

2025

Waste Management Strategy 2025 to 2030



Contents

Section	Title	Page
1.0	Introduction	2
2.0	Our Achievements (2021 - 2024)	3
3.0	Guiding principles (2025 - 2030)	6
4.0	Waste data	8
5.0	Disposal routes	10
6.0	Objectives and targets 2025 - 2030	15
7.0	Communication	17
8.0	Partnerships	17
9.0	Measuring success	17
10.0	Delivery challenges	18
11.0	Action plan	19

Date Prepared	Purpose	Author(s)	Approved	Date Approved
31/10/2024	Review of the strategy for delivering the University's waste and recycling targets	Gary Law Sarah Cooke Lucy Madden	Director of Commercial Services & Estates	

1.0 Introduction

The University of Kent is an internationally recognised higher education institution. Our education and research, and the talents of our staff and students, will support social, economic, cultural, intellectual and public life in ways that will make us one of the leading civic universities. The University is a major employer in the south east with over 2,500 members of staff and a student community of over 15,000.

The University strongly supports Canterbury City Council's declaration of a climate emergency. Our sustainability policy commits the University to being a responsible corporate citizen that leads by example with regard to environmental sustainability. The current version of the sustainability policy was signed by the interim Vice-Chancellor Professor and the Chair of Council in June 2024. The University acknowledges that its activities and operations have environmental, social and economic impacts. As signatories to the Sustainable Development Goals Education Accord, the University is committed to embedding the goals across our institution throughout our leadership, education, operations, research & innovation, engagement and partnerships.

Our Environmental Management System (EMS) is externally certified to ISO 14001: 2015 and supports our Sustainability Policy. It includes all activities conducted on the Canterbury and Medway campuses, including academic and residential buildings, sports, catering and conferencing facilities.

The University generated over 1,000 tonnes of waste during the 2023/24 academic year, a reduction in volume when compared to previous years although to be expected with the reduced number of staff and students. The most recent Waste & Recycling Strategy was published in 2021. Since this time, we have introduced a raft of initiatives to ensure we comply with legal and other requirements relating to waste, manage our waste in accordance with the waste hierarchy and reduce our costs. We are experiencing a different landscape post-pandemic and the new Kent 2030 strategy means and an update to the strategy is appropriate to align our waste management objectives with the new strategic horizon.

Waste accounts for <0.05% of the University's carbon footprint.

The Waste Management Strategy will improve our environmental performance, reduce our carbon footprint and contribute to our ongoing certification to ISO14001.

2.0 Our Achievements (2021 - 2024)

39.7% of waste now diverted from landfill through recycling or reuse initiatives in the most recent year 2023/24.

Income generation from waste and cost avoidance: we have considered opportunities to generate income from waste or avoid costs in the waste disposal processes through the following initiatives:

- **BatteryBack scheme** – in partnership with our battery waste contractor, WasteCare, dry batteries are collected for recycling under the BatteryBack scheme; some of the items are collected for free or have a recoverable value. This is based on the quantity collected and is subject to analysis in relation to anomalies.
- **ITAD Asset Disposal** – we collaborate with Stone who provide a free, responsible and secure recycle and reuse IT Asset Disposal service meaning zero waste to landfill. We also have the opportunity to generate rebates in the form of cash or credits for qualifying equipment that can be used again.
- **Metal** – a regular contractor collects our small and large metal items for recycling and in turn we receive a rebate based on the weight of the metal collected.
- **Pallets** – we recently considered alternative contractors for pallet removal and have now developed a partnership with a local company who collect our unwanted pallets for reuse free of charge. We also receive a rebate of £1.50 per pallet.
- **Collaboration with inhouse stores team** – to reduce costs in recycling some of our larger WEEE items, we work with our Stores team to negotiate free collections of unwanted items when ordering new stock from regular suppliers.

Reuse initiatives:

- **Warp It** – is a reuse and recycling service utilised by the University that redistributes furniture, equipment, fixtures and fittings by finding owners for these items that would have otherwise been disposed of. In the reporting year between August 2023 and July 2024, the university diverted 44.709 tons of waste to reuse via Warp It. So far, between August and October 2024, Warp It has redirected 7.20 tons. By diverting these waste streams away from disposal and towards reuse, the university has managed to cut not just the amount of waste it creates, but also its total CO2 emissions. Warp It is managed by the Interior Services & Signage team.
- **British Heart Foundation (BHF) #Pack for Good Campaign** – in our most recent Impact Report, during 2023/24 our collaboration with BHF achieved 1,564 bag

donations, 12,512 kgs of items diverted from waste (equivalent of 1.8 African male elephants) and a value of £23,460 of preloved items donated. By encouraging the reuse and recycling of preloved items, our partnership has significantly reduced waste and contributed to environmental sustainability, as well as raising vital funds to support lifesaving research and initiatives.

- **Partnership with Canterbury Bike Project** – the University donates abandoned or unwanted bikes to the Canterbury Bike Project to be repaired and reused. Bikes are put back into the local community either through low cost sales or long-term loans, with some also donated to charity.
- **Kent Union Campus Pantry and StuFF** – Kent Union's Campus Pantry and StuFF Schemes provide short-term support to students who find themselves in need. Unwanted food items can be donated all year round at donation points across campus. Household items are also collected at specific times such as during end of term donation drives. Permanent donation points are located at the Kent Union Reception in the Mandela Student Centre, Keynes Atrium, Plaza Co-op and Parkwood Co-op. This scheme reduces waste and encourages reuse.
- **Collaboration with Canterbury Food Bank** – we also collaborate with Canterbury Food Bank at end of year student departures, donating unwanted food items left in Student Accommodation areas for reuse. These would otherwise be disposed of as general waste.
- **Reuse of ITAD Assets via Stone (as above).**

Recycling initiatives:

- **Green Waste** - Kent Community Oasis Garden (Kent COG) – is a multi-use space on Campus for students, staff and the local community. It is run in partnership with East Kent Mind as a sustainability hub centred around growing food, social and environmental sustainability, building the relationship between people and planet, supporting good wellbeing and mental health, whilst providing space for people to actively engage with climate and environmental positive solutions. All of their green waste from the garden is composted in their homemade compost bays, and they also take coffee grounds and vegetable peelings from one of our campus kitchens to go into their Ridan composter.

New compost bays have been installed by our Grounds Maintenance team to manage more of the University's green waste on site, producing compost and leaf mulch which is then transferred back onto existing beds. More in-house chipping is also being done. This means we are being more sustainable and cost efficient by reducing the number of green waste skip exchanges required by our waste contractor and utilising more of our natural resources.

- **Food Waste** – Following a successful 6-month food waste trial from six catering outlets on our Canterbury campus during 2023-24, starting from May 2024

regular (weekly) food waste collections were permanently introduced from these catering outlets. From March 2025, food waste bins will be provided in student accommodation areas and a new regular scheduled food waste collection will be introduced.

Monitoring and Measurement - reliable waste data and documentation: we have introduced a more robust, transparent system for monitoring and measuring waste activity in the form of a Waste Disposal Tracker. The tracker logs all ad hoc waste disposals and tracks the data and documentation we receive from our contractors to ensure we receive this in a timely manner and that all data is correct. There is a mechanism to remind us to collect data and associated documents if this hasn't been provided within one month of the collection date.

Waste Storage: in order to ensure that our waste is stored in a secure, responsible manner, our Recycling Hub has two card access points for entry. We have also introduced a new Recycling Hub Access Procedure whereby potential users complete an online form for access approval. If approved, users are granted 30 days access, after which a new request is required. The form includes a tick box for applicants to confirm that they have read and understood the hub user guidelines before submitting their access request. Introducing these steps helps to regulate the waste entering and exiting the hub and also ensures that users are aware of correct storage procedures and locations, which in turn reduces the risk of contamination and non-compliance.

3.0 Guiding principles (2025 – 2030)

Waste Hierarchy

The main principles behind the University's Waste Management Strategy are based on the well-established Waste Hierarchy. This has become the cornerstone of sustainable waste management practices, setting out the order in which waste management measure should be prioritised based on environmental impact.

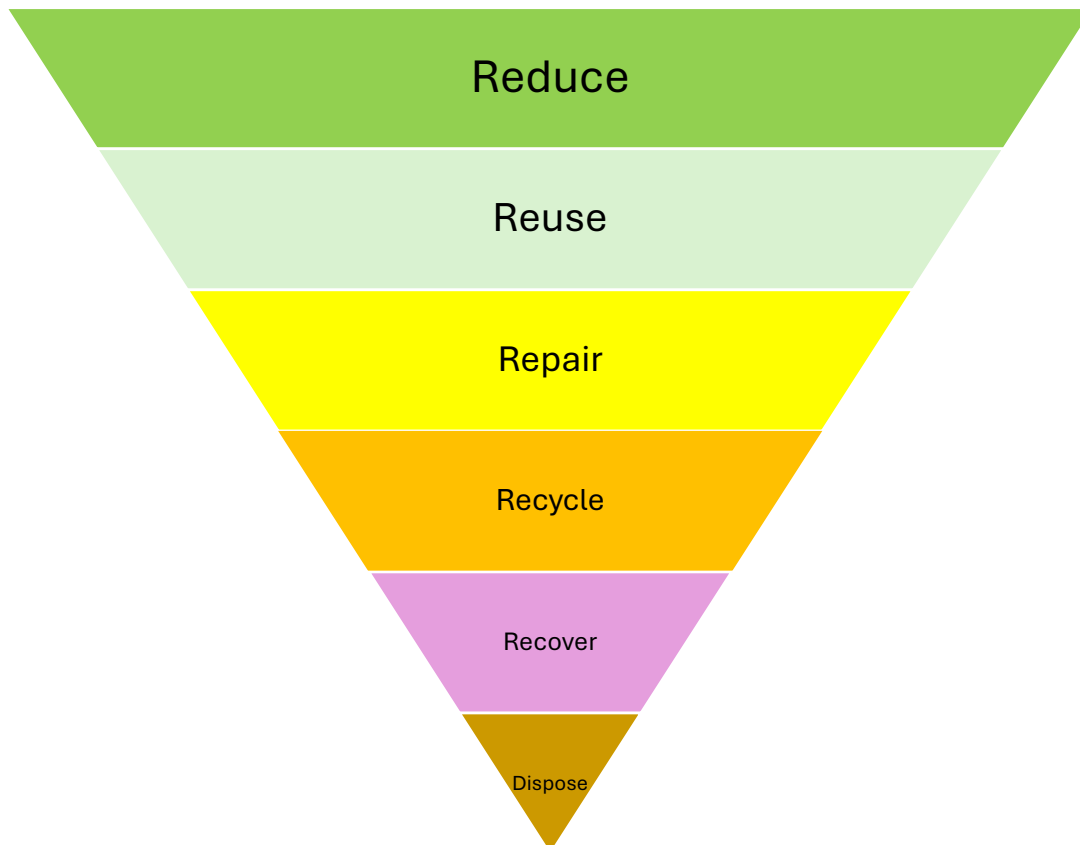


Figure 1: The Waste Hierarchy

Compliance with legislation and other requirements

All organisations have a legal duty to provide appropriate arrangements for the disposal of waste. A core component of this strategy relates to ensuring the University's waste management practices meet all of these relevant legislative standards. A compliance system has been established to enable the University to meet the required regulatory standards, which is monitored on a regular basis.

The Circular Economy

The University will encourage all potential for reuse through its procurement and BAU daily activity, giving rise to the huge advantages afforded by circular v linear practices.

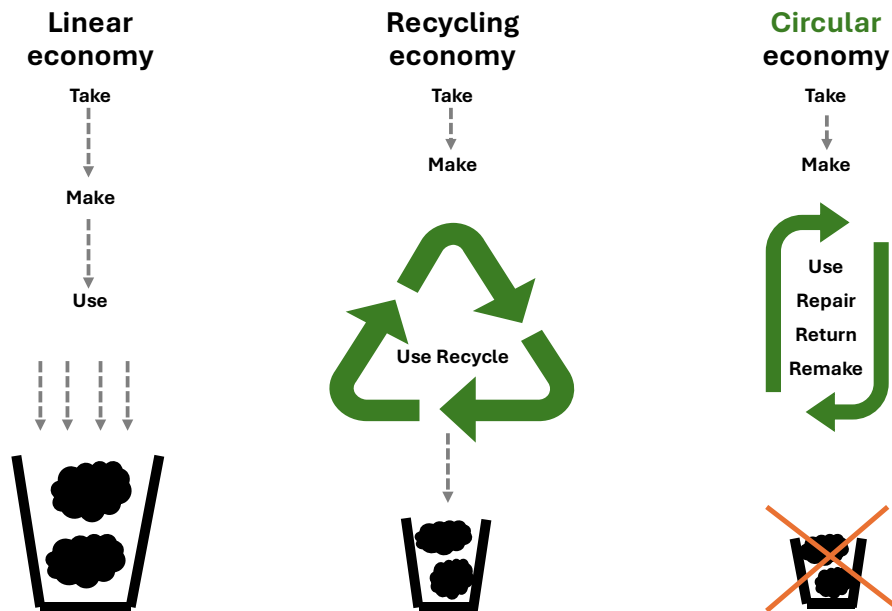


Figure 2: Circular Economy

Waste as a resource

A number of waste streams produced by the University have considerable market value and if collected and segregated properly, the University can receive rebates from recyclers or can sell items that are in good condition. The University will seek to consider waste as a resource and raise revenue wherever possible, or identify opportunities for disposing of material free of charge.

Life cycle perspective

The University will consider the lifecycle perspective of its waste management processes.

Needs and expectations of stakeholders

The University's customers, clients, funding bodies, lenders and local authority all demand information about its environmental activities and in particular its waste and recycling achievements. The University is required to provide performance indicators to both HESA Estates Management Statistics and the People and Planet University Sustainability League.

4.0 Waste Data

We have made significant improvements in the measuring of our data in terms of both coverage and accuracy. Actual weights are sourced from all contractors and suppliers and are collected from monthly submission reports, feeding into, and maintained within our waste management database. This work is undertaken by the Facilities Management team within Commercial Services & Estates.

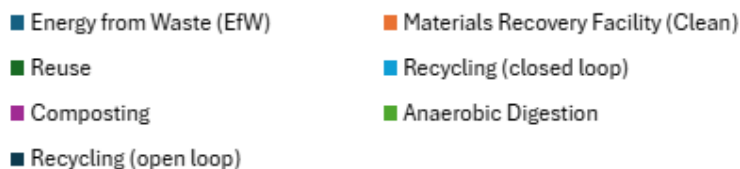
We will now be using 2023/24 as a baseline year against which all future data will be compared.

We now calculate our waste stream through the following categories, data relates to 2023/24:-

Breakdown by waste process 2023/24

Treatment Type	Weight (tonnes)	% of Total
Recycling	440.92	34.42
Reuse	62.28	4.86
Disposal	777.85	60.72
Total	1,281.05	100.0%

Waste disposal by destination 2023/24



Breakdown by waste stream 2023/24

Waste Stream	Weight (tonnes)	% of Total
General Commercial Waste	741.09	57.85
Mixed Recyclables	231.34	18.06
Green Waste	58.80	4.59
Furniture	46.78	3.65
Glass	53.55	4.18
General Skip	34.78	2.71
WEEE	19.02	1.48
Food	18.16	1.42
Wood	17.22	1.34
Light Metals - Light Iron	16.37	1.28
Textiles	11.08	0.86
Cooking Oils	9.21	0.72
Confidential Waste	12.61	0.98
Fluorescent Tubes/Lamps	4.25	0.33
Pallets	3.49	0.27
Sanitary Waste	1.98	0.15
Bicycles	0.93	0.07
Batteries	0.39	0.03
Total	1,281.05	100.0%

The table above excludes construction waste which will be included in our reporting from 2024/25 onwards.

5.0 Disposal Routes

Waste Item	Current Disposal Route	Procedure	Treatment
Aerosols	Recycling	Remove nozzles and place empty cans into a green sack mixed recycling bin.	All aerosols are collected by Biffa and processed at the Mixed Recycling Facility in Hersden.
Batteries - household type (dry-cell) batteries	Recycling	Please deposit into one of the grey-lidded battery collection bins located on campus. Please do not deposit batteries in plastic bags or other packaging. These are emptied on a regular basis and taken to our Recycling Hub and stored ready for collection.	Dry-cell batteries are collected by WasteCare (BatteryBack) for recycling. Over 55% of the gross weight of the batteries is recycled.
Batteries - industrial / automotive (wet-cell) batteries	Recycling	These types of batteries must be collected by specialist contractors. Please do not place them in normal battery bins or general waste. Please email estatescustomerservices@kent.ac.uk for advice.	Wet-cell batteries are collected by WasteCare for recycling.
Books	Reuse	We have partnered with the British Heart Foundation who collect books on campus. Please make sure that books are put into a British Heart Foundation bag, which you can get from your reception or by emailing csefmcoordinator@kent.ac.uk .	Books are collected by the British Heart Foundation and re-sold to raise money for the charity.
Cardboard and paper	Recycling	Flatten the cardboard and remove any tape, plastic wrapping or polystyrene inserts. Place in either your nearest green sack recycling bin or external recycling bins depending on size.	All cardboard is collected by Biffa and processed at the Mixed Recycling Facility in Hersden.
CDs and DVDs	Reuse	CDs and DVDs can be placed into one of the British Heart Foundation donation points on campus. Please make sure that CDs and DVDs are put into a British Heart Foundation bag, which you can get from your reception or by emailing csefmcoordinator@kent.ac.uk . If CDs contain corporate information, these should be recycled via the Confidential Waste procedure (see Confidential Waste section).	Collection points are emptied by the British Heart Foundation and contents re-sold to raise money for the charity.
Chemicals and solvents (SPS/Biosciences)	Disposal	All waste chemicals and solvents should be disposed of via Tracey Davies in accordance with local rules. Please complete the Request for Disposal of Waste Chemicals Form and email it to T.E.Davies@kent.ac.uk	Some chemicals are recovered and reused while others undergo specialist treatment and incineration.
Chemicals and solvents (all other schools and PSDs)	Disposal	Please email csefmcoordinator@kent.ac.uk .	

Clinical Waste (Biosciences)	Disposal	Julian Cook (J.R.Cook@kent.ac.uk) arranges disposal of clinical waste via Stericycle.	
Clothes, shoes and textiles	Reuse	We have partnered with the British Heart Foundation who collect clothes, shoes, bags, accessories and textiles on campus. Please make sure that items are put into a British Heart Foundation bag, which you can get from your reception or by emailing csefmcoordinator@kent.ac.uk .	Textiles are collected by the British Heart Foundation and re-sold to raise money for the charity.
Confidential waste	Recycling	Put all the waste in a hessian (blue or white) sack and tie it firmly with a cable tie. Contact estatescustomerservices@kent.ac.uk for collection (think carefully about where to store it until collection).	Support Services store confidential waste in special locked wheelie bins until Biffa collect it. It's then taken in a secure lorry to their secure facility with restricted access where it is shredded and baled.
Cooking oil and fat (catering kitchens)	Recycling	Waste cooking oil is collected from catering kitchens on an individual basis. Containers should be securely lidded and stored in a secure area. All collections should be accompanied by Duty of Care paperwork. All catering kitchens producing waste cooking oil must display the Cooking Oil Disposal Guidelines.	Waste cooking oil is converted to biofuel for road transport and heat and power systems. Oil is classed as Hazardous Waste. For more information on Hazardous Waste disposal please read the Duty of Care Guidelines Including Hazardous Waste Guidelines.
Cooking oil and fat (other locations)	Disposal	Place in a container and seal tightly and dispose of in a general waste (black sack) bin. Please do not dispose of cooking oil down the sink, this can lead to blockages in the sewage system.	Waste cooking oil is sent to an Energy from Waste (EfW) facility.
Duvets, pillows and bedding	Disposal	Unfortunately, we have not yet been able to coordinate a collection of duvets and pillows but we have been in touch with a couple of charities and hope to have collections soon. Please note that the British Heart Foundation cannot accept pillows or duvets; however, you can place any sheets, duvet covers and pillow covers into the British Heart Foundation clothing banks.	Donated sheets, duvet covers and pillow cases are resold by the British Heart Foundation to raise money and the duvets and pillows are currently sent to an Energy from Waste (EfW) facility.

Electrical and IT equipment (staff)	Recycling/Reuse	Staff must download and complete the disposal form. Small and medium-sized items such as computers will be collected by Estates staff and stored in the maintenance yard. Larger items may be collected directly by the waste contractor.	All Electrical and IT equipment is taken Stone to their sorting location where items are graded for reuse or recycling. All data-bearing items are safely wiped before processing to reuse or recycle them. 100% of these items will be either reused (if they meet the criteria) or recycled.
Electrical and IT equipment (students)	Recycling	Please contact your college reception for advice on how to dispose of electrical waste. Do not place electrical items into general waste bins.	All Electrical and IT equipment is taken by Stone to their sorting location where items are graded for reuse or recycling. All data-bearing items are safely wiped before processing to reuse or recycle them. 100% of these items will be either reused (if they meet the criteria) or recycled.
Fluorescent bulbs and tubes	Recycling	To arrange a collection please email estatescustomerservices@kent.ac.uk .	Tubes and lamps are collected by MT Hazardous Waste where they are recycled.
Food waste	Recycling	<p>6-month food waste trial in 2023-24 from the catering outlets in the following buildings: Darwin, Rutherford, Eliot, Gulbenkian, Keynes and Woody's . The teams used the food waste bins for food preparation scraps, leftovers from meals and out of date food.</p> <p>From May 2024, regular (weekly) food waste collections are now scheduled from catering outlets in Gulbenkian, Darwin, Rutherford, Turing, Eliot & Keynes.</p> <p>From March 2025, food waste bins will be provided in student accommodation areas and a new scheduled collection of food waste will be introduced.</p>	All of this waste is now being collected by our contractor BIFFA (anaerobic digestion).

Food Waste	Reuse	<p>As Part of Kent Union's Campus Pantry Scheme, you can donate all year round at donation points across campus and during our end of term donation drives. Permanent donation points are located at the Kent Union Reception in the Mandela Student Centre, Keynes Atrium, Plaza Co-op and Parkwood Co-op.</p> <p>We also collaborate with Canterbury Food Bank at end of year student departures, donating unwanted items left in Student Accommodation.</p>	Kent Union Campus Pantry scheme
Furniture	Reuse	Staff can register with the Warp-It system to browse for available furniture stock and to list unwanted furniture for others to use on campus.	Primarily furniture should be reused on campus amongst staff, however if it is in an unusable condition, it will be donated to charity or recycled.
Glass jars and bottles	Recycling	Glass bottles and jars can be placed in external glass bins located across the University.	All glass is collected by Biffa and processed at the Mixed Recycling Facility in Hersden.
Sheet glass	Recycling	Contact csefmcoordinator@kent.ac.uk who can advise on how to dispose of sheet glass safely. Do not attempt to deal with laminated glass yourself.	Sheet glass is collected by East Kent Recycling and processed accordingly.
Green Waste	Recycling	Arranged by Grounds Maintenance team in Estates.	Collected by JB Landscapes (Medway campus) and BIFFA (Canterbury Campus)
Mattresses	Recycling	Housekeeping arrange for unwanted mattresses to be recycled via TFR.	The Furniture Recycling Group (TFR)
Metal	Recycling	Metals are collected in a skip in the Estates Maintenance Yard. Please email estatescustomerservices@kent.ac.uk to arrange a collection.	Metals are collected by Lings and recycled.
Mobile phones	Reuse or recycling	Old mobile phones can be recycled alongside printer cartridges. Please email estatescustomerservices@kent.ac.uk to arrange a collection.	Mobile phones are collected by Stone for reuse or recycling.
Oil	Recycling	Waste oil and items contaminated with oil should be stored in sealed containers in a secure area and collected by specialist licensed waste contractors. Please contact csefmcoordinator@kent.ac.uk for advice.	Waste oils are processed and recycled as fuel oils. Oil is classed as Hazardous Waste. For more information on Hazardous Waste disposal please read

			the Duty of Care Guidelines Including Hazardous Waste Guidelines.
Paint	Disposal	Water-based paint and empty containers can be disposed of in general waste bins. Please ensure containers are sealed to eliminate the risk of spillage. Any other type of paint is classed as hazardous waste and must be disposed of via a specialist contractor. These types of materials cannot be disposed of in the general waste bins or metal recycling. Please email csefmcoordinator@kent.ac.uk for advice.	Waste paint is disposed of in accordance with hazardous waste regulations. Paint is classed as Hazardous Waste. For more information on Hazardous Waste disposal please read the Duty of Care Guidelines Including Hazardous Waste Guidelines.
Printer and toner cartridges	Reuse	Used printer and toner cartridges should be either placed in your local cartridge recycling box or collected by CSE. Please email estatescustomerservices@kent.ac.uk to arrange a collection.	Used cartridges are collected by Stone. Printer and toner cartridges are classed as Hazardous Waste. For more information on Hazardous Waste disposal please read the Duty of Care Guidelines Including Hazardous Waste Guidelines.
Stamps	Reuse	Stamps should be cut off used envelopes. When you have amassed enough to fill an envelope, please send them to Anna Pollard - Campaigns Manager, Development Office.	Used stamps are exchanged for donation to the Kent Law campaign by JetStamps.
Sharps (staff)	Disposal	Staff sharps should be taken to Campus Security where they are collected in a container ready for removal.	Sharps are removed from campus by a registered hazardous waste contractor Initial who then disposes of them by incineration.
Sharps (student)	Disposal	Student sharps should be taken to any accommodation reception or Campus Security where they are collected in a container ready for removal.	Sharps are classed as Hazardous Waste. For more information on Hazardous Waste disposal please read the Duty of Care Guidelines Including Hazardous Waste Guidelines.

6.0 Objectives and targets 2025 – 2030

The University is expected to grow its student numbers over the next 5 years and, while there have been significant changes and improvements during the last strategy period, it will need to be even more proactive in maintaining its current successes.

The University Sustainability Policy, agreed by Executive Group in 2024, aims to integrate carbon and environmental management into all University processes and to maximise the influence of the University in reducing its footprint through education and research, its operations and ambitions. Targets pertaining to waste include:

- Wherever possible, continue to consider opportunities to generate income from waste or avoid costs in the waste disposal process.
- Attempt to reduce our general waste.
- Move away from other waste processes to encourage reuse wherever possible.
- Work with the University's Sustainability Manager and their team to encourage behavioural change and waste avoidance (staff, students, visitors and contractors).
- Work with third party providers to identify opportunities for efficiencies.
- Develop partnerships with appropriate charities and other third party organisations to maximise opportunities to reuse waste materials.
- Improve communication in terms of communicating our goals, promoting new initiatives and celebrating our successes.
- Maintain legal compliance across all of our waste management operations - Update our Duty of Care Guidelines (including Hazardous Waste Guidelines) and develop robust systems for ensuring waste documentation is accurate, complete and accessible.
- Waste data visibility – make data more available to our customers.
- Implement new project waste process and develop closer relationship with our Maintenance, Projects and Space teams and their contractors, to ensure greater compliance, transparency and awareness of project related waste.
- Work with the Facilities and Customer Services Officer and Facilities Services Supervisor to enhance the relationship between the Support Services team and Waste Coordination team, to improve efficiencies and develop new waste processes relating to the storage, movement and collection of waste on campus.
- Work alongside Kent Union to develop a consistent approach to waste management, agree a process for capturing waste data and documentation from projects and events that they organise. Work with them to promote waste reduction and reuse where possible.
- Student Accommodation Food Waste Scheme - Introduce food waste bins in student accommodation areas.

- University's partnership with Hazaar - providing a digital and in-person solution to sustainability and student engagement, Hazaar's marketplace app will connect students and staff, allowing them to build a circular economy ensuring every reusable item gets a new lease of life through its zero to-landfill strategy. A University of Kent partnership with Hazaar will benefit both students and the University's strategic sustainability mission by promoting sustainability across campus, providing economic opportunities, reducing waste, and fostering a sense of community. Expected Launch date is February 2025.

Waste data targets:

- 5% improvement in recycling rates (by 2030). Based on 2023/24 baseline.
- 5% reduction in waste per staff/student FTE (by 2030). Based on 2023/24 baseline.
- 5% reduction in residential waste per residential student FTE (by 2030). Based on 2023/24 baseline.
- Carbon Emissions reduction from waste. Against 2023/24 baseline.
- Waste KPIs that measure these targets:

KPI	Method of Measurement	Reporting frequency
Waste Diverted / Recycled	% of Waste Diverted / Recycled	Monthly
Overall Waste	Waste kg / staff & student FTE	Monthly
Residential Waste	Waste kg per room	Monthly
Carbon Emissions Reduction from waste %	Carbon emissions from waste 2023/24 baseline	Annual

7.0 Communication

While there are clearly defined goals and the University is working towards achieving them, improvements can be made to communicate these goals and celebrating success.

A Waste & Recycling communications plan will be developed to support this strategy. Ownership of the Plan will rest with Environmental Sustainability team with a strong input from the Facilities Management team.

This communications plan will detail how the following communication and engagement activities will be delivered:

- Updating web pages; to show latest information, changes to the systems and giving answers to FAQs
- Proactively communicating with students via the Home at Halls app, student comms newsletter and social media
- Providing regular information to staff through staff comms channels, social media and via the sustainability champions network
- Working with relevant student societies such as the Sustainability network and Sustainability Working Group to promote waste and recycling and to develop student-led initiatives
- Ensuring that all staff receive information on waste and recycling as part of their induction
- Developing a positive culture around waste and recycling on campus
- Working with the university design team to ensure a consistent visual identity for waste and recycling communications and resources (posters, stickers, bin labelling)

8.0 Partnerships

Cooperation of all those who study at, work at and visit the University of Kent is needed to achieve our environmental targets. All partners (UPP, Kent Union etc.), tenants and contractors should also provide waste data, as appropriate, on an annual basis.

9.0 Measuring success

Waste performance data is available through our waste management database and will be available on a monthly basis. Performance will be reported annually through the Sustainable Campus Operations Working Group, Net Zero Working Group and to the Sustainability Steering Group and monthly through the Commercial Services & Estates KPI process.

10.0 Delivery challenges(Risks)

1. Fluctuation in student and staff numbers can have an impact on the variable elements of our waste volume. Consideration is needed of the type and quantity of waste receptacles on campus and how the removal of waste is planned.
2. The strategies of third party suppliers e.g. introduction of disposable items.
3. The lack of communication (See Section 8.0 Communication).
4. Incorrect bin usage leading to contamination. The proposed communication plan and better signage on bins will be implemented to help address some of the communication issues and keep contamination to a minimum.
5. Staffing levels needed to increase collection / disposal points.
6. Infrastructure, such as bin locations and purchasing protocol for bin provision.
7. Visitors not adhering to the recycling policies. There will always be the possibility of cross contamination but the Communications Plan should help to solve some of these ongoing issues.
8. Failing to create a successful partnership with Kent Union and the Sustainability team.

11.0 Action plan (Opportunities)

Facilities Management has overall responsibility for the operational management of waste on the University of Kent campuses and see the following as important contributing factors to help meet targets (objectives to be ticked once action confirmed):

Service	Action	Objective						By When	Owner
		Reduce Waste	Increase reuse	Behavioural change	Compliance	Opportunities to generate income or reduce costs	Communication & Engagement		
	Update our Duty of Care Guidelines (including Hazardous Waste Guidelines) and develop robust systems for ensuring waste documentation is accurate, complete and accessible				x			28/02/2025	Quality Assurance Officer
	Implement new project waste process and develop closer relationship with Maintenance, Projects and Space team and their contractors, to ensure greater compliance, transparency and awareness of project related waste				x			28/02/2025	Quality Assurance Officer & Assistant Director Estate Planning
	Implement partnership with Hazaar	x	x	x				Launch in February 2025	Head of Marketing & Communications (with Hazaar Project Group)
	Student Accommodation Food Waste Scheme - Introduce Food waste bins in student accommodation areas and communicate changes to students living in campus accommodation	x					x	31/03/2025	Quality Assurance Officer, Head of Facilities Management & Housekeeping Managers
	Review list of regular waste contractors and our waste disposal processes to consider opportunities to reduce costs or generate income					x		31/07/2025	Quality Assurance Officer

	Develop and implement a Waste and Recycling Communication plan			x			x	28/02/2026	Sustainability Manager & Facilities Management team
	Conduct audits of facilities to ensure fit for purpose disposal methods are being met and a uniform approach is being followed - Pockets of campus without centralised internal bins – work with building users to change behaviours.			x				28/02/2026	Quality Assurance Officer & Sustainability Manager
	Update Waste & Recycling webpages to ensure correct information and guidance is being advertised			x			x	28/02/2026	Facilities Management team
	Explore other opportunities to reduce general waste and replace with reuse (and recycling) initiatives	x	x					31/07/2026	Quality Assurance Officer
	Better visibility of waste data				x		x	31/07/2026	Quality Assurance Officer
	Develop a partnership with local charities to reuse unwanted waste products, for example, duvets and other bedding in student accommodation areas which is currently being disposed of in general waste	x	x					31/07/2026	Quality Assurance Officer & Housekeeping Managers
	Work with the Facilities and Customer Services Officer and Facilities Services Supervisor to enhance the relationship between the Support Services team and Waste Coordination team, to improve efficiencies and develop more robust waste processes relating to the storage, movement and collection of waste on campus.			x	x	x		31/07/2026	Quality Assurance Officer & Facilities and Customer Services Officer
	Develop a process for capturing waste data			x	x		x	31/07/2027	Quality Assurance Officer

	and documentation from projects organised and run by Kent Union.								
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