

1. Overview

1.1 Introduction

In the Durham University Environmental Sustainability Vision, Policy and Strategy, we set out our key ambition to be one of the most environmentally sustainable universities in the UK:

“As part of the requirement to be sustainable, we are committed to making Durham University one of the most environmentally sustainable universities in the UK. To achieve this goal will require the active commitment of every member of the University community.”

The aim of this Engagement and Communications Strategy is to detail how we achieve active commitment from every member of the University community. The document introduces Greenspace, the concept created to provide an identity to our environmental initiatives, followed by analysis of the key University stakeholders and the methods and channels used to communicate with them.

We detail the key aims and objectives in our Environmental Action Plan, along with the important messages delivered under the Greenspace banner. The document then defines our campaign strategy, highlighting the Environment Schedule with ten focus weeks across the University year. We also explain how the University is working to embed the seventeen Sustainable Development Goals (SDGs) into our operations.

The final sections of the document explain how we will measure our impact, provides details of our well-established network of staff and student Environment Champions, and gives a list of actions required to successfully deliver this Engagement and Communications Strategy.

1.2 About Greenspace

In order to bring the University's environmental initiatives and activities together, we devised '**Greenspace**' as the name and concept. The University's Energy and Sustainability Team deliver Greenspace, which promotes the University's Environmental Policies, Plans and Procedures. We coordinate environmental initiatives across the University with the help of our Environment Champions, Student Representatives and Environmental Sustainability Strategic Planning Group.

Greenspace forms a collective and coherent agenda, with multiple teams and steering groups focusing on each area of the agenda, such as the:

- a. Energy and Sustainability Team
 - i. Senior Energy and Sustainability Manager
 - ii. Sustainability Managers (Energy & Infrastructure and, Travel & Biodiversity)
 - iii. Sustainability Coordinator
- b. Environmental Sustainability Strategic Planning [Group](#) (ESSPG)
- c. Other Steering Groups such as:
 - a. Fairtrade
 - b. Single Use Plastics Working Party
 - c. Integrated Sustainable Travel Plan
 - d. Carbon Management
 - e. Sustainability in the Curriculum

2. Communication and Stakeholders

2.1 Stakeholders

The Energy and Sustainability team lead sustainability communications and engagement activities, however, this is often enhanced by collaboration with other university initiatives and external partners.

Sustainability campaigns are relevant to and target a wide range of internal and external audiences, sometimes targeted to a group with specific interests or characteristics.

Our key internal and external partners and target audiences are listed in the table below:

	Partners	Audiences
Internal	Marketing and Communications Sustainable Development Goals Group and other Working Groups Organisational Development Student and Academic Services Catering	Students living in Colleges Students with an interest in sustainability Student Environment Representatives Professional Services Staff Academic staff Staff Environment Champions
External	Durham Students' Union Durham County Council Community Groups Other universities and networks Contractors (I.e., Waste) Organisation and Charities	Local community Other universities and networks (I.e., EAUC (Environmental Association for Universities and Colleges)) Pressure Groups

2.2 Communication Method and Channels

The University currently has multiple social media channels for different purposes. Greenspace will work with the University's Marketing and Communications Team to ensure key news and events are shared on the main channels.

We use and/or manage several different communication channels, these are:

	Internal or External	Audience	Frequency
Greenspace Website	Internal and external	Staff, Students, Visitors, Interested parties	News items added for promotion of events and announcing updates. Annual review and update of policies and procedures.
Greenspace Newsletter (Environment Bulletin)	Internal	Staff and Student (Opt-in)	Email sent every Friday during Term time.

Dialogue Signposts	Internal	All Staff and /or Student	Email sent every Friday Copy available online.
Dialogue Magazine	Internal and External	Staff, Students, Visitors, Alumni, Stakeholders	4-6 issues per year Online and Print.
Environment Champions	Internal	Staff	Updates sent out periodically via email. Workshop and Training delivered as and when required. Receive a monthly round up of the Greenspace Bulletin.
Greenspace Facebook	Internal and External	42%- 18-24 and 41% 25-34 Student/Staff/ Interested parties	Weekly Posts with the Sustainable Fact of the Week. Events created for Awareness Weeks. Promotion of international events and news.
Green Move Out Facebook	Internal	Students	Promoted during the move out period, June-October.
Greenspace Student Environment Reps	Internal Colleges	Students	Meet in person two a month during term time, for general updates, planning and ideas sharing. Schedule meetings with the college groups for more in-depth conversation on sustainability in their college. Email and Facebook group. Students manage their own college social media groups and pages. Current groups listed on the website.
DU Main News Website	Internal and External	All	Headline news articles are displayed on the University's home page.
DU Student News	Internal	Students	durham.ac.uk/experience/news/
DU (Durham University) Community News	External	Local Community	Monthly Newsletter
Relationship managers Faculty lead and other groups	Internal	Staff	Relationship managers are a point of two-way communication between faculty and department leads/operations. Update and distribute information on changes to procedures. i.e. waste management, energy/infrastructure projects.

A Diagram in the Appendix on page 10, shows the current communication channels and Greenspace network .

3. Key Aims and Objectives

The current aims and objectives that are set out in the Environmental Sustainability Action Plan for 2017 to 2020 are as follows:

1. Promote environmental awareness within the University Community:
 - a. Staff and Students to be exposed to and engage with Environmental Campaigns and Initiatives;
 - b. Develop an effective Greenspace communication plan;
2. To work with the local community and other partners to help the region become more sustainable.
3. To ensure that environmental sustainability is considered in research and teaching:
 - a. Work with Examination Boards to ensure a paper-lean examination process;
 - b. To investigate incorporating Environmental Sustainability into course module;
 - c. To include environmental sustainability within the Durham Award schemes.

3.1 Key Messages

The Greenspace concept and brand was originally developed in 2009 and has recently undergone a refresh. The original brand communicated through a group of icons which represent sections of our Environmental Sustainability Strategy. There are nine icons in total, including the overall Greenspace icon. These are: Biodiversity, Energy, Fairtrade, Low Carbon Technologies, Procurement, Travel, Waste and Water, as shown below.



Greenspace



Biodiversity



Energy



Fairtrade



**Low Carbon
Technologies**



Procurement



Travel



Waste



Water

In this refresh Greenspace has evolved from the name of the 'Energy and Sustainability Team' and is now a call for action and overall campaign style.

3.2 Annual key messages:

- About 'Greenspace' on Plasma Screens with Presentation slides
- Promotion of the online training module at the start of the academic year to new students but also new staff – in the induction handbooks and checklist
- Promotion of the "my Greenspace Calendar" (previously known as the Environment Schedule, in the first term during fresher's week and upcoming awareness months

Going forwards with the new branding the key messages will reflect the University's Tone of Voice whilst being fun and approachable to encourage sustainable behaviour change.

"We're developing new ways of thinking, shaping a better future for people and planet...but we can't do it alone. You can't do everything, think persistence not perfection, there are so many ways in which you can make a difference. Be a part of Durham University's Greenspace movement. Find out how to get involved and discover what we're already doing. We can always do more and are keen to hear your ideas. Together we can make an impact."

- Highlight our Environmental Sustainability Strategic Plan and Environmental Management System.
 - Promote targeted headline news and targets to our different audiences
- Provide all staff and student with a baseline knowledge of environmental sustainability, our key targets, and their role in achieving these, and the Environmental Management System (EMS). Staff with key responsibility in the EMS will take part in a review of qualifications and knowledge, training will be provided if necessary.
- Encourage enthusiastic and passionate staff and students to become a Greenspace Champion.

3.2.1 Tag Lines

- Join the Greenspace Movement
- What's your Greenspace?
- Together we can make an impact.
- Durham University - Shaping a better future for people and planet.
- Small Acts. Big Difference

3.2.2 Environmental Management System

As part of our Environmental Management System, we have aligned this engagement and communication strategy in line with procedure '3.3.1 Internal and external communications'. For more information on our EMS please visit the Greenspace website.

4. Campaign Strategy

4.1 The Environment Schedule

The Energy and Sustainability Team works with the ESSPG to develop the annual Environmental Schedule which consists of 10 awareness weeks. These weeks promote each of the icons, with methods for individual actions and support across the University Estates. They are promoted on site and online through various communication channels.

An example of one of our campaigns is the Energy competition, this has been in place for over 10 years which comprises of a two-week competition for Colleges to compete between each other, to reduce their electricity consumption in comparison to a base line. The Energy and Sustainability Team provides the College Environment Representatives with Energy Awareness Training and how

to use the online energy management programme 'Systems' Link.' During the 2020 competition over 4,000 kWh was saved over the two weeks.

The schedule includes the annual Environment Week and Fairtrade Fortnight, the Energy and Sustainability team organises multiple stalls for student initiatives such as 'The Ugly Fruit Group' and local organisation such as the Durham Wildlife Trust. The College Environment reps organise their own events for livers in such as clothes swaps, movie nights and quizzes.

View the full Environment Schedule for 2019-2020 here: durham.ac.uk/resources/greenspace/EnvironmentSchedule19-20.pdf

4.2 'My Greenspace Calendar'

The Environment Schedule has been in place for several years, including the Environmental Week and/or fortnight which has ran every year since 2009.

From student feedback from the GSEG and Student Interns, it was suggested a monthly focus would be easier to manage alongside their studies and other commitments, as some weeks would come around too quickly to prepare different materials.

In 2020 the Environment Schedule was put on hold as the country went into a national lockdown during the COVID-19 pandemic. Considering these new circumstances and feedback, the Environment Schedules awareness weeks were changed to awareness months, to allow staff and students more time to incorporate different campaign materials into their activities.

We have continued the awareness months, throughout the whole year to continue momentum and behaviour change initiatives with the staff and PhD groups and departments.

MICHAELMAS TERM - 7 th October to 13 th December 2019	
Induction Week in colleges An opportunity to highlight the University's Environmental Strategy and procedures including recycling and Beat the Baseload .	30 th September – 6 th October 2019
Bike Safety Week A campaign to promote bike safety and encourage cycling as a sustainable means of travel.	21 st October – 27 th October 2019
Love Food Hate Waste Competition Catered colleges compete to reduce plate waste in their dining halls.	4 th – 10 th November 2019
Waste Awareness Week A campaign to encourage waste prevention and correct recycling practices.	4 th – 10 th November 2019
Water Awareness A campaign to encourage reduced water consumption from taking shorter showers to reporting dripping taps.	25 th November – 1 st December 2019
A Festive Reminder... Important steps to take in order to support environmental sustainability over the festive period.	December 2019

My Greenspace Calendar 2020-2021			
small acts big difference			
Michaelmas Term	October What's your Greenspace Welcome to your Greenspace Calendar Get Involved and Help us Achieve our Targets	November Travel Be prepared for the darker nights – whether your walking home, cycling to the Sports Centre or getting the bus home from work. Make sure your visible to all road users.	December Energy Power Down Challenge World Sustainable Development Goals Day
Epiphany Term	January Energy Power Down Challenge, Colleges go head to head to see who can save the most energy!	February Fairtrade The Big Durham Fairtrade Bake Off Fairtrade Fair	March Waste March out Waste March out Plastic Leave Durham Green
Easter Term	April Showers Water One Song Shower Challenge Fix the Leaks, report drips and leaky loo and we'll get them fixed	May Biodiversity Make some time to explore the great outdoors. Go and find what's in your nearest Greenspace, and relax.... National Walking Month—Botanic Garden Tours	June Greenspace Festival Celebrating this years Small Acts Big Differences Sustainable Procurement Stop Fast Fashion
Summer Break	July Plastic Free July Plastic Waste Audit Simple Swaps March out Plastic	August Growing Greenspace 6th, Cycle to Work Day 9-15th, Allotment Week 15th World Honey Bee Day	September Second-Hand September, Warp it Cycle September Durham competes in a global cycling challenge!

Aims for the 'My Greenspace Calendar':

1. Make it easier for staff and students to get involved with our campaigns;
2. Flexibility to allow for changes in the schedule;
3. Allow staff and students to organise their own activities or events within the focus of each month;
4. Monthly focus and 30-day challenges enable individual to adopt sustainable behaviours or habits; and,
5. Launch the Greenspace Movement at the start of each academic year and have the Greenspace Festival in June as a celebration of all our hard work and "my/our Greenspace's".

As this is our first my Greenspace Calendar, we have kept the timing of some of our more established events such as the Intercollegiate Energy Competition, now known as the Power Down Challenge.

4.3 Sustainable Development Goals (SDGs)

In addition to the University's Environmental Sustainability Vision, Policy and Strategy commitments, we have signed the Sustainable Development Goal (SDG) Accord. As a result, we are working to embed the seventeen SDGs across the four University pillars of Engagement, Teaching, Research and Living the Values

The Energy and Sustainability Team are members of the Sustainable Development Goals Group, we are working together to embed sustainability across the University and the wider community. The UN's 17 SDGs cover all the global challenges and are underpinned by local, national, and international partnerships to achieve both intergenerational and intragenerational equity. Addressing these global challenges, requires a holistic and interdisciplinary approach integrating Societal, Economic and Environmental hopes and concerns.

The SDG Group has set out three core objectives, which are:

- Showcasing the DU SDG work
- Educating and engaging with DU students and staff on SDGs
- Operationalising the SDGs at DU – Living the Values

Showcasing the DU SDG work by developing:

- A visible SDG landing page on DU's webpage, comms and data repository for SDG facing research, education, wider student experience (including volunteering and outreach and global environmental strategy).
- An extensive review mapping all 17 SDGs on the above 4 metrics in readiness for the Annual Report 2019/2020.
- A marketing campaign/filming around SDGs for screens, social media etc.

Educate all DU Staff & Students on SDGs by:

- Developing SDG related workshops & courses (with focus on themes Energy/Environment/Climate Change).
- Mapping & developing SDG outreach & volunteering.
- Developing resources on sustainable energy, travel, waste, purchasing, lab
- Feeding in & linking existing SDG opportunities.

Incorporating SDGs in PGCap - Operationalising the SDGs at DU - Living the Values by:

- Enhancing existing policies to support SDGs.
- Implementing new policies to incorporate SDG relevance.
- Incorporating SDGs in daily life.

5. Measuring Impact

During each awareness week the Energy and Sustainability Team will promote activities and events online and through Newsletters as outlined in 2.2 Communication Method and Channels. Impact will be measured through the following means:

- Greenspace Webpage views
- Social media insights – post engagements, page likes/followers
- Number of Pledges or Quizzes submitted online
- Views and engagement with our Microsoft [Sways](#).
- Attendees at stalls
- New Greenspace Newsletter Sign ups

- Sustainable Travel Survey participants
- Analysis of Energy, Waste and Water Data
- Number of presentations, toolbox talks attendees

Impact is measured and assessed at the end of each term, a short report will summarise the findings and is presented to the ESSPG. [View the full Environmental Awareness Action Plan in the Appendix.](#)

6. Student and Staff Representatives

Staff and Students have representatives on committees and working groups. The Environmental Sustainability Strategic Planning Group has a staff member from each Faculty, a member from the Durham Students' Union and a current Student Environment Representative.

Greenspace Student Environment Group (GSEG) is formed of a College Environment Representatives, elected either through the JCR student body or through the environment group. In 2019-20 there were 21 reps from 16 colleges, each college have an established environment committee/society/group. This forms an important part of our communication network and helps us achieve behaviour change within the colleges. The Sustainability Coordinator meets with GSEG twice a month throughout term time, to plan events and campaigns.

Colleges and Departments also have a nominated [Environment Champion](#), these members of staff help promote events and collect information. Our Environment Champion network was developed in 2010 with a programme of training and workshops for champions. We communicate with Champions through our internal mailing list and several workshops and toolbox talks.

7. Budgets and resources allocated

The Energy and Sustainability Team have £250,000 for Carbon Management; infrastructure projects and behavioural change programmes. Including the [Ring Fenced Carbon Budget](#) that is open for all staff to apply for funding each year.

The Ring-Fenced Carbon Budget, which is detailed in the Carbon Management Plan (CMP), enables staff to request funding for carbon saving projects. The CMP ring-fenced budget is available each year with a total of £100,000, and up to £10,000 available per project. This has been in place since 2011, during this period 32 behavioural and 72 non-behavioural projects have been awarded a total of £670,000. Saving 3,967 tonnes of CO2 equivalent since 2011.

The College's Environment Champions and Student Representatives have £250 and £100 available respectively each year. This enables the Student Reps to provide the resources to organise events and activities, such as Fairtrade Formals and prizes for quizzes. The Colleges have used their budgets for initiatives such as implementing a reusable cup in College Bars and reusable lunch boxes to reduce [Single Use Plastic](#).

8. Staff and Teams responsible

The Energy and Sustainability Team oversees the Engagement and Communications Strategy, the team is situated in the Estates and Facilities Directorate.

9. Review process

The progress of these plans will be reported to the Environmental Sustainability Strategic Planning Group and reviewed annually within the Energy and Sustainability Team.

10. Version Control

Date	Version	Author	Authorised by:
21/04/2020	Draft 1	Ninette Harris,	
18/05/2020	Draft 2: Comments and Feedback	Mark Tallentire, SDG Group, Simon Park	
18/05/2020	Draft – 3	Simon Park	Simon Park and ESSPG
20/11/2020	Final Version 1	Ninette Harris	Simon Park

11. Appendix

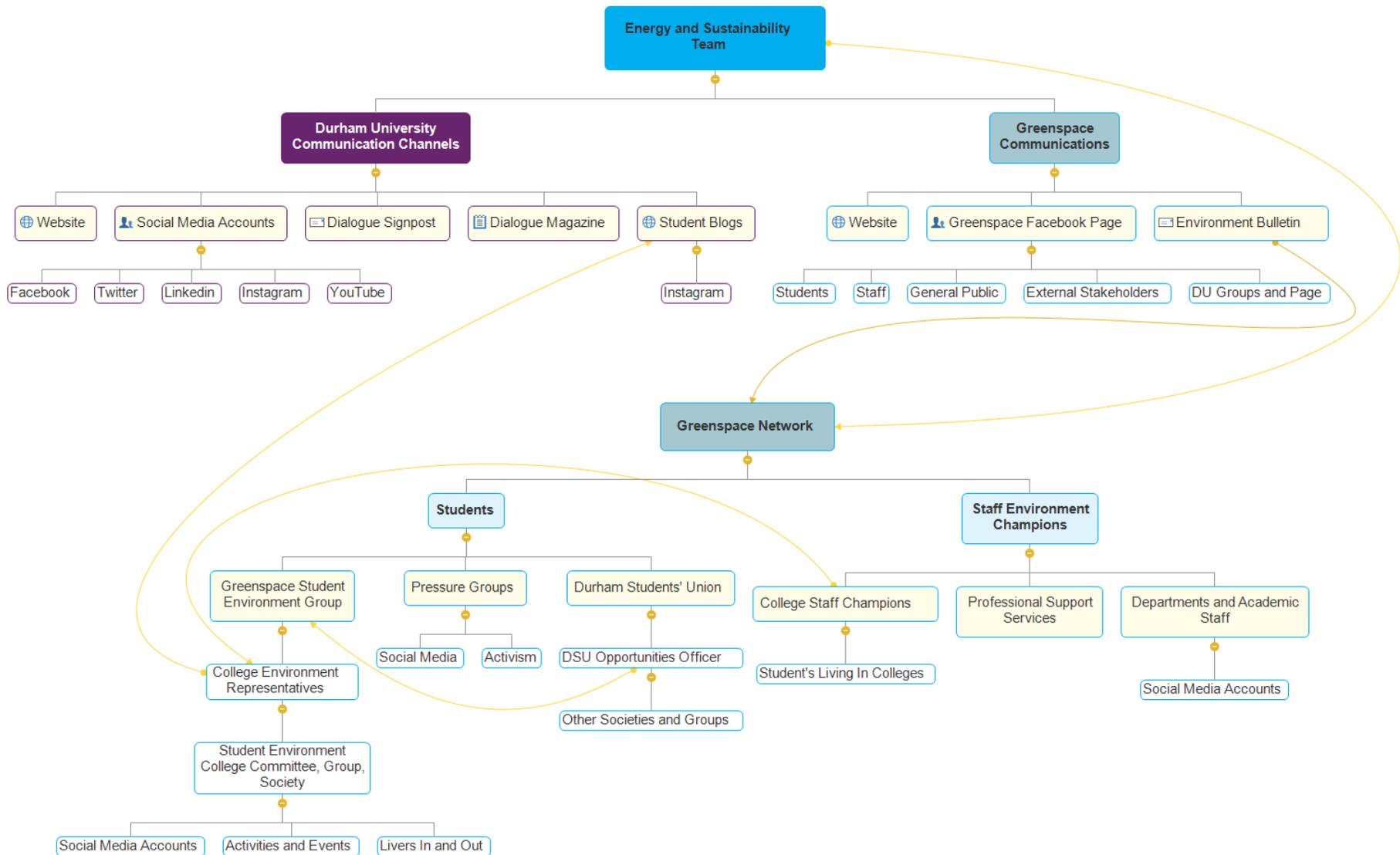


Figure 1 Energy and Sustainability Team Networks of Representative and Communication Channels.

11.1 Environmental Awareness Action Plan

Objective	Strategy	Target delivery	Action	Method for Measuring Progress	Responsibility	Review Date ¹
To promote environmental awareness within the University community.	Staff and students to be exposed to environmental campaigns and initiatives.	To ensure Greenspace present at all staff and student induction events and to ensure Greenspace material on environmental sustainability is included in all college and department student inductions.	Greenspace present at 100% of Students' Union's induction/Freshers fairs annually (October and January)	Attendance at Freshers Fair. Monitor number of students visiting stall and new sign ups to the newsletter	E+S Team	October 2020 and January 2021
			Promote My Greenspace Campaign and Actions in all College Inductions every year in the form of a presentation or a series of videos. Promote the work of the ESSPG in all induction documents, such as Handbooks, Fairs.	Review number of presentations given across colleges and departments.	E+S Team, Staff Champions	Ongoing – annual September-October
			Develop a training programme and series of workshops for staff champions in line with the EMS roles and responsibilities, to embed the Environmental Sustainability targets across all departments and PSS.	Number of events organised. Record attendance from each department and team. 47 PSS and Academic Departments	E+S Team	August 2020
			Promote My Greenspace Campaign and Actions in 100% of academic department student inductions annually.	Review number of presentations given across colleges and departments.	E+S Team	October 2020

¹ Deadlines are the end of each stated month.

			Maintain 100% of dialogue magazines incorporating Greenspace items during the academic year	How many articles were submitted and published in Dialogue magazine? 6 per year	E+S Team	August 2020
			30% of University Members on the Environment Bulletin mailing list by 2019-20	Use Mailing List information to review number of sign up. Monitor and update through excel and email. Review mailing list format and frequency.	E+S Team	Monitoring throughout the year. Annual review and update in August 2020.
		Effective use and engagement of the staff and student communication media and networks.	Increase the number of Greenspace Facebook page likes and followers. Regularly post on the page to keep followers informed and engaged.	Monitor online activity i.e. number of likes/followers, comments, like and engagement. Review figures and progress for each term. Report to the following ESSPG meeting.	E+S Team	Ongoing - Termly
			Increase the number of likes and follower on the Green Move Out Facebook page	Monitor online activity i.e. number of likes/followers, comments, like and engagement.	E+S Team	Ongoing
			Increase number of website views by 5% per year	Number of webpage hits Review google analytics during term time. Report to ESSPG in the a termly report. Analysis website views per page as a % of total views to track use.	E+S Team	Ongoing – Annual review
			Review current communications channels, integrated the new branding and campaign strategy. All current communication channels reviewed, and changes implemented. Survey staff and students to establish current interests and issues the team	Production of an annual communication report. Review with ESSPG annually. Survey Results	E+S Team and ESSPG	Report on 2020-21 Survey ready for June or October 2021.

			should focus on. Distribute a survey annually, form a baseline of knowledge and interests, establish impact of current channels.			Review and Update August/September 2021.
		Greenspace Ambassador Programme	Review the feasibility and benefits of a Greenspace Student Ambassador Programme.	Produce a paper – SWOT analysis, feasibility.	E&S Team	January 2022
		Annual promotion of the online sustainability training module to staff and students.	100% students & staff to access the module as part of registration / induction process each year. Update Training Module.	Blackboard/DUO online module data per academic year.	E+S Team	Review data in August 2020 (completed) Update Training Module 2021-2022
		Produce and deliver an annual schedule of environmental campaigns, competitions, and initiatives through the Environment Schedule.	Deliver 100% of the 'My Greenspace Calendar' each year.	Number of events planned and delivered. Review impact at the end of each term. Report to ESSPG.	E+S Team	Ongoing -Termly
		Annual Greenspace Festival: Students and Staff will be invited to hold events throughout the Festival, as well as attend events.	Increase awareness of sustainability amongst staff and students. Number of volunteers engaged, and events held.	Number of volunteers and events planned by staff and students.	E+S Team	Review in July 2021

	Review and develop sustainability in the core curriculum	Establish baseline data for 2018-2019. What will be measured?	Setup a working group, as established by the Provost Board, develop a plan of action, collaborate with academic staff and teams, feeding back to ESSPG and UEC. Establish the best method to measure and analysis sustainability in the curriculum i.e. through handbooks, module titles, internal audit.	Number of courses with sustainability embedded into the modules.	ESSPG	Group established in May 2021. Action plan to be developed by September 2021.
Promote Environmental Awareness and knowledge of the SDGs in the local community	Work with Outreach and Engagement Teams to promote Environmental Awareness in the local community.	Work with student volunteering to develop a local school's project that encourages sustainable behaviours and problem-solving activities.	Develop one school project with Student Volunteering, that will run for one academic year and deliver to 3 cohort of students. The project details to be developed - have 3 different workshops with each cohort. Monitor student numbers, survey student's awareness before and after series of workshops.	Number of school groups engaged. Number of applications for the competition.	SDG group and E+S Team	July 2021
		Work with the Community Team, DCC and local environmental groups to support local environmental awareness days and events.	Attend Durham Climate Change Group meetings and report back to E+S Team, ESSPG and other relevant parties.	Number of external events supported by DU.	SDG group, E+S Team, Outreach Teams	Ongoing

11.2 Impact Tracker

Channels and Media	Metric	Start Impact (2018-19)	Current Impact (May 2020)	Target Impact by July 2022	Progress
Greenspace Facebook Page	Likes	552	639	2000	
	Followers	524	713	2000	
Green Move Out Facebook Page	Likes	173	169	300	
	Followers	166	168	300	
Greenspace Website Views	Total Views	79,470	80,252 (4.2% of DU home)	5% of DU home = 94,789.5	
Environment Bulletin	Total subscribers	953	1457	2,300	