

# Sustainability Delivery Plan Objectives

2026-2031

# Sustainability Delivery Plan Objectives

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## Executive Summary

This Sustainability Delivery Plan Objectives document supports our Sustainability Strategy 2026-31 through providing an oversight of the objectives being delivered across the Institution. These objectives outline more specifically how the commitments set out in the Sustainability Strategy can be met, ensuring that a holistic approach to sustainability is in place across the University.

This Plan will run throughout the lifespan of the Sustainability Strategy, and is intrinsically linked to the Sustainability Delivery Plan, with progress being regularly reviewed at Institutional Sustainability Committee meetings and reported on annually through the annual sustainability report that goes to the Board of Governors and is published on our website.

To ensure that the University remains ambitious and aligned with best practice regarding sustainability, the Sustainability Delivery Plan and this Sustainability Delivery Plan Objectives document will not remain static. Rather, new objectives can be added throughout the lifetime of the Sustainability Strategy. Objectives linked to related documents such as the Carbon Management Plan (CMP) will be managed separately.

## Glossary of Terms

AUDE: Association of University Directors and Estates.

Carbon Neutral: Looks to reduce emissions from Scope 1 and 2 activities to zero – carbon offsetting is permitted to count as Carbon Neutral.

EAUC: The Environmental Association for Universities and Colleges.

EHU: Edge Hill University.

ISS: Institutional Sustainability Strategy.

Net Zero: Looks to reduce emissions from Scope 1, 2 and 3 activities to zero – carbon offsetting is not permitted; however, carbon capture can be used to reach Net Zero.

SDGs: United Nations Sustainable Development Goals. A global framework to measure and progress sustainability against.

SLS: Sustainability Leadership Scorecard, run by AUDE and EAUC, to track progress against their four sustainability themes (which are the same used by EHU in the Sustainability Strategy 2026-31).

# 1. Introduction

Edge Hill University's Sustainability Strategy 2026-31 sets out the University's commitment and direction of travel in relation to sustainability. It identifies four key themes (Leadership and Governance, Estates and Operations, Learning, Teaching and Research, and Partnership and Engagement) through which enhancements in performance will be driven and broadly describes the ways in which this will be achieved.

Sitting alongside the Sustainability Strategy are a range of supporting documents which provide more detailed information about how the University is addressing sustainability, for example the Waste and Resource Strategy outlines KPIs focused on managing waste sustainably. This document sets out tangible and measurable objectives to ensure that targets committed to in the Sustainability Strategy, Sustainability Delivery Plan, and other sustainability-related documents are met.

Objectives have been identified through a variety of means, in consultation with faculties and departments across the University. They draw upon research of best practice across the sector and through analysis of data available on current performance, as well as from the AUDE/EAUC Sustainable Leadership Scorecard (SLS) and historic People & Planet results. Objectives vary in timescales with short-, medium- and long-term objectives included, and this document will remain an agile and live document where further objectives can be added as the plan evolves.

The governance of this document, including oversight of how objectives are developed, and agreed is outlined in the Sustainability Delivery Plan section 2.1. Sub-themes are based on those identified in the Sustainability Strategy; however, these are also fluid, and additional ones may be added at a future date.

## 2. Institutional Sustainability Plan Objectives

### 2.1 Leadership and Governance

2.1.1 Sustainability Champions	Benefit
<p>Provide Sustainability Champions with an inventory of optional time set tasks to achieve and expand upon – aiding personal progression and benefitting the Sustainability Strategy objectives.</p> <p>Around the University are individuals that consider sustainability important, many are known as Sustainability Champions, but their activities are not recorded or rewarded. A list of objectives - tasks or open themes to contribute to will be developed for these individuals to complete and report progress as they choose.</p> <p>To support this objective Sustainability Champions will be provided with ways to track and report on progress, as well as enabling them to take collective action across multiple departments.</p>	<p>This objective captures bespoke activity across the University that is not specifically linked to a particular project or leader, helping forward and promote sustainability-related activities.</p> <p>As this objective progresses more tangible benefits will be reported on, for example around waste reduction or changes to utility consumption.</p>
Owner(s)	Timescales
<p>Head of Sustainability Sustainability Champions Sustainability Champions line managers</p>	<p>Year 1 onwards</p>
Measured by	
<p>Number of active Sustainability Champions using framework.</p>	

2.1.2 Governance structure	Benefit
Clear sustainability-related governance structure across the Institution.	This will ensure a coordinated approach across the University to sustainability-related governance and alignment of initiatives to the Sustainability Strategy, driving forward the Sustainability Delivery Plan and Carbon Management Plan.
Owner(s)	Timescales
Head of Sustainability Institutional Sustainability Committee members	Years 1 and 2
Measured by	
Governance structure in place, e.g. Environmental Management System.	

2.1.3 Institutional risk, audit and assurance processes	Benefit
Integrate sustainability into Institutional risk, audit and assurance processes via development of process/framework templates.	This objective will ensure that EHU is meeting its legal obligations around sustainability, as well as ensuring that sustainability is considered as part of all elements of operations to reduce potential negative outcomes.
Owner(s)	Timescales
Head of Sustainability	Years 1 to 3
Measured by	
Template creation. Templates in use across EHU.	

2.1.4 Strategic engagement of staff and students for skills development	Benefit
<p>Strategic engagement of staff and students in sustainability/sustainable development through increased access to training (e.g. Carbon Literacy) and skill development opportunities/recognition for sustainability skills.</p>	<p>Skills development around sustainability not only supports staff when engaging with sustainability in their day-to-day job, it also enhances job satisfaction through CPD opportunities.</p>
Owner(s)	Timescales
Head of Sustainability	Year 1 onwards
Measured by	
Number of participants with a year-on-year increase.	

2.1.5 Communication regarding sustainability at EHU	Benefit
<p>Provision of clear information around sustainability initiatives and activities at EHU.</p> <p>This objective will be driven by the implementation of EHU's Sustainability Communications and Engagement Plan.</p>	<p>Engagement with prospective students around sustainability matters to support informed decisions about how EHU engages with sustainability, and sustainability-related students placement opportunities.</p> <p>Ensuring all members of the EHU and wider community are aware of sustainability initiatives and how they support wellbeing and SDGs.</p>
Owner(s)	Timescales
Head of Sustainability	Year 1 onwards
Measured by	
<p>Sustainability Communications and Engagement Plan in place.</p> <p>Increased engagement with sustainability communications year-on-year.</p>	

## 2.2 Estates and Operations: Climate Change and Adaptation

2.2.1 Campus climate risk assessment and adaptation plan	Benefit
<p>Develop campus climate risk assessment and adaptation plan (flooding, overheating, biodiversity impacts); identifying and implementing mitigations of physical climate risks (flooding, overheating, ecosystem degradation) that threaten estates, IT systems, teaching continuity, and research assets.</p>	<p>Protects core operations and safeguards the EHU's ability to deliver teaching and research under future climate conditions.</p> <p>Reduces likelihood of unplanned closures, safety incidents, and emergency responses through proactive adaptation.</p> <p>Strengthens long-term business continuity planning and operational resilience.</p>
Owner(s)	Timescales
Head of Sustainability	Years 2 to 4
Measured by	
Version 1 of Plan completed and ratified.	

## 2.3 Estates and Operations: Construction and Renovation

2.3.1 Embedding sustainability in construction and renovation projects	Benefit
<p>Embed environmental sustainability requirements into all Estates &amp; Infrastructure Outline Business Cases (OBC) for construction and refurbishment projects.</p>	<p>Embedding environmental sustainability requirements into all Estates &amp; Infrastructure Outline Business Cases will ensure that carbon reduction, energy performance improvement, and wider environmental benefits are systematically considered and costed at the earliest stage of project development. This will support more informed investment decisions, reduce lifecycle operational costs, and contribute directly to Institutional Net Zero commitments, while improving compliance, transparency, and consistency across all construction and refurbishment projects.</p>
Owner(s)	Timescales
<p>Head of Estates Management via Estates and Infrastructure group</p>	<p>Year 1 onwards</p>
Measured by	
<ul style="list-style-type: none"> <li>- 100% of OBC submissions include quantified carbon reduction (tCO<sub>2</sub>e) and/or energy performance improvement metrics (e.g. % reduction / EPC uplift)</li> <li>- 100% OBCs identify budget/coding lines and financial value linked to sustainability measures</li> <li>- Quarterly compliance rate reported</li> </ul>	

## 2.4 Estates and Operations: Water

2.4.1 Mapping of incidents raised around water infrastructure on campus	Benefit
<p>This objective will use tickets raised across the University during the 2024/25 and 2025/26 academic years to map the location and type of jobs raised by staff and student related to the water infrastructure on campus e.g. blocked pipes, leaks and running cisterns.</p>	<p>This will allow the University to develop a clear understanding of where to target interventions to reduce water use/pipe blockages as part of objective 2.5.2. Additionally, this will allow EHU to track metrics related to objective 2.5.2.</p>
Owner(s)	Timescales
Head of Sustainability for oversight.	Years 1 and 2
Measured by	
Dataset completed.	

2.4.2 Student-focused accommodation water campaign	Benefit
<p>Using assets developed based on content from BUS3040 Marketing and Society (2025/26 students) projects around pipe blockages to develop and deliver a campaign aimed to reduce the number of blocked drains in campus halls of residences.</p> <p>Progress will be marked against the 2024/25 academic year baseline where 848 tickets related to blocked drains in halls were raised, with the aim to reduce this by 10% by end of the 2027/28 academic year.</p>	<p>Benefits from this objective can be spilt into the three sub-categories below.</p> <p><u>Environmental:</u></p> <ul style="list-style-type: none"> <li>• Reduced risk of water pollution and sewer overflows, ensuring wastewater doesn't back up and enter local water systems.</li> <li>• Lower carbon emissions from reactive maintenance.             <ul style="list-style-type: none"> <li>• Reduced material waste from replacing infrastructure.</li> </ul> </li> <li>• Supports waste behaviour change.</li> <li>• Protects infrastructure longevity.</li> </ul> <p><u>Financial and operational:</u></p> <ul style="list-style-type: none"> <li>• Reduced maintenance costs.</li> <li>• Improved resource allocation.</li> <li>• Lower long-term capital costs.             <ul style="list-style-type: none"> <li>• Avoided disruption and</li> </ul> </li> </ul>

	<p>reputational risk.</p> <p><u>Institutional benefits:</u></p> <ul style="list-style-type: none"> <li>• Student engagement and ownership – builds a sense of shared responsibility for campus sustainability.</li> <li>• Academic integration – strengthens links between teaching and operational sustainability and supports ESD.</li> </ul>
<b>Owner(s)</b>	<b>Timescales</b>
<p>Head of Sustainability for oversight</p> <p>Supported by Facilities Management and academic partners.</p>	<p>Years 1 to 3</p>
<b>Measured by</b>	
<p>Number of blocked drain incidents.</p>	

<b>2.4.3 Site Services water reduction training</b>	<b>Benefit</b>
<p>Develop and deliver targeted training for the Site Services Supervisor team to build awareness of practical ways housekeeping staff and porters can contribute to reducing water use across the campus.</p> <p>Supervisors will then cascade this training to their teams, enabling frontline staff to act as informed advocates for water efficiency. Through this approach, housekeeping staff and porters will be equipped to share knowledge and encourage water-saving behaviours among students and colleagues.</p> <p>By the end of the 2027/28 academic year, targets are to achieve 100% completion of training across Site Services staff, ensure that at least 90% of trained staff are confident in how to report water leaks, and deliver a 10% increase in reported water-</p>	<p>Benefits from this objective can be spilt into the three sub-categories below.</p> <p><u>Environmental:</u></p> <p>The initiative will help reduce water consumption across campus by embedding water-saving behaviours into daily operations, supporting institutional sustainability targets.</p> <p><u>Staff empowerment and engagement:</u></p> <p>By equipping supervisors and frontline staff with knowledge, it creates a sense of ownership and involvement in sustainability, improving engagement and morale.</p> <p><u>Enhanced student and staff awareness:</u></p> <p>Frontline teams become visible ambassadors for sustainability, helping</p>

<p>related tickets, demonstrating improved awareness and proactive identification of water waste across the estate.</p> <p>This objective will be reviewed at the end of Year 1 and impacts measured regarding the number of faults for leaks etc logged.</p>	<p>influence behaviours beyond operational staff and into the wider university community.</p>
<p><b>Owner(s)</b></p>	<p><b>Timescales</b></p>
<p>Head of Sustainability Customer Services Manager</p>	<p>Year 1</p>
<p><b>Measured by</b></p>	
<p>Percentage of staff trained.</p>	

## 2.5 Estates and Operations: Waste and Circular Economy

2.5.1 Waste reduction training	Benefit
<p>Waste specific training developed and rolled out for staff and students to drive reduction in total waste per capita generated per annum.</p> <p>This objective will support EHUs target around reducing waste per capita as outlined in the Waste and Resource Strategy (as summarised in objective 2.4.2 in this document), which is measured against the 2018/19 baseline value of 16.21 tCO<sub>2</sub>e.</p>	<p>Reduction in waste generated will ultimately reduce associated carbon emissions, costs related to waste management and improve league table rankings where this metric is measured.</p> <p>This objective will support the University meet its target to reduce carbon emissions related to waste by 30% by 2030.</p>
Owner(s)	Timescales
<p>Head of Customer Services Customer Experience Manager</p>	<p>Years 1 and 2</p>
Measured by	
<p>Percentage completed training. Waste-related CO<sub>2</sub>e emissions value.</p>	

2.5.2 Reducing waste per capita (staff and student)	Benefit
<p>This objective looks to reduce the total waste generated per capita (FTE staff and students) to 30% of the 2022/23 levels by 2030 against the 2018/19 baseline of 16.21 tCO<sub>2</sub>e.</p>	<p>Reduction of waste will help bring down emissions associated with waste, both in terms of the disposal of the waste, but also the emissions associated with transporting waste.</p>
Owner(s)	Timescales
<p>Customer Experience Manager</p>	<p>Ongoing to 2030</p>
Measured by	
<p>Waste per capita value (kg/FTE).</p>	

## 2.6 Learning, Teaching and Research: Curriculum and Pedagogy

<p><b>2.6.1 Delivery of educator development sessions to support FHSCM embed ESD into curriculum</b></p>	<p><b>Benefit</b></p>
<p>To deliver ESD workshops tailored to health and social care programmes to support academic and clinical staff to embed ESD into the curriculum.</p>	<p>Increased awareness of ESD and its application to health and social care programmes.</p>
<p><b>Owner(s)</b></p>	<p><b>Timescales</b></p>
<p>Relevant FHSCM staff</p>	<p>Year 1 onwards</p>
<p><b>Measured by</b></p>	
<p>Percentage academic staff in FHSCM with ESD awareness.</p>	

## 2.7 Learning, Teaching and Research: Student and Staff Engagement

2.7.1 Behaviour change events (utilities reduction)	Benefit
<p>Run a minimum of two events per academic year to support behaviour change around reducing consumption of utilities (gas, electricity and water).</p> <p>These can be any events run on campus with the above focus, including those run by Sustainability, the SU/student societies and Student Life.</p> <p>This will be measured against the baseline from 2021/22 when 1 event of this nature was run.</p>	<p>Delivering regular behaviour change events will help reduce energy and water consumption across the University by encouraging staff and students to adopt more efficient practices, such as switching off equipment and reducing unnecessary heating and water use. These actions translate directly into reductions in Scope 1 and 2 carbon emissions, providing a low-cost and immediately impactful contribution to carbon reduction targets.</p> <p>In addition, these events strengthen the effectiveness of technical interventions (e.g. energy efficiency upgrades and smart systems) and help embed a long-term culture of sustainability. This creates sustained, scalable reductions in energy demand over time, while also supporting wider Scope 3 behaviours and improving the University's ability to evidence progress in carbon reporting and sustainability performance.</p>
Owner(s)	Timescales
Head of Sustainability for oversight	Year 1 onwards
Measured by	
<p>Number of relevant events held annually.</p> <p>Energy consumption across campus (kWh).</p>	

## 2.8 Partnership and Engagement: Community and Public

2.8.1 Big Campus Clear Out volunteering: Community Involvement	Benefit
<p>Increase community participation in the Big Campus Clear Out (BCCO) by growing staff, student and contractor volunteering hours for sorting of items donated to charity from the 2022/23 baseline of 20.4 volunteer hours by 30% by 2031.</p> <p>This objective will be reviewed prior to ending in 2031 and an updated objective developed if required.</p>	<p>Increasing volunteering hours will strengthen community partnerships, expand support to local charities, and provide meaningful opportunities for staff, students and contractors to actively contribute to sustainability and social impact.</p> <p>Increased sorting by EHU will also improve the quality and efficiency of donations, reducing the need for partner charities to undertake additional sorting. This will enable items to be directed more effectively to appropriate organisations, minimising unnecessary redistribution and associated transport. In turn, this will contribute to reduced travel requirements and lower carbon emissions linked to the distribution of donated goods.</p>
Owner(s)	Timescales
<p>Head of Sustainability Customer Experience Manager</p>	<p>Year 1 until 2031</p>
Measured by	
<p>Number of volunteer hours. Volume reused and equivalent CO<sub>2</sub>e savings.</p>	

## 2.9 Partnership and Engagement: Sustainable Procurement

2.9.1 Procurement exercise requirement number 1	Benefit
<p>Work towards 80% or more of procurement exercises undertaken annually across the University, that are reported on centrally, to include sustainability-related measures, considerations and questions to ensure the best sustainability outcomes for the purchase of goods and services.</p> <p>Y1 – 60% Mobilisation &amp; Foundation            Y2 – 70% Stabilisation &amp; Compliance            Y3 – 80% Optimisation &amp; Value Delivery            Y4 – 80% + Collaboration &amp; Innovation            Y5 – Redevelopment of the strategy new minimum standard to be set.</p>	<p>Reduction of Scope 3 emissions related to procurement.</p>
Owner(s)	Timescales
<p>Head of Procurement            Head of Sustainability</p>	<p>Year 1 onwards</p>
Measured by	
<p>Percentage procurement exercises compliant.</p>	

2.9.2 Procurement exercise requirement number 2	Benefit
<p>Work towards all procurement exercises undertaken across the University including Modern Slavery Act mandatory questions.</p> <p>Y1 – 60% Mobilisation &amp; Foundation            Y2 – 70% Stabilisation &amp; Compliance            Y3 – 80% Optimisation &amp; Value Delivery            Y4 – 80% + Collaboration &amp; Innovation            Y5 – Redevelopment of the strategy new minimum standard to be set.</p>	<p>Ensure that suppliers are engaging with and applying the Modern Slavery Act to their activities – ensuring that EHU is working only with suppliers that commit to ethical practices in this area.</p>

Owner(s)	Timescales
Head of Procurement	Year 1 onwards
Measured by	
Percentage procurement exercises compliant.	

2.9.3 Sustainable procurement of cleaning products	Benefit
<p>Implement a sustainable procurement approach for cleaning products across the University estate, reducing reliance on hazardous chemicals. Starting from a baseline of 30 COSHH-reportable substances, the University will eliminate the 10 most harmful chemicals by the end of Year 1 and replace them with safer, lower-impact alternatives. A full review will be undertaken by Year 3 to set further reduction targets, ensuring continuous improvement in environmental performance, regulatory compliance, and staff wellbeing.</p> <p>This objective is supported by the Site Services 2025/26 Chemicals Audit which is available as a summary on our website.</p>	<p>Benefits from this objective can be spilt into the three sub-categories below.</p> <p style="text-align: center;"><u>Environmental:</u></p> <ul style="list-style-type: none"> <li>• Decreases risk of release of harmful chemicals into water systems.</li> <li>• Supports biodiversity protection and pollution prevention.</li> <li>• Contributes to Institutional carbon and environmental targets.</li> </ul> <p style="text-align: center;"><u>Health and Safety:</u></p> <ul style="list-style-type: none"> <li>• Lowers risk of occupational illnesses and accidents.</li> <li>• Supports safer COSHH compliance and easier risk management.</li> </ul> <p style="text-align: center;"><u>Regulatory benefits:</u></p> <ul style="list-style-type: none"> <li>• Strengthens compliance with COSHH, REACH and other chemical regulations</li> <li>• Demonstrates due diligence and good governance.</li> </ul>
Owner(s)	Timescales
Head of Customer Services Customer Experience Manager	Year 1 onwards
Measured by	
Number of high-risk cleaning-related chemicals removed from use across the University.	

### 3.Objectives Dashboard

The below dashboards will be used to track and report on all current and future objectives that are developed as part of EHUs sustainability journey.

#### 3.1 Leadership and Governance

Objective number	Objective: SMART Summary	KPI	Baseline value and year	Current	Target	Status (RAG)	Trend
2.1.1	Establish Sustainability Champions framework with defined activities and reporting by <b>end of Year 1</b> , tracked through participation and outputs.	Number of active Champions using framework	0 (2025/26)		Year 1: 10		
2.1.2	Implement sustainability governance structure across the Institution and embed into decision-making by <b>Year 3</b> , measured by full structure adoption and annual review.	Governance in place (Y/N)	n/a		Year 3		
2.1.3	Integrate sustainability into <b>risk and audit processes by Year 3</b> , measured by inclusion in risk registers and audit frameworks templates used at EHU.	Templates completed and implemented (Y/N)	No		Year 3: 80%		
2.1.4	Deliver sustainability training annually with <b>year-on-year increase in participation</b> , measured by training numbers and completions.	Number of participants	0 (2025/26)		Annual increase		
2.1.5	Deliver Sustainability Communications Plan from <b>Year 1 onwards</b> .	Plan in place (Y/N)	No		Year 1: Yes		
2.1.5	Increasing engagement reach annually.	↑ % engagement	TBC in Year 1		Year 2 +: ↑ % engagement		

## 3.2 Estates and Operations

Objective number	Objective: SMART Summary	KPI	Baseline value and year	Current	Target	Status (RAG)	Trend
2.2.1	Develop and implement a climate risk and adaptation plan by <b>Year 4</b> .	Version 1 of Plan complete (Y/N)	No		Complete		
2.3.1	Embed environmental sustainability into all Estates Outline Business Cases by <b>September 2027</b> , ensuring consistent inclusion of carbon, energy, and costed environmental measures.	Percentage of OBCs including quantified carbon, energy performance, and costed sustainability measures			100%		
2.4.1	Analyse water infrastructure issues by <b>Year 2</b> , measured through completed dataset and identified interventions.	Dataset complete (Y/N)	No		Yes		
2.4.2	Reduce blocked drains by <b>10% by 2027/28</b> , from baseline of 355 incidents.	Number of blocked drains	355 (2024/25)		↓ 10%		
2.4.3	Deliver water efficiency training to <b>100% of Site Services staff by Year 1</b> , with improved reporting behaviours.	% staff trained	0% (2025/26)		100%		
2.5.1	Deliver training in <b>Years 1–2</b> to support <b>30% reduction in waste emissions by 2030</b> , measured in % staff/students that have completed training.	% completed training.	0% (2025/26)		30%		
2.5.1	Deliver training in <b>Years 1–2</b> to support <b>30% reduction in waste emissions by 2030</b> , measured in t CO <sub>2</sub> e.	Waste-related CO <sub>2</sub> e emissions	16.21 tCO <sub>2</sub> e. (2018/19)		↓ 30%		
2.5.2	Reduce waste per capita to <b>30% of 2022/23 levels by 2030</b> , measured annually in kg/FTE.	kg/FTE	39.8 kg/FTE (2018/19)		↓ 30%		

### 3.3 Learning, Teaching and Research

Objective number	Objective: SMART Summary	KPI	Baseline value and year	Current	Target	Status (RAG)	Trend
2.6.1	Deliver ESD training <b>annually</b> , increasing integration across programmes, measured by % academic staff with awareness of ESD and how it relates to their teaching (FHSCM-specific)	% academic staff in FHSCM with ESD awareness	TBC		50% staff awareness rate		
2.7.1	Deliver minimum of <b>2 behaviour change events per year</b> , measured by participation and energy impact.	Number of events	1 (2025/26)		≥ 2 events per annum		
2.7.1	Achieve measurable energy reduction during campaigns, tracked via kWh usage	Energy reduction (kWh)	29704979 kWh (2018/19)	28016584 kWh: 24/25	↓ in consumption		

### 3.4 Partnership and Engagement

Objective number	Objective: SMART Summary	KPI	Baseline value and year	Current	Target	Status (RAG)	Trend
2.8.1	Increase Big Campus Clear Out volunteering by <b>30% by 2031</b> , from baseline of 20.4 hours.	Volunteer hours	20.4 hours (2022/13)		↑ 30%		
2.8.1	Increase reuse/diversion of items through improved sorting efficiency and resulting tCO <sub>2</sub> e saving against items being disposed.	Volume reused and tCO <sub>2</sub> e saving value	1,9 tCO <sub>2</sub> e (2022/23)		↑ CO <sub>2</sub> e savings		
2.9.1	Reach <b>80% of procurement exercises including sustainability criteria by Year 3</b> , with phased yearly targets.	% compliant	TBC		% compliant		
2.9.2	Achieve <b>100% Modern Slavery compliance in procurement by Year 5</b> .	% compliant	TBC		% compliant		
2.9.3	Eliminate <b>10 highest-risk cleaning chemicals by Year 1</b> , reducing baseline of 30 substances.	Number removed	30 (2025/26)		Number removed		

# Key to Relevant Documents

Carbon Management Plan (CMP)

Institutional Sustainability Committee ToR

Sustainability Strategy 2026-31

Sustainability Delivery Plan

Waste and Resource Strategy

## Annexes

Document Control

Version	Date	Change Author	Summary of Changes
ISC 1.0	27.03.2026	Head of Sustainability	Creation of document

## Endmatter

Title	Sustainability Delivery Plan Objectives 2026-2031
Policy Owner	Head of Sustainability
Approved by	Institutional Sustainability Committee
Date of Approval	June 2026
Date for Review	June 2027