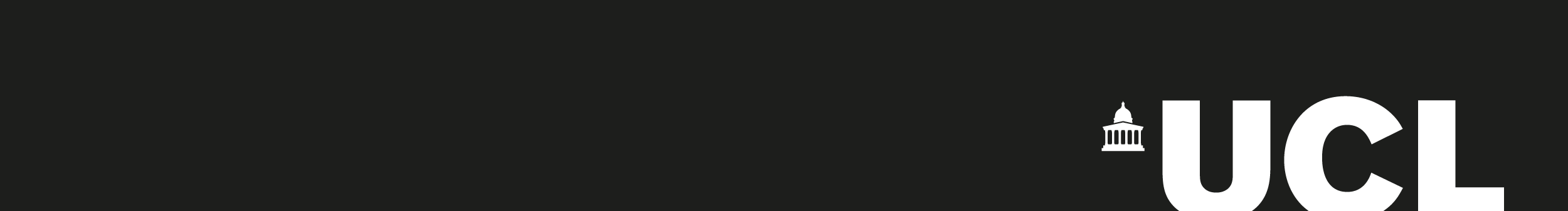
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**Sustainable UCL Engagement and Strategy Action Plan**

**Summer 2021**

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**Sustainable UCL: Engagement Strategy and Action Plan 2020/2021 – 2021/22**

## Where we are now

As part of a push to engage a wider audience, beyond those already interested in sustainability, Sustainable UCL has produced a new sustainability strategy and brand identity [Change Possible](https://www.ucl.ac.uk/sustainable/sustainability-ucl/change-possible-strategy-sustainable-ucl-2019-2024).

* This year we aim to badge the identity across the institution, making it known to the UCL community. We want to make the name UCL synonymous with sustainability and for every member of the UCL community to feel ownership of UCL’s sustainability strategy and objectives.
* We want to simplify our ‘sustainability offer’, so that students and staff, both professional and academic know how they can enhance UCL’s sustainability work. At current, there are a lot of offerings which can make it confusing for the community to know how they can make an impact.
* Professional staff and keen students are interested in sustainability, but more work needs to be done to engage academic staff and our wider student community.
* We are witnessing an increased interest across the university to communicate UCL’s sustainability work and research to a wide range of audiences however, external communication could be improved.

## Lessons learned: Successes in 2019-2020

* *Choose your messengers:* 
  1. Students/Students’ Union: This year, communicating virtually presents a particular challenge. Regardless of the circumstances, students are keen to hear from their peers. It has proven very effective to collaborate with student societies on event and social media campaigns to draw students in. To further increase collaboration with the student body, we are formalising the sustainability ambassador programme. We also aim to further develop our collaboration with the SU who have just launched their new Sustainability Strategy.
  2. Green Champions: We can encourage green champions to do events and small campaigns. We can develop a toolkit utilising CAM’s expertise for green champions and student societies.
  3. Branding/UCL’s Communications and Marketing Team (CAM): We can further spread the #changepossible brand via CAM to raise awareness of the many sustainability activities happening on campus.
* *Choosing the right communications tools:* 
  1. Newsletters: We can work to make our newsletter more effective. We can think about sending the newsletter out less frequently e.g. twice a year, or termly, but more targeted towards the academic audience. It might be more effective to share many pieces in the Week@UCL newsletter and to make ties with departments or student reps to communicate effectively.
* *Focus on big moments:* 
  1. Last year a few big events had a wide impact. The sustainability week was very successful partially due to our physical presence. The launch of the sustainability strategy was another important communications moment last year. The launch party at the student centre and the ambitious aims in the strategy propelled the launch.
     1. Big moments for the year ahead: sustainability literacy initiative, sustainability tour, education piece, new recycling campaign, sustainable labs, the commuting campaign, the climate change website
  2. It is important to use our resources wisely

## Objectives

* Objective 1: Raise our profile amongst targeted audience (See below)
* Objective 2: Embed the sustainability message into communications coming from across UCL
* Objective 3: Make our communications and engagement inclusive and accessible
* Objective 4: Increase sustainability literacy
* Objective 5: Simplify our sustainability offer

## Principles

Alongside the objectives we want to keep in mind that we want to:

* Improve staff and student wellbeing
* Support the student experience
* Drive cost efficiency
* Minimise pressure on staff
* Maintain engagement in our existing communications and engagement programme

## Target Audiences

* 1. Faculty Tutors / Academic Staff
  2. Student Societies
  3. Departments and CAM
  4. Provost and Estates senior management
  5. External audience
  6. Student Accommodation

**Overarching Key Message: the Sustainability Strategy is for everyone**

## Implementation per target audience

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| **Target Audience: Faculty Tutors and Academic Staff** | | | | | |
| **Objective** | **Activity** | **Content/Project** | **Message** | **Measuring Impact** | **Other Stakeholders** |
| Raising our profile amongst Faculty Tutors and Academic Staff | Connecting with academics on Twitter and re-sharing posts, Promoting academics work via the Climate Website | Climate Hub, #ClimateUCL | Sustainable UCL is an important partner in carrying out and promoting climate change work  Sustainable UCL is a valuable partner when it comes to researching and teaching sustainability and amplifying your work. | Engagement with key academics through Twitter and number of visits to the Climate Hub as well as email feedback on the Climate Hub | CAM, Digital Hub |
|  | Supporting the facilitation of UCL’s activity at COP 26 | COP 26 | UCL has an important role to play in climate science, and requires a unified approach for maximum gain | COP 26 agenda for UCL | Environment Domain, Public Policy Team, Media team |
|  |  |  |  | Number of tutors/academics engaged with | UCL Arena |
| Embed sustainability into other communications channels | Share sustainability opportunities with students | Carbon Accountability Scheme, Living Lab programme, Sustainability Ambassador Programme, Climate Hub | Students want to study sustainability  Sustainability is relevant to every subject | Number of living lab projects per faculty, number of sustainability ambassador applications | Faculty communications leads |
| Make our communications and engagement inclusive and accessible | Collaborate with UCL researchers on inclusion and accessibility | Inclusion and Accessibility workshops |  | Number of workshops and attendance at those workshops | EDI team |
| Make all case studies and living labs inclusive | Inclusive documentation | n/a | Pip Jackson/ Nick for guidance | EDI team |
| Increase sustainability literacy | Create a 7 point plan for supporting faculty tutors and academic staff and engage them | ESD | Adding sustainability can enhance the course, and employability  Sustainable UCL can provide case studies to support you in embedding sustainability into your courses | Number of staff engaged with |  |

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| **Target Audience: Student Societies and wider student community** | | | | | |
| **Objective** | **Activity** | **Content/Project** | **Message** | **Measuring Impact** | **Other Stakeholders** |
| Raising the profile amongst targeted audiences | Co-ordinate impactful events on sustainability with the SU and attend key student events such as the Welcome Period | Sustainability Week, Welcome Period, Careers Fortnight | Sustainability is fun! There are many ways for you to get involved.  We’re in a climate emergency, but there is hope if we act now. As students you have a huge opportunity to make a difference, whilst meeting friends.  CV building | Attendance, number of Instagram followers  Number of societies taking part | Students’ Union (SU), student societies |
| Work with the SU to embed sustainability into student societies. Create competitions between societies, pledges and tips | Student Societies | Sustainability is fun! There are many ways for you to get involved. You can be part of the change at UCL.  Societies have the power to enhance positive behavioural change amongst students and at an institutional level | Number of societies engaged with | SU, societies |
| Create student-led content for social media through comms ambassadors/interns | Social Media | Sustainability is fun! There are many ways for you to get involved. You can be part of the change at UCL | Number of followers | SU, CAM, societies |
| Awards | Work with SU to create an award for student societies to do sustainability. | We recognise student and societies sustainability efforts | Number of contenders for the award | SU |
| Embed the sustainability message into communications coming from across UCL | Updates on sustainability strategy progress | Climate Heroes Campaign, newsletter (CAM student newsletters and SU newsletters), newly designed annual report | UCL is doing well on its sustainability objectives. Students can be proud of UCL. | Number of people reading the articles | CAM, SU |
| Make our communications and engagement inclusive and accessible | Develop and widen  participation in sustainability in consultation with students through consultations. | Inclusion and Accessibility workshops | We are here to listen and learn. We work to inspire and enable the diverse university community to tackle sustainability impacts at UCL and in the wider world in the context of a green recovery from COVID. | Attendance at workshop, engagement during the workshops | EDI, SU equalities officer |
| Accessible Infrastructure work | Cycling and walking campaign | We offer support to anyone interested in cycling or walking to campus | Visits to the cycling and walking pages | Estates |
| Increase sustainability literacy | Complete the UCL Introductory Programme, and work with faculties to undertake sustainability inductions | ESD | At UCL you can learn about sustainability regardless of what your main degree is | Number of students completing the different courses |  |
| Embed sustainability messaging into the public realm through recycling, biodiversity, energy and cycling signage | Recycling campaign, energy saving campaign | UCL is taking sustainability seriously. We have achieved a lot (0 waste goes to landfill) but we are working to get even better at recycling and at saving energy. Here is what you can do. |  | Departments managing screens, Fabriq |
| Simplify our sustainability offer | Creating an overview of how students can get involved in sustainability at UCL | Sustainability Ambassador Programme, Societies, Living Lab Programme … |  | Number of applications |  |

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| **Target Audience: Departmental Staff (Communications Officers, CAM)** | | | | | |
| **Objective** | **Activity** | **Content/Project** | **Message** | **Measuring Impact** | **Other Stakeholders** |
| Raising the profile amongst targeted audiences | Build relationships with CAM business partners and departmental communications manager, CAM+ meetings | Cam+ meetings | It contributes to a faculties’ reputation to do well in sustainability.  You have a dedicated am member in the Sustainable UCL team that is there to help you communicate sustainability to staff and students | Number of regular meetings, Cam+ appearances | CAM |
| Work with departmental comms officers to push the sustainability awards | Sustainability Awards | Teams’ sustainability efforts are recognised and awarded beyond their departments | Number of Awards |  |
|  | Sustainability input to Lead@UCL (new management and leadership programme for UCL) |  |  |  |
| Embed the sustainability message into communications coming from across UCL | Embedding sustainability into key departmental events | Open Days, Inductions, Careers Days | Students love events that include sustainability. Sustainability as a driver for student engagement | Attendance at events | Student Support and Wellbeing |
| Establish a point of contact in faculties | Faculty Lead Green Champion Programme | Your faculty has its own sustainability expert. | Number of faculty lead green champions |  |
| Work with comms officers to do regular sustainability updates across departmental channels | Monthly articles on UCL’s sustainability wins (Newsletter) | Sustainability is constantly on UCL’s agenda. A lot is happening around sustainability at UCL | Number of articles in the newsletter and number of visits to the articles | CAM |
| Working with CAM on Social Media | Instagram Stories on Climate Heroes, Sustainability Month etc. |  | Number of mentions of Sustainable UCL on CAM/UCL channels | CAM |
| Make our communications and engagement inclusive and accessible | Develop and widen  participation in sustainability in consultation with staff through consultations.  Ensure all articles and events with Comms professionals are inclusive | Inclusion and Accessibility Workshops | We are here to listen and learn. We work to inspire and enable the diverse university community to tackle sustainability impacts at UCL and in the wider world in the context of a green recovery from COVID. | Attendance at workshops and quality of engagement | EDI, other staff networks |
| Accessible Infrastructure work | Cycling and walking campaign | We offer support to anyone interested in cycling or walking to campus | Visits on cycling and walking pages, subscribers to Bike buddy scheme | CAM |
| Increase sustainability literacy | Teaching staff about sustainability | Staff Moodle Course  Coordinate and Promote Green Impact | Sustainability is important to every job role at UCL | Number of staff who have completed the module | HR |
| Integrating employability skills around sustainability into teaching, creating a checklist to consider, upskilling teaching skills, Perhaps this could be where you put in CAM+ | Employability Piece  Launch staff sustainability forum |  |  | HR |
| Use of TV screens and external signage | Recycling campaign, energy saving campaign | UCL is taking sustainability seriously. We have achieved a lot (0 waste goes to landfill) but we are working to get even better at recycling and at saving energy. Here is what you can do. |  | Estates, departments managing screens, Fabriq |
| Simplify our sustainability offer | Clearly highlight what each department can do | Benchmarking report recommendations | You can take concrete and attainable steps towards making UCL more sustainable |  | Faculty Lead Green Champions |

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| **Target Audience: Provost and Estate SMT** | | | | | |
| **Objective** | **Activity** | **Content/Project** | **Message** | **Measuring Impact** | **Other Stakeholders** |
| Raising the profile amongst targeted audiences | Send out bench marking reports for Heads of Departments | Annual Report, Benchmarking Reports | UCL has many sustainability achievements that positively impact students’ and staff’s lived experience as well as UCL’s international standing | Number of visits to the annual report pages | PA to the Provost |
| Embed the sustainability message into communications coming from across UCL | Gain leadership’s support for sustainability at UCL | Sustainability Briefing | Sustainability matters to UCL’s success as an institution. |  |  |
| Simplify our sustainability offer | Review communications | Improve website user experience  Changing the format of the annual report |  | Visits to the website and annual report |  |

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| **Target Audience: External audiences (Philanthropists, Alumni)** | | | | | |
| **Objective** | **Activity** | **Content/Project** | **Message** | **Measuring Impact** | **Other Stakeholders** |
| Raising the profile amongst targeted audiences | Communicate UCL’s sustainability research and work externally | Climate Hub  LinkedIn | UCL is an alma mater to be proud of and a valuable partner for sustainability projects | Followers on LinkedIn | CAM, UCL Alumni |
| Embed the sustainability message into communications coming from across UCL | Share messages via UCL Alumni channels | LinkedIn |  |  | UCL Alumni |

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| **Target Audience: External audiences (Student Accommodation)** | | | | | |
| **Objective** | **Activity** | **Content/Project** | **Message** | **Measuring Impact** | **Other Stakeholders** |
| Raising the profile amongst targeted audiences | Create bespoke sustainability communications material for residences |  | It is possible to live sustainably in UCL accommodation | Student feedback on sustainability in halls | Accommodations team |
| Embed the sustainability message into communications coming from across UCL | Share sustainability material with accommodation | New recycling campaign, sustainable products in welcome boxes for new students | Accommodation is part of UCL’s wider sustainability efforts | Feedback on welcome boxes | Accommodations team |
| Increase sustainability literacy | Green Impact for accommodation | Working with the accommodations team to create a bespoke Green Impact programme | Accommodation staff can be sustainability champions too | Number of accommodation staff participating in Green Impact | Accommodations team |
| Simplify our sustainability offer | Streamline accommodation and other sustainability activities |  | UCL accommodation and other campus sustainability initiatives are linked and work together |  | Accommodations team |

## Budget and resources allocated

The UCL Sustainability team have an allocated budget for the academic year 2021/22, of £ 35,000 to the UCL sustainability engagement and communications programme.

## Staff or teams responsible

The UCL Sustainability Team is in charge of the sustainability engagement and communications programme, situated under Ian Dancy, Executive Director of Operations. The Sustainability Communications Officer leads the engagement and communications programme.

## Review process

This overall strategy will be subject to annual review from a diverse range of staff and student stakeholders. Progress on communications and engagement will be reported through the Sustainability Team’s [Annual Report](https://www.ucl.ac.uk/sustainable/ucls-sustainability-annual-report-our-progress), which is signed off by a member of the Senior Leadership Team, and through UCL’s [Environmental Sustainability Steering Group](https://www.ucl.ac.uk/sustainable/sustainability-steering-group-ssg).