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| **Impact Area**  | **College Policy Objective**  | **Sustainability Targets reference**  | **Owner** | **When** | **Long term engagement Target** | **Actions 2020/21 (to be completed by Sept 2021)**  |
| Environmental Management  | Promote values of sound environmental management in Faculties and Directorates | Maintain the Environmental Management System to the standard of ISO14001. Identify roles and responsibilities of staff and identify training needs.  | Director of Sustainability and Sustainability Manager (Operations) | Annual | All staff and students aware of the EMS and how they can be involved/ what their responsibilities are | 1. Complete roles and responsibilities matrix and identify training needs related to roles and responsibilities
2. Continue tool box talks/ workshops for operational staff
3. Continue working with Estates & Facilities & Organisational Development to include sustainability/EMS in inductions for all new staff and sustainability Fit For King’s module.
4. Set up sustainability awareness sessions and put on Skills Forge
5. Work with SU/Student services/Faculties to get sustainability in all student inductions
6. Work with SU to get sustainability induction included in course rep training
7. Develop and maintain website and intranet information
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| Water | Continually seek to improve responsible management and efficient usage of water. | Reduce consumption of water by 2% each year over the 2013-2020 period (cubic meters per FTS) | Sustainability Team & Energy Team | Annual  | All staff and students aware of water reduction targets and how they can be involved/ what their responsibilities are | 1. Communicate with all staff/ students to raise awareness about water usage and how to reduce at university but also at home.
	1. Work with Thames Water to ensure representation in Sustainability Month and Welcome Fair
	2. Include actions in Green Impact
	3. Include water awareness in inductions
	4. Update website/ intranet
	5. Encourage reporting of dripping taps/ other water reduction opportunities by all staff/ students via E&F service desk
2. Communicate what the university has been doing to reduce water usage and report on progress– minimum annual report
3. Highlight water footprint of food and consumer goods and include in awareness raising for all staff and students work with Department staff/students in these activities
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| Waste Management | Review opportunities and implement measures to reduce waste generated by the College, and minimising any environmental impact by responsible disposal. | Achieve 65% recycling of non-hazardous waste by 2019 and 70% by 2020. Reduce total annual waste produced by College | Waste to Resources Coordinator | Sept 2020 Annual | 1. All staff and students aware of waste reduction and recycling targets and how they can be involved/ what their responsibilities are
2. All staff and students aware of how to correctly dispose of waste
 | 1. Ensure correct bins available across College that have clear signage
2. Update website/ intranet with waste information- how to dispose of and tips for how to reduce waste
3. Promote drinking fountains and Keep Cups/reusable mugs
4. Maintain and promote the reuse schemes available to staff/ students (e.g. Warp It and Paper Clip)
5. Promote End of term Halls reuse programme and support residence teams where needed
6. Feedback waste audit results to building users/ operational staff
7. Promote engagement through Green Impact criteria
8. Include in all sustainability inductions/ awareness raising sessions
9. Communicate what the university has been doing with regard to waste and report on progress– minimum annual report
10. Include waste management updates in all main E&F operational meetings
11. Support King’s Food with waste reduction approach, include waste as agenda topic in Sustainable Food & Fairtrade Steering Group
12. Collaborate with Sustainability Champions, with focus on lab Champions to reduce lab waste and
13. Identify and establish links with any Teaching staff/ Researchers engaged in waste projects
14. Ensure waste management information is available and communicated during Welcome Week and Sustainability Month activities
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| Carbon and Energy | Implement policies and procedures that contribute to a reduction in the College’s carbon footprint; and to reduce the emission of greenhouse gases (GHG’s) deriving from College activities.Reduce the pollution of air, water and land that may result as a consequence of the activities of the College. | Reduce Absolute Carbon Emissions to achieve a 43% reduction in scope 1 and 2 carbon footprint (from 2005 by 2020) Achieve Net Zero Carbon emissions by 2025 - Progress  | Sustainability Team & Energy Team | July 2020 (Achieved) | All staff and students aware of carbon reduction targets/areas and how they can be involved/ what their responsibilities are | 1. Establish a Climate Action Network – include seven key sub-groups on carbon reduction and education. Invite students, staff and alumni into this. Engage with key stakeholders for each group (e.g. Finance team on Responsible Investment)
2. Work on the establishment of a Climate Hub and obtain SLT support
3. Communicate with all staff/ students to raise awareness about energy usage and how to reduce at university but also at home.
	1. Ensure awareness raising at events such as Sustainability Month and Welcome Fair
	2. Include actions in Green Impact
	3. Include carbon/ energy reduction awareness in inductions
	4. Update website/ intranet
	5. Encourage reporting of carbon/ energy reduction opportunities by all staff/ students via E&F service desk
4. Attend lab user group meetings, carry out lab energy audits with staff and identify reduction opportunities with them
5. Communicate what the university has been doing to reduce carbon and report on progress in annual Environmental Sustainability Report
6. Engage with IT to develop Green ICT plan
7. Identify and establish links with any Teaching staff/

Researchers engaged in carbon/ energy reduction projects |
| Achieve environmental pollution incident rate of zeroImplement at least two clean air initiatives recommended by Business Low Emission Neighbourhoods At least 75% of King’s directly controlled fleet to be net zero/low emission vehicles (excluding sports grounds off-road vehicles) – Not achieved Increase number of bicycle parking spaces across the estate Reduce air travel emissions by 10% per year from 2018-19  | Sustainability Manager (Operations)  | Annual target | All staff and students that work in laboratories are aware of how to report environmental incidents and how to prevent them | 1. Work with H&S to ensure that environmental incident reporting is included in standard accident and incident reporting and training
2. Identify additional training needs and undertake e.g. spill training
3. Engage with lab user group meetings
4. Report progress against targets (min annual)
5. Work with Campus Operations Teams and Active Travel group to identify bicycle parking spaces and additional infrastructure (e.g. Showers)
6. Establish a student travel offsetting scheme
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| Procurement | To adopt an Environmentally Responsible Procurement Policy which will give preference, as far as practicable, to products and services that reduce the College’s environmental impacts locally and globally; and minimise direct or indirect pollution to land, air and water – and maximise the positive social impacts that can be made through procurement.  | Increase number of social enterprises in our supply chain Consider provisions of the Social Value Act in procurement processes Develop a College wide Environmentally Responsible Procurement Policy and establish baseline against Flexible Framework | Procurement Team and Sustainability TeamProcurement Team and Sustainability Team  | August 2021 | All staff and students are aware of the sustainable procurement policy strategy and how they can be involved/ what their responsibilities are | 1. Set up the Responsible Procurement Advisory Group (RPAG) sustainable procurement working group – to include staff and student representatives
2. Embed sustainable procurement criteria into Green Impact
3. Provide sustainable procurement Lunch & Learn opportunities for staff
4. Identify high risk areas and engage with priority suppliers
5. Engage with staff setting up key contracts to embed sustainability
6. Update website/ intranet with useful tips on procurement and any updates once policy/ strategy produced.
7. Identify training opportunities- workshops/ toolbox talks for staff procuring high impact goods.
8. Identify and establish links with any Teaching staff/ Researchers engaged in supply chain projects
9. Include sustainable consumption and purchasing in Welcome Fortnight and Sustainability Week activities
10. Promote sustainable consumption and production as part of the Residences Sustainable Living Communities
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| Regain Fairtrade University accreditation Develop Sustainable Food policy and targets | Sustainability Officer | April 2020June 2021 | Sustainable food policy and Fairtrade policy to be transparent and for staff  | 1. Manage the Fairtrade and Sustainable Food steering Group – ensure staff and student representation.
2. Actively promote Fairtrade fortnight
3. Promote sustainable food policy and ensure menus are clearly labelled
4. Engage with EcoSoc, Vegan Society and other related societies/student groups
5. Work with KCLSU to also implement sustainable food policy
6. Update website/ intranet and report on progress
7. Identify and establish links with any Teaching staff/ Researchers engaged in Fairtrade/ food projects- including healthy eating
8. Link Fairtrade and sustainable food awareness raising/events to food growing sites on campus
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| Establish Sustainability Science Committee  | Sustainability Team, RMID, Procurement, Lab Champions  | Monthly | Key projects identified and resource available to carry out identified projects  | 1. Engage key stakeholder to be part of the group e.g. Procurement, Energy Team, Lab Champions, RMID.
2. Create Terms of Reference and rough agenda for first 6 months
3. Setup monthly meetings, invite all stakeholders
4. Communicate about the committee on social channels
5. Run a Sustainability Science event during Welcome Fortnight
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| Transport | Encourage the use of sustainable modes of transport by staff and students which minimise negative environmental impact. | Set up Sustainable Travel group within Climate Action Network Support Active Travel Group within Estates & Facilities | Sustainability TeamSustainability Team | October 2020Annual | All staff and students aware of the Sustainable Transport Strategy and how they can reduce their environmental impact associated with travel (in London, or international travel to/from London) | 1. Publish the staff and student transport survey
2. Re engage the Bicycle Users Group and carry out cycling surveys of students and staff.
3. Regular cycling promotion events (includes Dr Bike, bike marking etc.), liaise with Business Improvement District groups and promote their external sessions to King’s community
4. Promote walking routes between campuses
5. Engage with finance to improve expenses system and coding to enable improved scope 3 reporting
6. Identify and establish links with any Teaching staff/ Researchers engaged in transport projects
7. Support Campus Operations teams where needed – with bike clearance, auctions and advise on developments/improvements which need to be made to bike infrastructure
8. Work with Residences to ensure bike storage and facilities available to all residents.
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| Construction and Facilities Management | Design, operate and maintain environmentally sustainable facilities | BREEAM assessments carried out on all new buildings/ refurbishments, New buildings -minimum rating of “Excellent”.Major Refurbishments- “Very Good”. Implement soft landings procedure | Director of Capital Projects | Annual  | All staff and students are aware of the sustainable construction strategy and how they can be involved/ what their responsibilities are | 1. Update website/ intranet with information on sustainability of capital projects- BREEAM targets and achieved accreditations
2. Identify opportunities for students to be involved in sustainability target setting for new builds/ major projects
3. Identify and establish links with any Teaching staff/ Researchers engaged in waste projects
4. Identify training needs for E&F staff related to sustainable construction and soft landings – provide toolbox talks and workshops for staff
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| Biodiversity | To maintain the grounds and buildings of the College estate in an environmentally sensitive way to cultivate biodiversity. | Implement at least 60% of the agreed 2018-20 opportunities identified in the Biodiversity Action PlanWork with staff and students to ensure biodiversity is factored into management | Sustainability Officer Sustainability Officer | 2020Annual | All staff and students are aware of the biodiversity action plans and how they can be involved/ what their responsibilities are | 1. Identify and establish links with any Teaching staff/ Researchers engaged in biodiversity projects
2. Engage students in the development and monitoring of biodiversity action plans
3. Engage with Operational E&F staff and embed in grounds management plans as actions identified.
4. Work with Sustainability Champions and connected teams (e.g. King’s Sport) to ensure biodiversity is supported on the sports grounds and measures put in place to enhance biodiversity of flora and fauna.
5. Consider biodiversity in any community projects (e.g. Strand Aldwych Pedestrianisation Project)
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| Community | Communicate with interested parties on the College’s Environment and Sustainable Policy including contacts in the immediate neighbourhood, the regional, national and global community.  | Achieve SRA Rating of at least two stars for King’s Food | Sustainability Officer & King’s Food  | Annual | Learn from SRA best practice from other community members, ensure King’s Community is aware outlets are participating in SRA and communicating progress which still needs to be made. | 1. Undertake the SRA Food Made Good Assessment, Summer 2021.
2. Connect with other SRA community members on the SRA platform
3. Connect with SRA three-star universities to understand how King’s can further progress
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| To engage with at least one local community project which promotes and improves the environment | Director of Sustainability/ Director of Estates | Annual | Communicate KCL’s sustainability objectives to our partners and understand our partners’ sustainability objectives so that we can fully engage. | 1. Promote Greenwood Theatre new pocket garden to staff and students and promote KCL’s involvement
2. Work with Northbank CSR team to identify shared opportunities for engagement with staff/students/local community and/or local councils
3. Identify and establish links with any Teaching staff/ Researchers engaged in community sustainability projects
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| Take an active role in sector sustainability networks such as LUEG, LEAN, EAUC  | Sustainability Team  | Annual  | Learn from and share good practice staff and student engagement  | 1. Promote appropriate networking opportunities to staff and students
2. Promote good practice examples of student/staff engagement at King’s
3. Join the newly established London SDG Hub – organised by Greater London Authority
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| Continue to work closely with KCLSU on sustainability issues  | Sustainability Team | Annual | KCLSU are engaged in supporting student engagement with sustainabilityKCL support and promote KCLSU’s sustainability objectives. | 1. Have regular KCL/KCLSU sustainability meetings
2. Provide sustainability induction for KCLSU officers
3. Co-promote sustainability activities of the SU and University to students
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| Training & Engagement | Minimum 90% of eligible Estates & Facilities staff to complete Fit For King’s sustainability module within 12 months of induction  |  | Sustainability Officer | Monthly | The Estates & Facilities staff are aware of what King’s Sustainability targets are, how sustainability is relevant to their area of work and how they can get involved to support the progress. | 1. Keep the sustainability module within Fit For King’s, review and update the module ad hoc when changes are required - deliver x2 FFK trainings per month
2. All cleaners at King’s receive toolbox talks and understand how to identify waste contamination and how to respond to contaminated waste streams
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| Offer at least 600 hours of student engagement opportunities  | Sustainability is spotlighted to students during Welcome Week/Fortnight | Sustainability Team | Annual | New and returning students to King’s are aware of Sustainability at King’s, key goals and targets and understand how they can get involved to support.  | 1. Work with Student Success to have a Sustainability Hub at in-person Welcome Fair
2. Run sustainability events (both online and in-person) during Welcome Fortnight, re-running most popular events and sessions which attract variety of student disciplines
3. Work with KCLSU to have a sustainability stall at Welcome Fair
4. Ensure sustainability is represented on the KCLSU Welcome app
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| Ensure students in Halls of Residences are getting inducted on sustainability and receive sustainability education – re-launch the Sustainable Living Communities Programme | Sustainability Officer & King’s Residences  | Annual | Residences (King’s and third party) are equipped with the tools to embed sustainability in their existing programmes (e.g. Resilife) and are supported with embedding sustainability into operations and student communications. Third Party Residences  | 1. Work with Residences team to setup new Vegan and Zero-Waste flats in x2 King’s Residences, work with Residence allocations team
2. Work with Residence Managers and teams to establish a sustainability committee for each residence
3. Add and promote SLC on residences website, Resilife social media and Sustainability social media. Add SLC into pre-confirmation and post-confirmation newsletters
4. Add sustainability into Residence Handbooks
5. Recruit sustainability CF
6. Run monthly sustainability events for all residence students
7. Weekly SLC post on social media3
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| Develop Take Action groups to support with various projects in development, such as the sustainability KEATs module, sustainability conversations initiative, understand where we can support diversity further within environmental sustainability  | Sustainability Officer & Student Success Team | Monthly | Build on areas which need more attention through a community organising approach | 1. Run a Sustainability Hackathon
2. Create project teams of staff/students who want to support one or more of the projects – meet with each team x2 monthly
3. Develop a Listening Campaign
4. Deliver Listening Campaign 121 training for #TakeAction volunteers
5. Run Listening Campaign over Summer ’21, promote across communications channels (internal and external)
6. Review feedback from students/staff
7. Build feedback into the project plans
8. Invite Listening Campaign student/staff and broader community to support with development of projects
9. Work with Student Success on development of Sustainable Conversations Initiative
10. Connect with EDI and Race Equality on supporting diversity further
11. Work with Careers team to explore areas to support diversity further
12. Liaise with CTEL, King’s Online and HR on KEATs module development
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| Ensure collaboration and engagement with key sustainability societies | Sustainability Team and sustainable societies  | Monthly | Environmental sustainability societies/groups and their members know of King’s Sustainability work and the Sustainability Team and societies/groups collaborate on events/engagement (e.g. Sustainability Month) | 1. Monthly meetings with sustainable societies/groups
2. Update WhatsApp group with sustainable societies/groups on upcoming events or ways to get involved
3. Invite societies to collaborate on key events (Sustainability Month, Sustainability Awards)
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| Maintain and grow the staff Sustainability Champions programme | Achieve minimum of 60 Staff Sustainability Champion teams completing bronze, silver or gold level  | Sustainability Officer | Annual | Staff at King’s understand how sustainability is relevant to their area and understand steps which can be taken to embed sustainability further. Students involved also have the opportunity to understand how to make change and gain experience into how King’s is progressing sustainability within departments. | 1. Run monthly Lunch & Learn events for the Sustainability Champions network
2. Run bi-monthly workshops for lab champions
3. Update the office & residence workbook and LEAF framework, ensuring King’s sustainability priorities reflected in these actions
4. Recruit student Sustainability Champion Assistants to support teams across the academic year
5. Provide and build on Sustainability Champion materials (e.g. induction, PDR templates)
6. Run an annual Sustainability Awards to celebrate the work of the Champions and others across King’s
7. Train students to become Sustainability Auditors
8. Collate examples of best practice and produce the third edition of Sustainability Champions Stories
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| Ensure relevant and regular communication via the King’s sustainability communication channels  | Maintain the sustainability communication channels, ensure content is engaging and relevant  | Sustainability Team | Annual | Engage with the King’s community and ensure channels are easily accessible to students/staff, alumni and prospective students. Continue to grow followers across social media and subscriptions to the newsletter, | 1. Recruit x3 Sustainability Engagement Assistants to support with the management of King’s Sustainability comms channels, channels include: Instagram, Twitter, Facebook, Newsletter, Blog, Website, Podcast, Email, Teams, Yammer
2. Work with King’s Online to setup the podcast and support with editing
3. Monthly meetings with KCLSU Communications
4. Monthly submissions to Student News
5. Submissions to King’s Essentials and
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| Fund for student/ staff led sustainability projects | Review the Sustainability Projects Fund | Sustainability Team, King’s Food, KCLSU | September 2021 | Ensure projects that support the sustainability of King’s and sustainability education of students and staff are funded and connected up to relevant stakeholders. | 1. Work with King’s Food and KCLSU to setup the SPF
2. Ensure SPF promoted on the website
3. Ensure SPF is communicated across social media and through networks and faculty news
4. Create application form
5. Run pitch/interview process for SPF applications
6. Work with successful projects and support unsuccessful projects with contacts/feedback
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| Other key sustainability engagement actions |  | 1. Review governance structure and policy/ strategy for sustainability- ensure stakeholder representation as appropriate from staff, students, trade union, SU, alumni, community partners, teaching and research staff, operational staff.
2. Review student representation on all estates/ planning/ finance committees
3. Update the opportunities for students to work on sustainability projects as part of their coursework/ dissertation on the website, communicate these opportunities to key Departments
4. Work with Careers to setup a sustainably mapped careers portfolio. Support 2 careers events.
5. Work with alumni team to identify opportunities to engage with KCL alumni – especially those working in sustainability
6. Engage with research and innovation senior management to establish a baseline of activities
7. Employ another student intern and develop student specific resources as desired by students e.g. student guide to sustainability, have sustainability features built into the King’s app e.g drinking water locations, and ensure website reflects their needs.
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