both locally and globally.

KPI

The adoption of a Community Engagement strategy and constitution of an appropriate steering group for reporting and evaluation by 2009/10.

RESPONSIBILITIES

Vice Chancellor or his nominee

4 Conclusions and Next Steps

This document has outlined UWE's strategic aims and objectives for 2008-2012 to continually improve its sustainability performance and achieve the sustainability vision of being recognised by its students, staff and wider stakeholders as one of the leading universities in the United Kingdom for its sustainability performance.

Each sustainability impact area identified in section 3 has a detailed plan in place (or one is in development) which sets out in greater depth how the aims and objectives will be achieved. Reporting routes for each area have been identified in the Sustainability Report (2007). Progress with the implementation of this Sustainability Strategy will be reported in the biennial Sustainability Reports in autumn 2009 and 2011.

5 More Information

For more information on anything contained within this document contact the University Environment Manager:

emt@uwe.ac.uk

or visit

www.uwe.ac.uk/environment

6 Revised Key Performance Indicators as of January 2011

	Existing	Revision
2.1	To achieve certified ISO14001 in at least one department or faculty by 2012	On target, no change
2.2	By the beginning of the 2008/9 academic year all staff and students to be aware of UWE's sustainability strategy and how they can contribute.	Achieved, but necessary to firm up the KPI: By 2012 all UWE staff and Students will receive Sustainability at UWE induction.
2.3	By 2009, annual reporting on sustainability performance to Academic Board, or other relevant committees, by all faculties and services.	Not fully achieved, but no need to revise. No change.
2.4	By 2009 the university will have in place a skill development programme for key staff.	Missed KPI. Revised KPI: By Aug 2011 the university will have in place a skill development programme for key staff.
2.5	Annual improvement in BITC Corporate Responsibility Index score, achieving 70% by 2012.	Achieved, but sector wide performance is improving rapidly. Revised KPI: Achieve BITC Corporate Responsibility Index score of 85% in 2012.
3.1.1	In 2008 establish an Education for Sustainable Development group.	Achieved, but can be updated. Revised KPI: By start of 2011/12, Heads of Department to nominate a member of their staff to develop the ESD agenda within the department and support liaison with faculty sustainability committees. By start of 2011/12, Knowledge Exchange for Sustainability Education core membership to comprise departmental nominees.
3.1.2	By 2010 all undergraduate students to be exposed to the context of sustainable development for their professional lives through their degree courses or obligatory ancillary learning such as the Graduate Development Programme (GDP).	Missed KPI. Revised KPI: By end of 2011/2012, all undergraduate programmes to report to the relevant Academic Standards and Quality Committee on how they are addressing ESD within the programme.

3.1.3	By 2010 all postgraduate students to have the opportunity to include a response to sustainability within their degree courses.	Missed KPI. Revised KPI: By end of 2011/2012, all postgraduate programmes to report to the relevant Academic Standards and Quality Committee on how they are addressing ESD within the programme.
3.1.4	By 2010 an induction for new academic and academic related staff to include education's contribution to sustainable development.	Missed KPI. Revised KPI: To deliver an annual internal event for staff dedicated to reflecting on and furthering their ESD practice.
3.1.5	Through the Continued Professional Development (CPD) programme provide the opportunity for learners to further develop their understanding of sustainability.	Missed KPI. Revised KPI: ISHE to co-ordinate the provision of a coherent interfaculty sustainability CPD offer, to be launched during 2012/13.
3.2	30% reduction in buildings carbon emissions (kg/sqm) from 2001/2 levels by 2011/12 based on an average year's weather.	On target to achieve, but needs updated to meet HEFCE and other reporting requirements. Keep exiting KPI: 30% reduction in buildings carbon emissions (kg/sqm) from 2001/2 levels by 2011/12 based on an average year's weather. Extend to: 50% reduction in CO2 emissions from 2001/2 levels by 2020/21 based on kgCO ₂ /m ² and on average years' weather Create and new KPI for an absolute reduction in CO2 absolute target of: 1.5% annual reduction from 2005/6 - 2020/21.
3.3.1	To reduce the proportion of all journeys to campus made by single-occupancy car travel from 28% of all journeys in November 2007 to 23% by November 2009	PENDING: Travel Smart will create new targets
3.3.2	To increase proportion of all journeys to campus made by bicycle from 4% in November 2007 to 6% by November 2009	PENDING: Travel Smart will create new targets

3.4.1	5% reduction in paper use by 2012 (2005/6 base)	Achieved. Revised KPI: 10% reduction in paper use by 2012 (2005/6 base)
3.4.2	Reduce water consumption per student head by 5% by 2012 (2005/6 base)	To take into account the opening of the UWE Student village in 2006/07. Revised KPI: Reduce water consumption per student head by 5% by 2012 (2006/7 base)
3.5	100% of the top 100 UWE suppliers (by spend) to be compliant with the UWE Sustainable Procurement Policy by 2012	Missed KPI. Revised KPI: 100% of the top 100 UWE suppliers (by spend) to have been assessed for sustainability performance by August 2012.
3.6	5% reduction in waste produced per student head by 2011/12 (2006/7 base)	Already achieved. Revised KPI: 8% reduction in waste produced per student head by August 2012 (2006/7 base)
3.6	42% Reuse / Recycling rate by 2011/2012	Already Achieved. Revised KPI: 46% Reuse / Recycling rate by Aug 2012
3.7	Increase in the habitat diversity and abundance of indicator species on the UWE estate	Not specific enough. Need a measurable target. Revised KPI: Develop a sector leading Sustainable Landscapes and Biodiversity Management Plan by Aug 2011, to contain specific species and habitat targets.
3.8	Raise the profile of, and embed, health and well-being within the culture, structures and processes of the University.	On target but not specific enough. Needs a measurable target. Revised KPI: Promote a whole university approach to health and wellbeing by focusing on two different areas each year
3.9	The adoption of a Community Engagement strategy and constitution of an appropriate steering group for reporting and evaluation by 2009/10.	Missed KPI. Revised KPI: The adoption of a Community Engagement Strategy by Aug 2011.