





A Sustainability Strategy for the University of Leeds 2014 - 2020
Becoming the Architects of Possibility

EMBEDDING SUSTAINABILITY THROUGH COLLABORATION

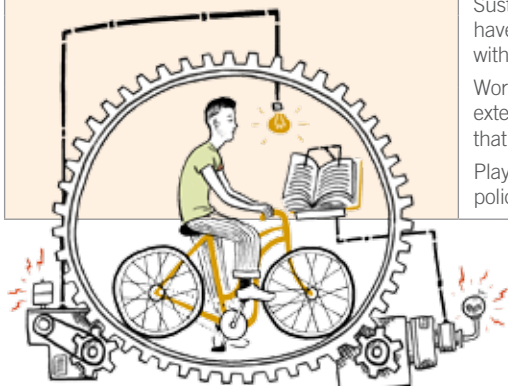


COMMITMENTS	INDICATOR	ACTION	REVIEW DATE
<p>We will embed sustainability across the whole University.</p> 	<p>Relevant action plans and standards are implemented and audited.</p> <p>Clear and simple guidelines are available for staff and students.</p> <p>Relevant policies are reviewed and aligned.</p>	1) Seek ratification of Sustainability Strategy by University council.	2015
		2) Review current action plans, standards, policies and processes that have an impact on University wide sustainability objectives.	2016
		3) Contribute to the ongoing development of University wide processes and policies; including Socially Responsible Investment, Gift Acceptance & Naming Policy, Research Ethics.	2016
		4) Action changes in line with University of Leeds strategy where required.	2015
		5) Develop clear and simple guidelines for staff and students to support our strategic objectives.	2016
		6) Review all relevant job descriptions to ensure sustainability is adequately represented.	2015
		7) Develop auditing schedule to measure performance.	2015
<p>We will create and support proactive collaborative networks.</p>	<p>Supportive and action-orientated networks have been developed.</p> <p>There is a sense of working together created rather than 'us and them'.</p> <p>Collaborative working across Services and Faculties ensures common understanding of aspirations and responsibilities.</p>	1) Map existing networks and identify opportunities for improving collaboration across the University to recognise formal and informal activity.	2015
		2) Review and improve Green Impact scheme to ensure its relevance to participants and contribution to strategy delivery.	Annually from 2014
		3) Develop and embed Living Lab concept. Chair City Living Lab group. Align projects with sustainability strategy. Identify and communicate headline projects.	Annually from 2014
		4) Review existing Sustainability 'space' – both physical and virtual and create appropriate space for networks.	Annually from 2014
<p>We will develop robust management systems.</p>	<p>Accredited and auditable system for environmental management (ISO14001) is developed.</p> <p>Internal standards are part of a systematic process that includes auditing; in the first instance this involves procurement and construction.</p> 	1) Implement ISO 14001 Environment Management System (EMS) across campus.	2015
		2) Ensure that performance and progress is mapped against agreed standards, for example Biodiversity and Community Standards, and managed through a University wide systematic process.	2016
		3) Ensure EMS integrates with other management systems where resource efficient to do so.	Annually from 2016
		4) Knowledge and experience of best practice communicated via networks.	2015
<p>We will establish governance and accountability structures that drive sustainability and place it at the heart of our institution.</p>	<p>Strong internal reporting and accountability is evident.</p> <p>An externally verified annual report is produced.</p> <p>A full policy review has been completed.</p> <p>A clear and concise governance and reporting structure is in place.</p>	1) Develop an annual reporting and auditing process.	2015
		2) Produce a verified annual report.	Annually from 2015
		3) Revise Sustainability Steering Group terms of reference and membership.	2015
		4) Incorporate sustainability into existing University committee structure.	2014
		5) Strengthen reporting through the Integrated Planning Exercise (IPE).	2015



BUILDING KNOWLEDGE AND CAPACITY

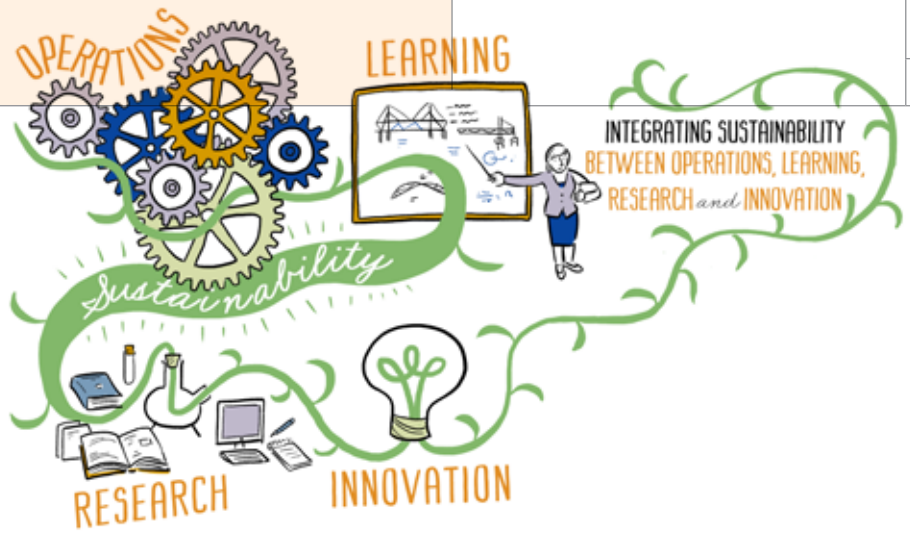
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<p>We will work across University departments to build capacity and share best practice for sustainable change.</p>	<p>A sustainability community exists that links together the various networks. The sustainability website provides information to all stakeholders. Communication of best practices and project outcomes is common practice. The staff and student forum is a vibrant space for sharing ideas.</p>	1) Communicate and share results from Living Lab and other sustainability projects across campus.	2015
		2) Demonstrate impacts and celebrate our achievements at conferences and exhibitions.	Annually from 2015
		3) Extend staff and student forum.	2014
		4) Develop interactive space on website to allow exchange of ideas and feedback.	2015
		5) Create a Climate Hub.	2015
		6) Re-invigorate networks and recruit staff and student Sustainability Architects.	2014 & 2015
		7) Review and develop communications activities including communication plan, sustainability and community newsletters.	Annually from 2014
<p>We will equip all our staff with sustainability skills.</p>	<p>All staff understand what sustainability is and how this relates to their role. A staff training package is developed. Opportunities for staff to get involved in sustainability are further developed and well communicated. Those in leadership positions are confident in what sustainability means to the University and how they can play a role. Communication is clear, concise, up to date and regular.</p>	1) Develop online staff training tool.	2015
		2) Audit, and contribute to where appropriate, staff induction process.	2016
		3) Create wider staff development opportunities.	2015
		4) Create knowledge development and training opportunities for those in leadership positions.	2015
		5) Redevelop Sustainability Service website.	2015
<p>We will develop external links to enhance knowledge and capacity.</p>	<p>Promote positive engagement within the organisation to create initiatives that have mutual benefit for all. Sustainability of our supply chain will have improved via direct involvement with the University. Work with the City Region and other external partners to establish projects that enhance sustainability. Play an active role in public and policy engagement.</p>	1) Work with the Leeds City Region to establish more opportunities to collaborate on sustainability initiatives.	2015
		2) Map knowledge and capacity needs of partners, suppliers and other stakeholders.	2014
		3) Develop opportunities to support partners, suppliers and stakeholders by making relevant research knowledge available in accessible formats to wider groups.	Annually from 2015
		4) Develop opportunities (such as mentoring scheme) for contract managers, students and staff to work with suppliers and improve sustainability knowledge and performance.	2014



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COMMITMENTS	INDICATOR	ACTION	REVIEW DATE
<p>We will support and promote research that examines issues relating to sustainability.</p>	<p>Sustainability research is visible across campus, with direct links to operational needs.</p> <p>We will identify opportunities for collaborative research, where simple actions by staff, students and the community can help advance sustainability knowledge.</p> <p>Research activity is understood and communicated regularly.</p> <p>Support of research and funding activity is present.</p> <p>A simple process is in place to share research activity and identify where collaboration and support exists.</p>	1) Develop a fund to support small projects to carry out research on campus.	2016
		2) Embed the Living Lab concept and identify headline projects.	2016
		3) Align research relating to sustainability with strategic themes where possible.	Annually from 2015
<p>We will integrate sustainability into student learning programmes and ensure all our students understand the importance of sustainability.</p>	<p>All students are aware of and understand what sustainability is.</p> <p>All students have the opportunity to study sustainability.</p> <p>All students have the opportunity to be involved in sustainability activities.</p> <p>Students will understand how their experiences translate into skills.</p>	1) Develop a systematic approach to creating student opportunities.	2015
		2) Recruit student Sustainability Architects.	2014
		3) Support the Discovery Theme with content and opportunities for students.	Annually from 2014
		4) Develop a programme for supporting other taught programmes and student research (including PhDs).	2016
		5) Develop opportunities for students within the Living Lab concept and beyond.	2015
		6) Continue to offer internship opportunities and strengthen partnerships with other departments through internship process.	2014
		7) Develop, with partners, an annual student conference.	Annually from 2014



BEING A POSITIVE PARTNER IN SOCIETY



COMMITMENTS	INDICATOR	ACTION	REVIEW DATE
<p>We will build external engagement to further develop internal and external capacity and knowledge, and influence wider policies.</p>	<p>Partnerships to enhance social, environmental and economic wellbeing are being developed. Third sector organisations are being supported to develop knowledge and capacity. We have open and two-way discussions with key stakeholders in the Leeds City Region.</p>	1) Use participatory approach to identify local research needs.	2015
		2) Link the skills of our staff and students with the needs of the local community.	2015
		3) Develop professional mentoring scheme.	2015
		4) Link research activity with community interest and need.	2014
		5) Communicate research activity with local community through public engagement and partnership activities.	2014
		6) Develop strategic partnerships with key leaders in the field of sustainability.	2014
<p>We will lead by example, share best practice, learn from others and ensure our research is accessible both locally and globally.</p>	<p>We are a leader in sustainability. We work with staff and students to support impact and engagement work relating to sustainability outside the University. We share experience with a wide range of stakeholders.</p>	1) Share our experiences through publications and conferences. Work with internal and external partners to communicate research to wider stakeholders.	Annually from 2014
		2) Develop an external workshop and lecture series.	Annually from 2015
		3) Develop and widely publicise the Living Lab project to include community benefit.	2015
		4) Facilitate students working with and sharing their work with the local community.	Annually from 2015
		5) Increase community and schools visits and access to the University campus, for example the Sustainable Garden, the Bike Hub, bee hives and University events.	2014
<p>We will take our responsibility to society seriously, as an employer and good neighbour, and in creating opportunities.</p>	<p>We work with others in the city to create positive, socially sound opportunities. Sustainability will be a core part of our contracts. Staff will be remunerated in a fair manner.</p>	1) Investigate ways to build social value into contracts and establish a mechanism as part of the procurement process to assess social value of contracts.	2015
		2) Investigate new initiatives to enhance local employment, for example apprenticeships.	2015
		3) Contribute to ongoing discussions and development of University wide processes and policies relating to the living wage.	2016
		4) Investigate ways of working proactively with the city to create opportunities locally.	2015



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COMMITMENTS	INDICATOR	ACTION	REVIEW DATE
<p>We will support our students to be responsible citizens and an active part of the community, both locally and globally.</p>	<p>Students are aware of their impact on the local community.</p> <p>Students are aware of the opportunities that exist to play a positive part in the community during their time at Leeds and in wider society as alumni.</p> <p>Project and volunteering opportunities will be developed, which link to wider society.</p>	1) Continue to work across University (and with Faculties, Residential Services and Leeds University Union) to support students.	2014
		2) Support academic projects and volunteering experience relating to sustainability beyond the University.	2014
		3) Produce community guide for students.	Annually from 2014
		4) Maintain helpline and educational activity supporting students as responsible local residents.	2014
		5) Increase opportunities for engagement and participation between students and local residents living in the community.	2015
<p>We will create a welcoming, environmentally and culturally vibrant campus.</p>	<p>Community engagement has increased – including inviting schools onto campus to explore and learn from our facilities.</p> <p>Community access and engagement are a core element of campus development.</p> <p>Sustainability is one of the reasons why visitors are attracted to Leeds.</p> <p>We are an inspiration to young people.</p>	1) Include community engagement and participation needs within sustainability contribution to revised Estates Master Plan.	2014
		2) Increase access to University facilities (including, but not limited to use of the Sustainable Garden and beehives) by local schools and community organisations.	2014
		3) Support the development of a campus-wide cultural institute.	2016
		4) Produce community newsletter and expand readership.	2014



MAKING THE MOST OF RESOURCES



COMMITMENTS	INDICATOR	ACTION	REVIEW DATE
We will reduce our consumption of goods and services.	Increased sharing of equipment, space, services and skills. Reduced consumption levels. Increase in sharing of equipment, space, services and skills internally and externally.	1) Work with partners across and beyond the campus to embed sharing and reduced resource use into working practices.	2014
		2) Embed opportunities for sustainable procurement practices into University wide processes and management procedures.	2015
		3) Undertake needs analysis to assess opportunities for resource/facilities sharing within the University.	2015
		4) Communicate opportunities to staff, students and wider partners.	Annually from 2015
		5) Revise and expand Re:use to include opportunities for sharing of equipment, space, services and skills.	2015
We will embed sustainability into the procurement process.	We work with our suppliers and other buyers to create change. Sustainability is embedded as a core element of our procurement process. Ethical and social considerations will be a norm. In partnership with our suppliers and other buyers we will improve knowledge and capacity in the region to speed up the transition to a sustainable society. We will improve opportunities for new and local suppliers to engage with the University and gain future business.	1) Develop sustainable procurement standard and process for reviewing performance.	2014
		2) Ensure all tenders have at least 10% sustainability criteria, and more where appropriate.	2016
		3) Implement flexible framework approach to embed sustainable procurement practice within University purchasing.	2015
		4) Identify or develop partnership projects that increase influence over key supply chains in order to improve sustainability performance.	2015
		5) Contribute to being a Fairtrade University and identify further opportunities to increase purchase of ethically produced goods.	Annually from 2014
We will reduce the amount of waste we produce.	Significant reduction in non-general waste that is not disposed of in a sustainable manner. We will send no general waste to landfill. We will reduce total general waste/recycling levels. We will improve the quality of material being sent for recycling.	1) Work across and beyond campus to identify ways to reduce total general waste.	2014
		2) Work with staff and students to reduce paper use across all faculties and services.	2015
		3) Improve recycling levels and quality of materials sent to recycling.	Annually from 2015
		4) Increase the amount of equipment and resources exchanged through the Re:use system.	Annually from 2015



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COMMITMENTS	INDICATOR	ACTION	REVIEW DATE
We will enhance bio-diversity on campus.	We are an exemplar of biodiversity in an urban setting.	1) Develop Biodiversity Standard and supporting biodiversity action plans.	2014 & 2015
	The biodiversity value of the University campus is improved on an annual basis.	2) Ensure Estate Master Plan revision reflects the requirement to become an exemplar of urban biodiversity.	2014
	The campus is a hub for education and related research on biodiversity.	3) Create corridors of biodiversity on campus that link us with neighbouring areas and wider city plans.	2015
	We are an open and inviting campus for people to explore urban biodiversity. The campus is used by local schools, community groups and those interested in promoting urban biodiversity as an example of what can be achieved.	4) Develop partnerships with local and regional interest groups with the aim of promoting urban biodiversity.	2014
We will use water efficiently and develop ways to reduce, reuse and recycle water where possible.	We will have 20% reduction in water consumption by 2020.	1) Complete Water Action Plan.	2015
	Campus will be used to test and showcase examples of sustainable urban drainage.	2) Implement key headline projects to reduce water use.	2015-16
		3) Continue collaboration with water@leeds, including implementing sustainable urban drainage solutions.	2014
		4) Ensure that all refurbishments, new buildings and on-going maintenance support the objectives of the water policy.	2015
We will become a low carbon university, through energy efficiency and reduced carbon emissions.	We will reduce carbon emissions by 35% by 2020.	1) Update Carbon Management Plan and include Scope 3 emissions.	2015
	Carbon reduction will be embedded into all capital projects.	2) Continue to invest in carbon reduction projects that meet the required pay-back of seven years.	2015
	Energy will be used efficiently and energy intensive activity will be tracked in order to identify potential future alternatives.	3) Ensure low carbon measures are embedded into design of capital and IT projects, and robust measures are in place to ensure they are retained.	2015
		4) Make live energy data available to staff, students and visitors using our facilities.	2015
We will foster a staff and student body where sustainable travel is the norm.	We will significantly reduce the associated impact of commuting and business travel undertaken by staff and students.	1) Implement Travel Plan with focus on sustainable travel, and revise as appropriate.	Annually from 2014
	We will pro-actively change our fleet vehicles to more sustainable options.	2) Continue to invest in infrastructure to support sustainable travel to work.	2014
		3) Install and manage electric vehicle charging points on campus.	Annually from 2014
		4) Increase the number of low carbon vehicles in the University fleet.	2015
		5) Support staff, students and partners in using sustainable travel features (velocampus, the bike hub, electric vehicles, car shares schemes). Communicate opportunities and celebrate successes.	2014

