

ual:

Staff & Student Sustainability Engagement Strategy

Version 1

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Ass. Dir – Sus Ops

Feb '21

Staff & Student Engagement Strategy

UAL held its first Climate Emergency Assembly at Central Saint Martins on 31 October 2019 which was attended by staff and students from the College and across UAL. We heard from specialists as well as concerned staff and students on the urgency of addressing the climate and ecological crisis we face as individuals, as a community and as a higher education institution. The objective of the assembly was to increase awareness and share knowledge in order to generate viable proposals that would lead the College and University to adopt more steps in tackling these urgent issues.

UAL's Sustainability team works closely and collaboratively with teams across the University, including dedicated staff resource in the Central Communications Team to ensure there are regular, meaningful engagement opportunities for staff and students, which connects our people with mission of sustainable living and teaching.

The University's Staff & Student Engagement strategy compliments the work of the Climate & Environment Action Group (C&EAG) and behavioural change programmes that promote positive interventions by individuals. The UAL Sustainability Manifesto has morphed from covering issues such as health and wellbeing, a curriculum hack for sustainability to be included into the curriculum, etc. into the inclusive themes of carbon reduction, sustainable business operations, sustainable communities, sustainable learning, teaching and research, innovation and influence. [The Manifesto](#) provides a timeline of engagement milestones and is accompanied by our communications and engagement plan below.

Students and staff are signposted to our Climate Emergency Newsletter. The C&EAG meets quarterly to aid progression and review implementation of the Sustainability Manifesto, it also considers progress against the Carbon Management Plan and the People & Planet Green League and UAL's three Environmental Management Systems.

[Progress is communicated effectively via the University's Executive Board's Communication Plan](#) (available in the 'About Us' section of the University website).

Student, Student Union & Staff representation

At UAL we're clear that staff and students shouldn't only be engaged in and aware of sustainability initiatives at UAL, they should actively play a key role in oversight and deciding the strategic direction of sustainability at the university.

The main vehicle for this engagement is through our Climate Emergency Assemblies – open to all staff and students and Trade Union representatives. This group uses an action-research approach encouraging members to design carbon reduction actions and ways to implement

sustainability. We also have student involvement and oversight on the following key decision making bodies:

- C&EAG (terms of reference and minutes of a recent are included in this document)
- Cost of Study Steering Group (Cost of Study Steering Group terms of reference and minutes)
- Student Union Business fortnightly Meeting
- Pro Vice-Chancellor Termly Meeting (at all colleges)
- Estates Termly Meeting
- Sports, Societies and Wellbeing Advisory Group Meeting
- Health and Wellbeing Strategy Meeting
- Freshers' Fair Planning Meeting
- Big Welcome Planning Group
- Prevention of Harassment and Sexual Violence Steering Group

Trades Union Representation

Trades Union participation in university sustainability strategy offers a mechanism for both Trades Union input for sustainability issues and decision-making and the platform for further sustainability achievements. Recognised Trades Union representatives make up within the active membership of committees to which the sustainability strategy and carbon management plan and other relevant sustainable development decisions are reported.

Engagement Objectives

Objective 1: Inform

To use the communications framework of the University to inform our staff of sustainability progress, challenges and initiatives across the estate, in a timely manner.

Objective 2: Engage & Inspire

Activities and communications will be engaging and encourage staff and students to get involved.

Objective 3: Increase involvement

All activity will be centred around driving involvement in our Climate Emergency Assemblies. Activities and communications will endeavour, where possible, to forward the aims of the C&EAG and other sustainability initiatives across the university.

Baseline performance

Baseline 1

Performance on ‘The Big Survey’ 2017. In criteria related to UAL being socially responsible and environmentally responsible we scored 66% positive and 55% positive respectively.



Baseline 2

Annual Green Week held across the University. In 2019 there were 27 events held across 6 colleges.

Baseline 3

In 2019 the average attendance of the C&EAG was 11 with a number of registered interested people at 25.

Targets

Target 1 (Responsibility of the Sustainability Team, £5k from Climate Emergency Fund)

The Big Survey will be run again in 2022 and we will increase scores by 10%.

Target 2 (Responsibility of the Sustainability Team, £5k from Climate Emergency Fund)

We will hold three climate assemblies throughout the year. There will be at least 20 Green Week events per year – including in halls of residence. We will hold three ‘Doctor bike’ engagement sessions. ‘Veganuary’ event to be held in January. University wide celebration of World Environment Day. University wide Useful or Beautiful Competition.

Target 3 (Responsibility of the Sustainability Team, £5k from Climate Emergency Fund)

Double figures of attendance

Communications & Engagement Plan 19/20 & 20/21

Planned activity & communications	Which objective does this satisfy.	Lead	Timings
<p>Climate Emergency</p>	<p>Objective 3</p> <p>The climate emergency is one of the most urgent problems facing society and the planet. UAL aims to use our leadership in human-centred research, teaching and knowledge exchange to influence the creation of a sustainable future for everyone.</p>	<p>Jeremy Till</p>	<p>September 19: Climate emergency statement made in Sept '19.</p> <p>Throughout 2019: Climate assemblies held throughout the year at all Colleges.</p> <p>September 20: Climate Emergency Network host '10 Years, 5 Days, 1 Planet' - a series of online events and discussions on the climate emergency.</p> <p>Ongoing (Monthly): Climate Emergency Network newsletter.</p>
<p>Sustainability Interns, giving students professional responsibility in paid positions.</p> <p>Interns will be working on projects to increase staff and student engagement with sustainability including the expansion of the Sustainability Working Group,</p>	<p>Objective 2, Objective 3</p> <p>The expertise and championing of professional staff dedicated to environmental sustainability, initiatives in universities are unlikely to be systematic, well-coordinated and resourced, or have significant long-term success.</p>	<p>Students</p>	<p>Application process opens through Big Welcome in July/Aug '19. Project to run through from September 2019 until project end.</p> <p>On-going - regular articles and video content updating the University on the work of the interns. Introducing our Sustainability Interns</p>

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<p>creation of a an <u>e-pledge board</u> and sustainability survey)</p> <p>Funds made available for Student Sustainability Interns for grassroots practical projects developed and implemented by students. The funding is provided by the university not Arts SU.</p>	<p>Recruit at least 7 interns for academic year 19/20.</p>		
<p>Carbon Literacy Training</p>	<p>Objective 1, Objective 3</p> <p>UAL will make sustainability a required part of the student learning experience, through the introduction of relevant learning outcomes across courses, starting in this academic year. This commitment will be accompanied by the roll-out of a carbon literacy training programme for all academic and technical staff.</p>	<p>Staff & Students</p>	<p>May '20</p>
<p>Learning, Teaching and Research EMS (Expansion of ISO14001)</p>	<p>Objective 1, Objective 3</p> <p>UAL will place all academic operations on a sustainable basis through a significant expansion of our Environmental Management System (ISO14001). This is a first for UK Art & Design institutions and makes UAL one of a handful of</p>	<p>Staff & Students</p>	<p>On-going</p>

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	global universities with a comprehensive measure of sustainability across all its operations including learning, teaching and research.		
Climate Calendar	<p>Objective 1, Objective 2</p> <p>To inform and empower our students to engage with sustainability all throughout the year.</p>	Staff & Students	On-going
Sustainable Computing	<p>Objective 1</p> <p>The introduction of Office 365 and using cloud-based storage like OneDrive and SharePoint all help when it comes to reducing our footprint. By sharing documents in the cloud we're actually reducing the amount of carbon the university produces. Another area where we're able to save carbon is by making the most of Skype for Business. We're a big and complicated business, spread across one of the most congested cities in the world. With 13 different teaching locations it can take a lot</p>	Staff	On-going

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	<p>of travel – and time - to bring teams together. We’ve also introduced a printing portal to help our staff and students see the impact that they’re having on the environment when they hit print. Obviously, some printing is unavoidable, but by making use of Office 365 it’s easy to cut the amount of printing you do right down. looking to roll out auto-sleep across all academic computers to both save the university money and reduce our impact on the environment</p>		
Sustainability annual review	<p>Objective 1</p> <p>To provide an update of the progress of sustainability at UA, giving staff and students an opportunity to celebrate success.</p>	Staff & Students	Feb ‘20
Meat consumption reduction by 20%. ‘Veganuary’ promotion	<p>Objective 2</p> <p>To reduce meat consumption across the estate by 20%.</p>	Staff & Students	Feb ‘20
Student Stories	<p>Objective 1</p> <p>Engage students by providing</p>	Students	On-going

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<p>Green Week 2020 (College based events, Halls sessions, Staff and Student engagement activity <i>Useful or Beautiful.</i></p> <p>Waste & Energy use awareness via Carbon Dashboard (engagement stalls to run across colleges and halls of residence)</p>	<p>Objective 3</p> <p>To provide opportunities for staff and students to engage with sustainability and to create awareness.</p>	<p>Staff & Students</p>	<p>10-16 February 2020</p>
<p>ISO50001 (energy management)</p>	<p>Objective 1, Objective 3</p> <p>Ensuring energy management at the university adheres to the international standard for best practice and reducing scope 1 & 2 emissions</p>	<p>Staff & Students</p>	<p>External audits every March</p> <p>Site audits every month</p> <p>Internal audits every 3 months</p>
<p>ISO14001 (Central Services)</p>	<p>Objective 1, Objective 3</p> <p>Provide framework to protect the environment and respond to changing environmental conditions in balance with Socio-economic needs</p>	<p>Staff</p>	<p>External audits every March</p> <p>Site audits every month</p> <p>Internal audits every 3 months</p>
<p>Green League</p>	<p>Objective 1, Objective 3</p> <p>To demonstrate the university's commitment to sustainability with the ambition to be recognised with a First Class award every year.</p>	<p>Staff & Students</p>	<p>July '21</p>

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Sustainable construction	<p>Objective 1</p> <p>Design brief for sustainability and to reduce scope 3 emissions.</p>	Staff	On-going
Transport environment impact survey	<p>Objective 1</p> <p>In 13/14 the carbon baseline for transport emissions was 4,346 tonnes. Our target was to reduce carbon emissions by 43% and in 18/19 carbon emissions were 1,187 tonnes.</p>	Staff & Students	On-going
Climate & Environment Action Group	<p>Objective 2</p> <p>Universities that play an active role in engaging students and staff in sustainable behaviour change will be able to make continual improvements in holistic sustainable development more smoothly, cheaply and quickly.</p>	Staff, Students & Union Representation	<p>Every term</p> <p>See Appendix A for meeting 13 held on 26 January focussing on Sustainable Exhibitions.</p>
Sustainability Zine	<p>Objective 1, Objective 2, Objective 3</p> <p>Joint project between UAL sustainability team and Arts SU campaigns team to create an engaging, student led sustainability Zine.</p>	Staff & Students	Nov '22

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<p>Cycle to work scheme & promotion of sustainable travel.</p> <p><u>We ran a similar campaign in 2018 which you can read about here.</u></p>	<p>Objective 3</p> <p>To encourage staff to take advantage of the cycle to work scheme and to refresh students of sustainable travel options to their colleges</p>	<p>Staff and Students</p>	<p>Cycle to work scheme to be advertised June/July</p> <p>Cycle to work\school day to be run in summer term.</p>
<p>Arts SU Activities Week. Talks from various student and sustainability groups including Extinction Rebellion, UAL Climate Assemblies and BP or not to BP.</p>	<p>Objective 3</p> <p>To engage students in various campaign and activism opportunities at the University – including Sustainability.</p>	<p>Students</p>	<p>Led by Arts SU with support from the Sustainability team.</p> <p>Launching in April 2022</p>

Appendix A – Climate & Environment Action Group Terms of Reference



UAL Climate and Environment Action Group Terms of Reference

Information regarding the Committee's powers and responsibilities.

9th December 2020, Version Draft 4

Introduction and Contents

This document contains the Terms of Reference for the following;

- UAL Climate and Environment Action Group (~~CaEAG~~)

1. [Purpose and Authority](#)
2. [Membership](#)
3. [Meeting Administration – agenda, minutes and meeting packs](#)
4. [Meeting cancellation](#)
5. [Document ownership and review cycle](#)

The reporting structure is shown in [Appendix A](#).

Terms of Reference for the UAL Carbon Action Committee

Information regarding the UAL CAC

1. Purpose and Authority

The UAL CaEAG has been established as an action group which reports directly into University Executive Board (UEB), via the Chair and co-Chair

The CaEAG is the focal point for sustainable academic strategy and delivery, sustainable business operations, carbon reduction, community building using the influence of art and design as they relate to the climate emergency. It aims to ensure that there is a coordinated approach across the University for reducing its environmental impact, and developing its influence and literacy in the field of climate emergency. It will also provide a forum for consultation and discussion between the Climate Emergency Network and the Executive Board.

The **purpose** and authority of this action group is to make recommendations to, and review the university's purpose, context, brand identity and policy of, the UAL Executive Board in relation to UAL's environmental impacts with a view to establishing a cohesive strategy and supporting policies and actions that address the urgency of the climate emergency.

The CaEAG will work collaboratively to reduce the university's environmental impact. The CaEAG **will critically consider and recommend aspirational and hopeful action** on the following five areas of climate related activity. In each case CaEAG will set KPIs for monitoring performance and impact, and use these KPIs to advise relevant departments. Community links will be activated, reactivated and mobilised to foster the shift towards a regenerative mindset. CaEAG consult with external specialists to strengthen the links outside of art and design to 'scale up' the response to the climate emergency. CaEAG will provide at least three written reports to the UEB every academic year tracking progress made against these KPIs and recommending action against the five areas. The intent is that CaEAG can advise UEB to make better and more informed decisions to reduce the environmental impact of the university. In return, UEB can delegate to CaEAG and/or seek advice on particular aspects of university policy and strategy as they relate to the climate and biodiversity emergency.

- a) **Academic Strategy and Delivery:** To advise on a university-wide approach to integrate climate into students' curricula incl: carbon literacy, curriculum design, assessment criteria, competency mapping, and the academic side of (ISO14001).
- b) **Business Operations:** To set targets and actions on reducing our environmental footprint in all aspects of university operations incl: procurement, waste management, workshops, operational side of (ISO14001). To advise on

other environmental measures (i.e. BCorp) and their applicability to university operations.

- c) **Carbon Reduction:** To recommend actions to the Executive Board to achieve a 1.5 degrees science based carbon reduction target no later than 2030, including the setting and monitoring of carbon targets
- d) **Community:** to support, coordinate, and report on staff and student involvement in projects which involve climate action within the University, including working with the Climate Emergency Network, Arts SU and the Race Champions Forum, and inviting comments from them prior to meetings.
- e) **Influence:** to develop approaches and actions that position UAL as a core part of the climate debate, particularly in relation to the contribution of art and design

Because this is a new committee, this frame of reference should be reviewed on a regular basis in the first year of its operation, and then annually.

2. Membership

The CAC is chaired by the University lead on Climate Emergency and is held every six weeks. The attendees are as follows:

Required attendees (initial recommendations/members in brackets)
University lead on Climate Emergency (Chair) (Professor Jeremy Till)
2no Directors of University Research Centres nominated by Research Centre Directors Group (Professor Dilys Williams – Deputy Chair and Professor Becky Earley)
Dean Nominated by Dean’s Group (Dr. Nicky Ryan)
2no Professors/ Readers nominated by the Professoriate (Professor Carole Collet, Professor Helen Storey,)
2no members of academic staff nominated by PVCs (Sarah Temple, Ella Britoon)
4no members nominated by UAL Climate Emergency Network (i.e Kate Pelen, Margot Bannerman, David Storey, Professor Ramia Maze)
1no member of Technical Staff to be nominated by Head of Technical Services
ArtsSU Campaigns Officer
Associate Director (Sustainable Operations)

Because the membership is large, CAC may decide to delegate to time limited working groups in order to address specific issues arising from the five themes. These groups should be formed out of CAC membership with supplementary members as necessary for the topic. They will be tasked by CAC to report back to the main committee.

CAC can invite external experts to address specific issues arising from the agenda.

The CAC is only able to make decisions if the Chair or Deputy Chair are present.

Meetings should only be cancelled in very exceptional circumstances. Where possible meetings should be rearranged to take place at the next earliest opportunity.

3. Meeting Administration – agenda, minutes and meeting packs

a) Agenda

A CAC meeting is scheduled for 1.5 hours; the agenda is set as part of the Terms of Reference but it can be adjusted for each meeting with the agreement of the chair. The agenda will be structured to cover each of the five themes above

b) Minutes

The CAC is formally documented with a record made of the attendees, notes of significant discussions and detail of any agreed actions. An Action Tracker will record completed actions, ongoing actions and actions arising.

The draft minutes will be circulated to attendees within one week of the Advisory Panel and a copy will be placed on an open access One Drive folder. They will then be made available to the Climate Emergency Network for comment.

The minutes of the previous meetings will be formally reviewed and accepted as a true record of the meeting at the following Advisory Panel meeting.

c) Preparation and issue of meeting packs

Agenda items will be issued to CAC attendees by the Associate Director (Sustainable Operations). Updates to any open actions will be captured in the action tracker at this point.

The meeting packs will include the following contents, as a minimum:

- Agenda
- Minutes of the previous meeting
- Updated Action log
- Management Reviews for ISO14001 (central services), ISO14001 (learning, teaching and research) and ISO50001 (energy management)

The meeting dates for the CAC are set out below. Dates for the following year's CAC will be confirmed before the end of July each year and invitations issued to the attendees.

Month	Day	Papers issued on	Draft minutes to be published by
December	TBC		

February	TBC	}	One week before meeting	One week after meeting
April	TBC			
June	TBC			

4. Meeting cancellation

The CAC should only be cancelled or postponed in very exceptional circumstances, and with the prior agreement of the Chair.

Where cancellation or postponement is unavoidable, a date for the next meeting should be agreed by the Chair and announced as soon as possible. The meeting should take place within the same term, but, if this is not possible, the Chair may propose dealing with any urgent items separately and rolling any other items for consideration at the next meeting. Where the Chair is unavailable, the Deputy Chair will act on their behalf.

5. Document ownership and review cycle

The CAC Terms of Reference will be reviewed annually at the start of the academic year, and additionally if there are any material changes that affect the document scope and/ or contents. The Associate Director (Sustainable Operations) as required by and on behalf of the CAC will update the Terms of Reference.

Appendix B – Climate & Environment Action Group, Agenda from recent meeting



UNIVERSITY OF THE ARTS
Climate Action Committee (CAC)
15.30 – 17.00, 9th December 2020 – MS Teams

Attendees:

Jeremy Till (Chair)	Carole Collet	Laura Baker		Apologies
Dilys Williams (Co Chair)	Ian Lane	Lewis Toumazou		Ella Britton
Dr Nicky Ryan	Helen Elder	Margot Bannerman		
Sarah Temple	Helen Storey	Ramia Maze		
Dr Nicky Ryan	Jane Penty	David Cross		
Rebecca Earley	Kate Pelen			

Time		Agenda Item	Lead	Note
15.30	1	Introductions	ALL	
15.40	2	Terms of Reference		
	2.1	Update from EB re: v2 of the document distributed in November '20	JT	Verbal update
16.00	3	Academic Strategy and Delivery	JT	To advise on a university-wide approach to integrate climate into students' curricula <i>incl</i> : carbon literacy, curriculum design, assessment criteria, competency mapping, and the academic side of (ISO14001)
16.10	4	Business Operations	JT	To set targets and actions on reducing our environmental footprint in all aspects of university operations <i>incl</i> : procurement, waste management, workshops, operational side of (ISO14001). To advise on other environmental measures (i.e. <i>B Corp</i>) and their applicability to university operations
16.20	5	Carbon Reduction	JT	To recommend actions to the Executive Board to achieve a 1.5 degrees science based carbon reduction target no later than 2030, including the setting and monitoring of carbon targets
16.30	6	Community	JT	To support, coordinate, and report on staff and student involvement in projects which involve climate action within the University, including working with the Climate Emergency Network, Arts SU and the Race Champions Forum, and inviting comments from them prior to meetings
16.40	7	Influence	JT	To develop approaches and actions that position UAL as a core part of the climate debate, particularly in relation to the contribution of art and design
16.50	8	AOB	ALL	
END				

Appendix C – Climate & Environment Action Group, minutes from meeting

Notes from C&EAG Meeting no.1

Academic Strategy and Delivery

A need to join up sustainable learning outcomes (Deans Forum Project), the Design Framework, the Social Design Institute, the Creative Attributes Framework, the KE Framework and the 'sustainable curriculum'	JT, DW & NR
Review of Academic Strategy to reflect sustainable pedagogies	JT, DW & NR

Business Operations

Request was made to PwC to cost UAL's carbon reduction strategy, as they were appointed by the UK Government to cost the national carbon reduction strategy	
DC to share contact details with IL	DC

Carbon Reduction

The projection of how UAL's carbon footprint will increase/decrease between now and 2030 was discussed.	
The emissions associated with student overseas travel (circa 38,000 tonnes) was discussed and agreed it should be included in UAL carbon footprint. More thought will be required to how UAL can intervene to reduce these emissions gradually between now and 2030	All
A request to defer the ISO14001 system (for learning teaching & research) external audit will be made.	IL
A feasibility study to consider the consolidation of delivers will be released in Feb. '21. Carbon emission from the supply chain are the largest contributor to UAL carbon footprint on a consistent basis.	IL

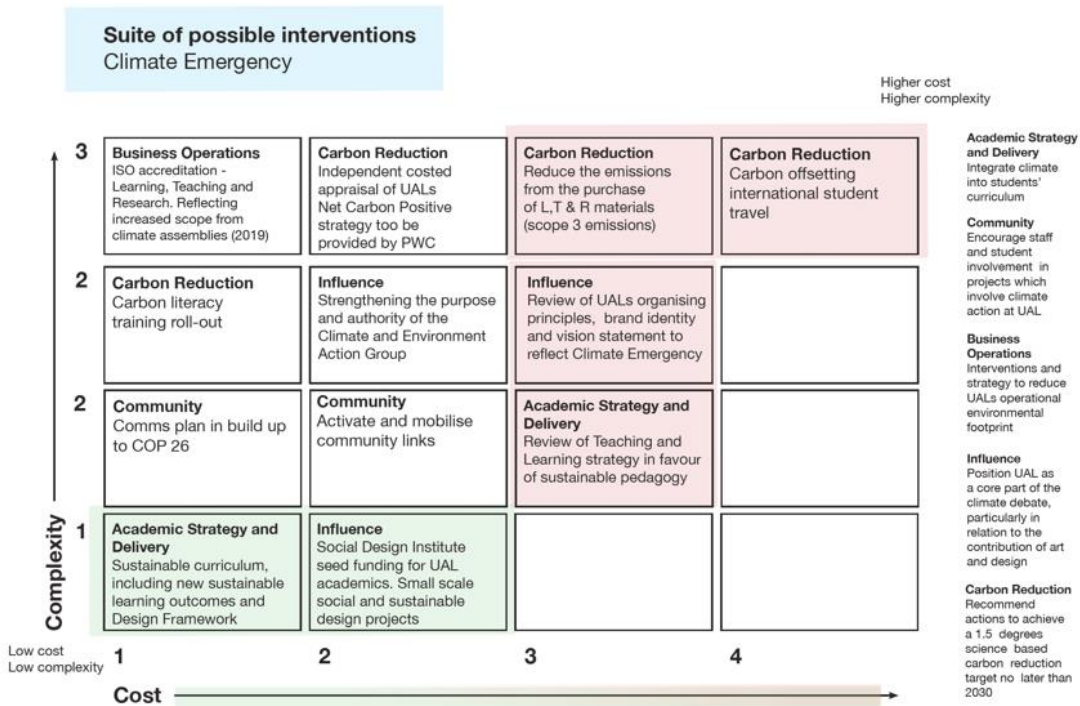
Community

No update for this meeting but to be discussed at the next meeting	KP
A communications plan will be required as we build up to COP26 in November	TBC
Carbon Literacy Training to be made available in the new year	IL

Influence

A conversation will be held off-line in preparation for a meeting with Nigel on 17 th Dec. '21	
To be included is a review of UAL's organising principles, brand identity and visions statement	DW

Staff & Student Sustainability Engagement Strategy



Video recording of meeting (available to UAL staff and students)

https://artslondon-my.sharepoint.com/:v/g/personal/ilan_lane_arts_ac_uk/EVeO6KvLHENFjcZBt-zQacsBi1WunFptlAFuZQtwLqUC-w?e=5yxnzo

