



Lancaster University Behaviour Change Plan

2017-2023



“We make campus an inspiring place to be”

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3 Behaviour Change Plan Aims and Strategic Context

Facilities Sustainability Plans & Strategies

Encouraging and supporting sustainable behaviours in staff, students and visitors are key elements of Facilities sustainability strategies and plans. Whether encouraging staff to change to more sustainable travel modes as part of the Travel Plan, implementing schemes to segregate and reuse waste items as part of the Waste Plan, or supporting behaviour change projects to reduce energy consumption and carbon emissions as part of the Carbon Management Plan (CMP), behaviour change projects are key elements of Facilities plans.

As well as being a self-contained document, The Behaviour Change Plan forms part of the overarching Facilities Sustainability Plan. The Facilities Sustainability Plan draws together, and puts into context all Facilities environmental sustainability strategies and plans including the Travel Plan, Ecology Plan, Behaviour Change Plan, Energy and Utilities Plan, Carbon Management Plan, and Waste Plan. In addition, the Facilities Sustainability Plan establishes the context and contribution of specific plans and strategies to the Facilities ISO 14001 Environmental Management System and broader Facilities and University Strategies, such as the Estates Masterplan. The Facilities Sustainability Plan comprises Facilities contribution to The University Environmental Sustainability Plan, which itself establishes University wide strategic environmental sustainability aims and objectives and addresses the environmental commitments made in the 'University Strategy for 2020'.

University Strategy

The University's 'Strategy for 2020' commits to 'Ensuring Sustainability' as one of four key dimensions and this underlines meeting carbon reduction and other environmental targets, as well as becoming an exemplar in practice and thinking in environmental sustainability. The development and implementation of behaviour change projects and initiatives through the Behaviour Change Plan are considered a key environmental sustainability initiative of the University Strategy.

Institutional Drivers for Behavioural Change

In addition to the policy and strategy drivers for behavioural change, a number of specific institutional considerations are driving behavioural change.

- The desire from senior management to mainstream environmental sustainability and behaviour change.
- The recognition that behaviour change needs to be integrated as far as practicable into all aspects of staff and student life at Lancaster University in order to have effective outcomes.
- The recognition that behaviour change can be integrated into teaching and research activities.
- A desire to embed energy and carbon saving behaviours in order to reduce unnecessary energy use.

These factors indicate that an integrated approach to behavioural change is required at an institutional level in order that low environmental impact behaviours can be promoted, prioritised and adopted as the mainstream 'normal' approach to an activity or operation.

4 Strategic Objectives

Lancaster University recognises that as a major international teaching and learning institution it has a responsibility to endeavour to embed sustainable behaviours in its practices, teaching and research as far as practical, so that its staff, students and visitors are encouraged to adopt sustainable approaches to their activities.

The strategic objectives developed for the Behaviour Change Plan are:

To stimulate, mobilise and coordinate the Lancaster University sustainability community

- Through establishing a behaviour change project team.
- Through the development and implementation of a communication strategy.
- Through refreshing, coordinating and linking together the sustainability community.

To provide a central forum for demonstrating and disseminating good sustainability practice.

- Through the establishment of a behaviour change forum group.
- Through the generation and communication of projects, research and activities that demonstrate and teach best practice in sustainability practice, teaching and research.
- Through improving awareness of, and effectively highlighting and signposting environmental events and opportunities.

Engaging the community as a whole to encourage and embed sustainable behaviours and understanding of sustainability issues

- Implementing and publicising an ongoing campaign of events and activities aimed at encouraging sustainable practices.
- Implementing headline sustainability events to capture the notice and imagination.
- Working with key groups or building occupants on targeted campaigns designed to alter specific behaviours in certain areas.

Facilitate the linking of teaching, research, and practice, utilising the significant expertise within the University

- Update and publicise the 'map' of sustainability

practice, research and teaching, and producing a simplified 'Sustainability World at Lancaster' guide.

- Identify the strengths and gaps in sustainability, practice, teaching and research and investigate how these could be addressed.
- Consideration of where and how sustainability could be better integrated into teaching and research and what systems would need to be developed in order to achieve this.
- Facilitate the linking of teaching, research and practice through the 'behaviour change forum group' and improved communications.

To alter staff and student behaviours in order to reduce carbon emissions, energy and resource consumption associated with University activities and operations

- Develop comprehensive tailored sustainability induction packages for staff and students.
- Develop campaigns and incentives to encourage sustainable student living on campus.
- Provide information, training and campaigns to encourage sustainable staff practices, utilising environmental champions and departmental contacts.

To provide a student experience that encourages behaviour change during and beyond your university life

- To have provided a package of measures that encourage and 'normalise' sustainable living and working for students and staff and enable the application of those lessons elsewhere.
- To incorporate sustainability considerations and implications into preparation for employability such as Corporate Social Responsibility.
- To develop targeted approaches to disseminating and encouraging sustainable practices for specific harder to reach group, such as international students.

5 First Edition Behaviour Change Plan – Review of Progress

The first edition of the Behaviour Change Plan has featured projects and initiatives primarily managed and implemented through the Green Lancaster collaborative initiative operated by Lancaster University Facilities and Lancaster University Students' Union, which delivers student and staff facing environmental sustainability projects, initiatives and engagement. The aim of the First Edition Behaviour Change Plan and the projects supporting it, being to encourage and establish sustainable behaviours and engagement in environmental sustainability projects in students, staff and visitors at the University.

Since the adoption of the First Edition Behaviour Change Plan in 2015, activities have principally concentrated on influencing and encouraging sustainable behaviours with the student audience and building institutional links, networks and structures across the University. It is recognised, that in the longer term, successful implementation of the Behaviour Change Plan cannot be delivered by Green Lancaster alone, but will require the adoption and integration of behaviour change projects by Faculties and other departments and integration of such projects into departmental or Faculty environmental sustainability plans.

Significant progress has been made in implementing the First Edition Behaviour Change Plan since its introduction in 2015, with key strategic objectives achieved, although progress has been significantly better in relation to certain objectives.

Objective 1: To stimulate, mobilise and coordinate the Lancaster University sustainability community

The first edition Behaviour Change Plan introduced a coordinated and structured approach to delivery of behaviour change activities and events and established a project delivery team (Green Lancaster Management team) between Facilities and the students' union responsible for detailed planning of behaviour change activities and events delivered through the Green Lancaster partnership. The Green Lancaster Management Team comprises Facilities Environment Manager, Lancaster University Engagement Manager and the Green Lancaster Manager. The team establish objectives, priorities and key projects to be delivered under the Behaviour Change Plan.

To enable the delivery of the Behaviour Change Plan a Green Lancaster Communications Strategy and a clear separate Green Lancaster 'brand' and communications channel were developed to provide a coordinated channel for delivering sustainability messages. Communications are delivered through a wide range of outlets include the weekly Green Lancaster Newsletter, social media outlets and via Facilities Communications outlets.

The Green Lancaster Communications Team, which meets fortnightly, has been established to support delivery of the Green Lancaster Communications Strategy through delivering a coordinated communications approach, and comprises the Facilities Environment Manager, Green Lancaster Manager and representatives from the Facilities and Lancaster University Students Union Communications team.



Objective 2: To provide a central forum for demonstrating and disseminating good sustainability practice

Green Lancaster has firmly established itself as the organisation for demonstrating and disseminating good environmental sustainability practices at Lancaster University, since it was established in 2008. The initiation, and practical demonstration of sustainability projects, their communication and ongoing implementation is highly effective through using Green Lancaster through its student facing communication and engagement channels and opportunities provided for sustainability related volunteering and employment.

Objective 3: Engaging the community as a whole to encourage and embed sustainable behaviours and understanding of sustainability issues

Green Lancaster have established a range of communication channels and use a number of different approaches in order attempt to engage as the University community. The wide range of events and activities, covering transport, sustainable food, waste & recycling and energy & carbon has made it possible to pitch events attractive to a broad range of staff, students and visitors. In addition, running high profile events and campaigns, such as Forest of the Future carbon offset project, coffee cup challenge and 'Don't Ditch It, Donate It' reuse project has enabled Green Lancaster to capture staff and students attention and be recognised as the organisation to go to for practical sustainability initiatives.

Objective 4: Facilitate the linking of teaching, research, and practice, utilising the significant expertise within the University

Within the resources available, Green Lancaster has been able to establish linkages with a number of teaching modules and programmes. The linkages have enabled students to utilise the University Facilities and Student Unions environmental sustainability expertise and real site data and information as part of the their courses. Research projects using site data are also supported.

Objective 5: To alter staff and student behaviours in order to reduce carbon emissions, energy and resource consumption associated with University activities and operations

Encouraging staff and student behaviours to reduce energy consumption and carbon emissions is a high priority objective of the Behaviour Change Plan and Green Lancaster annual action plans. Green Lancaster has participated with the National Union of Students in the 'Student Switch Off' energy saving campaign for three years and is implementing a high profile energy and carbon saving campaign in 2019 targeting staff, students and visitors in a range of interesting and imaginative ways. New student and staff environmental induction packages are being developed.

Objective 6: To provide a student experience that encourages behaviour change during and beyond your university life

The ultimate objective of the Behaviour Change Plan is to provide an experience at Lancaster University that has 'normalised' and encouraged sustainable living for staff and students. It is recognised that this is a longer term objective, but the range of projects and initiatives developed by Green Lancaster has established a clear 'framework' and opportunity for enabling sustainable living, which has been adopted by a proportion of particularly students. The limits on implementing this objective more effectively being the level of resources available.

5.1 Green Lancaster Annual Action Plans

Green Lancaster Action Plans are developed for each year of Behaviour Change Plan. The plans set out the principal environmental sustainability projects, initiatives, activities and events planned to be delivered during an academic year. The projects are delivered against a key environmental sustainability themes including:

- Waste Recycling & Resource Use - Annual 'don't Ditch It, donate it' household goods re-use project, coffee cup recycling and reuse projects
- Sustainable Travel – Cycle to work days, second hand bike sales, Dr Bike workshop
- Sustainable Food – Development of EcoHub project, Green Lancaster market stall, 'Grow it, eat it, live it' project, sustainable food growing and processing activities.
- Carbon, Energy and Climate Change – Hosting of the 'Hard Rain' (climate change) exhibition and project, delivering the Student Switch Off programme in conjunction with the NUS, Climate Change engagement with the 'How bad are bananas project' and the Carbon Offset 'Forest of the Future project'
- Annual Sustainability Events and Activities – Freshers Fair, Green Lancaster Week, Fairtrade Fortnight, EAUC national Conference, Sustainability Challenge
- Sustainability in Teaching & Research – Assisting in providing research projects for students, and information to assist sustainability teaching modules with various academic departments

Details of projects, activities and initiatives delivered as part of the Green Lancaster Annual Action Plans during the First Edition of the Behaviour Change Plan are summarised below.



5.2 Green Lancaster Behaviour Change Projects - 2015-16

The 2015-16 academic year represented a new direction for Environmental Sustainability behaviour change projects at Lancaster University, following the re-launch of Green Lancaster as a collaborative initiative of Lancaster University and the Students' Union in Green Lancaster week (March 2015). This was the first year of delivery of the Behaviour Change Plan within the Facilities Sustainability Plan. The Students' Union concluded delivery of the reporting commitments associated with the HEFCE-NUS 'Student Green Fund' for the Edible Campus project in August 2015 and a key objective for the year ahead was to implement the Edible Campus legacy project in order to maintain high student and staff engagement in sustainable agriculture and food.

Green Lancaster delivered an extensive range of environmental behaviour change projects during the 2015-16 academic year. Projects and initiatives included Freshers Fair, Carbon management Plan Launch, Hard Rain Project and exhibition, conservation volunteering and Ecohub activities and events, cycle to work events, 'Dr Bike' cycle repair project, Green Lancaster Week and Fairtrade Fortnight and the 'Don't Ditch it Donate it' reuse project. Short summaries of key projects delivered in 2015-16 are presented below:

Green Lancaster Launch Event - Fresher's Fair 2015

With the development of dedicated and jointly owned Green Lancaster branding by Facilities and the students' union in spring 2015, Fresher's Fair (October 2015) provided the opportunity to launch this to new and returning students. A dedicated 'Green Lancaster' stall was provided from a marquee on Lancaster Square, with Facilities and Students' Union staff providing information on environmental sustainability projects and opportunities.

Green Gown Award for 'Grow it, Eat it, Live it!'

Following the conclusion of the externally funded 'Edible Campus' project, Green Lancaster entered the Green Gown Awards 2015 with the 'Grow it, Eat it, Live it' initiative. This was a culmination of the joint contributions from each department to enhance the profile and engagement in sustainable food throughout the two-year funded period. The initiative won the prestigious award in November 2015 in the Food and Drink category. The project was commended for its contributions to practical participation and learning through growing and cooking workshops and for taking a 'whole campus' approach to food sustainability through embedding the Soil Association Food for Life framework across catering operations.

Whole Earth Exhibition

Green Lancaster week 2016 featured the launch of the Whole Earth exhibition at Lancaster University. This is a touring global exhibition developed as a partnership of the Hard Rain Project and National Union of Students. A series of informative external banners were displayed around LICA and Lancaster Square featuring graphic imagery gathered as part of the project profiling the challenges facing human and natural systems by the rapid human development of recent times. To launch the exhibition, Mark Edwards, founder of the Hard Rain Project attended the University to give a lecture featuring images and footage from the project.



5.3 Green Lancaster Behaviour Change Projects 2016-17

The 2016-17 academic year saw continued development of projects and activities as part of the Green Lancaster behaviour change plan. An extensive range of environmental sustainability projects were delivered by Green Lancaster during 2016-17 including the Edible Campus market stall, Freshers Fair Green Lancaster stall, cycle sales, Ecohub and conservation volunteering initiatives, coffee cup campaign, EAUC Conference support and Project Exodus. The Edible Campus legacy project benefitted from ongoing support from the students' union Green Lancaster team and the facilities at the EcoHub barn were enhanced to meet a growing range of student activities based at the site. Improvements included the installation of AV equipment ready for the new academic year and the successful receipt of funding from the Lancaster University Friends Alumni grant for a wood burning stove in the Education and Social Hall. Examples of Green Lancaster Projects delivered in 2016-17 include:

Hedge of the Future

Working in partnership with Facilities, the students' union secured permission to enclose the field to the east of the EcoHub barn and develop in line with the principles of the EcoHub; food production and biodiversity enhancement. To start the process, the Green Lancaster team worked with Bowerham Primary School to engage the entire school (pupils and teachers) in hedge planting in November 2016. Students volunteering on the Edible Campus project, students from the LUMS OWT.230 module and Lancaster University overseas campus students complimented this planting throughout the winter season until a perimeter hedge comprising 2400 native hedgerow shrubs enclosed the entire site.

EAUC Conference 2017

During the Easter vacation 2017, Lancaster University hosted the annual 'Environmental Association of Universities and Colleges (EAUC) Conference. This is a national event for environmental sustainability professionals and managers across Higher Education and was attended by several hundred delegates. Hosting the event at Lancaster provided the ideal opportunity to showcase Lancaster University's environmental sustainability projects and initiatives including the Ecohub, Wind Turbine, Energy Centre, Sustainable Food, as well as making the most of Lancaster's campus environment with tours of the Woodland Walk and sessions based at the EcoHub.

Green Lancaster Schools Programme

The students' union developed an Environmental Sustainability educational programme, based at the EcoHub for local primary schools. A dedicated team of students through the summer term 2017 delivered the programme, with seven schools participating and total attendance of 325 pupils. The programme offered sessions based on two sustainability themes; renewable energy and sustainable food. For the energy themed session, the session facilitators provided the groups

with a tour of the wind turbine and energy centre. In the sustainable food session, the group took part in a local produce treasure hunt at the EcoHub before planting windowsill seedlings for the classroom and then taking part in a cooking workshop during the afternoon. Lancaster University Hospitality provided the cooking demo.

Student Eats Enterprise Start-Up Fund

Following the long-standing participation of the Students' union's Edible Campus project in the NUS Student Eats programme, students engaged in the project at Lancaster applied to the new Enterprise start-up funding opportunity in the 2015-16 year. Two projects were successfully awarded funding to experiment with new initiatives; preserve making and the Edible Campus Co-op. This funding provided significant opportunity for the expansion of enterprise activities on the Edible Campus project through 2017-18. Activities included the provision of 32 market stalls throughout the academic year with an expansion in products to include dried pulses and grains procured from SUMA. The Edible Campus project diversified into running regular cooking workshops using campus kitchens and venues. 'The Deli' was frequently used for interactive events such as the 'insect tasting night' and jam and chutney making workshops. The latter were then sold on the Edible Campus market.

'Don't Ditch It, donate it' Project

As part of the continual growth of the project, operation of the project was improved with the establishment of a dedicated container compound at Alexandra Park. This consisted of a fenced compound with easy access for collection vehicles. Five containers were used for the core project period to provide temporary storage for the donations and better organisation compared to the previous years. The project resulted in over 40 tonnes of items being diverted from waste for reuse by local charities.

CAMUS
ORGANIC
LAVENDER
ESSENTIAL OILS
£1
TUMORS

Filbert's Bakery
Bread
Mills Eye barley
Mixed Seed (seamless)
White
Cut of superior
large / 1.50 small / 1.25



5.4 Green Lancaster Behaviour Change Projects 2017-18

The 2017-18 year saw the consolidation of existing projects and diversification of the outreach of Green Lancaster initiatives with 970 students, staff and wider community members engaged with environmental sustainability (behaviour change) initiatives at Lancaster University. There was an ongoing focus on developing the EcoHub and significant progress was made on space and access enhancements by Facilities. The students' union continued to support the thriving Edible Campus project as well as other new sustainable agriculture initiatives based on the EcoHub site. Teaching module and academic department partnerships continued to gather momentum with Green Lancaster collaborating on the delivery of content within five modules.

There were new collaborations with departments to host and deliver conferences and events ranging from the DEMAND centre event in March 2018 to the BUTEX conference in July. The latter featured a garden reception at the EcoHub attended by 80 international delegates. Throughout the year, collaboration with the Lancaster University international campuses community continued, with events reaching 375 students. During the summer, the 'DontDitchIt, donate it', household goods re-use project collected 43 tonnes of donations and Facilities procured a dedicated Green Lancaster electric to support this and other project operations.



Sustainable Agriculture & Biodiversity: EcoHub Projects

The EcoHub continued to be a strong focus for Green Lancaster activity. The students' union supported the Edible Campus (HEFCE Students' Green Fund legacy) project via dedicated student staff; the Edible Campus Supervisor and two Edible Campus team members. This team oversaw a programme of twice-weekly volunteer action days at the EcoHub throughout the academic year. Towards the end of the year, as part of the plan to secure the long-term sustainability of the project, and meet student demand, the project successfully transitioned to a students' union society, with an appointed executive committee of six members.

This will stand the project in a very strong position going into 2018-19 with more autonomy whilst maintaining support from the students' union Green Lancaster team. In addition to Edible Campus, two new EcoHub-based initiatives were launched supported by Green Lancaster; the Permaculture Project and Lancaster University Bee Keepers (LUBK). The Permaculture project consisted of a small but dedicated team of volunteers developing the EcoHub orchard into a Permaculture garden featuring 'Hugelkultur' beds and a sensory garden. Lancaster University Bee Keepers was launched on 3rd July with an event attended by 45 students, staff and visitors.

Green Lancaster Week: Forest of the Future

This year's focus for Green Lancaster week was the new biodiversity and carbon offsetting 'Forest of the Future' project. The project was developed through a working group consisting of Green Lancaster, academic staff and students from Lancaster Environment Centre and staff from the Woodland Trust Kendal office. 1000 trees were planted at the University's Forrest Hills site during the week of the 12th March 2018. Over 150 students, staff and local school pupils undertook the planting over an intensive four-day planting period. The Monday launch saw a number of University VIP's attend the planting, including the Vice-Chancellor and Facilities directors.

Sustainable Transport

Green Lancaster projects continued to focus on supporting staff and student cycling and walking to and from the University. The Dr Bike safety checks and minor repair service took place weekly during term-time at a dedicated market stall in Alexandra Square. The Green Lancaster team delivered the annual 'Pedal and Pedestrian Pit Stop' during cycle to work week.



Climate Change Engagement: 'How bad are Bananas?'

Following the acquisition by Facilities of the 'How bad are Bananas' carbon footprint engagement game and training delivered for Facilities and students' union staff by environmental consultancy 'Future We Want', the Green Lancaster team delivered a number of 'How bad are Bananas' engagement events across campus through the academic year. This was also combined with events for Fairtrade fortnight during Feb-March 2018. Popular events were hosted in the Library building lobby as well as in a marquee at the annual 'Roses' tournament in May 2018.

Energy Consumption & Behaviour Change: NUS Student Switch Off

2017-18 saw the Green Lancaster subscribe to the NUS Student Switch Off Energy Saving competition. This enabled residents in the college accommodation across campus to compete in the competition for the best engagement with energy saving throughout the academic year. A team of 40 volunteer ambassadors were trained by the NUS and supported by a dedicated student staff team member from the Green Lancaster team. The winning college was Grizedale, with the ice-cream party taking place during summer term week 10.

6 Second Edition Behaviour Change Plan

The Second Edition of the Behaviour Change Plan has been developed to support Lancaster University Estates Strategy, Facilities and University Sustainability Plans, Campus Masterplan and University Strategic Plan, and covers the same period as the Estates Strategy (2017-2022). Any uncompleted and planned objectives and targets from the first edition of the Green Lancaster Action plan have been incorporated into this 2nd edition.

The overarching strategic objectives for the Second Edition of the Behaviour Change Plan remain the same as for the first edition, as follows:

- To stimulate, mobilise and coordinate the Lancaster University sustainability community
- To provide a central forum for demonstrating and disseminating good sustainability practice
- Engaging the community as a whole to encourage and embed sustainable behaviours and understanding of sustainability issues.
- Facilitate the linking of teaching, research, and practice, utilising the significant expertise within the University.
- To alter staff and student behaviours in order to reduce carbon emissions, energy and resource consumption associated with University activities and operations.
- To provide a student experience that encourages behaviour change during and beyond your university life.

In order to support the implementation of the Second Edition Behaviour Change Plan the following additional objectives are proposed to be adopted:

- Establishment of a senior level governance group to coordinate and report on governance of environmental sustainability across the University and facilitate and coordinate behaviour change, education for sustainable development and sustainability research projects across the University as a whole.
- Development of appropriate faculty and departmental governance structures in order to develop and deliver environmental sustainability plans at a faculty level.
- Delivery of annual Green Lancaster Action Plans focusing on student facing sustainability projects by the Green Lancaster Management Team.
- Identification of additional funding sources to enable development and delivery of further behaviour Change projects.
- Implementation of specific energy, carbon management and waste related behaviour change projects

7 Review, Update and Reporting

Progress in implementing the Second Edition Behaviour Change Plan will be reported to the Sustainability Management Group in order to monitor performance. Following accreditation to ISO 14001 Environmental Management System (EMS) in 2014, the objectives and targets from the annual Green Lancaster Action Plans are integrated into Facilities ISO 14001 EMS.

The Behaviour Change Plan is implemented through Green Lancaster Action Plans, produced annually as a separate document. These plans set out the projects, initiatives and activities designed to support delivery of the Behaviour Change Plan during each academic year.

8 Conclusion

In order to be successful this Second Edition of the Behaviour Change Plan needs to fully engage staff and students, and ensure that it is seen as relevant to all University activities, operations and departments and not just the responsibility of one department.

The Behaviour Change Plan aims to produce an overall 'student and staff experience' within which sustainability is fully integrated, its extent recognised and understood and furthermore considered an everyday and automatic part of life at Lancaster University. Within this student experience, sustainable practices would be engrained – into everyday routines, whether these are energy saving, recycling or reuse. Opportunities for sustainable research projects would be available and well signposted, whilst taught courses could offer a core sustainability module, and /or other modules with Sustainability content. Other practical activities, such as environmental sustainability volunteering work undertaken through Green Lancaster would also be more widely available.

The Second Edition Behaviour Change Plan establishes a framework for behaviour change over the period 2017-22 at Lancaster University. The successful delivery of this strategy offers many environmental benefits, not least through conserving resources, through preventing and minimising waste and encouraging and embedding sustainable behaviours in staff and students that they will hopefully maintain for the rest of their lives.





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If you wish to discuss any aspect of the University's Behaviour Change Plan, please contact:

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