

LSE SUSTAINABILITY ENGAGEMENT STRATEGY

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Approved by: Tammy Armstrong, Head of Sustainability

1. Introduction

The LSE Sustainability Team conducts an extensive programme of communications and engagement around environmental and energy issues and has had a great deal of success in engaging students and staff over a number of years. This strategy summary outlines the overall strategic approach, creating a joined-up vision and ensuring that future sustainability and energy communications contribute to delivering specific objectives. The strategy helps support the delivery of the LSE Sustainability Strategic Plan and overarching LSE 2030 strategy.

2. LSE Sustainability Strategic Plan

As part of LSE's 2030 strategy, LSE released the [Sustainability Strategic Plan](#), in close partnership with our diverse community. It sets a comprehensive package of measures to integrate environmental sustainability across our operations, with six key areas of focus: Education, Research, Engagement and Leadership, Investment, Collaboration, and Our School (campus operations). The plan is a catalyst for sustainability action and accountability at LSE with the six strategic themes being mutually supportive of each other.

3. LSE's Sustainability Engagement Positioning

In supporting the key themes of the Sustainability Strategic Plan and overarching LSE 2030 strategy, we will play a leading role in shaping the global discussion of ideas on sustainability and the challenges it raises. We will engage with public, private and non-governmental organisation actors to promote understanding and informed decision-making about sustainability around the world.

Build a sustainable world

We will apply our research, knowledge, and skills from across the social sciences to promote action on sustainability and foster sustainable prosperity, well-being, poverty reduction and environmental justice around the world, engaging with national and international decision makers and all sections of society.

Lead by example

We will lead by example across the full range of our activities, consistent with our ambition of being the social science institution with the greatest global impact.

Collaborate at national and international level

We will continue to build and contribute to national and international networks and alliances to promote dialogue and action on sustainability.

This Sustainability Engagement Strategy will:

1. Articulate an overarching vision of sustainability at LSE
2. Ensure that LSE's sustainability and energy engagement is strategically focused to deliver specific objectives, enabling individual communications projects to contribute towards clearly defined aims in a joined-up way
3. Identify key target audiences
4. Identify methods to communicate objectives to target audiences
5. Outline approaches to measuring the impact of sustainability / energy communications.

4. Engagement stakeholders and objectives

4.1 Segmenting stakeholders by relationship with sustainability

1. Environmentally conscious people who actively try to reduce their environmental impact;
2. People who are aware that sustainability is an issue but are not sure what steps they should take to address it in their daily activities, or are not concerned enough to do so;
3. Those who are uninterested or sceptical.

4.2 Message objectives:

Inform – notify relevant parties of LSE's sustainability and energy commitments and progress in order to enhance LSE's reputation. In particular:

- a. The LSE Sustainability and Energy Policies and our ambitious targets, our response to the LSE 2030 strategy sustainability commitments, the LSE Sustainability Strategic Plan;
- b. The global context, and institutional / sector drivers behind this commitment;
- c. LSE has a range of projects and processes to improve its environmental footprint in our campus operations (estate management, procurement, etc), teaching and research and public impact (*What we do*):
 - i. These have yielded significant environmental / operational / community benefits;
 - ii. Benefits are quantified where possible;
 - iii. LSE has achieved external recognition, and is a sector leader in sustainability;

Take ownership - Encourage environmentally / energy responsible behaviours on campus in order to reduce energy consumption, waste, etc, whilst highlighting availability of 'green' campus facilities:

- a. Highlight to campus users that LSE's environmental performance is everyone's responsibility (*What you can do*);
- b. Each member of the LSE community plays their part through a number of key actions: switching off lights and appliances when not in use, disposing of waste correctly, promoting key sustainability agenda through their main function etc.;
- c. Highlight the availability of sustainable campus facilities – bike storage, water fountains, etc. – enhance campus experience with useful services, as well as improving environmental performance;

Get involved - Promote active student and staff participation in sustainability / energy projects – Green Impact, Sustainable Projects Fund, LSESU Societies and Biodiversity Clubs, Green Week, etc – in order to improve environmental impacts and enhance student / staff experience by providing high quality services.

Dialogue - Listen to stakeholders:

- a. Build rapport and buy-in through active two-way dialogue with stakeholders;
- b. Identify student and staff priorities;
- c. Identify opportunities for improvement by taking on board feedback;
- d. Learn about developments in sustainability, the HE sector etc. by networking with external colleagues, participating in sector debate (e.g. People and Planet League development, Environment Association for Universities and Colleges (EAUC)).

4.3 Engagement Methods

The following is a list of the communication channels used to deliver the above objectives.

Communication channel	Description	Objectives			
		Inform	Take ownership	Get involved	Dialogue
Annual Sustainability Report	Annual update on achievements.	X			
Awards	Sustainability Awards are applied for most years to gain external recognition for sustainability projects.	X		X	
Emails	Includes targeted messages (eg notices sent to residences), general one-to-one communication, etc.	X	X	X	X
Events and stalls	Various – includes Green Week/Fortnight, one-off waste events, etc.	X	X	X	X
External liaison	Membership of sector groups and committees; local business organisations (eg Northbank BID) conferences, networking, etc.	X			X
Facilities Guide	Guide to campus facilities published annually by Estates, directed primarily at new students.	X	X		

Formal decision-making input	Formal committee channels for students and staff to feed into decision-making.				X
Green Impact	Competition for staff to implement small actions and projects to green up their own offices, run by SOS-UK		X	X	X
Leaflets (printed or e-leaflets)	Distributed at events, workshops and other relevant situations.	X	X		
Meetings	EMWGs; meetings with colleagues on specific issues; senior mgmt. via committees; etc.	X	X		X
Newsletters	Occasional articles in Staff and Student News (weekly, whole-School); Green Flash (monthly, to selected audiences); Green Impact newsletters (monthly, Green Impact community).	X	X	X	
Public lectures	LSE regularly hosts Public Lectures, many of which relate to environmental and sustainability topics.			X	X
Reporting channels	EWGs and senior management via committees and papers.	X			X
Signage	Ensuring environmentally-related campus facilities are appropriately labelled/signposted – bins, water fountains, etc.		X		
Social media (Twitter, Instagram)	Twitter and Instagram contains a mix of Sustainability Team events, achievements, etc and wider sustainability news (for general interest)	X		X	X
LSE Student Hub	Posts on Sustainable LSE page specifically for LSE students only. Includes news, opportunities to get involved and achievements.	X		X	
SOS-UK #SustainableLSE Halls Campaign	Student engagement programme in halls of residences focusing on reducing energy, water consumption and waste. Run by SOS-UK	X	X	X	
Training	Includes sustainability section in all new staff induction training (Flying Start); LSE management and leadership training programme; sustainability e-module for all staff and students on Moodle		X		
Videos	Occasionally produced to highlight particular initiatives (eg the new bins) and for awards applications.	X			
Website	Contains info on LSE sustainability initiatives, opportunities to get involved, new & events and governance & reporting.	X	X	X	
Sustainability Team responses	Responding to enquiries, discussion, FOIs, etc.				X

4.4 Stakeholders/Target audiences

Engagement objectives 1 - 'Publicise' and 4 - 'Dialogue' relate to all stakeholders with an interest in LSE's activities and development. This includes:

- Students
- Staff
- Alumni
- Sector bodies, institutions and colleagues
- Local organisations, businesses, community groups and residents

Engagement objectives 2 - 'Take ownership', and 3 - 'Get involved', relate to LSE campus and halls users, in their capacity as contributors to LSE's environmental footprint. This includes:

- Students (undergrad, postgrad, summer school, those living in halls)
- Staff (academics, professional services staff, contractors)
- Visitors

We will engage people in the second category of our stakeholder segments (4.1.2), who may be encouraged to adopt habits that improve their environmental impact, given the right information or incentives. Those in the first category of our segmentation may already be undertaking initiatives (although we could stretch them to do more as they're already very engaged) and the third category are less likely to be persuaded in terms of sustainability endeavours.

4.5 Key communications and engagement tools, and internal teams involved with sustainability related messages

We have mapped all the key communications and engagement tools that relate to sustainability at LSE. This includes:

- Sustainability Strategic Plan
- Global Sustainable Growth Initiative
- Sustainability lectures/event series
- Sustainability internal communications (staff news, internal webpages, school messages etc.)
- Sustainability external communications (social media, press releases, etc.)
- External partner engagements

Each tool has been linked to a coordinating team, with whom responsibility ultimately lies. We have a thorough internal plan when it comes to who manages sustainability-focussed communications at LSE.

Depending on the scope, this falls under the responsibility of the Communications Division, Sustainability Team, Grantham Research Institute, PAGE and a variety of other responsible individuals, departments or divisions School-wide.

For example, messaging related to policies, sustainability engagement, and our Sustainability Strategic Plan is managed by the Sustainability Team. Conversely, any communications related to the work and contribution of GRI and TPI would be directed to the attention of the Grantham Research Institute. PAGE would oversee any communications relating to how partners, funders or donors can make a difference to LSE's Sustainability agenda.

Within this plan, internal teams understand which audience their owned sustainability messaging refers to. There is crossover between multiple teams that are involved with communications for the same audience and communication owners will work collaboratively in messaging and engagement as required. For example:

PAGE communicates with donors, external partners/networks and alumni; however, LSE Sustainability Team will also communicate with external partners and alumni where relevant.

5. Key performance indicators

- Awareness: Feedback from students in relation to sustainability provided by LSESU representatives at Sustainability Operations Group and Sustainability Leadership Board. Student satisfaction surveys undertaken across halls of residence include sustainability questions. Staff awareness and concerns discussed across various LSE working groups.
- Project participation:
 - Green Impact – metrics on impact of actions taken, and participation statistics (number of teams, team sizes, rate of drop-out and new entries, student auditors, qualitative team feedback sessions);
 - SOS UK Sustainable Halls campaign – number of student participants; energy and water savings and waste produced vs previous and baseline years;
 - SPF – number of entries, successful projects, completed projects and funds allocated;
 - Numbers of student/staff volunteering with the team or on other sustainability projects;
- Events:
 - Number of events held;
 - Attendance (including 'directly engaged' and 'bystander' audience members);
- Electronic media:
 - Social media interactions (nature and number);
 - Website and blog browsing statistics;
 - Newsletter 'open' and 'click-through' rate;
- Training attendance numbers and impact of training where possible;
- Engagement with departments and divisions: EWG reporting consistency, narrative feedback on service provision, 'Meet the Customer' feedback from Director of Estates;
- Narrative feedback on sustainability projects and environmental services.