

ENVIRONMENTAL SUSTAINABILITY ACTION PLAN

Theme: University commitment			
Objective	Action	Completion deadline	Responsibility
Embedding sustainability & responsible practices & behaviours into the University's governance, management, culture, decision making, & operational procedures; including academic, curriculum, & financial planning.	- Regular agenda item at senior management meetings. COO to act as sustainability champion to ensure this agenda is actively promoted	Ongoing	Senior Managers
	- Report to Estates Planning Group (at least once per term)	Ongoing	Sustainability Manager
	- Ensure sustainability is integrated into governance documents / committees Terms of Reference when reviewed	Ongoing	Senior Managers
	- Provide Strategic direction for embedding ethical careers (referencing People & Planet Methodology) - Develop & adopt an ethical careers policy	2027	Director of Student Futures
	- Provide strategic direction for embedding ethical investment & banking (referencing People & Planet Methodology) - Develop & adopt an ethical investment and banking policy	2027	Director of Finance
Supporting the University's strategic ambitions for sustainability, public engagement & place-leadership as outlined within the Strategic Plan & Estates Strategy	- University staff & students to work closely together	Ongoing	University wide
	- Ensure sustainability elements of the Strategic Plan & Estates Strategy are monitored & reported on as required		
Providing the capacity & resources necessary for the successful delivery of this Strategy	- Conduct a thorough assessment of the resources required to effectively implement the actions laid out within the Plan. Ensure adequate staffing levels and expertise are available.	TBC	COO
	- Provide detailed, fully costed, business cases for the implementation of the actions	Ongoing	Sustainability Manager / Estates
	- Identify & where possible secure third-party funding		
Promoting & encouraging environmental awareness & responsibility amongst staff, students & the wider community	- Actions detailed within the Awareness & Engagement theme	Ongoing	Sustainability Manager / University wide

Maintain compliance with all applicable environmental laws, regulations, standards & recognised good practice	- Provide environmental data as required to comply with Estates Management Record, Display Energy Certificates, Heat Network Regulations etc.	Ongoing	Sustainability Manager
	- Work with the Health & Safety Advisor & others to ensure the relevant Environmental laws, regulations etc. are adhered to		
Monitoring, reviewing & regularly reporting performance	- Monitor & report on KPIs	Ongoing	Sustainability Manager
	- Provide sustainability report to Estates Planning Group (meet at least every term)		
	- Publish annual reports		
	- Contribute environmental information to the annual financial statements		
	- Contribute to the Estates Management Record (HESA)		
- Review sustainability performance using mechanisms such as People & Planet & Sustainability Leadership Scorecard - Target: Achieve a top 50 People & Planet ranking by 2028			
Implementing systems to support environmental auditing; performance evaluation; & setting clear, quantifiable objectives & targets to ensure continual improvement	- Create reduction targets	Ongoing	Sustainability Manager – led by the Chief Operating Officer
	- Monitor identified KPIs & add to if necessary	Ongoing	
Working collaboratively with Higher Education counterparts, strategic partners & external bodies to benefit from shared knowledge, exchange of best practice, develop skills & action for sustainability	- Continue to liaise with counterparts at other Universities & external bodies, such as the local authorities, EAUC & The Energy Consortium & disseminate learnings	Ongoing	Sustainability Manager
Continuing to support & engage with relevant campaigns & commitments, including People & Planet's Fossil Fuel Declaration, signed in 2024	- Provide strategic direction to participation within relevant campaigns & commitments for example People & Planet campaigns	Ongoing	Senior Managers

Theme: Carbon Emissions				
Objective	Action	KPI	Completion deadline	Responsibility
Collect, analyse & monitor all material Scope 1, 2 & 3 emissions	- Understand & agree operational GHG reporting boundaries	- Total Scope 1, 2 & 3 emissions (tCO ₂ e) - Carbon intensity (tCO ₂ e/m ² & FTE)	2026	Sustainability Manager
	- Align reporting with the Standardised Carbon Emissions Framework			
	- Develop methodologies & mechanisms for collecting outstanding data			
	- Collect, analyse & monitor data			
Establish a robust Scope 3 baseline & reduction pathway aligned to Net Zero by 2050	- Develop Scope 3 baseline	- Total Scope 3 emissions (tCO ₂ e) - Carbon intensity (tCO ₂ e/m ² & FTE)	2027/2028	Sustainability Manager
	- Develop reduction pathway to align with net zero ambitions			
Manage & reduce those emissions through the implementation of the Carbon Reduction Plan	- Carbon Reduction Plan ratified	- 25% Scope 1 & 2 reduction between 2022/2023 and 2027/2028	2025/2026	Sustainability Manager
	- Follow the carbon management hierarchy (avoid, reduce & replace, offset)		Ongoing	
	- Provide business case for implementation of projects			
Deliver projects (including resource efficiency, increased awareness & engagement & investment in mitigation technologies) to advance carbon emission reductions	- Provide business case for implementation of projects		Ongoing	Sustainability Manager
	- Investigate external sources of funding			
Implement the University's Heating Decarbonisation Plan (HDP), focusing on the transition from fossil fuels to electrified systems & low-carbon heat sources	- Prioritise HDP projects on a cost/carbon basis		Ongoing	Sustainability Manager
	- Provide business case for implementation of projects			
	- Identify & where possible secure third-party funding			
Explore the feasibility of procuring low- or zero-carbon energy	- Present business case for procuring energy supported by REGO certification &/or PPA arrangements		2026	Sustainability Manager

	- Senior Managers to provide Strategic Direction			Senior Managers
Take steps to understand & mitigate the impact of its financial arrangements	- Produce an ethical investment & banking policy (referencing People & Planet Methodology)		2027/2028	Director of Finance
	- Review investment & banking portfolios, & pension funds (referencing People & Planet Methodology)			

DRAFT

Theme: Utility Consumption				
Objective	Action	KPI	Completion deadline	Responsibility
Interrogate data from smart metering & monitoring systems to monitor consumption & prioritise reduction projects	- Interrogate data to monitor consumption & report where appropriate	- Energy kWh/m ² & FTE - Water m ³ /m ² & FTE	Ongoing	Sustainability Manager
	- Investigate automation of reporting usage anomalies			
	- Gap analysis to identify buildings / utilities not currently sub-metered			
	- Submit business case to fund outstanding buildings			
Deliver projects (including resource efficiency, increased awareness & engagement & investment in mitigation technologies) to reduce consumption	- Provide business case for implementation of projects		Ongoing	Sustainability Manager
	- Investigate external sources of funding			
	- Buy energy and water efficient equipment as standard			
	- Develop an Energy & Water Plan		2026-2027	
Develop reduction targets & KPIs	- Create reduction targets for each utility		Ongoing	Sustainability Manager
	- Monitor identified KPIs & add to if necessary		Ongoing	Sustainability Manager / COO
	- Develop an Energy and Water Plan		2026-2027	Sustainability Manager
Explore onsite self- & low-carbon generation & storage technologies	- Conduct feasibility studies on self-generation	- kWh of renewable energy produced % of renewable energy		Sustainability Manager
	- Identify additional roof space for installation of PV			
	- Provide business cases for installation of self-generation & storage technologies			

Theme: Travel & Transport				
Objective	Action	KPI	Completion deadline	Responsibility
Develop robust methodologies for the collection of Scope 3 travel data	- Develop methodologies for collecting required travel data		2026	Sustainability Manager
	- Ensure internal processes are structured to enable accurate data collection - Travel booked through TMC - Travel & subsistence claims coded correctly - Budget holders to be made aware of approval process - Automated reports developed to provide required data			
Establish a robust Scope 3 baseline	- Develop Scope 3 baseline		2027/2028	Sustainability Manager
Develop reduction targets & KPIs	- Create reduction targets	- Modal split for commuting - Carbon emissions (tonnes CO ₂ e) from commuting; business travel; & student travel	2027/2028	Sustainability Manager
	- Monitor identified KPIs & add to if necessary			
	- Develop a Travel Plan			
Promote & encourage active & sustainable travel choices	- Ensure website is accurate & up-to-date, including information on the Cycle2Work scheme & shuttle bus between campuses	- Uptake of Cycle2Work scheme - Shuttle bus patronage	Ongoing	Sustainability Manager
Mandate business travel procurement via the University's Travel Management Company	- Communication to all staff from COO		2026	COO
Enhance the Travel & Expenses Policy to embed travel hierarchies which prioritise low-carbon travel	- Review & update Travel & Expenses Policy		2026	COO / Director of Finance

Develop an understanding of the impact of the current recruitment strategies on business & international student travel	- Work with colleagues to understand recruitment strategy & impact		Ongoing	PVC Marketing, Recruitment & Admissions
	- Gather data on student growth predictions			
Maintain & enhance travel planning for all campuses	- Develop sustainable travel plans for all campuses		2027/2028	Sustainability Manager
Explore the installation of electric vehicle charging points across all campuses	- Develop an EV Strategy		2027/2028	Sustainability Manager / Services Manager

DRAFT

Theme: Waste Management				
Objective	Action	KPI	Completion deadline	Responsibility
Maintain 100% of none-recyclable waste being sent to Energy from Waste	- Continue to send 100% of non-recyclable waste to EFW	- Waste to Energy from Waste % & tonnage	Ongoing	Sustainability Manager
Improve data collection to ensure accurate reporting	- Work with contractors & other departments to increase accurate data reporting	- % of accurate weights provided		Sustainability Manager
Audit current waste arisings to understand what actions are required	- Schedule audits with waste contractors to determine if number & location of bins are appropriate		2026/2027	Sustainability Manager
	- Conduct compositional audits and identify potential improvements and feed into awareness campaigns			
Baseline Scope 3 emissions from construction waste	- Work with contractors to provide data to calculate scope 3 emissions from waste	- Construction waste recycled/re-used % & tonnage	2027/2028	Sustainability Manager
Develop reduction targets & KPIs	- Create reduction targets	- Waste tonnage per FTE - Recycling tonnage per FTE - % recycled	2027/2028	Sustainability Manager
	- Monitor identified KPIs & add to if necessary			
	- Develop a Waste Management Plan			
Increase reuse, recycling & sustainable materials management	- Improve bin signage to improve awareness	- Waste tonnage per FTE	2026/2027	Sustainability Manager
	- Work with contractors to promote what can & cannot be recycled	- Recycling tonnage per FTE		
	- Develop a waste management plan	- % recycled		
Prevent pollution by reducing harmful waste, emissions & discharges	- Create a plan to measure, monitor & reduce pollution		2027/2028	Sustainability Manager

Theme: Estates Development				
Objective	Action	KPI	Completion deadline	Responsibility
Align minor & capital works planning with decarbonisation priorities	- Align HDP & carbon reduction projects with estates projects		Ongoing	Estates / Sustainability Manager
	- Sustainability to be included at the earliest opportunity			
	- Prioritise fabric first approach			
	- Where possible, future proof any works to facilitate & support future decarbonisation projects & adaptation			
Streamline & implement improved space management processes to optimise space usage; occupy buildings responsibly, & identify opportunities to consolidate activities	- Ratify the Space Management Policy	<ul style="list-style-type: none"> - Frequency rate in available teaching space - Office space / staff FTE - Total floor area / staff & student FTE 	2026	Estates / Timetable Manager / Senior Managers
	- Ratify the Core Principles of Timetabling			
	- Colleagues to ensure space is booked responsibly		2027/2028	All staff
	- Develop a sustainable events guide			
Maximise the effectiveness of the estate BMS systems & introduce SMART campus technologies where appropriate	- Identify areas not covered by BMS & utility sub-meters	<ul style="list-style-type: none"> - % of estate covered by BMS - % of estate covered by AMR 	Ongoing	Estates
	- Submit business case to fund outstanding areas			
	- Investigate appropriate SMART technologies			
Develop guidelines, targets & procedures for embedding sustainability into estates projects (general maintenance, refurbishments, minor works & capital works)	- Create a sustainable design guide		2027/2028	Sustainability Manager / Estates
Develop a climate mitigation, resilience & adaptation management approach	- Carry out high level climate change risk assessments		2027/2028	TBC

	<ul style="list-style-type: none"> - Understand the specific issues likely to affect the University, including potential overheating and flooding 			
	<ul style="list-style-type: none"> - Inform the University's Business Continuity Plan 			
	<ul style="list-style-type: none"> - Create a Climate Adaptation Plan 			
Strengthen our resilience against future environmental risks by reviewing our existing risk management processes	<ul style="list-style-type: none"> - Review existing risk management processes - Include climate risk in the corporate risk register 		2027/2028	Head of Governance
Protect, enhance & promote biodiversity & green spaces across all campuses	<ul style="list-style-type: none"> - Baseline biodiversity across campus - Inform the creation of a Biodiversity Action Plan 	% of estate mapped	2027/2028	TBC

DRAFT

Theme: Procurement				
Objective	Action	KPI	Completion deadline	Responsibility
Review the Procurement Policy & tender criteria to ensure sustainable & responsible procurement is embedded	- Embed sustainability within the revised Procurement Policy		2026	Procurement Manager
	- Work with colleagues to ensure principles are understood & adhered to			
	- Review tender criteria with a view to including sustainability			
Engage with strategic suppliers on carbon reporting	- Undertake a supplier spend analysis		Ongoing	Procurement Manager
	- Continue to engage with suppliers through SafeContractor & NET Positive Futures			
	- Continue dialogue with NWUPC			
Ensure internal processes are structured to enable accurate reporting	- Ensure suppliers are correctly coded (Proc HE code)		Ongoing	Procurement Manager / Director of Finance
	- New supplier form to include ProcHE code			
	- Develop processes to allow automated reports			
Develop reduction targets & KPIs	- Evaluation of HESCET tool	- Tonnes CO ₂ e - Supplier carbon reporting	2027/2028	Sustainability Manager / Procurement Manager
	- Create reduction targets			
	- Monitor identified KPIs & add to if necessary			
Maintain, or improve, our two-star Sustainable Restaurant Association Food Made Good Standard award	- Implement actions within Sustainable Catering Policy	- SRA award rating - % of reusable mugs used	2026	Commercial Operations Manager
	- Contribute to the SRA re-assessment			

Theme: Awareness & Engagement				
Objective	Action	KPI	Completion deadline	Responsibility
Provide regular sustainability awareness & engagement programmes to our community about current initiatives, targets, strategy development & practical guidance to bring about positive change	- Embed sustainability into existing awareness & engagement activities		Ongoing	Sustainability Manager / communications Team
	- Ensure all channels of communications regularly feature sustainability initiatives			
	- Regularly update the Sustainability website			
	- Calendar of events in place and up-to-date			
	- Review mechanisms for communication & dialogue			
Work collaboratively with the student body to embed and promote sustainability	- Establish regular meetings; including with the Student's Union and Student Voice		Ongoing	Sustainability Manager / Student's Union / Residential Life Team
	- Collaborate with students on review & update of sustainability documents			
	- Support student-led engagement activities			
	- Engage with halls of residences to improve their environmental footprint			
Build an active community of staff & students building links to the local community	- Establish staff & student sustainability groups		Ongoing	Sustainability Manager / Student's Union
	- Engage all staff & student as active participants through their continuous involvement in influencing, implementing and providing feedback on strategy documents, projects & campaigns			
	- Act as sustainability community representatives			

Theme: Education for Sustainable Development				
Objective	Action	KPI	Completion deadline	Responsibility
Embed sustainability into the curriculum, Hope Online & research agendas & activities	- Embed sustainability within the Learning, Teaching & Assessment (& other associated documents such as the curriculum design guide), including A.I. implications	- % of courses that explicitly embed and assess Graduate Attribute 1 (social, ethical and sustainability responsibility) within the curriculum		Faculty leads
	- Audit curriculum to identify level of sustainability teaching in courses			
	- Utilise the education for sustainable development framework to guide curricula reform			
	- Add sustainability considerations within risk assessments			
Facilitate & support sustainability-focussed interdisciplinary research	- Promote interdisciplinary research projects	- Number of interdisciplinary ESD research projects initiated; number of external funding applications submitted with sustainability focus		Faculty leads
	- Establish a cross-school ESD research working group to identify & develop collaborative bids			
	- Profile existing applied 7 community-engaged research with sustainability dimensions (e.g. HMP2HOPE's work in prison education as social sustainability) to build a platform for interdisciplinary collaboration			
	- Explore internal seed funding or pump-priming mechanism to support early-stage interdisciplinary ESD research & external grant applications (e.g. AHRC, Leverhulme, Esmee Fairbairn)			
Actively showcase & promote research & engagement activities undertaken	- Capture & communicate current research activity	- % of academics with a sustainability symplectic profile	2026	Academics
	- Engage with academics to improve the visibility of ESD			

	<ul style="list-style-type: none"> - Academics to ensure sustainability works are highlighted in their symplectic profile 			
Strengthen partnerships that contribute to local & regional sustainability goals	<ul style="list-style-type: none"> - Actively seek formal & informal partnerships with stakeholders 			Faculty leads
	<ul style="list-style-type: none"> - Improve visibility of partnerships 			
	<ul style="list-style-type: none"> - Develop and promote community links by participating in community engagement activities 			
Promote collaboration between operational & research-led activities to use the campus as a living laboratory for research & applied sustainability projects	<ul style="list-style-type: none"> - Develop the Campus as a designated living laboratory site, supporting student-led sustainability projects across drama, arts, & wider disciplines 	<ul style="list-style-type: none"> - Number of campus-based student sustainability projects - Number of operational-research partnerships formalised - Number of public events 		Faculty leads
	<ul style="list-style-type: none"> - Embed campus-based sustainability fieldwork into Foundation-level & undergraduate curricula, including structured tasks (e.g. interdisciplinary 'cabinet of curiosities'-style projects) that use campus environments as sites of inquiry 			
	<ul style="list-style-type: none"> - Programme at least one annual public-facing sustainability event (e.g. open performance, exhibition, or symposium) that connects operational sustainability initiatives with research & community engagement 			
	<ul style="list-style-type: none"> - Map Estates/Facilities operational sustainability projects (energy, biodiversity, waste) to potential research partners within Schools, to facilitate formal research collaboration on campus-as-laboratory initiatives 			