



Sustainability Operations Action Plan - updated May 2022

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	Target / delivery date	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 pa	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/divisions/estates-division/sustainable-lse/assets/documents/what-we-do/carbon/lse-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	Campus Electrification Group	Ongoing	Ongoing	2021/22 LT: NAB and OLD feasibility study under way. Campus wide study has been on hold due to resources pressures in their Cap Dev team.	
				Scoping opportunities for district heating networks	Sustainability	Ongoing	Ongoing	2021/22 LT: Discussion on-going with regards a Westminster District heating scheme in development. Discussions on-going to connect Rosebery hall to Camden district heating network.	
				Carbon Reduction Manager to develop a concise Carbon Management Strategic Plan which meets the criteria of People & Planet to be brought to May 22 SustOps meeting.	Sustainability	Apr-22	Ongoing	2021/22 LT: Carbon Reduction Manager drafting up Carbon Management Strategic Plan.	
				Embed carbon targets in new Estates Strategy	Estates Senior Mngt Team	LT 22	Planned	2021/22 MT: DoEstates plans for LT 22	
				Implications for Long Term Maintenance plan	Capital Development	Jul-21	Planned	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 ensure sustainability requirements embedded (eg steer on electrification of campus).	
				Implications for Planned Preventive Maintenance	Maintenance	TBC	On hold	2021/22 LT: On hold waiting for electrification feasibility study MT: On hold waiting for electrification feasibility study	
				Integrate carbon considerations in Future Ways of working business case (space implications)	Space Management	Apr-21	Complete	2020/21 LT: Nancy will be organising workshops for Future Ways of working project. Workshops in first week of February to understand school needs ST: Sustainability was represented on FWOV working groups and carbon fully considered as part	
				Sustainability updates to Standard Specifications	Capital Development	May-21	Complete	2020/21 ST: Heating systems section updated to avoid use of gas systems as far a practical and promote electric solutions (eg air source heat pumps). New specs issued May 21.	
	Procurement Plan for supplier emissions	Procurement	TBC	On hold	2021/22 LT: Discussing with Procurement development of a Net Zero roadmap for suppliers				
	Explore ways to assess Working From Home emissions	Sustainability	Oct-21	Complete	2021/22 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				
	Become a carbon-neutral university from 2020/21 for our measured emissions	Neutrality scopes 1 & 2 and some 3 from 2021	External verification	Appoint a carbon offset supplier and purchase carbon credits by end 2020/21	Sustainability	Jul-21	Complete	2020/21 MT: Specifications produced LT: Supplier appointed with support from Procurement team ST: Partner appointed and carbon credits purchased	
				Obtain PAS2060 certification for achieving carbon neutrality for 2021/22	Sustainability	Nov-21	Complete	2021/22 LT: PAS 2060 verification obtained. Paper coming to SustOps on options for next steps.	
	Energy			kWh/m2	Energy surveillance meetings to identify opportunities	Maintenance + Sustainability	Ongoing	Ongoing	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
100%				% electricity from renewables	Explore the benefits and feasibility of entering into a Power Purchase Agreement.	Sustainability	Oct-22	On hold	2021/22 LT: Due to current energy market conditions, not suitable time for PPA MT: Initial information gathered from suppliers. Next step - building a business case.
				kWh/m2	Maintain ISO 50001 Energy Management System certification (annual audits towards end Aug).	Sustainability	Annual (Aug)	Ongoing	2021/22 LT: Certified September 2021. Next audit due August 2022.
Water	Reduce our water consumption on campus and in halls	TBC	m ³ water	Change water supplier to address performance issues	Sustainability	Mar-22	Complete	2021/22 ST: Transfer to new supplier on 30/03/22 (WAVE) LT: Incumbent is blocking transfer. Active discussion between Carbon Reduction Manager / Supplier / Finance and framework provider (TEC) to resolve situation. MT: All legal documentation completed and signed. Working with framework supplier to resolve disputed charges to be able to proceed with transfer.	
				Install Automatic Meter Readings (AMRs) to key sites	Sustainability	Jul-22	Ongoing	2021/22 ST: Supplier to send new quote LT: Linked to above. AMRs provision to be delivered as part of new contract. MT: Linked to above.	
				Develop water efficiency plan working with new supplier.	Sustainability	Jul-22	Planned	2021/22 LT: Linked to above. New framework includes water efficiency services. MT: Linked to above.	
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 (44LIF)	Capital Development	Jan-22	Complete	2021/22 LT: Sustainability developed a key features document for Marshall, which has been published on website. MT: BREEM Excellent secured for Design phase. MACE 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 LT: Sustainability support Cap Dev and Procurement in appointing a sustainability consultant for 35LIF. Also met with design consultants. MT: 35LIF 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	Capital Development	TBC	On hold	2020/21 Include deep energy retrofit with 55kWh/m2 energy demand as part of study to assess feasibility and costs ST: Director of Capital Development leading	
				WELL standard principles	Capital Development	Ongoing	Ongoing	2021/22 ST: Capital Development working with consultants mapping BREEM / WELL overlaps Part of any new build brief and requirements	
				% onsite generation	Capital Development	Ongoing	Ongoing		
Waste & Resources	Reduce waste and adopt circular economy principles of resources management	60% recycling rate 1,300 tonnes pa	% tonnes recycled Tonnes of waste	Upgrade of waste areas starting with Gorgor Alley (signage, bin provision, clear bulky items)	Sustainability	Aug-22	On track	2021/22 ST: Gorgor Alley signage in place, one waste clearance has taken place, waiting to book more in. PEL - next waste area to be improved. LT: Gorgor Alley upgrade near completion (waste clearance, new signage). Internal process for missed collections established.	
				Review provision of waste equipments (balers and compactors) and scope for new mill size baler.	Sustainability	Feb-22	Complete	2021/22 ST: Mill-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	
				Update waste manual and associated documentation	Sustainability	Aug-22	On track	2021/22 ST: Developing materials for FM teams to communicate waste segregation. LT: waste manual reviewed.	
				Update signage for internal bins on campus	Sustainability	Jul-22	On track	2021/22 ST: updated internal bin signage roll out across campus almost complete LT: New signage developed and being rolled-out by volunteer students	
				Define a process for furniture reuse as part of moves and clearances and suppliers used.	Space Mngt + Sustainability	Aug-22	On track	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
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	
Produce a communications package to engage departments on reducing business travel	Sustainability	Feb-22	On track					2021/22 LT: Business travel dashboard developed. Exploring how to communicate it to Dpts MT: Developed Digital Smart campaign. Next steps: develop simple departmental business travel dashboard, launch new Business travel webpage hosted by Finance, further comms as part of Digital Smart campaign.	
Produce a new Travel Plan (staff & students commuting to campus)	Sustainability	Jul-22	Delayed					2020/21 MT: Agreed to go ahead with Capital Development 2020/21 LT: On-going discussion with SusTran 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	



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Catering	Deliver a sustainable catering service which promotes low-carbon food choices	Double cycle parking spaces (from 538 in 2019 to 1076 by 2025)	Cycle spaces	Enhanced cycling provision project, 44 LIF project (will add 149 spaces)	Capital Development	Nov-21	On track	2021/22 MT: 44 LIF due to deliver additional secure bike parking 2020/21 LT: an extra 139 indoor spaces in FAW basement. Total now: 434 open access and 243 indoor cycle parking spaces = 677		
		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 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		
Pollution & Air quality	Engage with partners to minimise pollution and improve air quality	Achieve plan 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		
				Input on air quality and sustainability aspects of Strand/Aldwych project with Westminster City Council	Sustainability	Ongoing	Ongoing	2021/22 ST: Sustainability continuing to engage stakeholders and input to scheme ongoing LT: Sustainability continues to input in scheme MT: LSE Sustainability part of Strand/Aldwych sustainability working group meeting regularly.		
				Install additional air quality monitoring stations on campus.	Sustainability	Jul-21	Complete	2021/22 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	Achieve Hedgehog Friendly Campus Bronze in 2021/22	Certification	Take part in University Hedgehog Friendly scheme (Sportsground) and progress actions	Sustainability	Dec-22	On track	2021/22 ST: Reviewing the requirements for 2022-23 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. 2020/21		
		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		
Data & Technology	Embed sustainability principles technology infrastructure and services strategy in order to support the School's carbon reduction targets and wider environmental objectives.	DIGITAL SMART - Promote digital first and reduce printing	Millions of pages printed	Baseline LSE printing volumes and set reduction target	Sustainability	Jul-21	Complete	2020/21 LT: On-going discussion with DTS. HoSustainability leading a task & finish group to make recommendations to Student Experience Sub Committee on student printing.		
				Remove excess/unused MFDs	Reprographics	Ongoing	Ongoing	2020/21 ST: Message to departments Mar 20 asking to voluntarily identify devices which could be		
				Explore software solution for staff/students to keep track of their own printing (logged as a NPR)	Data & Technology Services	Sep-21	On hold	2020/21 ST: Sustainability organised meeting with supplier in Dec20 - no progress made since		
				Make a departmental print volumes table available on our website to encourage local action.	Sustainability	Sep-21	On track	2020/21 ST: Team working on a Tableau data visualisation dashboard		
				Review 'free' student printing credits system and provision of printed course packs	Sustainability	Sep-21	Complete	2021/22 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.		
				Deliver a Digital Smart communications campaign as part of Return to Campus	Sustainability	Sep-21	On track	2021/22 ST: Comms campaign continuing. In talks with FWO 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 ST: Team is due to develop Comms plan		
				Reduce electronic waste	Tonnes of e-waste	Digitalise hardware solutions (e.g. replace desktop phones with virtual computer-based telephony solutions)	Data & Technology Services	Jul-22	Planned	2020/21 LT: Telephony replacement underway, aiming to finish in April. Stats will be gathered and reported
				#noreplacement campaign reducing the replacement cycle of e-devices	Data & Technology Services	Jul-22	Complete	2021/22 MT: Topic being communicated as part of Digital Msrat, 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. #Define default minimum energy efficiency / sustainability criteria to include in DTS specifications #Sustainability as a scoring criterion for tenders #Campaign with all business led technology teams and key departments to understand the issues.	Data & Technology Services	Jul-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 saved	#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 (Emma Widdowson) (Quantify emissions from cloud services) #Cloud solutions to require suppliers to use electricity from renewable sources. #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-24	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.
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		Identify carbon hotspots in LSE supply chain using the HESSET tool and related suppliers.	Sustainability		On hold	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 HESSET report and understand key sources of emissions. No resources available on sustainability team currently to progress.		
				Engage with large spend suppliers to increase their awareness of LSE's carbon targets and future plans to decarbonise the supply chain	Procurement	Ongoing	Ongoing	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.		
	Make sustainability a key consideration of our purchasing decisions and supplier relationships			Drive sustainability standards in the goods and services we procure	Procurement	Ongoing	Ongoing	2020/21 ST: Sustainability team has been engaged to embed sustainability criteria in following tenders: Office and cleaning supplies, halls 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 stationery.	Procurement	Sep-21	Planned			
Compliance	Comply with all legal and other compliance requirements	100% compliance	ISO 14001 / 50001 certification	Conduct compliance checks and maintain compliance register.	Sustainability	Ongoing	Ongoing	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	Ongoing	Ongoing	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.		
			ISO 14001 certification	Maintain ISO 14001 Environmental Management System certification (annual audits towards end Aug).	Sustainability	Aug-22	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			



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<p>Raise awareness of sustainability to all staff, students and contractors</p> <p>Offer opportunities for staff and students to get further involved.</p>				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
				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
		All new starters		Deliver awareness through Flying Start and New starter guide	Human Resources + Sustainability	Ongoing	Ongoing	2021/22 LT: Flying Start training ongoing. MT: Major updates to Sustainability sections of New starter guide
				Develop a Sustainability Impact Assessment tool and embed in LSE's key committees	Sustainability	Jan-22	On track	2021/22 Tool developed and in early testing
				Launch a fully revised version of the Sustainability e-module and take steps so it reach a much wider audience	Sustainability	Nov-21	Complete	2021/22 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.
		Residences satisfaction survey		Relaunch halls of residence sustainability engagement programme	Sustainability	Sep-21	Complete	2021/22 ST: Working closely and collaboratively with new supplier and Head of Residential Life to develop and enhance programme for LSE. LT: Relunched Sept 21 with new supplier. Ongoing monitoring and improvement process by sustainability and Halls.
		No. of participants No. of team projects		Deliver Green Impact as our departmental sustainability engagement programme.	Sustainability	Ongoing	Ongoing	2021/22 LT: Green Impact programme on going. 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
		£ funds granted Nb projects supported		Offer grant funding and support for student and staff led sustainability initiatives through the Sustainable Projects Fund	LSESU	Ongoing	Ongoing	2021/22 ST: Monthly sustainability meetings on-going and supporting SFS 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 £150) funding
				Increase collaboration with the LSESU and societies	LSESU + Sustainability	Ongoing	Ongoing	2021/22 LT: LSESU Green Week held in January. Next Student Environmental Working Group meeting in planning. Ongoing engagement with LSESU Environment & Ethics Officer. MT: Next Student Environmental Working Group meeting planned. Sustainability met with new LSESU General Secretary and Education Officer. Ongoing engagement with LSESU Environment & Ethics Officer.

Complete	26
Ongoing	21
On track	11
Delayed	1
At risk	0
Planned	9
On hold	6
Total	74