



Sustainability Operations Action Plan - updated May 2023					Sustainability Strategic Plan theme 6: Our School - Reaching Net Zero Carbon and reducing our environmental impacts						
Aspect	Strategic Plan objectives	Targets	KPIs - Success measures	Actions	Main lead	Complete in	Timeline	Action status	Progress updates		
Carbon	Adopt a challenging carbon reduction pathway and reach net zero emissions across all of our activities as soon as possible and no later than 2050.	Net Zero 2030 Scope 1 & 2 50% absolute carbon reduction target by 2030 from 2018/19 baseline	tCO2e tCO2e reduction %	Develop a new Carbon Management Plan	Sustainability	May-21	Complete	2021/22	MT: Carbon Reduction published and available at https://info.lse.ac.uk/staff/division/estates-division/sustainable-housing/documents/what-we-do/carbon-the-carbon-reduction-strategy-net-zero-2030.pdf		
				Consider CMP recommendations and next steps	Estates Senior Mngt Team	May-21	Complete	2020/21	ST: SMT agreed next steps including forming a Campus electrification group		
				Update Capital plan based on outcomes of CMP	Capital Development	May-21	Complete	2020/21	ST: Costs implications of CMP recommendations have been factored in Capital plan.		
				Create a Campus Electrification Group	Capital Development	Aug-21	Complete	2021/22	MT: Group created and first met in August 2021. Terms of reference agreed and meeting monthly for time being		
				Conduct a technical feasibility study of buildings electrification	Capital Development		Ongoing	Ongoing	2022/23	ST: Final phase of NAB. Lessons learnt to be drawn together to inform OLD and future works. Standard specification to be updated to capture new requirements. LTM being reviewed with finance (lived at same value for 10 years). Feasibilities considered as required. MT: NAB construction underway and OLD due to start in April 23. Campus-wide study still on hold.	
									2021/22	LT: NAB and OLD feasibility study under way. Campus wide study has been on hold due to	
				Scoping opportunities for district heating networks	Capital Development + Sustainability		Ongoing	Ongoing	2022/23	ST: as per MT update MT: Involvement with district heating scheme ongoing, data has been shared with Westminster. For Islington, a CAPEX project manager is needed. 2021/22	LT: ST: Discussion on-going with regards a Westminster District heating scheme in development. Discussions on-going to connect Rosebery hall to Camden district heating network. 23/05/21 EL Note: Design development funding has been approved for Myddelton and Butlers Wharf Halls. Electrification and for Myddelton Camden district heating network will form part of the design options.
				Carbon Reduction Manager to develop a concise Carbon Management Strategic Plan which meets the criteria of People & Planet	Sustainability	Sep-22	Complete	2022/23	MT: Carbon Management Plan taken to SustOps meeting		
				Embed carbon targets in new Estates Strategy	Estates Senior Mngt Team	MT-22	At risk	2021/22	ST: Document completed and available online for 2021/22. LT: Carbon Reduction Manager drafting up Carbon Management Strategic Plan.		
									2022/23	ST: Delayed pending outcome of School decision on the future of teaching	
	Implications for Long Term Maintenance plan	Capital Development	Jul-21	Planned	2022/23	MT: Drafts plans for LT 22					
						2022/23	ST: Meeting has taken place; outcomes to be published this summer to feed into Capital plan over next 10 years				
	Implications for Planned Preventive Maintenance	Maintenance	TBC	Ongoing	2020/21	LT: Cap Dev to provide update on condition survey / share report if conducted ST: 5 year update to condition survey of campus and MEP due by Nov 21. Work required to					
	Integrate carbon considerations in Future Ways of working business case (space implications)	Space Management	Apr-21	Complete	2020/21	ST: DO - 12/05/2023 - BMS system has been upgraded to Niagara N4 via funding from LTM to control our systems to achieve the most economical output. Regular meetings with PPM contractor are held where any irregular operations of plant are recorded and fed back to the Cap Dev team to be addressed under the LTM upgrade with list of future projects solutions.					
	Sustainability updates to Standard Specifications	Capital Development	May-21	Complete	2020/21	LT: On hold waiting for electrification feasibility study MT: On hold waiting for electrification feasibility study					
Energy	Become a carbon-neutral university from 2024/25 for our measured emissions	Net Zero 2050 Scope 3	External verification	Procurement Plan for supplier emissions	Procurement	TBC	Ongoing	2020/21	LT: PPM contractor procurement in discussions - 12/05/23 This has been concluded and awarded to Wates on a 5 + 1 contract. Currently in year 2. BMS updates completed, however controllers showing faults and being replaced to resolve issues		
				Explore ways to assess Working From Home emissions	Sustainability	Oct-21	Complete	2021/22	ST: For tenders and where considered high risk for this aspect, we should consider requesting a plan for improvement or minimising. Support is required from Sustainability to define what should be included in the tender question, how it should be scored, provide leadership to evaluate at the tender evaluation time and how this should be managed in the contract during the full contract period.		
				Appoint a carbon offset supplier and purchase carbon credits by end 2020/21	Sustainability	Jul-21	Complete	2020/21	LT: Student placement took place in summer, conducted research and produced report. Recommendations for consideration. ST: Advertised as a student volunteer opportunity to support preliminary research		
				Obtain PAS2060 certification for achieving carbon neutrality for 2021/22	Sustainability	Nov-21	Complete	2021/22	MT: Specifications produced LT: Supplier appointed with support from Procurement team ST: Partner appointed and carbon credits purchased		
									2021/22	LT: PAS 2060 verification obtained. Paper coming to SustOps on options for next steps.	
		WWh/m2		Energy surveillance meetings to identify opportunities	Maintenance + Sustainability	Ongoing	Ongoing	2022/23	ST: DO 12/05/23 - Monthly BMS meetings are held with contractors and Estates Maintenance. We hold monthly energy meetings which are minuted and reported on between Energy management and Estates Maintenance. A monthly meeting between CapDev, PPM and Maintenance is held to discuss ongoing moves and projects. LT: Meetings taking place regularly. ISO audit findings dealt with and documented. MT: Meetings taking place on regular basis and documented. Recently, these have focussed on reviewing set points.		
									2021/22	LT: Meetings taking place on regular basis and documented MT: Meetings taking place on regular basis and documented ST: Meetings taking place on a regular basis and documented improvements	
	100%				% electricity from renewables	Secure 100% renewable electricity supply	Sustainability	Annual (Oct)	Ongoing	2021/22	ST: Use electricity for 2022/23 is 100% from renewable sources - energy policy to be updated to clarify the requirement for "renewables" as opposed to "green" only LT: Annual as part of energy supply contract. Tariffs updated October 22 MT: 100% renewable electricity supply, with the exception of BSU due to the incumbent supplier. This has now been moved onto our main contract.
	100%				% electricity from renewables	Explore the benefits and feasibility of entering into a Power Purchase Agreement.	Sustainability	Oct-23	Ongoing	2022/23	ST: MT statement remains valid MT: We are still exploring the feasibility of entering into a PPA. LT: Due to current energy market conditions, not suitable time for PPA. MT: Initial information gathered from suppliers. Next step - building a business case. ST: Project on hold due to current market conditions but information requested from suppliers (LASER and TEC)
					WWh/m2	Maintain ISO 50001 Energy Management System certification (annual audits towards end Aug)	Sustainability	Annual (July)	Ongoing	2021/22	ST: Priority - review and update of entire EMS/enMS required ahead of audit in July. Looking to schedule in meetings with key stakeholders as required (under discussion with auditor). Significant of policies and annual management review required at S18. MT: Recertification audits taking place in July 23
Water	Reduce our water consumption on campus and in halls	0.3-0.5m3/m2 expected for new build	m3 water	Change water supplier to address performance issues	Sustainability	Mar-22	Complete	2021/22	ST: Use electricity for 2022/23 is 100% from renewable sources - energy policy to be updated to clarify the requirement for "renewables" as opposed to "green" only LT: Annual as part of energy supply contract. Tariffs updated October 22 MT: 100% renewable electricity supply, with the exception of BSU due to the incumbent supplier. This has now been moved onto our main contract.		
				Install Automatic Meter Readings (AMRs) to key sites	Sustainability	Jul-23	Ongoing	2021/22	ST: MT statement remains valid MT: We are still exploring the feasibility of entering into a PPA. LT: Due to current energy market conditions, not suitable time for PPA. MT: Initial information gathered from suppliers. Next step - building a business case. ST: Project on hold due to current market conditions but information requested from suppliers (LASER and TEC)		
				Develop water efficiency plan working with new supplier.	Sustainability	Jul-23	On track	2021/22	ST: Priority - review and update of entire EMS/enMS required ahead of audit in July. Looking to schedule in meetings with key stakeholders as required (under discussion with auditor). Significant of policies and annual management review required at S18. MT: Recertification audits taking place in July 23		
									2021/22	ST: Audit passed in Aug 22 LT: Certified September 2021. Next audit due August 2022.	
Built Environment	Adopt the highest environmental standards in our construction and refurbishment projects	Adopt the highest environmental standards in our construction and refurbishment projects	Various	Sustainability credentials for Marshall Building (44LUF)	Capital Development	Jan-22	Complete	2021/22	ST: Sustainability developed a key features document for Marshall, which has been published on website. MT: BREAM Excellent secured for Design phase. BREEAM is preparing a comms package to summarise the sustainability features of the building.		
				Commission any new construction projects for our campus & residences to be net zero carbon	Capital Development	2026	On track	2021/22	ST: David Chipperfield Architects with FelixMartin Architects won design competition. LT: Sustainability support Cap Dev and Procurement in appointing a sustainability consultant for BSU/LF. Also met with design consultants. MT: BSU/LF Outline Sustainability requirements developed. Design brief sustainability consultants specifications produced. Case for Net Zero Carbon in construction and associated costs provided.		
									2020/21	MT: COVID delayed this project ST: Simplified sustainability wishlist produced and principles agreed with Cap Dev	
				55kWh/m2 energy demand	Feasibility study Towers - Deep energy retrofit	Capital Development	TBC	At risk	2022/23	ST: Programme been delayed due to funding challenges. Will continue to be highlighted with SMT. Put forward for donor funding.	
				WELL standard principles	Wellbeing standard in Capital projects	Capital Development	Ongoing	Ongoing	2020/21	ST: Gogger Alley signage in place, one waste clearance has taken place, waiting to book more in. PPL - next waste area to be improved. LT: Gogger Alley upgrade near completion (waste clearance, new signage). Internal process for mixed collections established.	
Waste & Resources	Reduce waste and adopt circular economy principles of resource management			Maximise onsite renewables	Capital Development	Ongoing	Ongoing	2020/21	ST: Gogger Alley signage in place, one waste clearance has taken place, waiting to book more in. PPL - next waste area to be improved. LT: Gogger Alley upgrade near completion (waste clearance, new signage). Internal process for mixed collections established.		
				Upgrade of waste areas starting with Gogger Alley (signage, bin provision, clear bulky items)	Sustainability	Jul-23	On track	2021/22	ST: Waste contract with Bywaters to be extended, as have extended waste tender. Signage for waste areas being looked at as being provided by the new waste management company as part of the contract. LT: Signage added to CBG area. Prioritised due to waste not being segregated properly. MT: PPL yet to be started. Ongoing work with Estates teams to stop items being left in GA		
				Review provision of waste equipments (balers and compactors)	Sustainability	Feb-22	Complete	2021/22	ST: M&S sized cardboard baler in place, team on the ground reporting positive feedback (reduced labour involved, ease of use). LT: mill-size cardboard baler selected and to be delivered Feb 22		

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		60% recycling rate 1,300 tonnes pa	% tonnes recycled Tonnes of waste	Update waste manual and associated documentation	Sustainability	Jul-23	On track	2022/23 ST: As below, this needs revisiting in terms of dissemination plan if we still wish to roll out materials on waste segregation to cleaning staff. MT: SCEO developed further materials, yet to be rolled out 2021/22 ST: Developing materials for FM teams to communicate waste segregation. LT: waste manual reviewed.	
				Update signage for internal bins on campus	Sustainability	Apr-22	Ongoing	2022/23 ST: PAN now completed so all student facing areas are complete. Some office bins have also been updated following feedback from staff e.g. LSE Careers and SSC. LT: FAW has since been updated and PAN will be completed this term. MT: Rollout not finished before students left in ST. PEL has since been done, but PAN and FAW signage yet to be changed, all other student facing areas complete 2021/22 ST: updated internal bin signage roll out across campus almost complete LT: New signage developed and being rolled-out by volunteer students	
				Embed new waste management contract following tender exercise. Review current waste streams at all sites e.g. introducing food waste collections at the Sportground.	Sustainability	Jul-24	Planned		
				Define a process for furniture reuse as part of moves and clearances and suppliers used.	Space Mngt + Sustainability	Jun-23	Ongoing	2022/23 MT: Contract extended for a year due to delays with tender. Sustainability questions asked to the current supplier and they have been trialled for two projects, waiting to be able to evaluate. Contract rates have been benchmarked 2021/22 ST: delay to removal contract tender, sustainability questions integrated but the tender document has not been released yet. LT: New suppliers have been tried and tested. 13 tonnes of furniture diverted from waste for reuse as part of office moves. Sustainability will be a key part of upcoming removal contract tender.	
Travel	Reduce emissions associated with commuting and business travel	Carbon neutral business travel from 2020/21	% tCO2e mitigated	Implement internal carbon offsets scheme for air and rail travel booked through central supplier (Diversity)	Sustainability	Aug-20	Complete	2020/21 LT: Complete ST: Internal recharge system running smoothly	
				Establish a business travel baseline. Assess the volume of travel emissions from Travel Expenses claims.	Sustainability	Mar-21	Complete	2020/21 ST: Travel supplier baseline known. Travel expenses part now calculated with support from	
	Reduce volumes of business travel		% tCO2e	Produce a communications package to engage departments on reducing business travel	Sustainability	Jul-23	On track	2022/23 ST: P&P is requiring a travel policy to be in place (5%); Best Practice. University of Edinburgh and Manchester have policy in place. University of Greenwich will have one shortly. LT: Travel guide developed to help departments offset their travel if booked through expenses. Plan to disseminate the guide to be discussed, following feedback from GRI. MT: Sustainability team met with H&E to discuss consolidation of travel information. We are analysing data and engaging with departments (Economics, PhD Academy, GRI) to reduce their business travel. 2021/22 LT: Business travel dashboard developed. Exploring how to communicate it to Dpts MT: Developed Digital Smart campaigns. Next steps: develop simple departmental business travel dashboard, launch new Business travel webpage hosted by Finance, further comms as part of Digital Smart campaign.	
								2022/23 ST: Quote now over £8k limit, seeking alternative quotes consultants to progress via Finance. Meeting to be arranged by Cap Dev with ARUP and planning consultants for 35 LP MT: Awaiting response from Cap Dev. The funding agreed was rolled to Marshall, so funding options currently being reviewed 23/05/17 EL Note: funding was agreed in March 2023.	
	Reduce impact of travel to campus			Produce a new Travel Plan (staff & students commuting to campus)	Sustainability + Cap Dev	Jul-23	Ongoing	2021/22 MT: Agreed to go ahead with Capital Development 2020/21 LT: On-going discussion with Sutran and Northbank bid - costed proposal due ST: Costed proposal obtained. Agreed conduct work in 2021/22 as current year will not provide useful data on commuting patterns	
								2022/23 ST: EL Note 23/05/23: MAR 214 bike parking spaces provided circa 200 in secure covered location. Dedicated shower and locker facilities also provided. LT: cycle audit took place of cycle spaces on campus. Students seem to prefer easy access, sheltered stands and staff seem to prefer secure parking areas. Spaces available at all places during the audit. Feedback received from LSE BU's - number of spaces not seen as an issue. MT: Cycle spaces now at 99%. Currently, no further plans or budget to provide remaining spaces to meet target.	
Catering	Deliver a sustainable catering service which promotes low-carbon food choices	60% dishes sold on campus plant based	% sales plant based dishes	Actively communicate the carbon impact of different food types in our catering outlets and promote plant-based alternatives.	Catering	Sep-21	Complete	2021/22 ST: Target of 60% stands once past COVID period agreed LT: Carbon impact labelling has been rolled out across catering outlets. MT: Pilot in halls successful. Scheme being expanded to catering outlets. 2020/21 ST: Carbon labelling agreed by Catering Sustainability group and pilot under way in catered halls of residence	
								2022/23 ST: Catering EMWG meeting termly, progressing Action Plan targets and exploring new options with Academic input from PBS department to 'budget' behaviour change. MT: Catering EMWG ongoing successfully, with new action plan in use.	
		Achieve plant targets	Various	Deliver Catering action plan, tracked at the Catering Environmental Working Group	Catering	Ongoing	Ongoing	2021/22 ST: Catering group continuing to meet termly with great student and staff collaboration LT: Catering group is meeting termly, with great students input and participation 2020/21 LT: On-going work and updates at Residences & Catering EMWG. Agreed for a new Catering Sustainability group to form - First meeting due 17 ST: Catering Sustainability group has formed/meet - meeting termly.	
								2022/23 ST: WCC chased and confirmed Traffic Surveys in June 2023 - 6mths post completion for 'bidding in' period. Air Quality surveys will overlap Traffic Surveys for Min 3 months period - WCC to confirm contractor dates Summer 2023 LT: Air quality and traffic survey by Westminster City Council due Spring 2023. KCL academics analysing raw data. MT: Construction of the Strand/Aldwych project has now been completed.	
Pollution & Air quality	Engage with partners to minimise pollution and improve air quality			Input on air quality and sustainability aspects of Strand/Aldwych project with Westminster City Council	Sustainability	Ongoing	Ongoing	2023/24 ST: Sustainability continuing to engage stakeholders and input to scheme ongoing. In build phase currently LT: Sustainability continues to input in scheme	
				Install additional air quality monitoring stations on campus.	Sustainability	Jul-21	Complete	2021/22 LT: KCL feeding data into Westminster City Council/Northbank BID Aldwych Project MT: 3 stations installed in collaboration with King's College / Westminster City Council	
				Review Air Quality Statement and webpage	Sustainability	Apr-22	Complete	2021/22 ST: Air quality webpage fully and extensively revised and improved and now live LT: Research project conducted and report produced. Webpage content being reviewed. MT: Research project conducted by volunteer student. Range ideas/options identified for next steps.	
								2020/21 ST: Support with Air quality statement and action plan advertised as a volunteer student opportunity for summer	
Biodiversity	Enhance biodiversity on the LSE estate by protecting and connecting habitats							2022/23 ST: Re-certified for bronze for 2023. Accreditation under review going forwards given demand on time (and lack of hedgehogs) and cost now attributed to the programme of close to £4,000. Opportunity for it to become a student society to be explored, without it being part of HFC (compulsory actions). MT: Decided to only aim for bronze given no recorded hedgehogs on campus. Student engagement with some actions were positive. Submitted evidence in December 2022. 2021/22 ST: Reviewing the requirements for 2023-25 and planning to aim for Silver this year. LT: Bronze accreditation achieved. Valid for one year. MT: On track for Bronze. Auditing taking place in Feb 22. Working with Volunteering Centre to bring student involvement.	
		Achieve Hedgerow Friendly Campus Bronze in 2021/22	Certification	Take part in University Hedgerow Friendly scheme (Sportsground) and progress actions	Sustainability	Dec-22	Ongoing	2020/21 LT: On hold due to COVID ST: Hedgerow action group formed	
				Improve biodiversity on campus	Pedestrianisation of Portsmouth Street	Capital Development	Apr-22	Complete	2021/22 ST: Pedestrianisation now completed improving public realm LT: Project in progress, new trees planting part of the scheme - creating biodiversity corridor MT: Project progressing as planned
									2022/23 MT: An additional 9 printers have been decommissioned in September 22. Another message to be sent out to the departments early 2023 asking to voluntarily identify devices which could be removed 2023/24 MT: 8 printers have been decommissioned in September 21 as a result of the email sent in Mar 20 2020/21 ST: Message to departments Mar 20 asking to voluntarily identify devices which could be removed on a voluntary basis (with clear rationale outlined) 10 out of 140 identified.
Data & Technology	Embed sustainability principles technology infrastructure and services strategy in order to support the School's carbon reduction targets and wider environmental objectives.			Baseline LSE printing volumes and set reduction target	Sustainability	Jul-21	Complete	2020/21 ST: Sustainability organised meeting with supplier in Dec20 - no progress made since	
				Remove excess/unused MFDs	Reprographics	Ongoing	Ongoing	2022/23 ST: Sustainability Analyst working on print data to find an effective way to share this information on our website MT: Sustainability Analyst now appointed, so this action will be revisited. 2023/24 Issues found with being able to share the dashboard - yet to be resolved 2020/21 ST: Team working on a Tableau data visualisation dashboard	
		DIGITAL SMART - Promote digital first and reduce printing	Millions of pages printed	Make a departmental print volumes table available on our website to encourage local action.	Sustainability	Jul-23	Planned	2023/24 MT: Review concluded there was a clear case to stop free student printings for the small number of departments who gave them, on sustainability and equity grounds. Change implemented with effect Sept 21. 2020/21 ST: Student Printing Task & Finish Working Group has produced a findings and recommendations report which will be presented at Student Experience Sub Committee 8 June.	
				Review 'free' student printing credits system and provision of printed course packs	Sustainability	Sep-21	Complete	2022/23 ST: Same as below. Plan to explore a campaign using data on printing levels as part of Green Impact 23-24 to nudge reductions. MT: Digital Smart principles still regularly communicated, for example through Green Impact, presentations, Flying Start and social media. 2021/22 ST: Ongoing comms work on ad hoc basis around embedding Digital Smart principles. Digital Smart embedded in Green Impact workbook 22/23. LT: Comms campaign continuing. In talks with F&S team to embed in comms plan. MT: New webpage launched. Comms campaign planned and being started. Digital Smart embedded in Blended working training materials. 2020/21 LT: Telephony replacement underway, aiming to finish in June. Stats will be gathered and reported	
				Deliver a Digital Smart communications campaign as part of Return to Campus	Sustainability	Ongoing	Ongoing		
				Digitalise hardware solutions (e.g. replace desktop phones with virtual computer-based telephony solutions)	Data & Technology Services	Jul-22	Complete		

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Aspect	Strategic Plan objectives	Targets	KPIs - Success measures	Actions	Main lead	Completion Timeline	Action status	Progress updates		
		Reduce electronic waste	Tonnes of e-waste	•Replacement campaign reducing the replacement cycle of e-devices	Data & Technology Services	Jul-22	Complete	2021/22 MT: Topic being communicated as part of Digital Mstrat, under Think before you buy theme. 2020/21 ST: Issue identified as a risk as part of Digital Smart initiative		
		Improve energy/sustainability specification of hardware / software	No of contracts with environmental criteria / year	•Write to existing contracts with the request for sustainability plans, even long term. •Set the default minimum energy efficiency/ sustainability criteria to include in DTS specifications •Sustainability as a scoring criterion for tenders •Engage with all business led technology teams and key departments to understand the issues.	Data & Technology Services	Dec-22	Planned	2020/21 LT: Business Led Technology Teams have now been brought together as a forum and the management board for Data, Technology and Digital has a report on sustainability achievement as a standing item on the agenda.		
		Reduce overall carbon footprint of DTS	Tonnes CO2e covered	•Understand the carbon cost of data, introduce data management practices. •Better understand the carbon footprint of our current servers and gains of Migration to the Cloud (Quantify emissions from cloud services) •Cloud solutions to require suppliers to use electricity from renewable source.	Data & Technology Services	Dec-25	Planned	2020/21 The Framework for Technology and catching up on Technology Debt has a target to be 100% cloud by 2024 for file and data storage. A blocker is the financial cost and some adoption issues where there is a preference for local storage. This is being looked at.		
				•File management practices to reduce the amount of stored data where we don't need to •Improving collaboration online (ACE) reducing the number of reasons to travel by increasing confidence and interaction. •Improving data practices e.g. sharing files rather than copying.	Data & Technology Services	Jul-22	Planned	2021/22 Business case for moving file management to the cloud and improving governance of file data currently being reviewed. Target date will be revised once we have an approved business case.		
Procurement	Influence our suppliers to become more sustainable and work with them to reduce carbon emissions in our supply chain.	Achieve net zero scope 3 emissions by 2050						2022/23 ST: Procurement and business travel identified as carbon hotspots. Discussions started with systems team in finance to improve expensed travel form and sustainable travel guide developed. New 53% of business travel was booked through expenses in 21/22. TMC tender is nearly ready to be awarded. 5 categories within procurement identified as carbon hotspots and continuing to improve commodity codes on new finance to improve data quality. MT: Initial discussion with procurement took place in August 2022. To identify carbon hotspots, Sustainability Analyst to continue the agreed actions in LT 2023. 2020/21 LT: Scope 3 emission from supply chain Higher Education Supply Chain Emissions tool obtained. Progress made on improving use of commodity codes to improve quality of data. ST: Project needed to analyse the HESCT report and understand key sources of emissions. No resources available on sustainability team currently to progress.		
				Identify carbon hotspots in LSE supply chain using the HESCT tool and related suppliers.	Sustainability	Jul-23	On track	2022/23 ST: DW: Review the Net Positive supplier engagement tool responses and contents on the carbon aspects against LSE highest spending suppliers. May 2023 DW: Net Positive has been developed and can provide additional information regarding this aspect. 2020/21 ST • Exploring Net Positive supplier engagement tool (target audience SMEs) Message shared March 21 with all suppliers in letter from Director of Procurement: As you plan for a post-COVID world, I would urge you to consider how you will play your part addressing the climate crisis [...] Practical steps include addressing your key environmental impacts, and measuring and reducing your carbon emissions. Sustainability considerations will be an increasingly important aspect of our relationship with suppliers.		
				Engage with large spend suppliers to increase their awareness of LSE carbon targets and future plans to decarbonise the supply chain	Procurement	Ongoing	Ongoing	2022/23 ST: DW: For tenders and where considered high risk for this aspect, we should consider requesting a plan for improvement or minimising. Support is required from Sustainability to define what should be included in the tender questions, how it should be scored, provide leadership to evaluate at the tender evaluation time and how this should be managed in the contract during the full period. 2020/21 ST: Sustainability team has been engaged to embed sustainability criteria in following tenders: Office and cleaning supplies, hall's laundry services, furniture provision, Preventive and Planned Maintenance services, printers extension.		
				Set mechanisms and engage internal buyers to specify high sustainability standards in the goods and services we procure. Using a risk-based approach, sustainability will be part of our award criteria in our selection of suppliers – from banking services to stationary.	Procurement	Sep-21	Complete	A Procurement Initiation Document is now required for every expenditure over the tendering threshold which requires sustainability and other risks to be acknowledged. Sustainability risks are signposted by including a risk assessment form as an Annex to the PISD. 2022/23 DW: Each major procurement category should have a category plan which will help assess the risk factors existing, and possible solutions to for reducing or mitigating those risks.		
Compliance	Comply with all legal and other compliance requirements			Embed sustainability in the procurement policy and processes implement new responsible procurement policy Review how sustainability is embedded in existing procurement processes	Procurement	Dec-23	On track	2022/23 ST: DW: LSE have agreed a supplier code of practice, and the impact of this document must be included in the responsible procurement policy being drafted, the target date needs to be adjusted, maybe to June 2023. The responsible procurement policy is written but being embedded within the main policy document which is being worked on to be completed by December 2023.		
		100% compliance	ISO 14001 / 50001 certification	Conduct compliance checks and maintain compliance register.	Sustainability	Ongoing	Ongoing	2022/23 ST: documentation from WATES received (March 2023). MT: EM completed compliance checks, but awaiting documentation from WATES to be able to close-off. This has been escalated to senior management. We do not have members of a legal subscription service to help maintain our compliance register. 2021/22 ST: Preparing to complete compliance checks this term LT: Compliance checks conducted as planned. Compliance register under ongoing review. MT: Delays in the completion of compliance checklist which are being addressed		
		Deliver continuous improvement (ISO 14001)	ISO 14001 / 50001 certification	Update and streamline the combined Environmental and Energy Management System	Sustainability	Sep-22	Complete	2021/22 ST: New E/EnMS Manual created. New internal audit template created. LT: Procedures updated. New internal audits schedule and checklist. New software system in place. 2022/23 ST: Priority - review and update of entire EMS/EnMS required ahead of audit 24th-27th July. Looking to schedule in meetings with key stakeholders as required under discussion with auditor. Sign-off of policies and annual management review required at 5th. MT: Recertification audits taking place in July 23 2021/22 ST: Audit passed (Aug 22)		
			ISO 14001 certification	Maintain ISO 14001 Environmental Management System certification (annual audits in Aug)	Sustainability	Ongoing	Ongoing			
Collaboration	Make information and data on our environmental work and performance openly available.			Create a new webpage for the strategy and increase crossover links with other areas of the website to improve access to information.	Sustainability	Oct-20	Complete			
				Improve consistency and coordination of sustainability communications across Comms / Sustainability / PAGE / GRI	Sustainability	Sep-20	Complete	2020/21 LT: Comms / Sustainability / PAGE / GRI developed a joint Sustainability Comms framework		
	Raise awareness of sustainability to all staff, students and contractors			Produce engaging environmental KPIs dashboard for departments/divisions	Sustainability	Jan-22	Complete	2020/21 ST: Tableau licence purchased, training in progress and work started on dashboards 2021/23 ST: Flying Start is back in person for the first time in 2 years, the presentation has been amended accordingly to allow for interaction in person. Structure of the presentation and content to be evaluated following feedback. Green Impact information will be delivered by a recorded video to be set on the new starter webpage (to be made in summer). 1 page flyer emailed out to all new starters after session with further information about sustainability at LSE. New starter guide has been reviewed and updated. MT: Flying Start actions ongoing twice a term, engaging many new staff members with the sustainability agenda.		
		All new starters		Deliver awareness through Flying Start and New starter guide	Human Resources + Sustainability	Ongoing	Ongoing	2022/23 ST: Limited completion of Sustainability Impact Tool. wording and communication of requirement to be re-evaluated MT: Trial starting with the Tool being added to the SMC cover sheet 2021/22 ST: Bug identified with completion. Resolved, however completion rates for 21/22 may not be accurate as a result of the bug. LT: Updated e-module successfully launched with School wide message delivered. MT: New e-module developed. Plans to integrate in School wide message on LSE becoming Carbon Neutral end Oct.		
	Offer opportunities for staff and students to get further involved.			Develop a Sustainability Impact Assessment tool and embed in LSE's key committees	Sustainability	Dec-22	On track			
				Launch a fully revised version of the Sustainability e-module and take steps so it reach a much wider audience	Sustainability	Nov-21	Complete			
				Research staff or residence sustainability engagement	Sustainability	Sep-21	Complete			
			No. of participants No. of team projects	Deliver Green Impact as our departmental sustainability engagement programme.	Sustainability	Ongoing	Ongoing	2022/23 ST: Green Impact running smoothly, with 24 teams. Deadline for workbooks upcoming on 2 May 2023. Auditing taking place 17 Nov, with results out at the start of June 23. MT: Green Impact launched, with 23 engaged teams (up from 19 last year). Launch event took place. 7 platinum project proposals received. 2021/22 ST: New Green Impact workbook formulated for 2022/23, with focus on PWDG and Digital Smart, and taking onboard feedback from last year's cohort. LT: Green Impact programme ongoing. MT: Green Impact workbook fully updated and ready for 2021/22 launch. 2020/21 ST: Green Impact student led audits completed and results to be announced at Celebration of Sustainability 28 May		
				Offer grant funding and support for student and staff led sustainability initiatives through the Sustainable Projects Fund	LESU	Ongoing	Ongoing	2022/23 ST: Student and staff pitched for funding at a panel event in February, with 5 approved (1 pending development) sustainability projects equalling almost £8,000. MT: New presidents met and engaging. Sustainability advising and guiding for the annual 'pitch event' for the fund awards in LT 2023. Monthly meetings in diaries. 2021/22 ST: Monthly sustainability meetings on-going and supporting SPF co-presidents. MT: New Sustainable Future Society co-presidents in place and new constitution. Monthly meetings with sustainability team. 2020/21 ST: £12,152 funds granted for 2020/21 across 7 projects. New small bids up to £1500 funding route has proven popular.		
				Increase collaboration with the LESU and societies	LESU + Sustainability	Ongoing	Ongoing	2021/22 ST: Environment and Ethics Officer effectively stepped down from her role in February 2023. Green Week became Green fortnight due to strike activity in the first week, but a suite of events and communications took place despite lack of support from an EEO. Plans for EEO to bring together societies with the Sport team therefore not progressed, with hopes for a new PTO in role in the coming months ahead of 22-24. MT: Environment and Ethics Officer has started in Nov 22. They will be heavily involved with organising Green Week and bringing the environmental societies together for enhanced collaboration. SCIO establishing links with SU commu teams. Ongoing engagement with SPF on SPF and other updates. 2021/22 ST: Discussions and ideas around Green Week have been shared, however until an LESU Environment and Ethics Officer is recruited (currently vacant), planning cannot take place as the week sits with the LESU rather than the Sustainability Team alone.		

Complete	30
Ongoing	28
On track	8
Delayed	0
Planned	6
On hold	1
Total	73