

# EAUC Scotland Outcome Agreement with Scottish Funding Council

## April 2020 - March 2023



# Accelerating action and leadership in Scotland's universities and colleges in order to respond to the climate emergency

## Introduction:

EAUC Scotland's Mission is to inspire, empower and support leadership and collaborative action for sustainability across the Scottish further and higher education (FHE) sector. Our new programme **Accelerating action and leadership in Scotland's universities and colleges in order to respond to the Climate Emergency** will continue to support this mission, running from April 2020 to March 2023, and will build upon our previous outcome agreement work with the Scottish Funding Council, and on behalf of the Scottish further and higher institutions.

The Programme has five key Outcomes:

- 1) The sector is delivering dynamic and coordinated leadership and action in response to the climate emergency at all levels of Scottish further and higher education institutions
- 2) The further and higher education sector is able to provide the right data, skills, and knowledge to contribute towards national climate targets
- 3) Universities and colleges in Scotland are able to respond collectively at a sector-based, local and national level to the climate emergency and collaborate effectively within and beyond the sector.
- 4) Students develop the knowledge, skills, values and resilience required to lead and transform Scotland's future carbon-neutral, sustainable and inclusive economy.
- 5) EAUC Scotland's expertise and knowledge on sustainability within the FHE sector is accessed and utilized by wider stakeholders, including SFC

The Programme has eight key Performance Indicators (PIs):

- PI.1 There is an evidenced increase in transformative leadership activity across the sectors and across all communities
- PI.2 Structures are developed that enable better engagement and leadership across institutional communities, with output
- PI.3 Sector progress reports on PBCCD demonstrates continuing improvement in reporting quality and progress
- PI.4 New collaborative initiatives promote the place-based agenda supporting equal access to EAUC support at a regional/city level
- PI.5 Teaching and student communities are empowered to influence curriculums and learning experience, with output
- PI.6 There is evidenced progress on the Learning for Sustainability Action Plan 2030+ including working collaboratively with SFC key contacts
- PI.7 EAUC Scotland's brand embraces the Team Scotland approach and its contribution can be measured against the SFC framework
- PI.8 SFC is better informed on relevant UK and international sustainability news and policy development

This Programme will be delivered by EAUC, working in partnership with individual institutions and strategic partners in Scotland and beyond, to provide specific and targeted support for colleges and universities in Scotland for their response to the climate emergency. It will further strengthen the capabilities of both EAUC Scotland and individual FHE Institutions to intensify and progress activity on their environmental sustainability challenges, and in turn contribute towards the provision of longer term environmental, social, economic and educational benefits for individual FHE institutions, the Scottish Funding Council and as part of Scotland's national ambitions on the climate emergency.

**Definitions:**

**Outcome:** Effect of the Programme on individuals, institutions, or the sector as a whole, during the Programme's operation.

**Impact:** Lasting change in the sector as a result of the Programme.

**Outcome Measure:** Predetermined results towards which effort is directed, to be achieved by Programme end.

**Milestone:** Scheduled event that indicates the completion of a major deliverable of a project. Milestones are measurable and observable and serve as progress markers.

**Deadlines:** Programme runs April 2020 to March 2023 (Y1 – Y3) with four quarters ending June (Q1), September (Q2), December (Q3) and March (Q4) annually. All Milestones have deadline of a specific quarter.

**Outcome 1: The sector is delivering dynamic and coordinated leadership and action in response to the climate emergency at all levels of Scottish further and higher education institutions**

Performance Indicators:

- PI.1 There is an evidenced increase in transformative leadership activity across the sectors and across all communities.  
 PI.2 Structures are developed that enable better engagement and leadership across institutional communities, with output.  
 PI.4 New collaborative initiatives promote the place-based agenda supporting equal access to EAUC support at a regional/city level

PIs	Impact	Impact Measures	Milestones	Deadline
1 4	Staff working in different support and academic roles within FHE institutions are engaged and empowered to take action on climate change and sustainability, increasing individual capacity and leadership	EAUC Educational Contacts in Scotland increase by 10% over the programme, showing increasing engagement with EAUC and in FHE staff interested in taking action on sustainability  Annual Survey of university and college contacts sector-wide shows staff feel empowered to change their behaviour and take action to support sustainability within their institution	Two short video or text briefs on key topical sustainability issues released and promoted for use by staff and students at all levels of institutions	Y1 Q4 Y2 Q4 Y3 Q4
			Work with the EAUC UK and Ireland Office to ensure ongoing promotion of previously published resources to support sustainability buy-in at different levels, including the Professional Department Engagement Guides, Business Case Guide, and Governors' Guide, with activity reported in the Annual Report	Ongoing
			Develop and launch new resources or tools to support sustainability leads to engage with staff across their institution on sustainability and climate change action	Y3 Q1
			Institutional engagement visits broadened to allow multiple institutional contacts to participate in meetings during face-to-face (or virtual conference) visits at least once over programme	Y3 Q4
			Provision of responsive support to inspire effective collective sustainability leadership (as outlined by the Sustainability Committees Best Practice Guide from the 2017-20 Programme), including Sustainability Committees and other groups of staff as requested, at the request of institutions, with activity reported in the Annual Report	Ongoing
			Annual survey of university and college contacts sector-wider to gather evidence for Outcome Measures on staff members' feeling of empowerment to change their behaviour and take action to support sustainability within their institution	Y1 Q4 Y2 Q4 Y3 Q4
1 2	Commitment to and engagement with climate change and sustainability action evident at a senior level	Annual Reports from EAUC Scotland evidence engagement activity with sector senior leaders and the results of this activity	Update senior leadership engagement strategy to include more actions and outputs to be delivered individually and in collaboration with partner organisations such as Universities Scotland, Colleges Scotland and the College Development Network, and monitor and report on output in the Annual Report	Y1 Q2 Ongoing
			Facilitate a discussion on how leaders and institutional communities can work better together to cultivate effective change, and decide on next steps to support implementation of identified ideas	Y2 Q4
			Provision of responsive support to inspire proactive sustainability leadership, including meeting and supporting senior leaders, at the request of institutions (as individuals, regionally, or in other appropriate groupings), with activity reported annually	Ongoing

**Outcome 2: The further and higher education sector is able to provide the right data, skills, and knowledge to contribute towards national climate targets**

Performance Indicators:

PI.1 Structures are developed that enable better engagement and leadership across institutional communities, with output.

PI.3. Sector progress reports on PBCCD demonstrates continuing improvement in reporting quality and progress.

PI.7 EAUC Scotland's brand embraces the Team Scotland approach and its contribution can be measured against the SFC's strategic framework

PIs	Impact	Impact Measures	Milestones	Deadline
3	High quality information on institutions' responses to the climate emergency and the Sustainable Development Goals is available to SFC, the Scottish Government and wider stakeholders to show sector leadership and drive further action	Sector Progress Reports on PBCCD show an increase in reporting quality and progress towards Scottish Government climate change targets  Sector progress reporting against the Sustainable Development Goals (SDGs) shows an increase in reporting quality in terms of the number of institutions reporting, the comprehensiveness of this reporting, and the ease of collation of the data from different institutions to give a good understanding of FHE work on the SDGs	Production of sector progress report for SFC and other partners on PBCCD reporting data findings and quality of carbon reporting, including trend indicators	Y1 Q1 Y2 Q1 Y3 Q1
			Support institutions to continue to fulfil their climate change reporting obligations when the Public Bodies Reporting requirements change	Y2 Q2
			Brief report on extent and quality of reporting against the SDGs by sector members produced for SFC, detailing plans to promote development of sector action in this area	Y1 Q3
			Follow up report on extent and quality of reporting against the SDGs by sector members produced for SFC	Y3 Q3
1  3	New guidance on reducing scope 3 carbon emissions enhances the capacity of sector members to better understand these specific impacts and take action to reduce them	Carbon management plans and reporting for individual institutions demonstrates progress in institutions measuring their scope 3 emissions and putting in place plans to reduce them	Investigation into options for sector to develop an agreed shared standard for net carbon neutrality to work towards, with findings launched if appropriate	Y1 Q4
			Research into options to reduce emissions from business travel within the sector, particularly from aviation, and development and launch of resources or tools to support this work	Y2 Q1
			Work with APUC and other partners to improve the understanding of the social and environmental impacts of procurement, with a relevant event or focused guidance launch	Y1 Q2 Y2 Q2
1	Individual knowledge and skills strengthened to support implementation of climate change mitigation and adaptation and wider sustainability actions	80% of Scottish institutions are represented at a minimum of one training or knowledge-sharing event over the programme  100% of institutions engaged with over the programme to assess sector skills level and training/support needs, either by institutional visit or by VC	Provision of responsive knowledge and skills support service through Sector Helpline and training and knowledge-sharing events to be delivered based on sector demand, with initial (re)launch then activity reported annually	Y1 Q1 Ongoing
			Work with Adaptation Scotland and other relevant partners to ensure progress on climate change adaptation planning within universities and colleges, with a relevant event or focused guidance launch	Y1 Q3 Y2 Q3
			Annual Institution Engagement Programme reviewed (taking into account development noted under Outcome 1), and revised process embedded in EAUC Scotland operational activity	Y1 Q2 Y1 Q4 Y2 Q4 Y3 Q4

**Outcome 3: Universities and colleges in Scotland are able to respond collectively at a sector-based, local and national level to the climate emergency and collaborate effectively within and beyond the sector**

Performance Indicators:

- PI.1. There is an evidenced increase in transformative leadership activity across the sectors and across all communities.
- PI.2. Structures are developed that enable better engagement and leadership across institutional communities, with output.
- PI.4. New collaborative initiatives promote the place-based agenda supporting equal access to EAUC support at a regional/city level.

PIs	Impact	Impact Measures	Milestones	Deadline
1 2 4	Knowledge and experience on carbon and sustainability is effectively and efficiently shared within and beyond the FHE sector	Annual Survey of university and college contacts sector-wide shows respondents value the networking and knowledge-sharing opportunities, with gaps identified and prioritised for consideration by the EAUC Scotland team  Annual Reports from EAUC Scotland include details of knowledge-sharing event participation levels and feedback, resources and support guides produced, and details of sector communications channels	Review of EAUC Scotland networking and knowledge-sharing networks completed and development plan implemented	Y1 Q1
			Develop and launch an EAUC Scotland Ambassador / Mentoring Programme utilising EAUC Scotland contacts and networks to facilitate an enhanced level of peer support	Y2 Q1
			Ensure knowledge sharing between educational institutions and non-FHE organisations within the public or private sector is supported to enable collaborative, regional or topic-based responses to shared challenges, by inviting relevant external stakeholders to meetings or knowledge-sharing events, with activity reported annually	Y1 Q4 Y2 Q4 Y3 Q4
2 4	The capacity of institutions to seek support from EAUC and other support organisations on sustainability issues on a regional / city basis is enhanced	Evidence of collaborative sustainability activity and requests for support collated and reported in EAUC Scotland Annual Reports	Develop and launch, working with sector members and the outcomes of the SFC perceptual survey, a new model of targeted support at a localised level enabling sector groups to access EAUC regionally or by city, with engagement monitoring measures in place and an annual review to identify opportunities for improvement	Y1 Q4 Y2 Q4 Y3 Q4
1	Scotland's FHE sector has a strong reputation for leadership in carbon management and sustainability	Average Green Gown Award Applications from Scotland make up 15% of total applications from across the UK (Scotland = 10% of sector)  Annual Reports from EAUC Scotland include details of Scottish case studies, resources and support guides produced and shared beyond Scotland	Update of Communications Strategy aligned with EAUC UK and Ireland Office to promote the sustainability work of Scottish FHE institutions	Y1 Q2
			Engage with UN Climate Change Summit COP26 in Glasgow in 2020, ensuring a strong presence for the Scottish tertiary education sector	Y1 Q3
			EAUC Scotland promotes all relevant Government Consultations to contacts within the sector to encourage policy engagement, and provides a Sector Response to all with high sector relevance, detailed within Annual Reports	Y1 Q4 Y2 Q4 Y3 Q4

**Outcome 4: Students develop the knowledge, skills, values and resilience required to lead and transform Scotland’s future carbon-neutral, sustainable and inclusive economy.**

Performance Indicators:

PI.4. New collaborative initiatives promote the place-based agenda supporting equal access to EAUC support at a regional/city level

PI.5. Teaching and student communities are empowered to influence curriculums and learning experience, with output.

PI.6. There is evidenced progress on the Learning for Sustainability Action Plan 2030+ including working collaboratively with SFC key contacts.

PIs	Impact	Impact Measures	Milestones	Deadline
5 6	Knowledge and experience on embedding sustainability in teaching is developed and effectively and efficiently shared within the FHE sector	Teaching staff report being able to embed sustainability concepts into their teaching practices through participating in curriculum development events  Annual Reports from EAUC Scotland evidence how institutional capacity to utilise more experiential / applied learning approaches in teaching is being supported	Development and launch of structure for teaching staff to share their ideas and experiences on how to embed sustainability into core learning in different subject areas  Promotion of experiential / applied learning approaches to teaching staff through development of annual events and guidance documents  Research into potential of developing, with key partners at SFC and Learning for Sustainability Scotland, a sustainability essentials course to be offered to students at multiple institutions in Scotland, with additional milestones to be developed as appropriate  Identify and promote best practice on monitoring and evaluating how sustainability is embedded into student learning within universities and colleges  Expansion of College Learning for Sustainability Champions Programme offer, in collaboration with LfSS and CDN, if funding for the programme can be identified, with progress reported annually	Y2 Q3  Y2 Q4 Y3 Q4  Y3 Q2  Y3 Q3  Ongoing
5	Students develop their sustainability knowledge and skills, and interest in working in sustainability-related roles following graduation	Participants at curriculum development events share their reflections on the impact this has had on their students’ sustainability knowledge, skills and values  Individual students and recent graduates who have engaged with EAUC Scotland events or internships report an increase in their sustainability knowledge, skills or resilience as a result	Research into potential of developing and identifying funding for a Scottish version of the European Students Sustainability Auditing Project, enabling students to develop new skills and experiences by auditing the sustainability of a peer institution, with additional milestones to be developed as appropriate  Development and launch of resources on communicating climate change effectively and supporting those with climate anxiety, in collaboration with relevant partner organisations  Develop a strategy for engaging directly with Student Associations / Unions and other student groups about sustainability in FHE to ensure they know about the opportunities and resources offered by EAUC Scotland, working in collaboration with NUS, sparqs and other partner organisations as appropriate  Student Internship within EAUC Scotland team offered annually to support either data collection or resource development - <i>if external funding for posts can be identified</i>  Review and update of Careers Project Resources	Y1 Q4  Y2 Q1  Y1 Q2  Y1 Q2 Y2 Q2 Y3 Q2  Y1 Q4 Y2 Q4 Y3 Q4

<b>Outcome 5: EAUC Scotland’s expertise and knowledge on sustainability within the FHE sector is accessed and utilized by wider stakeholders, including SFC</b>				
Performance Indicators: PI.7 EAUC Scotland’s brand embraces the Team Scotland approach and its contribution can be measured against the SFC’s strategic framework PI.8 SFC is better informed on relevant UK and international sustainability news and policy development.				
<b>PIs</b>	<b>Impact</b>	<b>Impact Measures</b>	<b>Milestones</b>	<b>Deadline</b>
8	The SFC is enabled to make informed decisions about how to best support climate change and sustainability progress in the FHE sector	SFC Executive Teams report a more thorough understanding of the challenges and opportunities of supporting sustainability in the sector as a result of direct engagement with the EAUC Scotland Team  Progression of national ambitions on Learning for Sustainability Action Plan to 2030 across both the college and university sectors through direct engagement between EAUC Scotland staff, relevant members of the SFC executive team, and the Scottish Government	Production of sector progress report for SFC and other partners on PBCCD reporting data findings and quality of carbon reporting, including trend indicators	Y1 Q1 Y2 Q1 Y3 Q1
			Brief report on extent and quality of reporting against the SDGs by sector members produced for SFC, detailing plans to promote development of sector action in this area	Y1 Q3
			Follow up report on extent and quality of reporting against the SDGs by sector members produced for SFC	Y3 Q3
			Provision of insight into individual institutions’ progress on climate change mitigation and adaptation, progress on embedding sustainability in the curriculum, and other sustainability progress on request, with engagement activity reported in the Annual Report	Y1 Q4 Y2 Q4 Y3 Q4
			Brief provided for SFC on relevant Scottish, UK and International sustainability news of relevance to the Scottish FHE sector	Quarterly
7	Sector voice represented on relevant committees and within relevant government consultation processes, ensuring sector needs and perspectives are represented	EAUC Scotland represented on 100% of all relevant sustainability and FHE sector committees / steering groups where eligible throughout programme  EAUC Scotland provides a Sector Response to all Government Consultations with high sector relevance, detailed within Annual Reports	Review of all relevant Steering Groups and Networks completed with action taken to join any without EAUC Scotland representation	Y1 Q4 Y2 Q4 Y3 Q4
			Identify relevant contacts for sustainability in FHE within the Scottish Government and Parliament and establish or develop a relationship, to enhance the voice of the FHE sector on sustainability issues	Y1 Q4

**EAUC-Scotland’s response to Covid-19 and how we are supporting the sectors and our stakeholders:**

In response to the COVID-19 outbreak, EAUC-Scotland has reviewed the planned actions within this Outcome Agreement to ensure we are providing the right support to members over the coming months. With support from our Office Bearers Group and the Scottish Funding Council, the Team will continue to support members through our sector helpline, facilitate virtual knowledge-sharing events where possible and focus further efforts on resource creation and its curation for members. Whilst our planned outcomes remain largely unchanged, we encourage any institution or college to contact us with requests for additional support as a result of Covid-19 and would encourage all members to use our sector helpline for this purpose.

**New developments and milestone changes**

To respond to the current challenges and opportunities, EAUC-Scotland will:

- produce monthly video and text sector briefings on sustainability concepts from April 2020 (Outcome 1 – planned Y1 Q4)
- bring forward the development of a Students’ Union / Association Engagement Strategy to Year 1 Q1 (Outcome 4 – planned Y1 Q2)
- produce individual PBCCD Reports for the Scottish HE and FE sectors for 2018-19, in addition to the core delivery of a HFE sector report for the same period (Outcome 2 – planned Y1 Q1)
- begin scoping the development of two new Topic Support Networks focussed on a) *Health and Wellbeing*; and, b) *Student-led Sustainability*
- compile a database of institutional strategic plans and sustainability strategies/carbon management plans to be shared with our contacts (new activity)

**Mode of delivery**

EAUC was an early adopter of, and advocate for, virtual networking to better support accessibility of knowledge as well as reducing environmental impacts of in-person travel. As a result, EAUC-Scotland has successfully adapted planned in-person events to become part of our virtual programme of events. One planned activity which required in-person attendance (to showcase on-site construction/energy innovations) has been postponed until government and institutional guidance will allow it. In addition to these changes, EAUC-UK has developed new engagement channels to provide more support for our members, including virtual “Wednesday Wins” which facilitates open discussion between members on a different topic each week. Whilst no in-person training events are currently scheduled to be delivered by EAUC-Scotland, we will be reviewing how we can offer institutions training virtually or through a blended approach following government and institutional guidance.

Signed: 

Name of Outcome Manager (on behalf of SFC): Jennifer Jamieson

Date: 06 May 2020