

WE STAND FOR AMBITION.

University of
Kent

Sustainability Strategy

2025-30



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Our Vision

At the University of Kent, we are committed to delivering a sustainable future by embedding environmental excellence and community engagement into every facet of campus life. This vision is grounded in a commitment to achieving net zero emissions, nurturing green spaces, building resilience on our estate, fulfilling our civic mission, and empowering students as catalysts for change.

Rooted in our commitment to the community, we will extend our sustainability efforts beyond the university to actively contribute to sustainability within the region and beyond. We will leverage our expertise, resources, and partnerships to engage with local communities, organisations, and individuals in the co-creation of solutions to the environmental challenges of our time. As a civic leader, we will set an example of how universities can drive meaningful, collective change.

At the heart of our sustainability strategy is our students. We will empower them with the knowledge, skills, and values to lead the charge for a more sustainable world, offering opportunities for hands-on learning, research, and leadership in sustainability initiatives. Our students will be active participants in shaping our sustainable future – creating innovative solutions and advocating for lasting change both on campus and in their future careers.

SUSTAINABILITY AT KENT

The journey so far

Our Foundations

Surrounded by ancient woodland and home to leading research on social and environmental sustainability, Kent started its sustainability journey in 2005 with our first Carbon Management Plan targeting to reduce emissions by 23% by 2020.

Behaviour Change

2010 Green Impact launched supporting 100s of staff take sustainability action locally over 10 years.

The Sustainability Champions Network was built from this and other projects including FutureProof.

Sustainable Operations

2012 Kent's Environmental Management System was certified to ISO14001 standard. We still operate this and retain the certification.

Sustainable Operations

2021 We set an ambitious yet achievable of reducing scope 1 and 2 greenhouse gas emissions to net zero by 2040 and scope 3 emissions to net zero by 2050.

We also signed Race to Zero, A partnership between the Alliance for Sustainability Leadership in Education (EAUC) and UNEP.

Right to Food

2022 The University of Kent commits to become a Right to Food University, promoting food justice, tackling food poverty and transforming our food system.

2023 We planted 300 fruiting trees as part of the Diamond Anniversary Orchard.

Sustainable Finance

2023 We signed the Fossil Free campaign committing to no investments in extractor fossil fuel companies.

2005

2010

2015

2020

2025

2030

Holistic Sustainability

2017 The University signed up to the Sustainable Development Goals Education Accord, committing us to embedding the SDGs across our operations, teaching and research.

Sustainable Operations

2017 Our first BREEAM excellent building, the Sibson Building opened.

Education

2020 We undertook a large scale mapping exercise to understand the extent of the SDGs within our Undergraduate curriculum.

Sustainability Hub

2018 launched the Kent Community Oasis Garden, a hub for sustainable food growing, sustainability education, wellbeing in nature and biodiversity monitoring.

Recognition

2024 the University of Kent was recognised for its work in sustainability, food and biodiversity by the Green Gown Awards and Kent Wildlife Trust.

Research

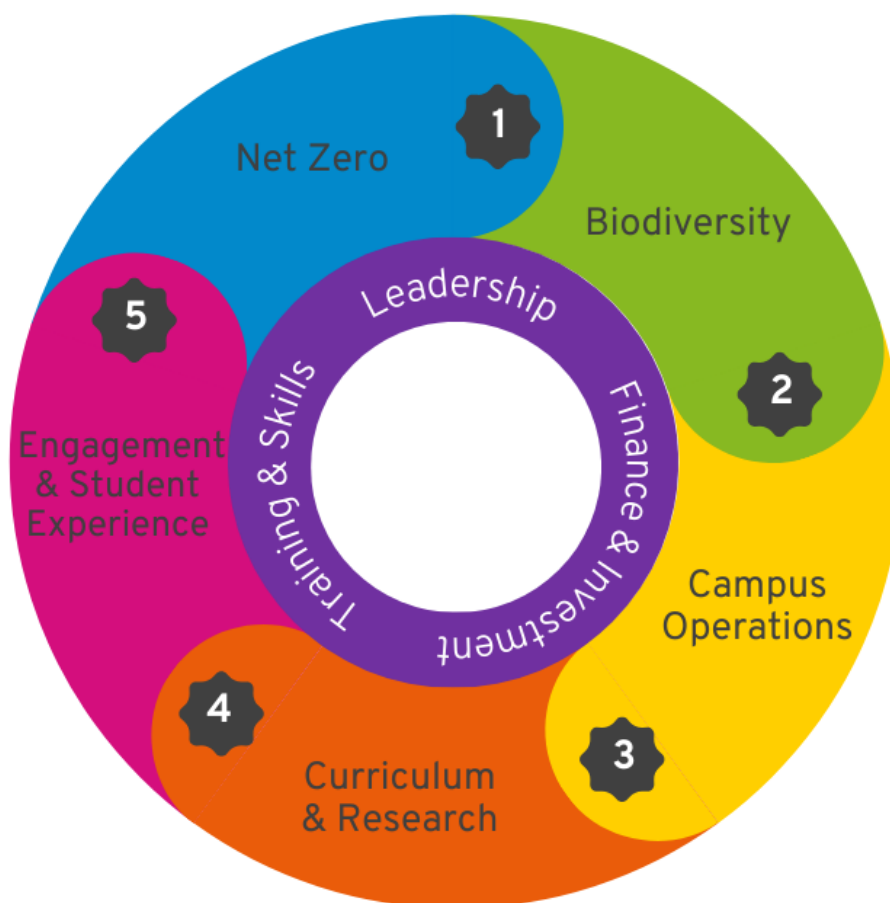
2025 We signed the Concordat for Sustainability in Research and Innovation Practice



Our Commitments

Our Sustainability Strategy has five key commitments each of which is underpinned by a number of targets and objectives. Each commitment and the associated actions will support delivery of the UN Sustainable Development Goals.

Supporting the delivery these five commitments are a number of enablers which interact with the commitments.



Net Zero

Commitment - We will achieve Net Zero scope 1 and 2 emissions by 2040 and Scope 3 by 2050



Context

The Intergovernmental Panel on Climate Change (IPCC) is clear that we need unprecedented rapid action to reduce global carbon emissions, with catastrophic consequences if we do not act to keep global temperature rise below 1.5°C.

As a forward-thinking institution, we will act decisively to deliver on our Science Based Targets to reduce our emissions and lead the way in tackling climate change. This is an opportunity for the University to demonstrate its capacity for innovation and leadership. Furthermore, as a student-led institution, we act in consensus with our student body that the University should take strong action to tackle climate change.

In early 2023, The Royal Anniversary Trust released “Accelerating towards Net Zero,” which set out a roadmap for carbon reduction in the tertiary education sector recommending core principles of Net Zero planning as well as identifying the key action pathways that the sector must take. The three action pathways; Built Environment, Travel & Transport, and Sustainable Supply Chain have been reflected in our own Net Zero plans and we are using a standardised Carbon Emissions Framework (SCEF) developed for the sector to map our full carbon footprint and establish our baseline for Scope 3 which will be used in future reporting.

Progress against our Net Zero target will be published on our Sustainability webpages and more detail on plans and actions to reduce emissions can be found in our Carbon Management Plan updated annually.

Case Study – Siemens Partnership

The University of Kent has entered into partnership with technology company Siemens to cut scope 1 and 2 emissions by 50% by 2030. Work on site towards the reduction of energy consumption on campus started in 2024 with the installation of LED lighting in the Templeman library building including lighting control systems that are providing us data on occupancy patterns which will inform further work to optimise heating and lighting. Work in 2025 and beyond includes upgrades to building management system controllers (which

control heating, lighting, security systems), as well as space optimisation and an updated metering systems to optimise energy use across our estate.

The plans also include the installation of both roof-mounted and ground-based solar panels which could generate more than 675,000kWh electricity annually. All of the zero-carbon energy generated on site will be used by the University.

Targets

- 1.1** Achieve Net Zero carbon emissions in our operations (Scopes 1 and 2) by 2040, following a pathway of a 5% year on year reduction compared to our 2018/19 baseline
- 1.2** Reduce scope 3 supply chain by 4% per year compared to a 2022/23 baseline (Annually from 24/25)
- 1.3** Reduce scope 3 business travel emissions by 4% per year compared to a 2022/23 baseline (Annually from 24/25)
- 1.4** Reduce scope 3 commuting emissions (day-to-day) by 4% per year compared to a 2024/25 baseline (Annually from 25/26)

Funding for the scheme will be provided by Siemens Financial Services through a flexible financing package allowing us to begin repayments only once the upgrades have been delivered using money saved through reduced utility costs.

Objectives

Objective 1a – Reduce our operational (scopes 1 & 2) emissions

- Work in partnership with Siemens to reduce energy use, decarbonise heating and install renewable energy
- Develop better access to and understanding of energy use profiles for building users
- Reduce the carbon impact of the University's IT infrastructure and services

Objective 1b –Reduce emissions from our supply chain

- Develop better understanding of supply chain emissions
- Embed sustainability into tenders
- Improve training for staff with significant procurement responsibility

Objective 1c – Reduce our emissions from staff and student travel

- Improve data collection for staff and student commuting
- Improve internal processes for managing business travel
- Reduce the number of staff, students and visitors commuting by single-occupancy car
- Provide EV and e-bike charging facilities for staff, students and visitors

Supporting documents

- Carbon Management Plan
- Energy Action Plan
- Travel Plans
- Procurement Strategy

Biodiversity

Commitment - We will regenerate the ecology of the campuses to mitigate biodiversity loss and the decline in ecosystem services, whilst supporting the use of our natural spaces for education, engagement, and wellbeing activities.

**Context**

We are experiencing a rapid decline in biodiversity with human action being the major cause. Biodiversity and nature's benefits to people underpin almost every aspect of human development and are key to the success of the Sustainable Development Goals. They help to produce food, clean water, regulate climate and even control disease. Yet they are being depleted and degraded faster than at any other point in human history. (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services).

The University seeks to drastically limit its impact on local and global biodiversity by joining the Nature Positive Universities scheme, setting targets that support how we manage our campus for biodiversity, as well as reviewing our supply chains to see how the products and services we buy are impacting global biodiversity.

We are working with internal and external stakeholders through our Biodiversity Working Group to ensure that our operations align with our world leading research and activities carried out by the Durrell Institute of Conservation and Ecology and their innovative E3 project.

Kent, as a county, is at the heart of some of the most exciting national rewilding and conservation projects, so as a regional University we should be at the forefront of building links, sharing resources and research, and showcasing good practice of conservation on our campus.

Case Study

For the last 2 years we have received the Gold Wilder Kent Award from Kent Wildlife Trust (KWT). This award reflects the cumulative work of the Landscape and Grounds Team,

Commercial Services & Estates Department, Sustainability Team, Conservation Society, Kent Community Oasis Garden, DICE and BioBlitz Committee to deliver work across our campuses to deliver sustainability improvements; support and enhance our natural spaces for wildlife; and to engage our staff, students and the local community in our actions to address the climate and nature crises.

Our day to day running and management of our campus, as well as specific projects, such as the Diamond Anniversary Orchard, Kent Community Oasis Garden, No Mow May, and the annual BioBlitz all make up the vibrant sustainability and conservation-based activities that were recognised by KWT.

Targets

- 2.1** Map 100% of the Canterbury campus to the UK Hab standard by December 2026
- 2.2** Complete the biodiversity impact data collection baseline, utilising nature positive universities resource by September 2027

Objectives

Objective 2a – Become a Nature Positive University

- Baseline our institutional biodiversity footprint using appropriate toolkit
- Complete a full UK HAB exercise to understand where we are at and provide a framework to measure improvements

Objective 2b – Deliver Biodiversity improvement projects

- Develop and deliver trial tapestry lawn.
- Develop and deliver trial tapestry lawn.

Objective 2c – Operational environmental management

- Deliver our woodland management plan, committing to annual coppicing of campus woodland.
- Enhance our Hedgerows maintaining them as key wildlife corridors.
- Increase the diversity of our Grasslands through mosaic mowing regimes and management for wildflowers.
- Manage vegetation around our Ponds and Wetlands to prevent succession.
- Trial new Landscape and Grounds Operations that target high impact activities.
- Improve communications about our management of the campus for biodiversity.

Supporting documents

- Landscape & Biodiversity Strategy
- Woodland Management Plan

Campus Operations

Commitment - We will ensure that our campuses operate in a financially, socially and environmentally sustainable manner creating buildings and facilities that are flexible, resilient and fit for the future.



Context

We have a responsibility to develop, manage and operate our estate sustainably not only to reduce the impact of our activities on the environment but to create resilient spaces that can adapt to the impacts of a changing climate.

Our buildings are one of the most visible aspects of our commitment to sustainability and also impact on the wellbeing of staff and the student experience. Our campus is dynamic and the use of our buildings is always changing and we must ensure that it is developed to meet best practices in efficiency, lifecycle assessment and sustainability.

We also recognise that the effects of climate change are likely to have an increasingly significant impact on our campus and that we will be vulnerable if we do not understand the potential risks and ensure resilience against climate-related impacts is embedded within our systems, processes and infrastructure.

As a university we produce over 1,000 tonnes of waste a year. Waste is a resource and has a cost so we are committed to reducing the amount we produce and working with the staff and student community on our campuses to increase the proportion of our waste that is reused and recycled by adopting a circular economy approach.

Case Study – WARP IT

WARP-IT is a reuse and recycle service which works as an online marketplace enabling us to redistribute resources legally and conveniently within the University for free. It is designed to make it easy for staff to find others with spare items - reducing procurement spend. It also helps staff who are disposing of “stuff” to find new owners - saving on waste disposal costs. We have been using the scheme since 2016 and since then, nearly 270,000 kg of perfectly good furniture and other items have been given a new lease of life– and avoided ending up as landfill waste.

Targets

- 3.1** All construction, refurbishment and infrastructure projects over £50k construction value will complete the sustainability assessment framework and achieve a minimum of 60% of in-scope criteria
- 3.2** Increase the proportion of our waste that is recycled by 5% and reduce the amount of waste we produce by 5% per staff and student FTE by 2030 against a 2022/23 baseline
- 3.3** Reduce our water consumption by 2% year-on-year against a 2016/17 baseline
- 3.4** Ensure that 80% of relevant staff receive spill response training within 6-months of starting work

Objective

Objective 3a – Ensure sustainability in the built environment

- Embed sustainability into new build/refurbishment projects and improve information for building occupants on sustainable operation
- Enable better access to and analysis of data to inform planning
- Ensure sustainable water use and prevention of pollution

Objective 3b – Ensuring a resilient and sustainable campus in the future

- Embed sustainability into the Estate Strategy and campus masterplan
- Undertake an annual climate change risk assessment and embed adaptation planning into local risk arrangements

Objective 3c – Adopting circular economy principles

- Continue to implement the waste strategy for the University based on implementation of the waste hierarchy Promote re use over the purchasing of new equipment and resources

Supporting documents

- Waste & Recycling Strategy
- Water Management Plan
- Sustainability Assessment Framework
- Climate Change Risk Assessment & Adaptation Plan
- Estate Strategy
- Spill Response Procedure

Curriculum and Research

Commitment - We will equip graduates with the essential skills and knowledge needed to thrive on a planet in the process of ecological collapse, seeking to draw on staff expertise throughout the university in order to develop our educational offer as one that is distinctly focused on sustainability.



Context - Incorporating sustainability, employability, and skills development is essential for equipping our students with the knowledge, competencies, and experiences needed to navigate evolving global challenges. As the world increasingly prioritises sustainability and climate action, students must be prepared not only to understand environmental issues but also to contribute solutions, demonstrate leadership, and thrive in green jobs of the future. To ensure students are globally competitive and understand sustainability in a global context, the University encourages international collaborations, exchange programs, and partnerships that address global environmental issues.

We will use our graduate attributes to map sustainability learning and skills to enable our students to not only gain sustainability knowledge but to understand and articulate how this relates to their future careers.

Our Research & Innovation Strategy recognises our strengths in environment and sustainability and has identified this as a priority research area for the university and all our research is underpinned by our commitment as signatories of the concordat for the environmental sustainability of research and innovation practice which provides a framework for us to conduct all our research in a more environmentally responsible and sustainable way.

Case Study – Kent Business School

Kent Business School 's Mission is 'Building a Sustainable Tomorrow' and the school is committed to delivering an education focused on social and environmental sustainability. All education across the school have been mapped to the UN sustainable development goals. At the module level, the relevant SDGs are embedded to raise their visibility in all fields of business and management and convenors include them on their Virtual Learning Environment (VLE) pages. At a course level, how these different SDGs are covered across degrees is mapped and teaching is designed to embed skills with these goals at their centre.

Kent Business School ensures that all graduates leave with “Ethics and sustainability awareness”, one of 5 key assurance of learning competencies that involves students learning to “apply ethical principles to make sustainable decisions in management”. As part of course design, learning outcomes relevant to sustainability are embedded on degrees in compliance with ongoing revisions to sector wide Quality Assurance Agency (QAA) benchmarks.

Targets

- 4.1 Audit the full EM25 portfolio for sustainability and map sustainability provision across academic schools by September 2026
- 4.2 All modules to demonstrate links to sustainability knowledge and skills by September 2027
- 4.3 10 labs to achieve minimum Bronze level LEAF by the end of 2026

Objectives

Objective 4a – Embed sustainability knowledge & skills into the curriculum

- Identify opportunities for ESD by mapping existing provision across schools
- Ensure that sustainability is identified as a thematic priority for education and research
- Evidence sustainability links within the curriculum to prospective and existing students

Objective 4b – Promote employability and skills for sustainability

- Develop and run a sustainability leadership award open to all students
- Identify and promote internships and placements that enable students to gain experience of sustainability

Objective 4c – Deliver sustainability in Research and Innovation

- To sign and deliver on the concordat for sustainability in research and innovation practice

Supporting documents

- Employability Strategy
- Learning & Teaching Strategy
- Research & Innovation Strategy

Engagement, Partnerships and Student Experience

Commitment - To enhance sustainability practices, promote engagement with staff, students and public through our engagement and civic mission initiatives, and foster a positive student experience within the university and local community.



Context

Enhancing the student experience is central to our sustainability and civic mission, ensuring that students feel empowered to contribute meaningfully to their university and local community. We will create opportunities for students to engage with sustainability through curriculum development, hands-on initiatives, and student-led projects that drive positive change. By embedding sustainability into everyday student life – whether through campus services, volunteering, or participation in decision-making – we will foster a culture of responsibility, leadership, and innovation. Through these efforts, we will not only enrich the student journey but also equip graduates with the skills and mindset to champion sustainability beyond university life.

Staff and student engagement is a vital component of our overall institutional sustainability success. We cannot achieve our commitments alone and must work together in partnership to maximise our impact on our own campuses and in the region. We will deliver engaging campaigns, run events and communicate regularly to ensure that our staff and students are at the centre of what we do. We will build on the successes of previous and current initiatives across the university such as the staff sustainability champions network, Kent COG, and our flagship Right to Food project.

We will also explore new ways to lead the region in the transition to net zero, facilitating collaboration between universities, councils, businesses, community groups and individuals across the region on climate and biodiversity action.

Case Study – COG

Our Community Oasis Garden (Kent COG) is a multi-use, accessible and safe space run in partnership with East Kent Mind which provides opportunities for students, staff and the community to engage with sustainable food, biodiversity, gardening, community action and mental health and wellbeing activities, whilst making new friends, getting some time outdoors, and building up skills and confidence.

The garden produces over a ton of food a year which is served in our outlets, given to volunteers and used in sustainable cookery demonstrations and workshops.

Targets

- 5.1 Run 6 Sustainability Forum meetings with staff and student participation per year (from April 2026)
- 5.2 In conjunction with Chartwells, develop a new Sustainable Food Action Plan (December 26)
- 5.3 Achieve/maintain Green Flag status (July 27)

Objectives**Objective 5a – Engage our staff and students on sustainability**

- Deliver sustainability engagement and behaviour change programmes for staff and students
- Enhance the visual presence of sustainability on our campuses
- Identify and deliver sustainability projects designed to engage staff and students with sustainability

Objective 5b – Utilise our campus as a community resource, fulfil our role as a civic university and actively engage with the local community on sustainability

- Ensure our external spaces are managed and developed for the benefit of the University community
- Support delivery of the University’s civic engagement agenda
- Support access to COG for community members
- Support external networks for climate and biodiversity

Objective 5c – Support health and wellbeing activities on campus and ensure our catering is sustainable, healthy and affordable

- Develop and implement the sustainable food action plan alongside Chartwells
- Create and maintain a diverse range of campus trails and increase information and visibility of these trails.
- Continue to deliver wellbeing focused sessions utilising the KentCOG space

Objective 5d - Continue to run and develop the Kent Community Oasis Garden

- Deliver a new strategy for KentCOG that incorporates the new Hothe Court Farmhouse Vision, the three pillars of COG (Food, Nature and Wellbeing), and engagement with students, staff and the local community

Supporting documents

- Sustainable Food Action Plan
- Civic Engagement Strategy
- Sustainability Engagement & Communications Plan

Enablers

Leadership



Strong leadership will play a pivotal role in driving the success of this strategy, setting the tone, mobilising resources and aligning efforts across the university. We must ensure that sustainability becomes part of all strategic decision-making processes across schools and professional service departments, making it a shared responsibility.

Transparent communication from leadership about the University's sustainability goals, progress, and challenges will ensure that internal and external stakeholders are informed and engaged to build momentum behind the University's sustainability vision.

Targets

6.1 Maintain certification to the ISO14001 standard through operation of our Environmental Management System (Annually from January 2025)

6.2 Report publicly on progress against our commitments and progress against targets (Annually from May 2025)

Training and Skills



We will need to ensure that our staff and students have the sustainability knowledge and capabilities to enable them to support the delivery of this strategy. We must identify the internal skills and resources needed and ensure that our staff have access to training and education as part of their roles. We will continue to offer carbon literacy training and develop further opportunities to enhance sustainability literacy.

Targets

6.3 At least 85% new staff complete the mandatory Introduction to Health, Safety and Environmental Sustainability Module within the probationary period

Finance and Investment



Achieving this strategy will require a long-term investment approach. Transitioning to net zero requires investment in energy-efficient technologies, renewable energy systems and infrastructure upgrades and the university must explore ways to unlock investment through partnerships and third parties to support the delivery of our net zero target. The university will also continue work to understand and mitigate the financed emissions of its own investments through implementation of the ethical investment policy and regularly reviewing whether our level of underlying exposure is acceptable in view of current investments.

Governance and Reporting

Sustainability and Net Zero are dynamic and work in this area is rapidly changing meaning that regular review and reporting is essential. To ensure we remain effective and responsive, each year we will review, and where necessary, update this strategy and its objectives, targets and commitment and report on progress through the Sustainability Steering group, via our sustainability webpages and an annual report to council.

The delivery of this strategy and the certification of our Environmental Management System to the ISO14001 standard is overseen by the Sustainability Steering Group with delivery of our key strategic commitments and operational of the Environmental Management System undertaken across 3 core sub-groups and 2 working groups

Summary of Targets

Ref	Top-Level Objective	Target	Target Accountability
1.1	Reduce our operational (scopes 1 & 2) emissions	Achieve Net Zero carbon emissions in our operations (Scopes 1 and 2) by 2040, following a pathway of a 5% year on year reduction compared to our 2018/19 baseline (Annually from 24/25)	Director of Campus Services
1.2	Reduce emissions from our supply chain	Reduce scope 3 supply chain by 4% per year compared to a 2022/23 baseline (Annually from 24/25)	Director of Finance
1.3	Reduce our emissions from staff	We will reduce scope 3 business travel emissions by 4% per year compared to a 2022/23 baseline (Annually from 24/25)	Director of Finance

1.4	and student travel	We will reduce scope 3 commuting emission (day-to-day only) by 4% per year compared to a 2024/25 baseline (Annually from 25/26)	Director of Campus Services
2.1	Become a Nature Positive University	Complete the biodiversity impact data collection baseline, utilising nature positive universities resource (December 2026)	DVC Education and Student Experience
2.2		Map 100% of the Canterbury campus to the UK Hab standard (September 2027)	DVC Education and Student Experience
3.1	Ensure sustainability in the built environment	All construction, refurbishment and infrastructure projects over £50k construction value will complete the sustainability assessment framework and achieve a minimum of 60% of in-scope criteria (Annually from November 2024)	Director of Campus Services
3.2		Reduce our water consumption by 2% year-on-year against a 2016/17 baseline (annually from 24/25)	Director of Campus Services
3.3		Ensure that 80% of relevant staff receive spill response training within 6-months of starting work (Annually from June 2024)	Director of Campus Services
3.4	Adopting circular economy principles	Increase the proportion of our waste that is recycled by 5% against a 2022/23 baseline	Director of Campus Services
4.1	Embed sustainability knowledge & skills into the curriculum	Reduce the amount of waste we produce by 5% per staff and student FTE by 2030 against a 2022/23 baseline	Director of Student Life
4.1		Audit 100% of the EM25 portfolio and map provision across new academic schools (September 2026)	Director of Student Life
4.2	Sustainability in Research & Innovation	100% of modules required to demonstrate sustainability links (September 2027)	Director of Student Life
4.3	Deliver sustainability in Research and Innovation	10 labs to achieve minimum Bronze level LEAF by the end of 2026	Director of Campus Services
5.1	Engage our staff and students on sustainability	Run 6 Sustainability Forum meetings with staff and student participation per year (from April 2026)	COO and University Secretary
5.2	Support health and wellbeing activities on campus and ensure our catering is sustainable, healthy and affordable	In conjunction with Chartwells, develop a new Sustainable Food Action Plan (December 26)	Director of Campus Services
5.3		Achieve/maintain Green Flag status (July 27)	Director of Campus Services
6.1	Leadership	Maintain certification to the ISO14001 standard through operation of our Environmental Management System (Annually from January 2025)	COO and University Secretary
6.2		Report publicly on progress against our commitments and progress against targets (Annually from May 2025)	COO and University Secretary
6.3	Training and Skills	At least 85% new staff complete the mandatory Introduction to Health, Safety and Environmental Sustainability Module within the probationary period	COO and University Secretary

Detailed Action Plans

Net Zero

Top-Level Objective	Objectives	Actions
Reduce our operational (scopes 1 & 2) emissions	Work in partnership with Siemens to reduce energy use and install renewable energy technology	Phase 1b - AMR roll out for University sub meters for Electric, Gas, and Heat meters Phase 1c - Lighting - On hold Phase 1c - Solar PV Ground Based Array - On hold Phase 2 - Decarbonisation of District Heating - Started
	Work in partnership with Siemens to decarbonise heating	Finalise design for decarbonisation of heating system (Aug 2026)
		Install Air Source Heat Pump System for Keynes College (Sept 2027)
	Develop better access to and understanding of energy use profiles for building users	Install AMR to 100% of in-scope water meters and add data to the Siemens Navigator Platform (December 2026)
		Install AMR to 100% of in-scope heat meters and add data to the Siemens Navigator Platform (December 2026)
		Install AMR to 100% of in-scope electricity meters and add data to the Siemens Navigator Platform (July 2027)
		Install AMR to 50% of in-scope electricity meters and add data to the Siemens Navigator Platform (December 2026)
		Develop the Siemens navigator platform so that building users will have access to water meter data on request (February 2027)
		Develop the Siemens navigator platform so that building users will have access to heat meter data on request (February 2027)
		Develop the Siemens navigator platform so that building users will have access to electricity meter data on request (September 2027)
Work with comms and IT to develop user-friendly visualisations for display screens and internal comms (Dec 2027)		
Reduce the carbon impact of the University's IT infrastructure and services	Work with IS to develop a sustainable IT strategy (February 2027)	
		Secure funding for Net Zero Carbon Supplier and Net Positive Futures Supplier Engagement Tools (May 2026)

Reduce emissions from our supply chain	Develop better understanding of supply chain emissions	Launch Net Zero Carbon Supplier and Net Positive Futures Supplier Engagement Tools (September 2026)
		Agree internal targets for supplier engagement with Net Zero Carbon Supplier and Net Positive Futures Supplier Engagement Tools (December 2026)
	Embed sustainability into tenders	Complete annual review of RAG ratings, sustainable procurement processes and standard sustainability questions (March 2027)
		Review top 100 supplier carbon reduction targets (March 2027)
	Improve training for staff with significant procurement responsibility	Produce online (Moodle) training for staff in schools/PSDS with procurement responsibility to include sustainability (September 2026)
		Provide guidance for contract managers in schools and PSDs on setting and monitoring supplier KPIs (September 2026)
		Develop a process and dashboard to collect contract KPI data (December 2026)
Improve online information for general staff on procurement including preferred suppliers and product guidance for core categories e.g. stationary, white goods (March 2027)		
Reduce our emissions from staff and student travel	Improve data collection for staff and student commuting	Improve permit data methodology to incorporate ANPR data to enhance accuracy of day-to-day staff and student commuting data (November 2026)
		Benchmark UK university approaches to end-of-term travel data collection (September 2026)
		Agree on trial methodology for collection of end-of-term travel data (November 2026)
	Improve internal processes for managing business travel	Publish a new business travel policy (December 2026)
		Work with travel provider to incorporate sustainable travel into the booking process (December 2026)
	Reduce the number of staff, students and visitors commuting by single-occupancy car	Launch travel surveys to inform the development of new travel plans - Interim (November 2026), Full (November 2027)
	Develop principles and processes for offsetting travel emissions	Review position on offsetting and update guidance for research travel offsetting (December 2026)
	Provide EV Charging facilities for staff, students and visitors	Install 6 EV charging bays at the canterbury campus (November 2026)
Provide E-Bike facilities for staff, students and visitors	Work with local partners to bring e-bike rental scheme to campus, providing dedicated storage facility	

Biodiversity

Top-Level Objective	Objectives	Actions
Become a Nature Positive University	Baseline our institutional biodiversity footprint using appropriate toolkit	Engage procurement and identify high impact areas (Dec 2026)
	Complete a UK HAB exercise to understand where we are at and provide a framework to measure improvements	Map 50% of the Canterbury campus to the UK Hab standard prioritising woodland and grassland areas (Aug 27)
Deliver Biodiversity improvement projects	Develop and deliver trial tapestry lawn.	Develop and deliver trial tapestry lawn. Select location and species. Review maintenance, appeal and biodiversity value. (Aug 27)
	Increase shaded areas on central campus	Increase shaded areas on central campus with novel approaches e.g. vines. Select location and design scheme. Seek funding. (Aug 27)
Operational Environmental Management	Deliver our woodland management plan improving the health of our woodlands	Deliver our woodland management plan, committing to annual coppicing of campus woodland. Achieve 80% of coppicing rotation (annually)
		Commission and embed recommendations from the DICE Woodland Survey into a new woodland management action plan (Dec 2026)
		Include Trees and Woodlands with TPO status on the Campus Sensitivities Map (Dec 26)
		Review historic maps/photos to determine loss of tree cover on the Campus. Use figure to support 'Protect every Tree' principle. (Dec 26)
	Enhance our Hedgerows maintaining them as key wildlife corridors.	Complete hedgerow survey rotation annually and complete arising works. (Annually)
		Carry out gapping survey for all hedgerows on Campus and infill gaps with native species where required as per the 3 year rolling action plan. (Annually)
	Increase the diversity of our Grasslands through mosaic mowing regimes and management for wildflowers.	Utilise the evolving GIS map to visualise grass cutting regime across the Campus. Use the maps in collaboration with the Biodiversity Working Group to agree upon more areas where mowing can be relaxed. (Aug 27)
		Map completion in Summer 2026. New regime put in place for Spring 2027.
		Continue to take part in 'No Mow May' on Central Campus, expanding the area where possible. (Annually)
		Building upon the meadow methodology of the River project we will install/expand our wildflower meadow areas to enhance plant diversity in our grasslands. Increase of 5 acres over 5 years.
	Adapt mowing regime in suitable areas to increase the area of scrubland habitat. Increase of 5 acres over 5 years.	

	Manage vegetation around our Ponds and Wetlands to prevent succession.	Completion of maintenance plan for Keynes Pond (Dec 26)
	Trial new Landscape and Grounds Operations that target high impact activities.	Complete a 2 year trial of removing herbicide usage on Central Campus Annual update (Dec 26_)
		Map collection of leaves from Central Campus and Parkwood. Create opportunities for leaves to be broken down on Campus (Dec 26)
	Improve communications about our management of the campus for biodiversity.	Produce explainers (blogs, videos, coms pieces etc.) showcasing our work and providing clarity about why and what we are doing.. 4 a year (these can be repeats on seasonal activities e.g. coppicing)
		Interpretation – Install interpretation boards that better tell the story of the landscape, habitats and species in situ.2 a year.
Become a Nature Positive University	Baseline our institutional biodiversity footprint using appropriate toolkit	Engage procurement and identify high impact areas (Dec 2026)
	Complete a UK HAB exercise to understand where we are at and provide a framework to measure improvements	Map 50% of the Canterbury campus to the UK Hab standard prioritising woodland and grassland areas (Aug 27)

Campus Operations

Top-Level Objective	Objectives	Actions
Ensure sustainability in the built environment	Enable better access to and analysis of data to inform planning	Collate existing data sources (wifi, smartscan, utilities, room bookings, attendance monitoring) (Dec 26)
		Develop proof of concept to understand what space utilisation data can tell us (May 27)
	Ensure sustainable water use and prevention of pollution	Achieve the objectives outlined in the water management plan (ongoing) by May 2027
	Develop a suite of standard specifications to ensure consistency across campus and identify sustainable options	Review and update standard specifications for TRVs, Taps, boilers, toilets (December 2026)
	Develop a sustainable refurbishment strategy for student accommodation	Blue-Sky Workshop to be held to identify what items could be included (June 26)

		Develop strategy (Dec 26)
	Improving information for accommodation, residential guests and office occupants	Review student accommodation handbook (June 26)
		Review student accommodation room signage (August 26)
		Develop building specific guides for office staff on local controls for heating and cooling (June 27)
Ensuring a resilient and sustainable campus in the future	Embed sustainability into the Estate Strategy and campus masterplan	Decision on whether there is a merged or separate Estate Strategy (Nov 26)
		Complete Estate Strategy (July 2026)
	Undertake an annual climate change risk assessment and embed adaptation planning into local risk arrangements	Embed the climate change risk assessment and adaptation plans into local CS risk identification and planning (July 2026)
		Review climate risk assessment (annually)
		Review and develop Adverse Weather Plans aligned with physical climate risks (Dec 2026)
	Develop campus Climate Resilience Plan for canterbury campus (Dec 2026)	
Adopting circular economy principles	Continue to implement the waste strategy for the University based on implementation of the waste hierarchy	Complete the internal bin audit (Oct 2026)
		Develop and internal bins and signage standard to achieve consistency across campus (Dec 2026)
		Apply internal bin and signage standard to X campus buildings (June 27)
		Better visibility of waste data – create a power BI dashboard displaying waste data such as overall waste mass, reuse and recycling %, carbon emissions etc. (Feb 27)
		Develop and implement a Waste and Recycling Communication plan (Apr 27)
		Develop a process for capturing waste data and documentation from projects organized and run by Kent Union (Dec 27)
		Launch Hazaar re-use platform (Oct 26)

Curriculum & Research

Top-Level Objective	Objectives	Actions
Embed sustainability knowledge & skills into the curriculum		Establish a list of education activities available to students across all levels of study - for 3 pilot schools for September 2026.
	Identifying opportunities for ESD by mapping existing provision	Establish a list of research activities which staff are participating in (e.g. publication, funding) to identify clusters and potential strengths/synergies
	Ensure that sustainability is identified as a thematic priority for education	Communicate institutional endorsement of sustainability as core pillar of UoK / LASE; Align with existing UoG/UoK strategy and integrate into Curriculum Design Framework

	and research	
	Embedding sustainability within the curriculum as a strength of our provision to prospective and existing students	Integrate as a new element with course development and quality review processes (e.g. new course approval process, periodic course review processes).
Promote employability and skills for sustainability	Develop and run a sustainability leadership award open to all students	Create a recognition and reward programme for all students which introduces and nurtures core knowledge, skills and capabilities relevant to the sustainability agenda
	Identify and promote internships and placements that enable students to gain experience of sustainability. Consider global dimensions for activity.	Identify and confirm existing business, third sector, local govt and community stakeholders who are able to provide students with opportunities to gain real world experience and address local/regional/national & global sustainability issues (September 2025)
Deliver sustainability in Research and Innovation	To sign and deliver on the concordat for sustainability in research and innovation practice	To explore up with BDRI
		Publish the statement of commitment to the concordat for environmental sustainability in research and innovation practice on our webpages and develop an internal SharePoint page with resources (September 2025)

Partnership, Engagement and Student Experience

Top-Level Objective	Objectives	Actions
Engage our staff and students on sustainability	Deliver engagement and behaviour change for staff and students	Deliver the Sustainability Forum - a collaborative space bringing together staff sustainability champions, student societies, and operational staff to design and deliver impactful sustainability initiatives across our campuses. Hold at least 6 meetings per year (ongoing from April 26)
		To achieve the objectives set out in the Sustainability Engagement and Communications Plan (July 26)
		To develop a new university-wide sustainability behaviour change and engagement plan (September 26)
		To publish at least 1 Kent community news story each month (ongoing)
	Enhance the visual presence of sustainability on our campuses	Install at least 1 permanent poster/sign or flag on campus to promote sustainability (June 27)
		Utilise the noticeboard outside the HSES department and update the sustainability information at least 6 times per year (ongoing from June 26)

		Include 2-3 slides with sustainability information on the central digital screen carousel and update these at least every 3 months (ongoing from June 26)
	Identify and deliver sustainability projects designed to engage staff and students with sustainability	In conjunction with the sustainability forum, design a sustainability engagement project (Dec 26)
		Deliver a sustainability engagement project (June 27)
Utilise our campus as a community resource, fulfil our role as a civic university and actively engage with the local community on sustainability	Ensure our external spaces are managed and developed for the benefit of the University community	Achieve Green Flag status (July 26)
		Achieve/maintain Green Flag status (July 27)
		Develop an external spaces strategy for the Canterbury Campus (Dec 26)
	Support access to COG for community members	Review current pathways process. Gather feedback from current community volunteers (Aug 26).
	Right 2 Food	Awaiting info from Iain W
	Supporting external networks for climate and biodiversity	Provide administrative support to the Canterbury Climate Action Network, supporting businesses, community groups and individuals in the transition to net zero (ongoing)
Provide administrative support to the Canterbury District Biodiversity Network, bringing together community groups, organisations and individuals in Biodiversity action. (ongoing).		
Support health and wellbeing activities on campus and ensure our catering is sustainable, healthy and affordable	Food	In conjunction with Chartwells, develop a new Sustainable Food Action Plan (Dec 26)
	Expand the distribution of COG grown produce	Supply food to Chartwells for use in meals on campus (ongoing from July 26)
		Create a community fridge on campus for easier access to fresh produce (Dec 26)
	Create and maintain a diverse range of campus trails and increase information and visibility of these trails.	Complete maintenance plans and works for nature trail (Aug 27)
		Develop accessible central campus nature trail (Aug 26)
		Develop a fully costed signage plan for all nature trails (Aug 27)
		Update information online with better maps and interpretation (Dec 26)
		Run guided trail walks to support engagement and wellbeing (July 26)
		Work with Kent Sport to promote existing campus active routes and explore reinstating the fixed orienteering route on campus (Dec 26)
	Continue to deliver wellbeing focused sessions utilising the KentCOG space	Trial Food Focus Fridays to link growing with food and mood (Sept 26)
Create new schedule for Biodiversity Booster Sessions for new academic year (Aug 26)		
COG	Deliver a new strategy for KentCOG that incorporates the	KentCOG management group to lay out timescale and brief (Dec 26)
		Consultation with users, partners and linked projects e.g. Right to Food. SSW, Estates (Feb 27)

	new Hothe Court Farmhouse Vision, the three pillars of COG (Food, Nature and Wellbeing), and engagement with students, staff and the local community.	Strategy draft to be circulated to relevant groups for feedback and opportunities for closer collaboration (June 27)
		Strategy signed off by Management Group. (Aug 27)



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