

THE UNIVERSITY OF CAMBRIDGE
SUSTAINABILITY TEAM

COMMUNICATIONS AND ENGAGEMENT STRATEGY

2020/21–2023/24



THE CAMBRIDGE *green*
CHALLENGE

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This document is a three-year Communications and Engagement Strategy for the Sustainability Team covering the period 2020/21–2023/24.

The Strategy has been developed following a full review of the Sustainability Team's existing communications and engagement activity.

The independent communications review included the following:

- Desk research to consider good practice examples from the sector
- A workshop with the Sustainability Team on objectives and current activity
- A social media review of the Sustainability Team's channels
- A website analytics review of the Sustainability Team's pages
- E-marketing Mailchimp review of recent activity
- Online survey to staff and students
- A series of one-to-one interviews with University staff
- A student focus group
- Engagement with *ourcambridge* and the Office of External Affairs and Communications.

This Communications and Engagement Strategy is supported by an internal Implementation Plan for the Sustainability Team to deliver against targets.

The Strategy applies to all teams within the Sustainability Team, namely the Environment Team, the Travel & Transport Team, and the Carbon & Energy Team. Where necessary and appropriate, teams will carry out bespoke communications and engagement activities in addition to those outlined in this Strategy and accompanying Implementation Plan. Any such activities will still be guided and supported as far as possible by this overarching Strategy.

This Communications and Engagement Strategy is owned by the Sustainability Team and is delivered in collaboration with the Office of External Affairs and Communications and *ourcambridge*.

Context

The Sustainability Team within the Estates Division undertake a range of communications and engagement activities to support the delivery of the University's Environmental Sustainability Vision, Policy and Strategy.

Wider initiatives

The work of the Sustainability Team does not exist in isolation. It is linked directly to wider University initiatives that are also working towards similar and complementary goals.

Cambridge Zero

Cambridge Zero is the University of Cambridge's ambitious new climate change initiative. It builds on existing research – for example in scientific, economic, technological and policy perspectives, and in engagement with business, finance, industry, NGOs and policymakers – to create an integrated offering with a global impact.

The Living Lab

The Living Lab brings together students, academics and staff to test new ideas, apply research to practice and develop new solutions for enhancing sustainability across the University. The Living Lab has tended to work through a combination of academic and voluntary projects, internships and competitions focused on improving the environmental sustainability of the University. Since the Living Laboratory has been brought into

the Cambridge Zero project from the Sustainability Team, this portfolio of activities has grown in scope but the focus on empowering students to bring about sustainable change remains.

ourcambridge

ourcambridge is focused on the non-academic, professional services staff who make a critical contribution to the work of the University. *ourcambridge* is a staff-centric programme designed to recognise and realise the potential of our professional services staff by improving staff morale and simplifying processes. The focus of the programme is on both the job satisfaction of professional services staff and the impact of overly complicated processes. There are three complementary elements to the programme: supporting staff, simplifying processes, and ways of working.

Objectives

We have organised our overarching communications and engagement objectives into three themes – **Awareness, Engagement and Behaviour**. Beyond these overarching objectives, we also have specific objectives for individual programmes of engagement or activity.

Awareness

- For all staff and students to be aware of the University's commitments to carbon reduction and sustainability.
- For all staff and students to know about the support, guidance and advice the Sustainability Team can provide to enable change across the University.

Measured by: annual survey on awareness of the Sustainability Team and sustainability issues; increased number of enquiries/contact; and increased sign-ups to newsletters.

Engagement

- To inspire people to make changes to their behaviour and lifestyle in order to contribute to the University's Sustainability Strategy.
- To increase engagement, attendance and involvement with the Sustainability Team and wider University events, campaigns and initiatives relevant to sustainability.

Measured by: increased engagement on social media; increased number of attendees at events; and increased numbers involved in Green Impact, the Environment and Energy

Coordinators (EECs) network and Green Labs.

Behaviour

- To empower staff and students to unlock their potential and take positive steps to reduce their environmental impact and enable change.
- To embed a culture of sustainable behaviour that is action-orientated in order to deliver positive outcomes.

Measured by: reduction in energy use; increase in sustainable transport use; action plans developed; case studies received and/or shared on communication channels including Yammer and social media; Green Impact actions completed; feedback from Green Impact and EEC surveys and events; and development of LEAPs (Local Environmental Action Plans). Reviewing and improving how we evaluate our behaviour change programmes and initiatives is an ongoing work strand reflected in our internal Implementation Plan.

Target audiences

We have identified our **primary audiences** based on those audiences that can have the largest impact on the delivery of the University's Environmental Sustainability Vision, Policy and Strategy.

University staff

- Environment and Energy Coordinators
- Green Impact team members
- Travel Plan Coordinators
- The Office of External Affairs and Communications
- University staff with a communications function
- Heads of Institution
- Future staff/recruitment
- Staff who are enthusiastic/committed to the issues
- Departmental Administrators
- Building Managers
- Project and Development Managers
- School Secretaries
- Key decision makers
- Other staff who have not yet engaged with environmental issues at the University but who could contribute to the delivery of the University's Environmental Sustainability Vision, Policy and Strategy.

Students at the University

- Students within sustainability related courses
- Students who are part of sustainability related societies/groups
- JCR, MCR and SCR (Junior, Middle and Senior Combination Room) student influencers (Green Officers)
- Student Union representatives
- Prospective students
- Students who are enthusiastic/committed to the issues
- PhD students
- New students
- Other students who can contribute to the delivery of the University's Environmental Sustainability Vision, Policy and Strategy.

The University sustainability sector

- The Alliance for Sustainability Leadership in Education (EAUC)
- International Alliance of Research Universities (IARU)

Brand messaging

The Sustainability Team and our University-wide sustainability messaging sit as part of the University of Cambridge brand. A University-wide brand refresh is planned during 2021. The Sustainability Team will work collaboratively with the Office of External Affairs and Communications during this time, ensuring our communications and engagement work capitalises on the University's new brand.

Whilst we tailor our communications for different projects, channels and audiences, we use a series of core messages to guide our communications and engagement work. These messages, outlined below, shape our identity and clearly communicate our ambition for the University.

Additional messages

The Sustainability Team are here to help with all your sustainability issues. We provide advice, support and resources to enable all staff and students to be more sustainable during their time at the University of Cambridge.

The University of Cambridge is taking bold steps to respond to the climate crisis.

Join us and **be part of the solution.**

Overarching message

- Staff and students are encouraged to take responsibility, unlock their potential and make positive steps to reduce their environmental impact.
- Everyone has a role to play in being more sustainable and reducing our environmental impact – together we can be the change.
- The University of Cambridge is addressing its environmental impact through reducing energy and carbon; increasing sustainable travel; reducing, reusing and recycling waste; introducing sustainable food initiatives; enhancing biodiversity; and implementing sustainable buildings.
- Staff and students tell us sustainability is fun and rewarding – get involved and build essential skills for a sustainable future.
- The Sustainability Team are part of a collaborative cross-University effort to tackle sustainability challenges. We work closely with partners from environmental initiatives and organisations across the University to address these issues together.

Tone of voice

When writing or speaking about the Sustainability Team and the work it does, we use an active, positive, yet urgent, tone of voice. The world is facing a climate crisis, but we must encourage and inspire – not panic.

Our tone of voice for the Sustainability Team is in line with the University of Cambridge's wider tone of voice. Beyond this we have three characteristics to our brand tone of voice, these are:

Inspiring change

Be confident and enthusiastic – if we don't sound excited by our latest event, why should anyone else be? Avoid jargon and use appropriate language, something that resonates and inspires audiences to act.

Example: Everyone knows sitting in traffic has a major impact on air quality and takes up a lot of time. Switching some or all of your journey to cycling helps build exercise into your day and saves on fuel costs!

Empowering and enabling

Be encouraging and share success stories to show that change is not only possible, but already happening. Focus on issues and what people can do – provide ideas and solutions, tell them about the Sustainability Team and how we can help.

Example: The Edible Garden at Murray Edwards College was created to let University staff, students and community members grow fruit and vegetables together, aiming to build biodiversity in the area as well as improve the wellbeing of the local community. It's a great project and they're always looking for volunteers to get involved – why not get in touch to find out more?

Action-orientated

Use the active tense ('we help students...' rather than 'students are provided with...'), include calls to action, spell out the facts and what we want people to do next. Speak from the heart, be genuine and be direct.

Example: Fancy rooting through our bins? It may sound a little weird, but our bin audits provide invaluable information on what's being thrown away – and where we need to improve recycling rates.

Our strategic approach

The following core principles define our strategic approach to communications and engagement.

Inspiring practical action

Our communications aim to **inspire practical action**. These three words guide all of our communications and engagement activity. We always seek ways to inspire our audiences because we know inspirational communications are more likely to be not only noticed, but remembered. Inspiring communications are crucial to attracting new audiences.

The ask of our audience is practical and action-orientated. We want our audiences to take practical steps to contribute to the University's Environmental Sustainability Vision, Policy and Strategy. We are not just giving information, we are guiding behaviour change and taking practical action ourselves. The word 'action' is critical too, we are an active 'get things done' team and we encourage our target audiences to contribute too.

Progress matters

We are committed to communicating the progress we are making. We communicate the progress of the Sustainability Team, the University as a whole, and the progress of staff/student communities and individuals. Effective monitoring, tracking and reporting are all important in communicating accurate progress and ensuring continued engagement with our key audiences.

We know that audiences are motivated by a variety of factors, but by showcasing progress and providing sustained, positive communications, we can help drive practical action (see point above in *inspiring practical action*).

Celebrating success

We don't just want to recognise the achievements our audiences are making, we aim to celebrate success with sincerity. We know that taking the time to step back and celebrate success is crucial to motivating people and to fostering a sense of a sustainable community at the University of Cambridge. Examples of this approach can be seen in our work with Green Impact and our 'Spotlight On' campaigns.

Stories

We tell stories about the people who are working with us to deliver the University's Environmental Sustainability Vision, Policy and Strategy. Whilst this form of communication is more time-intensive, it is vital in ensuring sustained engagement with some of our key audiences e.g. Green Impact teams. People-focused communications can be shared among multiple different communities and networks, and are often more impactful than depersonalised communications. Our stories often demonstrate how our audiences overcame a challenge or solved a problem in order to contribute to our shared environmental vision and strategy.

Gamifying

We believe in the power of gamification. Gamification is a method of reinforcing and encouraging positive behaviour through competition. We use this technique to encourage and accelerate the adoption of positive environmental behaviour. For each new initiative we consider whether gamifying could increase the engagement and urgency with which the initiative is taken up.

Sustainable community

Our aim is to foster a sustainable community. In this context, a sustainable community refers to an active group of engaged staff and students who are aware of the work of the Sustainability Team and who want to help deliver the University's Environmental Sustainability Vision, Policy and Strategy. The Sustainability Team want to be at the heart of this community, providing the evidence, motivation, resources and mechanisms for practical action. Our communications and engagement programme will actively foster and support this community as it grows.

Multiple campaigns of activity each year

Our communications and engagement activity will be structured into a series of phases or campaigns each year. This approach enables us to respond to topical issues, as well as new/emerging priorities, and will keep our messaging fresh and engaging. We will plan our phased campaigns on an annual basis but we also anticipate that we will need to respond to urgent or unexpected priorities.

Stand out, don't blend in

We know our communications have to work hard to gain attention. The University is a busy visual environment and the Colleges cover a large and sprawling area. To communicate effectively and to reach our audiences, we know we need to stand out and be distinctive in both our written messaging and visual identity. Working closely with the proposed University-wide brand refresh will be essential to this approach, particularly regarding the visual identity of the Sustainability Team.

Collaboration

The Sustainability Team are part of a collective effort to tackle sustainability challenges and we recognise the value of interdisciplinary and collaborative thinking when working towards solutions. We work closely with internal initiatives and organisations, such as the Living Lab and Cambridge Zero, and collaborate with external organisations, to share best practice, expertise and opportunities. We will continue to actively pursue collaboration, including with staff and students within Colleges, in order to deliver this Communications and Engagement Strategy.

Behavioural science

Information alone is unlikely to result in behaviour change. We know that there are key places and points in time, for example starting a new role or moving to a new area, when behaviour change interventions can have the most impact. We also recognise that there are a whole host of other factors, including social norms, ease of action, and an individuals' own sense of agency, which influence behaviour. Individuals can be affected by a cocktail of factors and biases. We are committed to using behavioural science and tools, such as nudging and choice architecture, to understand why people do the things they do and, in turn, to target our interventions. This approach often requires bespoke approaches to communication and should be actively considered when planning communications and engagement activity.

Existing activities

We are already running, or involved with, several successful sustainability activities across the University of Cambridge. These will continue as part of this updated Strategy and will form key parts of any

new communications and/or engagement activity.

Green Impact

Green Impact is the University's environmental accreditation scheme, run by the Sustainability Team and [SOS-UK](#). It supports and encourages departments and Colleges across the University to reduce their environmental impact, whilst working towards recognised awards.

We will continue to run this scheme across the University. The communications and engagement activities outlined in our associated Implementation Plan will engage and support existing Green Impact teams and inspire others to join the scheme.

Environment and Energy Coordinators

Environment and Energy Coordinators (EECs) are a network of staff volunteers who provide a local focus point for sustainability issues. They encourage their colleagues to make changes to everyday work practices and their actions collectively make a big difference across the University.

EECs are key to the Sustainability Team as they are an engaged and informed

group that can champion sustainability at a local level, disseminate the Sustainability Team's news and information within their networks, and input into the Sustainability Team's proposed activities or projects. The communications and engagement activities outlined in our Implementation Plan will engage and support existing EECs, as well as inspire others to join the EEC network.

Travel Plan Coordinators

Travel Plan Coordinators (TPCs) are located within buildings that have an active Travel Plan in order to manage travel demand by motorised car. Being the TPC is usually part of someone's job. Buildings either have a Travel Plan as part of a planning condition for a new building or they have a voluntary Travel Plan which is introduced to try and reduce the number of trips to the building made by car.

TPCs are key points of contact who collect information about travel habits and disseminate information about University-wide incentives to help staff switch to, or or maintain, more environmentally sound travel habits. They might even instigate measures of their own to reduce the number of staff in their buildings driving to work.

The Sustainability Team are always on hand to support TPCs and help develop new mandatory or voluntary Travel Plans.

Newsletters

Greenlines is the University of Cambridge's sustainability newsletter compiled by the Sustainability Team. Two editions are issued monthly, one for staff and one for students. Greenlines provides information about all things sustainable going on around the University, be it the construction of new buildings, projects in departments or Colleges, or environmental events and opportunities.

The Sustainability Team are also responsible for transport consultation group e-updates and a quarterly transport newsletter, both of which provide tailored travel updates from across the University and the surrounding local authorities.

The above mentioned newsletters have a steady readership and will continue to be sent.

Spotlight on...

Our 'Spotlight on...' campaigns are great ways to engage with staff and students

on specific topics. We aim to run one per term during the academic year.

We will require extra resource during these times – we will look to our EECs, staff/student forums and volunteers for assistance.

Green Labs

The Green Labs initiative works to reduce the high environmental impact of research at the University. Positive, well-informed choices and actions by lab users reduce the utilities and resources required for research, and improve the safety and quality of research in the process.

Green Labs supports lab users by providing resources, information and advice. It runs workshops on lab-relevant topics and a Green Labs network for community support and engagement. This is primarily achieved through a Yammer group but one-to-one support is also provided, often tying in to ECRP (The Energy and Carbon Reduction Project) funding initiatives.

Communication channels

The communication channels currently used by the Sustainability Team are summarised below.

Website

The Sustainability Team's web presence is part of the wider University web framework. [The website](#) provides the main hub of content and includes information on policies, programmes, ways to get involved, and resources to support our main target audiences. Future redesign of the website would be undertaken following appropriate collaboration with internal stakeholders and departments.

E-marketing

The Sustainability Team use email as a key marketing tool to contact staff and students. We use e-marketing to promote events, encourage positive environmental action, showcase stories, disseminate resources and promote information on the website. The Sustainability Team maintain a number of different e-marketing lists for staff and students.

Social media

The Sustainability Team has a growing following on social media. The Team's [Twitter](#) and [Facebook](#) channels are well established while [Instagram](#) remains a secondary, and still developing, channel.

Social media is used to reach both staff and students but also enables interaction with partner organisations and the wider sustainability sector.

Resources

The Sustainability Team provide a range of resources for staff and students to use. Available resources include a large number of posters that provide advice, guidance and instructions on sustainability issues. The posters are also a tangible way that we communicate our brand and the issues we are tackling.

Yammer

Yammer, the social networking service used for private communications within an organisation, is a powerful tool to engage staff at the University of Cambridge. Engagement with Yammer is growing and it is proving popular with EECs, Green Impact teams and staff interested in biodiversity. It is ideal for reaching staff that aren't engaged on other channels and it is likely that

the Sustainability Team's use of Yammer will continue to expand. Yammer efficiently enables the sharing of information, ideas, imagery, events, comments, news, updates and contacts, all of which will help foster an engaged internal community.

Annual Environmental Sustainability Report

The Sustainability Team leads on the development of the Environmental Sustainability Vision, Policy and Strategy and the annual reporting against this Strategy. A small number of reports are printed but the majority are viewed online or disseminated by email. The Team are committed to tracking progress at the University and disseminating the results.

Pan-University channels

The UAS Bulletin

The UAS Bulletin is a monthly email round-up of news and activities from the Unified Administrative Service and central offices. There is an opportunity for content applicable to all staff to be

be included in the UAS Bulletin. This channel is part of the Sustainability Team's Communications and Engagement Strategy/Implementation Plan.

ourcambridge

ourcambridge is focused on the non-academic, professional services staff who make a critical contribution to the work of the University. There are three complementary elements to the programme: supporting staff, simplifying processes, and ways of working. There are opportunities to reach University staff on sustainability issues by working with the *ourcambridge* communications team. This channel is part of the Sustainability Team's Communications and Engagement Strategy/Implementation Plan.

University of Cambridge – Personal and Professional Development programme

There are opportunities to disseminate sustainability messages to staff through the Personal and Professional Development programme. This channel is part of the Sustainability Team's Communications and Engagement Strategy/Implementation Plan.

Building Managers network

The Carbon & Energy Team within the Sustainability Team oversee a network for managers of University buildings. The group meet occasionally for networking and knowledge-sharing, with a focus on providing updates on energy and environmental issues of relevance to their roles.

Metrics and measurables

Measuring the progress of our communications and engagement work is crucial. The following outlines some of the key ways we track our progress. Each activity within our internal Implementation Plan includes a key measurable as well as recommendations for improvement.

Website analytics

Google Analytics provides a comprehensive breakdown of web statistics generally and by content pages. We use Google Analytics to look at traffic flow, how the website is used, popularity of pages, device use and audiences.

Social media analytics (targeting via tags/handles)

Twitter, Instagram and Facebook: engagement can be measured through impressions (such as film views, click-throughs, profile clicks, likes, shares and new followers).

Events data

The number of promotional posts, alongside the number of targeted feeds and e-news recipients provide a measure on the level of promotion and how many people have been contacted, while the number of attendees, event hours, follow-up subscribers to e-news, and potentially handouts, provide metrics from the events. Tools such as Eventbrite can also be used to review event analytics.

Mailchimp data analytics

The number of recipients is a measure of reach. The number of e-news views/opens and click-throughs provides a measure of engagement and interactions.

Other measurables

The number of printed giveaways and other freebies, such as our branded water bottles, provide a measure of distribution.

Monthly communications and engagement debrief

In addition to quantifiable data and metrics there is a need for regular communications and engagement debriefs to review progress, highlight successes and share what's working and what's not. These sessions are important to share knowledge and experiences.

Communications and engagement activity

The activity included here outlines specific communications and engagement activity that could be led by the Sustainability Team during the 2020/21–2023/24 period. This activity is in addition to core activity mentioned above including, but not limited to, Green Impact and EEC support, regular website updates, e-marketing, social media content etc.

The below activities, along with the core communications and engagement activity, are contained within the supporting Communications and Engagement Implementation Plan. The Implementation Plan also maps the activity to a timeline. It is a live document to refresh and track progress internally. It encapsulates objectives, audiences, channels and metrics.

The below themes and activities are recommendations following the 2019/20 independent communications review.

Theme 1: Visual identity and brand

Proposed activity title: Refreshed identity.

Proposed activity description:

The creation of new and/or refreshed visual identifiers for the Sustainability Team, developed alongside the University-wide brand refresh. We will consider whether this process should focus on a brand specifically for the Sustainability Team or more generally, for sustainability at the University of Cambridge.

The refreshed identity will signal a new phase of communications activity and will be a hook to engage new audiences and remind existing audiences of the work and support available. It will also recognise how the tone of communications and/or awareness of the urgent need to act has changed in recent years.

The first step in this process has already been undertaken. Following the communications review, it was recommended that the team revisit the brand names of the Environment and Energy Section and the Cambridge Green Challenge. As of 1 November 2020, the Environment and Energy Section became the Sustainability Team.

Reviewing the Cambridge Green Challenge brand is still needed as, according to the communications review, “the Green Challenge is rarely referred to and does not clearly reflect the priorities of your audiences.” It has been recommended that the development of a refreshed identity is an ideal time for us to consider re-naming the overarching campaign name and we will look into this.

Objective:

- To work with the Office of Internal Affairs and Communications to develop recognised and consistent visual identifiers that are flexible and adaptable for the Team to use across a range of topics and priorities, and which capitalise on the University of Cambridge brand.

Target audiences:

- Staff
- Students

Timing:

- Aligned with University of Cambridge Office of External Affairs and Communications planned rebrand during 2021.

Measuring success:

- Reactions across channels.
- Feedback on clarity of messaging and visibility of the Sustainability Team.

Proposed activity title: Communications and engagement toolkit.

Proposed activity description:

Develop a communications and engagement toolkit in line with the above new visual identifiers. The toolkit will be used by the Sustainability Team and will include core communications elements – i.e. templates for reports, Powerpoint and social media, along with design assets and guidance for creating promotional materials – i.e. thematic flyers, posters and e-marketing. In addition, the toolkit will include messaging and social media guidance in line with the Communications and Engagement Strategy.

Objective:

- To help build the brand profile and visibility of the Sustainability Team and increase the consistency of the Sustainability Team's visual identity.
- To help establish the new focus for the Sustainability Team from 2021–22 onwards.

Target audiences:

- Staff
- Students

Timing:

- Aligned with University of Cambridge Office of External Affairs and Communications rebrand planned for 2021.
- Reviewed annually.

Measuring success:

- Feedback from internal team.
- Consistent use and application across communications channels.

Theme 2: Visibility

Proposed activity title: Launch of new campaign phase.

Proposed activity description:

A launch campaign to announce refreshed visual identifiers and the focus for the Sustainability Team in 2021–22+. This could involve a combination of email/digital marketing and ambient marketing. This will require scoping work and conversations with estates/building managers and other key stakeholders on the possibilities.

Objective:

- To increase awareness of the Sustainability Team and the University's sustainability commitments.
- To communicate the lead messages from the Sustainability Team.
- To reach and engage new audiences.

Target audiences:

- Staff – aim to reach new audiences.
- Students – aim to reach new audiences.

Timing:

- Launch 2021–22 to align with the University-wide brand refresh.

Measuring success:

- Comments/feedback/reactions and shares on social media.
 - New contacts made and sign-ups.
-

Proposed activity title: We are sustainability at the University of Cambridge.

Proposed activity description:

IA project to showcase the diversity of people – staff and students – who are actively

engaged with sustainability and the work of the Sustainability Team at the University. The aim here is to bring in a more human, personal tone to the communications and to exemplify the practical and positive steps people are making to deliver the University's sustainability vision.

The project will result in a series of photographs with supporting quotes that will tell a story about the great work that is already happening and being delivered. The content will be presented as 'posters' to be used on social media and as a gallery online, but also potentially as a physical exhibition. This project would result in a resource bank of photographic images portraying people working towards achieving our key sustainability work strands.

As part of this project, a similar photographic competition to that run during April 2020 as part of our virtual Spotlight on Biodiversity, could be used to engage a wider audience.

Objective:

- To increase the visibility of sustainability and the work of the Sustainability Team.
- To increase engagement by showcasing how people from all walks of University life can get involved.
- To put into action a shift in the tone of voice of the communications from the Team.
- To develop a 'people and sustainability' photographic image bank.

Target audiences:

- Staff
- Students
- University visitors

Timing:

- Potentially run as part of a Spotlight on Sustainability campaign during 2021–22.

Measuring success:

- Social – reach, engagement and interactions.
- Web – page views, shares.
- Exhibition – reactions, visitors.

Theme 3: Digital connectivity

Proposed activity title: Website enhancements.

Proposed activity description:

Modest enhancements to the website to improve user experience and to increase visual impact. This could include adjustments to the template to remove repeated navigation and to elevate the 'get involved' content. There is also a need to make the social media links more visible and to bring in line with the potential new visual identity for the Sustainability Team.

Objective:

- To refresh the website look and feel and to elevate content most relevant to new visitors (88% of our web traffic).
- To increase the impact of the 'get involved' and 'what you can do' content.
- To enable quick access to key facts and downloads as this is the content our audiences are looking for.

Target audiences:

- Almost 90% of audience are new to the website. We therefore know we need to make content relevant and appealing to new audiences.
- Staff
- Students

Timing:

- During 2020–21: Agree list of improvements and implement changes alongside the University brand refresh planned for 2021.

Measuring success:

- Google Analytics used to track the number of sessions per year by users accessing the website from the city of Cambridge.

Proposed activity title: Social media and e-marketing campaign.

Proposed activity description:

Targeted reach to key students and staff on social media platforms.

Objective:

- To create a list of all relevant social media handles and hashtags (on Twitter, Facebook, Instagram) that are key student and staff feeds. These handles and hashtags can then be used in organic posting on the Sustainability Team's social media, alongside being ideal for targeted social media campaigns for specific news, events and/or announcements. Popular posts could be boosted to increase engagement. Collating University mailing lists which the Sustainability Team can utilise would also be key.

Target audiences:

- Staff
- Students

Timing:

- Most effective to run targeted campaigns during the academic terms to ensure reach for students and staff.

Measuring success:

- The number of handles targeted on posts provides a measure of reach, while engagement can be measured through impressions including likes, shares and click-throughs (and views on films).

Theme 4: Engagement tools

Proposed activity title: 'What we've done. What's up next.' – film.

Proposed activity description:

An annual review film to showcase the results of the year. It will be used as a full version online and as a series of shorts for social media. The structure of the film will be in two parts – 'What we've done. What's up next.' This approach aims to highlight progress and identify the priorities for the coming year, particularly engaging with audiences who might not access the full report.

Objective:

- To communicate progress and highlight the challenges ahead using the Annual Report content.
- To reach new audiences and remind existing audiences about the work of the Sustainability Team.

Target audiences:

- Staff
- Students
- External partners in the city and the sector

Timing:

- End of reporting period, repeated once per year 2020/2021/2022.

Measuring success:

- Number of film views, duration viewed.
- Number of comments, shares of film.

Further recommendations from the external communications review:

- Recommendation for Greenlines to be distributed on Wednesday or Thursday and with a descriptive subject line to encourage staff and students to open.
- An additional option such as [AddThis](#) on web pages would provide audiences with a way to share content and a method to measure the number of shares.
- Targeted campaigns on social media platforms can provide enhanced engagement on specific posts. Creating and then targeting a social media list of influencers and preferred audiences (e.g. relevant student organisations, Colleges, plus other University of Cambridge departments) could help increase reach and engagement. This would also provide a measurable list of targeted feeds that extends beyond the organic audience of the feeds.

Reviewing the Communications and Engagement Strategy

The nominated lead to review the Strategy is: Environmental Engagement Coordinator.

The Strategy will be reviewed at least every three years. The Implementation Plan will be reviewed annually in advance of the new academic year.



<https://www.environment.admin.cam.ac.uk/>



sustainability@admin.cam.ac.uk



[@CambridgeSust](https://twitter.com/CambridgeSust)



[@CUsustainabilityteam](https://www.facebook.com/CUsustainabilityteam)



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