

EAUC-Scotland Outcome Agreement with Scottish Funding Council – April 2017- March 2020

UCCCFs: Catalysing Transformative Leadership for Sustainability



Introduction:

The EAUC-Scotland **Catalysing Transformative Leadership for Sustainability** Programme, running from April 2017 until March 2020, will build upon the previous two Universities and Colleges Climate Commitment for Scotland (UCCCS) projects. The four Outcomes have been designed to further support Scotland's colleges and universities to develop a skilled and informed, whole-institutional approach to leadership around carbon and resource management, social responsibility and environmental sustainability.

- 1) There is leadership for sustainability at all levels of Scottish FHE Institutions
- 2) The skills and knowledge required to deliver and monitor a low-carbon, sustainable, resilient FHE sector, including improving the accuracy of data in Public Bodies Climate change Duties (PBCCD) carbon reporting, are available throughout the further and higher education sectors.
- 3) Institutions and partners are supported to build cross-organisational and cross-sector contacts, enabling sharing of best practice and development of new solutions to respond proactively to national and international challenges
- 4) Sustainability is embedded into teaching, research and engagement practices in Scottish FHE institutions.

This programme will be delivered by EAUC, working in partnership with individual institutions and strategic partners in Scotland and beyond, to provide a unique level of sustainability support to colleges and universities in Scotland. It will progress the work of both EAUC-Scotland and individual FHE Institutions by strengthening levels of self-sufficiency in addressing sustainability issues, providing long term environmental, social, economic and educational benefits for Scotland and the Scottish Funding Council.

Definitions:

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 2017 to March 2020 (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: There is leadership for sustainability at all levels of Scottish FHE Institutions

Performance Indicators:

- 1) Successful start-up of sustainability committees with evidence of ongoing committee participation and committee output
- 2) New engagement with SFC Outcome Agreement managers with output
- 3) Development of an engagement strategy with sector senior management with output
- 5) Levels of participation and engagement from sector on EAUC training and support package (including topic support networks, proposed internships and proposed sector helpline)
- 7) Outputs from ongoing evaluation of internship programme and student experience on sustainability institutional activity

PIs	Outcome Area	Outcome Measures	Milestones	Deadline
1 5 7	Responsibility for carbon and sustainability is shared by staff and students working in different roles within FHE institutions engaging with the Sustainability Committees Programme , with effective Sustainability Committees increasing institutional capacity and collective leadership	Sustainability Committees' Annual Reports show good representation (6+ departments involved, including students). The effectiveness of the Committees is evidenced through an increase in their activity and wider community engagement. Survey of university and college contacts sector-wide shows good awareness of Sustainability Committees and engagement with their activities from staff within institutions where institution is part of the Sustainability Committees Programme. Survey of university and college contacts sector-wide shows an increase in positive responses on whether leadership for sustainability is distributed between individuals and departments, where the institution is part of the Sustainability Committees Programme.	Sustainability Committees Pilot Programme Launched	Y1 Q2
			Sustainability Committees Programme formal Launch (including Annual Report, Guidance, Training etc)	Y1 Q4
			Annual survey of university and college contacts sector-wide to gather evidence for Outcome Measures on awareness of Sustainability Committees, engagement with their activities, and distribution of leadership for sustainability within their institution	Y1 Q4 Y2 Q4 Y3 Q4
			Annual reports received from Sustainability Committees and collated report produced	Y2 Q4 Y3 Q4
5	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	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 Publication and dissemination of engagement guides through a variety of networks 75% of attendees at sustainability engagement training report an increase in understanding and capacity to take action as a result of the training 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 to gather evidence for Outcome Measures on level of engagement and empowerment to take action to support sustainability within their institution	Y1 Q4 Y2 Q4 Y3 Q4
			Development and launch of guides on engaging with individuals from targeted institutional operational departments	Y2 Q2
			Design and development of sustainability engagement training programme to support understanding and empowerment of operational staff from targeted institutional operational departments	Y2 Q4
			Development of guides on engaging with teaching staff from specific academic departments, including suggestions of sustainability case studies for inclusion in teaching	Y3 Q2
2 3	Commitment to and engagement with climate change and sustainability action evident at a senior level	Annual Reports from EAUC-Scotland include evidence of engagement activity with sector senior leaders and outputs Annual reports from Sustainability Committees show an increase in support from Senior management, evidenced through their engagement with reported activity. Survey of university and college contacts sector-wide shows increase in positive responses to "Do you agree or disagree that your institution incorporates concepts of sustainability and social responsibility into its policies and strategies?" Increase in inclusion of sustainability beyond mandatory Public Bodies Climate Change Reporting within institutional outcome agreements 100% recommitment to UCCCFs at institutional level	Produce an engagement strategy for the period of the Outcome Agreement to enhance relationships and contact with sector senior management through EAUC-Scotland activities and strategic partner networks (e.g. Colleges Scotland and Universities Scotland)	Y1 Q2
			Develop a relationship with SFC Outcome Agreement Managers and timetable to explore embedding sustainability in outcome agreements, including identifying opportunities for engagement with sector through the OA process.	Y1 Q4
			Develop and issue the 2017-2020 UCCCFs Commitment to align with Programme priorities, including consideration of widening the signatory list to a wider range of leaders within FHE institutions	Y1 Q4
			Annual survey of university and college contacts sector-wide to gather evidence for Outcome Measures on incorporation of sustainability and social responsibility into institutional policies and strategies.	Y1 Q4 Y2 Q4 Y3 Q4

Outcome 2: The skills and knowledge required to deliver and monitor a low-carbon, sustainable, resilient FHE sector, including improving the accuracy of data in Public Bodies Climate Change Duties (PBCCD) carbon reporting, are available throughout the further and higher education sectors

Performance Indicators:

- 4) Production of sector progress report for SFC on carbon management which will include qualitative research findings from public sector mandatory reporting on climate change, including trend indicators
- 5) Levels of participation and engagement from sector on EAUC training and support package (including topic support networks, proposed internships and proposed sector helpline)

PIs	Outcome Area	Outcome Measure	Milestones	Deadline
4	Better information and evidence of FHE carbon and sustainability activity, progress and gaps provided by EAUC-S to SFC, the Scottish Government and other strategic partners	Sector Progress Reports on PBCCD show an increase in reporting quality and progress towards Scottish Government sustainability targets over programme, with quality baseline set Y1 Q1	Production of sector progress report for SFC and other partners on PBCCD reporting data findings and quality of reporting, including trend indicators	Y1 Q1 Y2 Q1 Y3 Q1
		Increase in institutions completing "Recommended" section of PBCCD reporting by end of programme	Annual EAUC-S Research Project to identify priorities or gaps in sector provision and develop actions to address these gaps (e.g. 2016 State of the Sector Report to assess sector emissions, progress on carbon targets, project lists and investment, and estimated future emissions based on future growth scenarios).	Y1 Q4 Y2 Q4 Y3 Q4
		Annual Research Project Reports shared with SFC, the Scottish Government and other strategic partners.	Discussion undertaken on potential of developing shared boundary and target parameters for carbon management to allow clarity of progress across the sector, with decision made on next steps	Y1 Q4
5	Individual and institutional knowledge and skills strengthened around carbon and sustainability	75% of institutions are represented at a minimum of one training or other knowledge-sharing event over programme	Establishment and marketing of sector helpline	Y1 Q2
		100% of institutions engaged with over the programme to assess sector skills level and training/support needs, either by institutional visit or by VC.	Development of Annual Institution Engagement Programme complete and embedded into EAUC-S Operational Plan	Y1 Q2
		Event Survey question "How far do you agree that the EAUC is helping you develop your skills and knowledge?" reports 85% agreement averaged over the programme	Skills-related training events run annually (alone or in collaboration with partner organisations) to support carbon and sustainability management	Y1 Q4 Y2 Q4 Y3 Q4
		Annual Reports from EAUC-Scotland include information on participation in and feedback from training events, guidance documents and support tools offered.	Guidance documents or support tools produced annually to support carbon and sustainability management with appropriate impact measures in place	Y1 Q4 Y2 Q4 Y3 Q4
5	EAUC-S programme continually evaluates its activity and audience in order to meet sector carbon and sustainability requirements and aspirations	Event Survey question: "How far do you agree that the EAUC is supporting the sector?" reports 85% agreement averaged over the programme	EAUC-S holds quarterly forum meetings to invite FHE contacts to share information and requests for support	Quarterly
		Annual Reports from EAUC-Scotland include activity feedback and review data from sector survey.	Annual survey of university and college contacts sector-wide to gather evidence for Outcome Measures to measure overall satisfaction levels and suggestions for future work	Y1 Q4 Y2 Q4 Y3 Q4

Outcome 3: Institutions and partners are supported to build cross-organisational and cross-sector contacts, enabling sharing of best practice and development of new solutions to respond proactively to national and international challenges

Performance Indicators:

- 5) Levels of participation and engagement from sector on EAUC training and support package (including topic support networks, proposed internships and proposed sector helpline)
- 6) Output from the amalgamation of communication strategy with EAUC UK to promote Scotland as an international leader in carbon management.

PIs	Outcome Area	Outcome Measures	Milestones	Deadline
5	Knowledge and experience on carbon and sustainability effectively and efficiently shared within and beyond FHE sector	Broad networking programme offered, targeted to sector requirements, with Event Survey question "How far do you agree that the EAUC is helping you develop your skills and knowledge?" reporting 85% agreement averaged over the programme	Review of all Topic and Regional Support Networks completed and Network Development Plan established	Y1 Q2
		Annual Reports from EAUC-Scotland include details of events and participation levels, Case Study resources and Support Guides produced, and details of sector communications topics and channels.	Case Study Resources or Support Guides produced to support the sector and wider communities	Y1 Q4 Y2 Q4 Y3 Q4
5	Sector voice represented on relevant committees and within relevant government consultation processes to ensure sector needs and perspectives are considered	EAUC-S represented on 100% of all relevant Steering Groups where eligible throughout programme EAUC-S 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.	Review of all relevant Steering Groups and Networks completed with action taken to join any without EAUC-S representation	Y1 Q4 Y2 Q4 Y3 Q4
5 6	Scotland develops a reputation for leadership in carbon management and sustainability within the FHE sector	EAUC-S events attract international delegates, with increase in international attendees over the programme	Development of Communications Strategy aligned with EAUC-UK to promote the sustainability work of Scottish FHE institutions	Y1 Q3
		Average Green Gown Award Applications from Scotland make up 15% of total applications from across the UK (Scotland = 10% of sector)	Through EAUC UK, development of Relationship Strategy for engagement with ACTS, AASHE, and other Global Alliance Members to highlight Scottish FHE sustainability work internationally	Y1 Q3
		Annual Reports from EAUC-Scotland include details of Scottish Case Study resources and Support Guides produced, and details of sector communications topics and channels.	Communications Strategy aligned with EAUC-UK Review and Reorientation	Y2 Q4 Y3 Q4

Outcome 4: Sustainability is embedded into teaching, research and engagement practices in Scottish FHE institutions

Performance Indicators:

- 5) Levels of participation and engagement from sector on EAUC training and support package (including topic support networks, proposed internships and proposed sector helpline).
- 7) Outputs from ongoing evaluation of internship programme and student experience on sustainability institutional activity.

PIs	Outcome Area	Outcome Measures	Milestones	Deadline
5 7	Knowledge and experience on embedding sustainability in teaching, research and engagement developed and effectively and efficiently shared within FHE sector	<p>Education for sustainable development or engagement resources produced and shared with networks over the programme, with impact evidence through annual survey of university and college contacts sector-wide and Case Study reports.</p> <p>Survey of university and college contacts sector-wide question on "Do you agree or disagree that your institution tries to embed the concept of sustainability within its learning and teaching activities?" shows a 10% increase by programme end</p> <p>EAUC-Scotland have an identified lead contact for sustainability teaching in 100% of FHE institutions in Scotland to support dissemination of case studies, guidance and opportunities</p> <p>ESD training and networking programme offered that is targeted to sector requirements, with Event Survey question "How far do you agree that the EAUC is helping you develop your skills and knowledge?" reporting 85% agreement averaged over the programme</p> <p>Annual Reports from EAUC-Scotland include details of events and participation levels, Case Study resources and Support Guides produced.</p>	Discussion with EAUC UK Team on Living Labs Project Plan and role of EAUC-S in engagement and delivery within Scotland, with additional milestones to be added as appropriate	Y1 Q2
			Review of ESD and Community Engagement Networks completed and Networking Plan established	Y1 Q2
			Formal support established for Climate Psychology Alliance network in Scotland to embed psychology ideas into sustainability engagement with collaboration plan developed	Y1 Q3
			Discussion of potential for Academic Symposium at next EAUC-S Conference with project plan developed as appropriate	Y1 Q4
			Discussion and exploration of development of ESD training programme alongside Learning for Sustainability Scotland for FHE sector, with additional milestones to be added as appropriate	Y1 Q4
			Annual survey of university and college contacts sector-wide to gather evidence for Outcome Measures on embedding of sustainability in learning and teaching within individual institutions	Y1 Q4 Y2 Q4 Y3 Q4
			Development of guides on engaging with teaching staff from specific academic departments, including suggestions of sustainability case studies for inclusion in teaching	Y3 Q2
7	Students develop graduate attributes which further their skills, interest in and knowledge about sustainability issues	<p>Student feedback through NUS survey on "Being a student at my university / college encourages me to think and act to help the environment and other people" shows a 10% increase for Scottish students by programme end</p> <p>Staff feedback through EAUC-S survey on "On a scale of 1-10, where 1 is not at all and 10 is a great deal, to what extent do you think EAUC Scotland currently supports students and recent graduates to gain knowledge, skills, and experiences of working in the area of sustainability?" shows a 10% increase by programme end</p> <p>Individual interns share personal reflections on their learning through the programme, and how it has furthered their sustainability skills, interest and knowledge.</p>	Student Internship within EAUC-S team offered annually to support either data collection or resource development	Y1 Q2 Y2 Q2 Y3 Q2
			Initial exploration of Sustainability Internship Project with Project Development Plan established	Y1 Q4
			Review and update of Careers Project Resources	Y1 Q4 Y2 Q4 Y3 Q4

Name of Outcome Manager (on behalf of SFC) JENNY JAMIESON

Signed Jenny Jamieson

Date 25 April 2017