



## **Environmental Sustainability at the University of Cambridge**

### **Environment and Energy Section Communications and Engagement Strategy**

**January 2014**

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#### **1. Purpose**

This document sets out a strategy for communicating the Environment and Energy Section's messages around environmental sustainability. It identifies objectives, target audiences and key messages, as well as engagement initiatives and communication tools. It also provides an evaluation matrix to facilitate annual reviews of our communications activities.

#### **2. Background**

The University's Mission states that "The mission of the University of Cambridge is to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence". It goes on to state that the University's relationship with society should include concern for sustainability and the relation with the environment.

The University has an agreed Environmental Policy, which states that "In achieving excellence in teaching and research, the University of Cambridge aims to manage its activities, buildings and estates to promote environmental sustainability, to conserve and enhance natural resources and to prevent environmental pollution to bring about a continual improvement in its environmental performance."

Alongside its Environmental Policy, the University has a number of other tools to reduce environmental impacts, including its Carbon Management Plan and the Energy and Carbon Reduction Project.

The University Estate is set to expand significantly over the short and medium term, with nearly half a billion pounds of planned investment in building works. Against this backdrop there is a need to ensure that matters of environmental sustainability are communicated as widely and effectively as possible in order to minimise the University's environmental impacts.

A new Environment and Energy Section was established within Estate Management in May 2013. This new Section brought together existing functions around environment and energy and created a number of new posts. This has created potential and impetus to expand and refocus our communication and engagement activities.

### 3. Communications objectives

The Environment and Energy Section has adopted the following communications objectives:

- a) Promote internally the University of Cambridge's commitment to environmental sustainability, which is key to achieving our mission of operational and academic excellence.
- b) Raise awareness of the role that all staff and students have to play and encourage and support them in adopting positive environmental behaviours.
- c) Ensure that matters of legal compliance, as well as environmental targets and policies, are communicated clearly and effectively to staff and students.
- d) Raise the external profile of the University's activities and achievements in the field of environmental sustainability.
- e) Publicise areas of good practice in environmental sustainability, including the University's relevant research expertise, and celebrate achievements.

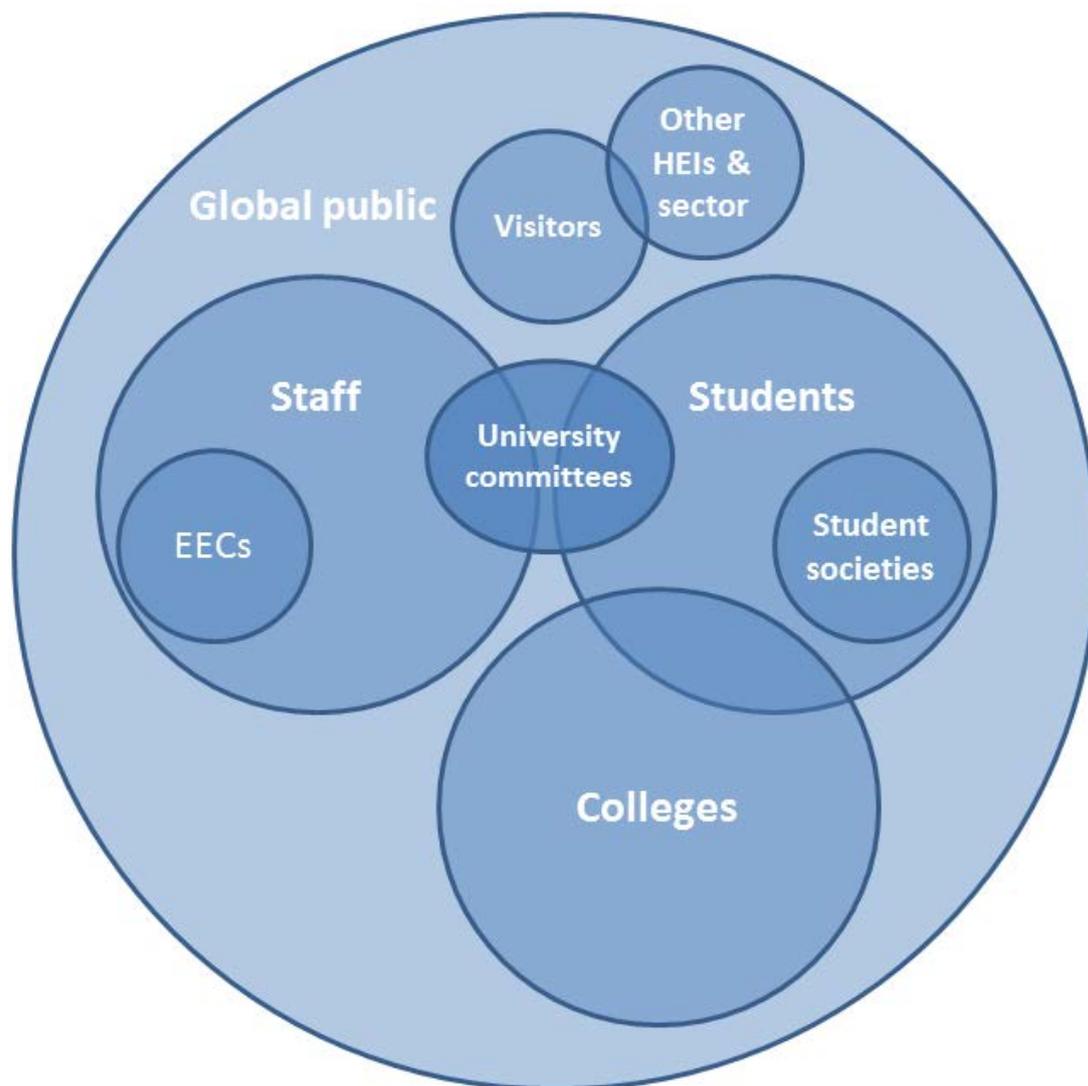
### 4. Target audiences

We need to successfully engage with a broad range of audiences in order to achieve our objectives.

Broadly, these audiences are:

- a) Staff at all levels – including operational staff and academics
- b) University committees
- c) Students
- d) Student societies
- e) Environment and Energy Coordinators (EECs)
- f) Visitors
- g) Other Higher Education Institutions (HEIs) and sector bodies
- h) Colleges
- i) Global public

These audiences and their interrelationships are represented in the diagram which follows.



## 5. Overarching messages

We believe that promoting a small number of concise messages will aid communications clarity and help to drive positive environmental action across the University. Our chosen messages are:

- a) The University's commitment to environmental sustainability plays a key role in strengthening its academic excellence, through research, through teaching and through transforming its own operations.
- b) The University is taking action to reduce its environmental impacts.
- c) Every member of staff and student has a role to play in reducing the University's environmental impact.
- d) The Environment and Energy Section provides guidance and resources to support staff and students in reducing their environmental impacts.
- e) Getting involved is fun, easy and rewarding, and helps to build your skills and local networks.
- f) Take practical environmental actions in your day to day activities (e.g. follow the recommendations of the Shut the Sash campaign).

## 6. Engagement initiatives and programmes

### a) EEC Network

Environment and Energy Coordinators (EECs) are a network of staff volunteers who provide a local focus point for environmental and energy issues. They encourage their colleagues to make small changes to everyday work practices that collectively make a big difference across the University. Each EEC acts as champion for environmental issues within their department or institute and as a point of contact between the Environment and Energy Section and departmental staff, students and senior management.

### b) Environment and Energy on tour

The first example of 'E&E on tour' took place as part of Switch Off Week 2013. This is an engagement and outreach programme during which members of E&E visit departments and other locations around the University, providing information and promotional materials to staff and students.

### c) Green Impact

Green Impact is the University's environmental accreditation scheme. It supports and encourages teams across the University in reducing their environmental impacts. Supported by E&E, teams sign up to an online workbook and progress through simple, clear and easy criteria towards recognised awards and targets.

### d) Living Laboratory for Sustainability

The University of Cambridge 'Living Lab' provides a method to connect the University's research and academic activities to its operational sustainability. Targeted research activities across multiple strands – affiliated, academic, and small scale projects, internships and awards – are carried out directly on and with the buildings, grounds and operations of the University, in order to test their practical applicability and positively influence our environmental sustainability. The Living Lab incorporates a range of activities, from single building energy audits to investigating the thermal efficiency of entire departments as part of a graduate course, thus connecting operational issues with student interests and academic needs.

### e) NETpositive Student tool

NETpositive is a web tool aimed at Cambridge students, who can register and create a personalised action plan which is tailored to their own interests. It provides information and opportunities to improve employability, explore personal impact, and learn more about opportunities to engage with Cambridge as a city as well as within the University.

### f) Student Switch Off

Operating within and managed by the Colleges, Student Switch Off is a not-for-profit campaign encouraging student action around energy saving. Run at over 50 universities across the UK, the programme has achieved average reductions in electricity usage of 7% per institution. Twenty Cambridge colleges are taking part in the 2013-14 Cambridge Student Switch Off competition.

**g) Switch Off Week**

The first ever Switch Off Week at the University of Cambridge, held 18-24 February 2013, inspired staff and students across the University to turn off lights and computers and other equipment when not required. The event saved the equivalent of £5,000, or 50,484 kilowatt hours (kWh) by the end of the week when adjusted for the weather; a 2.1% drop in electricity use.

**7. Communications matrix**

The E&E Section uses a variety of communication tools, aimed at both staff and students within the University and also at the wider academic community. These are shown in the communications matrix which follows, along with their target audiences and associated key messages.

Tools	Target audiences									Messages					
	a) Staff	b) University committees	c) Students	d) Student societies	e) EECs	f) Visitors	g) Sector	h) Colleges	i) Global public	a) The University's commitment to environmental sustainability plays a key role in strengthening its academic excellence, through research, through teaching and through transforming its own operations.	b) The University is taking action to reduce its environmental impacts.	c) Every member of staff and student has a role to play in reducing the University's environmental impact.	d) E&E provides guidance and resources to support staff and students in reducing their environmental impacts.	e) Getting involved is fun, easy and rewarding, and helps to build your skills and local networks.	f) Take practical environmental actions in your day to day activities (e.g. Shut the Sash campaign).
Attendance at external meetings							x		x	x	x	x	x		
Attendance at, and papers for internal meetings and committees	x	x	x	x	x					x	x	x	x	x	x
Award applications							x		x	x	x				
Cambridge Hub's 'The Week'			x								x	x	x	x	x
Cambridge Hub's website			x								x	x	x	x	x
Conference presentations/workshops							x			x	x	x	x		
CUSU - Ethical Guide			x								x	x	x	x	
CUSU - <i>Greenzine</i>			x								x	x	x	x	x
CUSU Bulletin			x								x	x	x	x	x
Departmental intranets	x		x							x	x	x	x		x
Departmental newsletters	x		x			x				x	x	x	x	x	x

E&E online resource bank	x		x		x	x	x	x		x	x	x	x	x	x
E&E website	x		x		x	x	x			x	x	x	x	x	x
E&E website - News and Events	x		x		x		x				x	x	x	x	
Education Press e.g. <i>Times Higher</i>							x		x	x	x				
EEC biweekly digest					x					x	x	x	x	x	x
EEC email list					x							x	x	x	
EEC network events					x					x	x	x	x	x	x
Email signatures	x		x				x			x	x				
Ethical Societies Fair			x	x							x	x	x	x	x
External newsletters						x	x		x	x					
Facebook			x	x	x						x	x	x	x	x
Film and film clips	x		x				x		x	x	x			x	
Green Impact surgeries	x		x		x								x	x	
<i>Greenlines</i> newsletter	x		x		x						x	x	x	x	x
LinkedIn	x		x				x			x	x	x	x	x	
Materials	x		x		x						x	x	x		x
Societies' Fair			x	x							x	x	x	x	x
Student societies websites and networks			x	x						x	x	x	x	x	x
Training - face to face courses	x		x		x			x		x	x	x	x	x	x
Training - online	x		x		x					x	x	x	x	x	x
Twitter	x		x	x			x	x	x		x	x	x	x	x
UAS Bulletin	x	x								x	x	x	x	x	
University Newsletter	x		x			x	x			x	x	x	x	x	
University website staff pages	x										x	x	x	x	
University What's On	x		x			x					x	x	x	x	
University's Annual Report	x	x						x	x	x	x	x	x		
Welcome to Cambridge event	x									x	x	x	x	x	x

## **8. Evaluation**

Using the evaluation matrix below, we will assess the impact of our communications strategy to ensure our objectives (as listed in section 3 above) are being met. The process will also allow us to refine and better target future communications activities.

### **8.1 Methodology:**

- The evaluation matrix should be completed annually and stored along with any supporting evidence on the E-drive.
- Following this the matrix results should be reviewed by the Head of the Environment and Energy Section, in conjunction with team members as appropriate, to help inform the following year's communications and engagement activities.
- As part of the annual review process, the target outcomes should be assessed for ongoing relevance.
- The outcomes from the review should be recorded in writing and stored with the evaluation matrix and evidence.

### **8.2 Evaluation matrix**

The evaluation matrix follows. Note that target figures are indicative only.

<b>Annual evaluation criteria</b>		<b>To be completed during evaluation exercise</b>	
<b>Objective</b>	<b>Targets</b>	<b>Achieved? (Y/N)</b>	<b>Observations / suggestions for improvement</b>
a) Promote internally the University of Cambridge's commitment to environmental sustainability, which is key to achieving our mission of operational and academic excellence.	<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. Publicise the University's new Environmental Policy, due to be agreed by the end of 2014.</li> <li>2. All academic Schools and key Departments provided with information on environmental sustainability at the University.</li> <li>3. E&amp;E represented at all staff Welcome to Cambridge events.</li> <li>4. E&amp;E email signatures include link to E&amp;E website.</li> <li>5. E&amp;E website is updated at least monthly.</li> <li>6. Target the inclusion of E&amp;E related item in the University's Annual Report.</li> </ol>		
b) Raise awareness of the role that all staff and students have to play and encourage and support them in adopting positive environmental behaviours.	<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. <i>Greenlines</i> circulated monthly.</li> <li>2. At least five engagement initiatives take place during the year, e.g. Green Impact.</li> <li>3. E&amp;E Section is represented at the annual Societies' Fair.</li> <li>4. At least two EEC events take place during the year.</li> <li>5. At least four training courses take place during the year, e.g. Green Impact Surgeries.</li> </ol> <p><b>Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Increased number of Twitter followers (indicative target 1500)</li> <li>2. Increased number of Facebook likes (indicative target 300)</li> <li>3. Increased number of subscribers to <i>Greenlines</i> mailing list (indicative target 350)</li> <li>4. Increased number of Energy and Environment Coordinators (indicative target 100)</li> <li>5. Increased number of Green Impact teams (indicative target 35)</li> <li>6. Increased number of website views (indicative target average of 10k per month)</li> <li>7. Increased number of NETpositive Student sign ups (indicative target 150)</li> </ol>		

<b>Annual evaluation criteria</b>		<b>To be completed during evaluation exercise</b>	
<b>Objective</b>	<b>Targets</b>	<b>Achieved? (Y/N)</b>	<b>Observations / suggestions for improvement</b>
c) Ensure that matters of legal compliance, as well as environmental targets and policies, are communicated clearly and effectively to staff and students.	<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. All academic Schools and key Departments to receive information on University environmental policies and targets.</li> <li>2. All revisions relating to areas of legal compliance related to E&amp;E (determined by inclusion in the EMS significant aspects register) to be communicated to appropriate stakeholders.</li> </ol>		
d) Raise the external profile of the University's activities and achievements in the field of environmental sustainability.	<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. At least one positive article in the local or national press about the University's environmental activities.</li> <li>2. Enter at least one national award scheme.</li> <li>3. At least one article in sector press e.g. <i>Earth</i></li> <li>4. At least one speaking appearance at sector event</li> <li>5. University of Cambridge Living Laboratory for Sustainability successes communicated to other Living Laboratories.</li> </ol>		
e) Publicise areas of good practice in environmental sustainability, including the University's relevant research expertise, and celebrate achievements.	<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>1. At least four articles highlighting good practice and/or achievements are included in <i>Greenlines</i>.</li> <li>2. At least three articles highlighting good practice and/or achievements are included in other internal University communication channels (for example, UAS bulletin, The Newsletter, website).</li> <li>3. At least two articles highlighting good practice and/or achievements are included in newsletters external to E&amp;E e.g. <i>Greenzine</i></li> <li>4. Working with partner academics, produce at least one article highlighting environmental sustainability related research expertise for inclusion on the Cambridge University Research website e.g. Living Lab research outputs.</li> </ol>		