



GREEN
ENGAGEMENT
STRATEGY AND
ACTION PLAN
UCL

Summer 2018

GREEN UCL: Engagement Strategy and Action Plan

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1. Overview

1.1 Introduction

This document sets out a structured communications and engagement strategy and action plan to support and enhance UCL's Environmental Sustainability Strategy. This wider strategy sets out an ambitious vision for the institution, in particular a commitment:

'To become a leader in the field of sustainability through performing at the highest levels of excellence in multidisciplinary academic teaching and research; creating a culture of inspiration, innovation, action and trust, through engagement with its schools, faculties, departments and other stakeholders; and through the sustainable development and use of the estate.'

The Sustainability Team's work on communications and engagement is based on a recognition that efforts from the team will not be sufficient to achieve the institution's sustainability vision. It is clear that the ambitious improvements which are sought in UCL's energy and water use, recycling rates, carbon emissions and a range of other impacts will only be gained through staff and student engagement and action. It does not go without saying that the Sustainability team recognises that this engagement and action takes away from their normal duties.

However, it is our belief that action and engagement can often be undertaken while furthering teaching and research, boosting employability and improving staff and student sustainability literacy.

In September 2014, UCL commissioned Forum for the Future to review the UCL

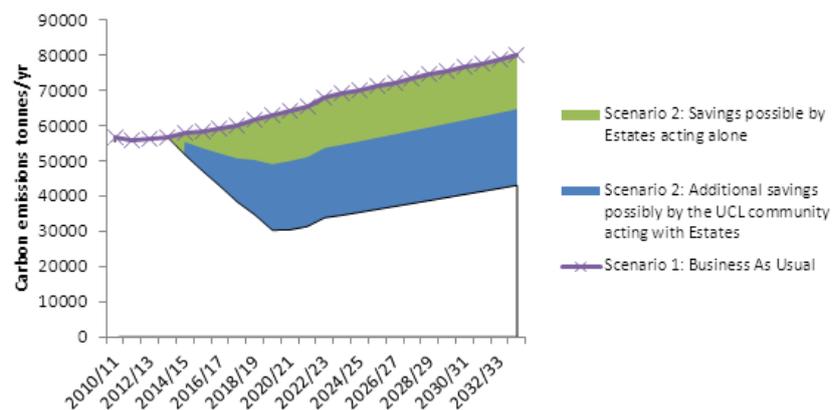
Environmental Sustainability Strategy Review. This review of policy and practice answers the questions 'how good is the UCL Environmental Sustainability ambition?' and 'are the plans, processes and structures in place sufficient to deliver on the ambition?' Some of its key recommendations have implications for sustainability communications and engagement, and have been included in this document.

It should be noted that this is a live document; it will be updated regularly to track progress against the metrics outlined in the impact tracker and in consultation with a range of staff and student stakeholders.

1.2 Where we are now

Communication and engagement with a variety of different staff and student stakeholders at the institution has already been undertaken with some success. The Sustainability team has a growing social media presence and student mailing list. It has a growing network of Green Champions and has run a variety of different events and programmes with varying levels of participation.

Current levels of engagement across a diverse range of activities can be found in the impact tracker later in this document. That said, its communication and engagement is still generally quite limited in reach and impact. It is clear that to meet the objectives set out in the wider Sustainability Strategy,



our communications and engagement need to be substantially stepped up.

To rectify this problem the Sustainability team undertook a workshop in January 2017 to analyse and find solutions. Within the workshop the team:

- Identified and clarified Green UCL's overall goal and objectives for communication and engagement, and its key message and tone, see below our 'Aims' section.
- Undertook a mapping exercise to identify Green UCL's stakeholders, looking at whether there are any stakeholders we are not communicating with, and who the key influencers are.
- An analysis of the interests and motivations of Green UCL's audience.
- An analysis of the communication channels currently being used and identifying any gaps

This exercise has helped shape this Engagement Plan. For further details, see our mapping exercise below.

As part of a larger push to engage a wider audience, beyond those already interested in the green agenda, Green UCL has begun the process of commissioning a design agency to rebrand Green UCL. This aim is to create a strong identity for Green UCL, one which can be badged across the University and be easily identifiable and appeal to the whole UCL community. For further details see our design brief.

2. Key aims

Complementing the Sustainability Team’s wider strategic aims¹, our communications and engagement must meet three key objectives:

1. *Raise the profile of UCL’s work on sustainability in general*
2. *Boost all staff and student sustainability literacy*
3. *Inspire and enable the university community to tackle sustainability impacts at UCL and in the wider world*

3. Methods

Achieving these aims will take six areas of focus:

1. *Raising the profile of and developing a distinct identity for UCL sustainability programmes*
2. *Celebrating, rewarding and showcasing achievement and best practice*
3. *Creating opportunities for all staff and students to undertake training, learning and research*
4. *Providing ongoing structured opportunities for all to participate in sustainability programmes*
5. *Providing regular and varied events, campaigns and competitions*
6. *Building a sense of community around sustainability, through networks and collaborations*

4. Implementation

The following activities will be used to meet our key aims, utilising the methods above. An impact tracker with baselines and key milestones for these activities can be found below this matrix.

Objective 1. Raise the profile of our work and UCL’s work on sustainability in general				
Activity	Content	Timescale	Method used	Measuring impact
Run induction programme	Deliver departmental sustainability introduction presentations to a high numbers of staff and students.	Ongoing	Raising profile, providing training	Number of departments presented to
	Include sustainability information in accommodation induction and promotion in welcome pack e.g. bamboo toothbrush.	September	Engaging with accommodation team	Number of students / staff presented to in total Material included in induction.

Run sustainability events	Host a range of events to introduce the work of the sustainability team, provide information and give opportunities for participation during Welcome Period/Fresher's Week.	Late September/Early October	Raising profile, topical events	Number of students signed up to mailing list Number of events hosted. Attendance of students at events
	Run Sustainability Week to engage students in sustainability initiatives at UCL and encourage sustainable behavior.	Late October/early November	Collaborate with Student Union, Accommodation/Catering/student societies	Attendance of students at events
	Run Sustainability Careers Week to educate students on the importance of sustainability literacy and to advertise different sustainability roles across institutions.	February	Collaborate with careers team.	Attendance at events
	Collaborate and support student sustainability societies	Ongoing	Engage with stakeholders	No. of events collaborated on
Undertake regular and varied communications	Engage a large and diverse range of the UCL community through videos, web, email, social media and printed materials. Emphasis must be placed on our key messages: - Creating a sustainable UCL will take all of us - we all have a part to play. - Sustainability is for everyone; students, academics and staff	Ongoing	Raising profile, rewarding achievement	Email numbers Visits to Green UCL site Twitter followers Facebook Likes Instagram followers YouTube views

¹ UCL's Sustainability Strategy has five key aims, three of which are supported and complemented by communications and engagement work:

1. *To enable, empower and support all UCL communities to address our environmental sustainability impacts*
2. *To provide the education, advancement, dissemination and application of sustainable development*
3. *To maximize the wider impact of UCL's environmental sustainability activities at local, regional, national and international level through collaboration, partnership and communications*

				Reach as determined by coverage in internal comms (i.e. The Week@UCL and MyUCL)
	<p>Active Transport Run regular bike maintenance, security marking and cycle safety workshops in collaboration with Camden Council. Launch and maintain 'Unicyclists' cycling photo blog, in collaboration with UCLU. Run termly competitions to gather images and promote cycling.</p>	Ongoing	Raising profile, providing training, giving opportunities for participation	Attendance at cycling events
	<p>Construction:</p> <p>Send out regular and varied communications via email, social media and via Estates Comms to keep UCL community up- to-date.</p> <p>Ensure that posters and signage are put up in new and newly-refurbished buildings to inform staff of sustainable features and interventions.</p>	Ongoing	Raising profile	Staff and student involvement in project design stakeholder workshops
	<p>Biodiversity:</p> <p>Send out regular communications via email, social media and via Estates Comms to keep UCL community up- to-date.</p>	Ongoing	Raising Profile	Attendance at biodiversity-themed events

Objective 2. Boost staff and student sustainability literacy				
Activity	Content	Timescale	Method used	Measuring impact
Coordinate lecture Series	<p>Run regular Sustainability Masterclass lectures on a variety of subjects, designed to boost the ability and motivation of staff and students to take action on our sustainability impacts.</p> <p>Run occasional topical lectures series, designed to generate excitement about specific themes (e.g. carbon, circular economy) that complement wider areas of the Sustainability Team's work.</p>	Ongoing	Providing training, raising profile	Attendance at lectures and other events
Coordinate training programmes	<p>Organise Green Impact auditor training twice a year to complement the wider Green Impact programme.</p> <p>Revamp and widen participation in our online sustainability induction course.</p> <p>Develop and widen participation in a new Green Champions Training package.</p> <p>Develop and support further training programmes in the future.</p>	Ongoing	Providing training	<p>Number of student auditors trained</p> <p>Numbers taking online environmental awareness course</p> <p>Feedback from Green Champions</p>

Online induction course	<p>Ensure all new staff and students complete Green UCL's Introduction to Sustainability at UCL eLearning course.</p> <p>All new students in residences to be reached through the inclusion of Introduction to</p>	Ongoing	Raising profile, providing training	Number of new staff and students that complete the course
Run Sustainability weeks	Run one week of varied events for all staff and students, showcasing sustainability activities and opportunities to get involved	Autumn Term	Raising profile, topical events	Numbers of students visiting events
Coordinate Living Lab programme	Develop, promote and provide support for UCL's Living Lab programme, using the university estate as a test-bed for teaching and research.	Ongoing	Furthering research, building community, giving opportunities for participation	Number of projects run under the 'living lab' banner.

Objective 3. Inspire and enable staff and students to tackle sustainability impacts at UCL & in the wider world				
Activity	Content	Timescale	Method used	Measuring impact
Coordinate Green Impact	Develop and widen participation in the programme in consultation with staff and students to the UCL community tackle its environmental impacts.	October - June	Giving opportunities for participation, Providing training, building community	Number of teams participating in programme % of departments participating Total number of staff participating in the programme End-of-year feedback from staff
Ensure staff and student involvement in development and updates to all UCL Sustainability Strategies and plans	Generate participation from a wide range of staff and students (including members of trades unions and UCLU) in developing, contributing ideas to and reviewing UCL's Sustainability Strategy. Provide varied opportunities for staff and student at all levels to feed into the development of these plans, including focus groups, workshops, competitions and Green Champions engagement.	Annually Sustainability Strategy review will begin in Autumn 2017	Giving opportunities for participation, raising profile	Numbers participating in a variety of consultations and surveys

Increase rates of cycling	<p>Coordinate events promoting cycle safety training, bike marking and providing information.</p> <p>Support Camden Council in promoting safer cycling lessons.</p> <p>Organise cycling culture photo competition and exhibition in collaboration with UCLU.</p> <p>Regularly update and improve our cycling domain.</p>	Ongoing	Ongoing programmes, Providing training	Attendance at events Numbers of bikes marked / repaired Attendance on cycle safety training courses Web hits on cycling website
Reflect Your Future	Support and promote this programme of energy saving competitions, quizzes and events.	September - June	Ongoing programmes	Number of students participating Energy savings
Coordinate topical campaigns and events	<p>Provide varied and topical events or campaigns to engage the whole UCL community, as and when time and situation allows. These will include:</p> <ul style="list-style-type: none"> - Sustainability Careers Week - Sustainability Week - Energy saving competitions - Green New Year's Resolutions - Cycle cinema events - Fairtrade Fortnight events 	Ongoing	Topical events, raising profile, rewarding achievement	Metrics specific to individual events (likely to be attendance or tangible savings in areas like energy use)
Support staff and student-led initiatives	<p>Continue to support student allotment project Bentham's farm</p> <p>Continue to support student bike project Bike Logic</p>	Ongoing	Furthering research, building community, giving opportunities for participation	Increased participation by students in the Bentham's Farm project Numbers of Living Lab projects

	Continue to support a variety of Living Lab projects (see Living Lab criteria)			
Support Green Champions	<p>Promote, grow and provide support for the Green Champions network.</p> <p>Organise forums and regular drop-in sessions for the network.</p> <p>Ensure that Green Champions help shape environmental strategy and carbon management plan.</p>	Ongoing	Building community, giving opportunities for participation	<p>Number of Green Champions</p> <p>Number of contacts on Green Champions mailing list</p> <p>Contribution to shaping all aspects of UCL environmental strategy and subsequent updates</p>
Support sustainability volunteering	Work with the Volunteering Services Unit to promote and widen participation in sustainability volunteering. In particular, by supporting sustainability volunteering fairs and by promoting opportunities through website and social	Ongoing	Building community, giving opportunities for participation	Attendance at sustainability volunteering fairs

6. Impact tracker

Baselines and key milestones for each our communications and engagement activities can be found in the tracker below.

Area of work	Metric	Start impact (sept '13)	Current impact (Dec '18)	Target impact by June 1 st 2019 (or alternative)	Progress / risks
Web, media, Comms	Twitter followers	200	3841	4250	G
	Facebook Likes	140	1453	2000	G
	YouTube views	0	5443	6000	G
	Klout	30	48	55	G
	Week@UCL articles	N/A	Monthly	Monthly	G

	Users / page views for Green UCL	GREEN UCL Average 430 page views from 100 users per week in Aug '16	GREEN UCL: Average 318 page views	GREEN UCL: Average page views and user count increased by 10%	G
	Student email list numbers	2013 in Aug 17	2939	3000	G
Green Champions	Number of Green Champions	40	110	130	A
	Number of contacts on Green Champions mailing	150	174	200	A
	Attendance at Green Champion events	Approx. 30 per termly forum	Approx. 30 per termly forum	50 per termly forum	A
Reflect Your Future	Number of students engaged	N/A	900 students engaged at events. 10 Sustainability Ambassadors	Participation increase of 10%	G
	Energy savings made	N/A	60,144 kWh saved in October, November, February and May 2017-18 – 3% reduction (compared to a pre-intervention baseline from 2008-12).	Savings increased by 10%	G
Green Impact	Number of teams participating in Green Impact	25	60	80	G
	Total number of actions taken	609 actions directly, 903 overall	926 actions directly, 1483 overall	Increase of 25%	
	Number of student auditors trained (includes mid-term auditing)	32	90	Increase proportionally to increase in teams	G

Training and inductions	Number of departments who incorporated sustainability into the induction	n/a	31	50	
	Number of staff taken environmental awareness online course	N/A	345	All students in residences All new staff	A
	Number of students taken environmental awareness online	N/A	2833	All students in residences	G
Events	Recipients of cycling training, maintenance or security marking	N/A	Approx. 300	600+	A
	Topical events and engagement	Lunchtime lectures on construction , waste and resources, travel, energy and environmental management. Around 20 attendees for each lecture.	Big Christmas Switch Off: 450 pledges gathered. Energy saving make of around 500,000kWh (20 reduction in UCL's usual electricity use). Green Week / Green Observatory Week: diverse range of events run	Continue to run at least one large termly event, and one smaller topic event or programme. Energy savings from 'switch off' competitions increased by 10%.	A

Events Living Lab	Numbers of lectures / Attendance at lectures	N/A	N/A	At least 3 lectures a term. Average attendance: 50+	A
	Number of current programmes or academic projects that utilise the estate as a living laboratory	N/A	Around 12 projects undertaken in the last 12 months or currently in progress.	Over 12 projects undertaken	G

Sustainability Strategy	Participation in the development, update and review of UCL's Carbon Management Plan	N/A	N/A	N/A	G
	Participation in the development, update and review of UCL's overall Sustainability Strategy	Online consultation with 17 key staff and student contributors	5 workshops	4,000 students (survey) 300 students/staff workshops 5 face-face engagement events	G
Recycling	Rates of recycling across UCL	69% recycling rate	65%	85% target	A

6. Budget and resources allocated

The UCL Sustainability team have an allocated budget for the academic year 2018/19, of £78,100 for the UCL sustainability engagement and communications programme.

7. Staff or teams responsible

The UCL Sustainability Team is in charge of the sustainability engagement and communications programme, situated in the Estates Division. The Stakeholder and Engagements Coordinator leads the engagement and communications programme.

8. 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, which is signed off by a member of the Senior Leadership Team, and through UCL's Environmental Sustainability Steering Group.