



# **Sustainability Committees Progress Report**

EAUC-Scotland 2017–2020 Programme

Year 2: April 2018 – March 2019

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March 2019

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## Introduction

Effectively functioning Sustainability Committees (or similar representative structures) have been found by EAUC-Scotland to be fundamental to successful cross-institutional leadership for sustainability in universities and colleges. The Sustainability Committees Project, which aims to engage with and enhance these groups, is one of the central elements within EAUC-Scotland's 2017-20 Outcome Agreement with the Scottish Funding Council (SFC).

The Committees Project has been through multiple variations, from its first delivery exploring Leadership Frameworks, to its current form as the Sustainability Committee Enhancement Project. Continued Committees research and engagement informed the current Sustainability Committees Enhancement Project which focuses on improving Committee function, linking to multiple elements of EAUC-Scotland 2017-2020 Programme's work including:

- SFC Outcome Agreement (OA) Guidance and engagement with OA Managers
- Engaging Professional Departments with Sustainability
- Income generation activities such as the Support and Advisory Service and Training Programme
- Institutional Visits Programme

The Project continues to evolve as we gain more insight, collect feedback, and align with sector needs for continued support.

This report is to provide an update to the Scottish Funding Council on the current status of Sustainability Committees within the Further and Higher Education (FHE) sector, through analysis of the information available on the Sustainability Committees currently functioning in Scotland. The report will also summarise the work EAUC-Scotland have been doing between April 2018 and March 2019 to further develop these Committees, and intend to do over the next year to further develop Sustainability Committees in the sector.

# Sustainability Committees Enhancement Project

The Sustainability Committees Enhancement Project was designed to support institutions to develop or enhance their Sustainability Committees

As outlined in our March 2018 Sustainability Committees and Strategies Research Report, EAUC-Scotland identified five key success factors to ensure Sustainability Committees were effectively working towards embedding sustainability at a whole institution level. The effective Committee Five Factors include:

- **Representation:** the membership of the Sustainability Committee representing all relevant areas of the institution
- **Awareness:** projects and changes through the Committee being communicated to the wider audience throughout the institution
- **Senior Management Engagement:** Senior Management supporting and engaging with the Committee's agenda and activities
- **Strategy:** clear strategy and policy framing the sustainability work of the Committee, and preferably the whole institution
- **Action:** activities decided within the Committee being brought to fruition to provide real change

The Committees Enhancement Project aims to support Sustainability Committees to develop an effective Committee with clear governance and actionable project planning. There is a three stage process (with ongoing engagement beyond the project):

- 1) Institutions approach EAUC-Scotland either through email or telephone communications, or in response to a request to an institution visit, to discuss the possibility of EAUC-Scotland supporting their Sustainability Committee
- 2) EAUC-Scotland have a call with the institution to discuss the current Committee status and what they are looking to improve, using the five identified factors along with the Leadership Framework (which outlines possible Committee members to ensure representation and leadership for sustainability activities) as reference
- 3) As follow-up to the call, EAUC-Scotland send free resources and recommendations based on the assessment as a short term solution, and offer to adapt something with them long term, and if relevant offer of a paid resource which can include individualised support such as network mapping or targeted sustainability training

A more comprehensive overview of the Project and the targeted free and paid resources we offer can be viewed in [Appendix A](#).

## Committees Enhancement Project Pilot

Several institutions registered interest in piloting the updated Committees Enhancement Project resources, including institutions with established Sustainability Committees and institutions looking to create a formal Committee. We decided to pilot the procedure and resources with one institution in each group.

The pilot for the established Committee included information and insight gathering phone sessions, a presentation to the established Committee, and the offer of enhancement resources. We will be meeting with senior leaders within the Committee shortly to follow-up on the Committee's actions, assessing the impact of Committee over the past year and to gain feedback on the support provided by EAUC-Scotland.

The pilot for the institution establishing a Committee also included an introductory assessment phone session where advice was provided and appropriate resources were identified and shared with the lead contact in the institution. This was then followed with a presentation to the newly formed Committee, along with additional resources, templates and support. We are maintaining engagement throughout the infancy of the Committee to gain further understanding to the barriers and drivers of new Committees.

The pilot identified that the presentation to the (new or existing) Sustainability Committee by EAUC-Scotland was seen as very important to the institutions, ensuring a level of basic understanding in all Committee members of both sustainability in tertiary education and what EAUC can offer, and enabling our contact to ensure that support for EAUC-Scotland's further engagement with the Committee was widespread within the group.

On review, it was decided that the pilot project had gone well, and the support, including the ability to request Sustainability Committee presentations, would be made widely available to the sector. Full details are available on the [EAUC website](#), with sector members requested to get in contact to request support.

## Further Sustainability Committees Enhancement Project Activity April 2018 – March 2019

Members of the EAUC-Scotland team have presented at a total of 9 institutions' Sustainability Committees over the last year following requests from sustainability leaders in each institution. These presentations were tailored to each group's needs and requirements based on level of maturity, identified challenges, and previous institutional engagement calls and visits, and included general sustainability drivers as well as the opportunities EAUC-Scotland can offer to support the sustainability journey of the institution.

In the previous year the team presented to only 2 institutions, showing an increase in institutions' awareness that EAUC-Scotland are both happy to provide such presentations and they would be of benefit to their group.

In addition, EAUC-Scotland was invited to meet and present to the Heads of Teaching group at Dundee and Angus College. This provided the opportunity to engage with leading academic staff and discuss how best to embed sustainability throughout the curriculum on a whole institution basis. This meeting contributed to the college volunteering to host a pilot programme, led jointly by Learning for Sustainability Scotland and EAUC-Scotland, to deliver the Learning for Sustainability Champions Programme — a 10 week course to help embed sustainability into each teaching department – at the college. This course is currently underway and will be completed and reviewed in May/June 2019.

EAUC-Scotland gain invaluable insights by presenting at and attending Sustainability Committee meetings, including first-hand knowledge of the challenges many institutions face with regards to successful action planning, engaging across departments, and identifying the right individuals to sit on a Committee.

EAUC-Scotland are also seeing an increase in direct requests for resources and enquiries from institutions more generally on sustainability topics, with 57 requests for information or support over the last year to the Sector Helpline (compared to 27 last year). All enquires have been responded to within the target two working days.

EAUC-Scotland continue to build relationships with Scottish university and college Sustainability Committees, providing resources, training, information and opportunities, as well as follow-up engagement to continue to support the establishment and enhancement of these Committees.

## Methodology

Information and data on the Sustainability Committees in Scottish universities and colleges was collected from the following sources:

- Scottish Funding Council FHE Sustainability Survey 2018/19
- EAUC-Scotland Programme Annual Review Survey 2018/19
- Public Bodies Climate Change Duties Reporting 2018
- Institutional Engagement Visits 2018/19
- Sustainability Committee Enhancement Project interactions and presentations 2018/19

For comparative reporting and in order to highlight areas where progress has been made, where more research is needed, or where more further and higher education (FHE) sector support is needed, the Five Factors within the Sustainability Committee Enhancement Project will be addressed briefly within this report as evidenced through the above data sources.

## Definitions

As defined in previous reporting, ***Sustainability Committees*** will refer to a group of representatives from across the institution (including professional services staff, students and academic/lecturing staff) who meet on a regular basis to address and improve environmental and social sustainability matters for their university or college.

These Committees can be categorised as two main types:

- 1) they may be embedded in the institution's formal Committee structure whereby they report into a Board, Court or similar executive body; or
- 2) they may be an advisory group which addresses sustainability projects.

We have not included groups which indicated no ability to report up to senior decision makers, or to take action on institutional matters, as these would not count as a Sustainability Committee in this context.

# Sustainability Committees Research Findings

## Presence of Sustainability Committees

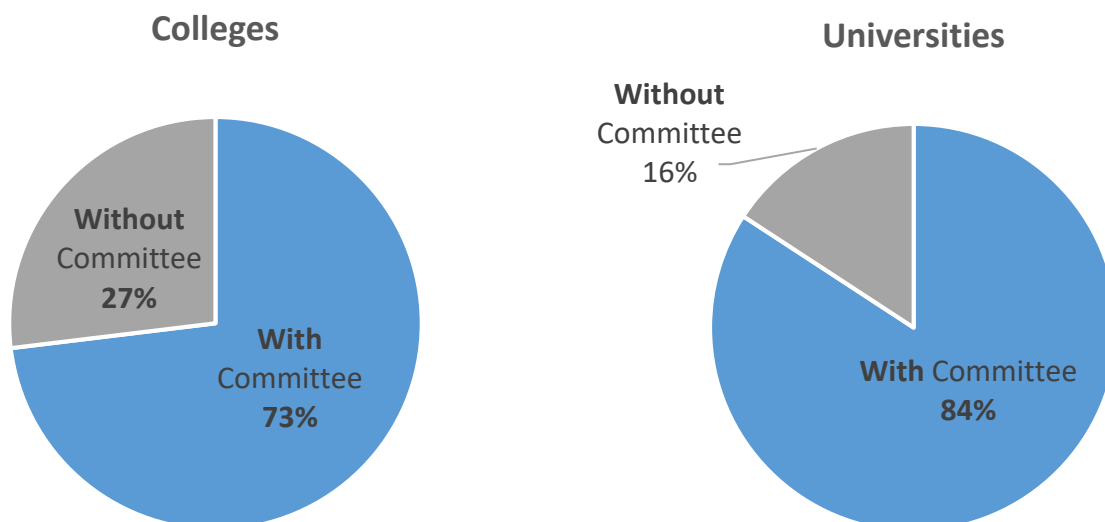
Through the analysis of the collected data, it has been reported that **84% of Universities** and **73% of Colleges** in Scotland (see Figures 1 & 2) have a form of Sustainability Committee.

Overall, **78% of FHE institutions** in Scotland have a Sustainability Committee, a significant increase on the 64% shown by the research in March 2018.

Figure 1: Table of data breakdown institutions with Sustainability Committees

	No. of Scottish institutions	No. of institutions with Committee	% of institutions with Committee
<b>Colleges</b>	26	19	73%
<b>Universities</b>	19	16	84%
<b>Total</b>	45	35	78%

Figure 2: Percentage of Colleges and Universities with and without a Committee





## University data

Figure 3: Table of university data comparing Y1 to Y2

	No. of institutions with a Committee	No. of institutions without a Committee	% of institutions with Committee
2018	14	5	74%
2019	16	3	84%

\*Note: Total number of Scottish universities = 19

There are now only 3 universities without a Sustainability Committee. From two of the three universities which do not have Committees we have received informal feedback from the institutional contacts that they have previously tried Committees and have found that they do not suit their institution's style of management. The other university recently disbanded its Committee due to a lack of senior leadership support.

## College data

Figure 4: Table of college data comparing Y1 to Y2

	No. of institutions with a Committee	No. of institutions without a Committee	% of institutions with Committee
2018	15	11	58%
2019	19	7	73%

\*Note: Total number of Scottish colleges = 26

The 7 colleges without a Sustainability Committee structure comprises mainly of Universities of the Highlands and Islands (UHI) College Partners (there are 13 Partners in total, 10 of whom EAUC-Scotland and SFC engage with and are included within our total of 45 Scottish institutions), who due to size and structure have not had the capacity to create a Committee focused on sustainability.

## Review of Findings and Next Steps

The increase in the number of Sustainability Committees over the last year suggests that some of EAUC-Scotland's support to develop and enhance these groups may have been helpful, shows promise for further engagement with the Sustainability Committees Project, and more strategically means there is a channel for addressing, progressing and promoting sustainability in the majority of institutions.

In developing this Report EAUC-Scotland have established a clear understanding of which institutions should be prioritised for support to help establish or enhance a Sustainability Committee through the Enhancement Project.

For the 22% of institutions without a Committee, EAUC-Scotland intend to engage directly with them to better understand the barriers, particularly the influence of SMT on such matters, and provide resources and guidance on creating a Sustainability Committee if appropriate for the institution.

EAUC-Scotland will continue to work with institutions that have chosen not to have a Sustainability Committee to better understand the circumstances when Sustainability Committees do not fit institutional structures, and to help sustainability champions at these institutions make a powerful case to engage senior leadership from a financial, student engagement, social responsibility and reputational standpoint in different ways.

## Five Factors Assessment

Although the majority of Scottish colleges and universities have a Sustainability Committee, the level of maturity and efficacy of the Committees varies across the sector. The Five Factors outlined above were considered in turn to establish an understanding of how the sector are doing generally against each factor.

### **Representation**

We have limited data regarding the representation of all areas across institutions that form the Sustainability Committee, including professional services staff, students and academic/lecturing staff. Through our institution visits we know that the majority of these Committees do have representation across several professional service departments, with some having student representation and varying amounts of academic inclusion, however few are as representative as we would advise. In the EAUC-Scotland Programme Survey 2018/19, only 48% of survey respondents believed responsibilities around sustainability are distributed between a number of individuals and departments at their institution (51% last year), which suggests that although the number of Sustainability Committees is increasing, and so is awareness of them, individuals don't seem to see the Committees as distributing responsibility within the institution, or they don't believe they are very representative. EAUC-Scotland will investigate this in more detail over the next year.

Although most institutions report widespread representation on their Committee, one of the challenges they face is the engagement of Committee members. Low engagement is demonstrated by poor attendance, lack of communication back to their departments and teams, and lack of personal engagement with the topic. Based on individual discussions with sustainability leaders at institution visits, sustainability champions with strong leadership skills are necessary for a functional and engaged Committee, leading to improved action outputs and continued enthusiasm and participation. This is often at odds with a representation approach to developing a Sustainability Committee, which increases the likelihood of people with little interest being nominated by their department purely to meet

the need for representation. However, a representative Committee is vital for a whole institutional approach to sustainability which draws in the perspectives of all departments, and disseminates information back out to different groups within the institution effectively.

EAUC-Scotland will continue to engage directly with Sustainability Committees to learn more about representation and effective leadership dynamics, providing opportunities and tips to identify sustainability champions while advocating the importance of a representative Committee, and offering tailored training to Committee members on requested topics to ensure those with less sustainability understanding can be quickly brought up to speed.

## **Awareness**

It is important that projects and changes made through a Sustainability Committee are communicated to the wider audience throughout the institution, across staff departments and to students, and that everyone is aware of the Committee and how they can feed in a suggestion or question to the group.

The EAUC-Scotland Programme Survey 2019 was completed by 94 respondents across 30 FHE institutions. These professionals included Sustainability Professionals, Senior Management, Academic / Teaching Staff, Student Union Staff, and Students, with 21 of these 30 institutions having multiple people from different departments completing the survey. The survey was sent to individuals who have engaged with EAUC-Scotland in the past, thus this the pool of respondents is likely to already be engaged with sustainability issues to some extent. However, even with this limited participant data pool, we received a good range of engagement across institution departments and staff types.

As reported above, 35 institutions have Sustainability Committees in total, and 27 of these institutions had at least one staff member complete the survey. 85% of the individual respondents from an institution with a Sustainability Committee were aware that they had an active group. This is a slight increase from last year's reporting (82%). We had a significant drop in the number of respondents from institutions with Sustainability Committees who answered the survey stating they 'do not know' – down to only 4 of the represented institutions (compared to half of the institutions last year). Interestingly, 2 of these 4 institutions had multiple respondents stating that they 'do not know', providing us with a clear indication of Committees with increased engagement needs. In addition, as the majority of respondents stating they 'do not know' are academic staff (comprising 70% of these respondents) this further indicates the need for the Committee to engage with different academic departments. Only 3 of the represented 27 institutions with Sustainable Committees responded that they did not have a Committee when they do, which for these few indicates lack of engagement with their respective Sustainability Committees and again a need for better communication by the Committee.

See [Figure 5](#) for a further breakdown of awareness by jobs roles. The majority of respondents who were engaged with their Committee were Senior Managers, followed closely by staff from Professional Services. Academics / Teaching Staff showed low awareness of existing Committees, with less than half being aware of their institution's sustainability Committee. 12 of the 15 Senior Managers from institutions with Sustainability

Committees were aware of the group (80%), a slight increase on last year's figure of 79%. Senior Management engagement is explored in more detail below.

*Figure 5: Table of department awareness of Sustainability Committees*

Departments	Total number of respondents from institutions with Sustainability Committees	Total number of institutions represented with Committees in that category	Number of respondents aware of Sustainability Committee	Percentage of respondents aware of Sustainability Committee
Professional Staff	52	22	40	77%
Senior Management Team	15	10	12	80%
Academics / Teaching Staff	20	10	9	45%
Students	2	1	0	0%
Student Union	1	1	1	100%
<b>Total</b>	94	27	63	67%

EAUC-Scotland aim to further improve awareness of and engagement with Sustainability Committees across operational teams, academics and students through the Awareness actions within the Sustainability Committees Enhancement project, along with other engagement resources. In particular, promotion and utilisation of the '[Engaging Professional Departments Guides](#)', along with the related training currently being developed, may be particularly useful. The first pilot of the related training will bring together sustainability, IT waste / reuse and procurement professionals, as this area was explicitly identified as needing more support by several FHE institutions on the Programme Survey and at institutional visits.

## Senior Management Engagement

Since the EAUC-Scotland Committees Report last year there has been an overall increase in Sustainability Committees. However, senior and executive leadership support remains a major factor that underpins the efficacy and longevity of a Committee.

Respondents to the EAUC-Scotland Programme Review Survey 2019 from institutions with Sustainability Committees gave their Senior Management Team (SMT) a slightly higher

ranking at 6 out of 10 in terms of commitment to climate change and sustainability versus the whole sector average of 5, which indicates a correlation between those institutions which have Sustainability Committees and the institutions which appear committed to making positive change in terms of sustainability.

The most commonly reported need for institutions with Committees pertaining to empowerment and driving sustainability-related behavior change is more Executive and SMT support, with half of the respondents from institutions with Committees stating the need for increased senior-level buy-in, support, engagement and top-down approaches (EAUC-Scotland Programme Survey 2019). This echoes qualitative evidence received during institutional visits, where we hear that often the failing and disbanding of Committees is due to lack of senior management support. Another related barrier to a successful Committee stated by respondents is lack of funding and resources, which are also influenced and determined by the Senior Management Team.

There was an increase of the mention of Senior Management Engagement in Question 2a from the PBCCD Reports 2018, which asks 'How is climate change governed in the body' with many institutions referencing their Sustainability Committees and identifying a member of Senior or Executive Management as leading the Committee. Last year, 48% of institutions with a Sustainability Committee named a member of Senior Management to be the Chair. This year this increased to 57% (20 of the 35 institutions). Information gathered at the institutional visits also highlights the importance of having senior representation on the Committee to assist with funding, pushing projects forward and streamlining decision-making. It was also noted that it is important that the Chair has strong leadership skills to make decisions, empower Committee members and raise issues important to the group to more senior-making bodies within the institution – whether the Chair is themselves a senior leader within the institution or not.

SMT engagement will be a priority aspect of Sustainability Committee Enhancement Programme for 2019-2020. EAUC-Scotland aims to address the challenges of SMT sustainability support by increased SMT interaction at institutional visits, engagement and communication training for sustainability professionals, and resources for making the case for sustainability.

However, if an SMT decides to no longer pursue a sustainability agenda, perhaps following the loss of a previous sustainability champion within the group, there is little opportunity for internal staff or EAUC-Scotland to even open a conversation about developing a Sustainability Committee. When this happens there is a need to often start at the beginning to re-engage the institution's leaders with the importance of taking action on sustainability, and the opportunities it can bring, before structures like a Sustainability Committee can be re-established, tying in to other EAUC-Scotland senior leadership engagement work.

## **Strategy**

Sustainability Strategies and Action Plans are important for the effective planning and implementation of sustainability throughout institutions. They allow for clear goals for

environmental, social and sometimes financial sustainability to be incorporated into the institutions' overall Strategic and Operational Plans.

Many institution-level Action Plans (such as Carbon Management Plans and Climate Change Action Plans) and Strategies around sustainability are out of date, which is both a problem for Sustainability Committees and offers an opportunity for the Committee to get involved in developing the next iteration of these strategy documents. Some Committees have been involved in such activity over the last year.

EAUC-Scotland are keen to do wider work to support the development of new sustainability strategies and action plans, both to set targets and plans and to allow institutions to assess their own progress more effectively, and are currently collating examples of these documents from FHE institutions to support the sharing of good practice. Supporting this area further may become a focus for the EAUC-Scotland 2020-2023 Programme outline.

Sustainability Committees should have their own strategy and action plan, or a clear understanding of the elements of the overall institutional sustainability strategy / action plan which apply to their own activities. EAUC-Scotland will try to develop an understanding of how widespread Committee-level Strategies and Plans are, and to share good practice, over the next year.

## **Action**

The existence of a dedicated action plan can set the work plan for Sustainability Committee and ensure progress towards goals, but some elements of the Committee's activity are likely to need to be responsive to priorities raised over the year by staff and students, or influenced by changes in policies, national campaigns, opportunities for local partnerships, or other factors. The role of good agenda-setting and minute-taking (including actions to be taken before the next meeting) in ensuring actions are completed cannot be underestimated.

We currently have limited data regarding the efficacy of the actions outlined by institutions, but are now incorporating formal questions regarding efficacy ranking and Committee actions as part of the institution visits, and will have better data on this next year.

The Sustainability Committee Enhancement Project provides a few options for improving the success of taking action as a Committee, including noting potential actions within the Leadership Framework and mapping successful projects to identify the success factors to be replicated, and we will encourage Sustainability Committees who are struggling to show successful action to engage with these elements over the next year.

# Notable Drivers for Sustainability Committee Activity

## Outcome Agreement Guidance

The SFC Outcome Agreement continues to be a driver for encouraging the sustainability agenda at the senior/executive level. An extract of the [Leadership in Environmental and Social Sustainability](#) section of the Outcome Agreement Guidance which links to Sustainability Committee activity is reproduced below. Institutional representatives have reported that this Guidance has increased links between senior leaders / planning team and different sustainability actors in their institution, including the Sustainability Committee, as they work to develop and demonstrate a whole institutional sustainability approach with suitable governance arrangements.

“In order to demonstrate leadership in promoting environmental sustainability, SFC expects each college and university to develop approaches and report activity that evidences their corporate commitment to tackling wider environmental and social sustainability challenges, both in mandatory reporting and as part of their own sustainability ambitions. These ambitions and targets should be detailed within wider strategic documents or through a dedicated sustainability strategy or action plan, and recorded in their Outcome Agreement (including providing links to relevant documentation), and should demonstrate either a whole-institutional approach or describe activity that is working towards a whole-institutional approach. SFC expects that evidence of progress against the strategy will be provided from a variety of operational activity such as approaches to governance in sustainability, climate change adaptation and mitigation activities, successful senior management engagement, curriculum links, estates decision-making, student/staff engagement, general wellbeing initiatives and meaningful community links or through other business areas, either in part or across all areas.”

*SFC Outcome Agreement Guidance for Colleges / Universities 2019-2020*

The EAUC-Scotland Team mention the Leadership in Environmental and Social Sustainability section in the Outcome Agreement Guidance during all presentations to Sustainability Committees.

The Scottish Government will soon be releasing their [Vision 2030+](#) Action Plan, which in draft form includes the SFC Outcome Agreement Guidance being further developed to formalise the requirements for colleges to embed learning for sustainability throughout the curriculum for all students. EAUC are named as a delivery body for this work, alongside the Scottish Funding Council. Following this it is hoped that curriculum change may become a more active discussion within Sustainability Committees, as this is a topic that institutions currently are struggling to address in a comprehensive manner.

## Sustainable Development Goals (SDGs)

The information gathered during our institution visits indicates that there is an increased focus on the United Nation's Sustainable Development Goals (SDGs) at a senior level. Many of the institutions we visit are starting to use the SDGs as a framework or driver to encourage committee participation by different departments, leverage senior management commitments, and engage academic staff in order to embed sustainability into curriculum.

By cross-referencing our Sustainability Committees research with [SDG Accord](#) institution signatories, we found that all 9 Scottish institutions which are signatories of the SDG Accord have active Sustainability Committees. We know from individual conversations with sustainability leaders that the Committees often discuss signing before the issue is raised to senior leaders with a request to sign, and that individuals and groups leading on sustainability within institutions see signing up to the Accord being an important step in encouraging senior leaders to be more supportive of further sustainability activities.

The EAUC-Scotland Team mention the SDGs and SDG Accord during all presentations to Sustainability Committees to develop wider awareness and encourage new institutional and individual signatories for the accord. However, it has been identified that additional support and understanding of the SDGs is still required at the Committee level, and EAUC-Scotland will consider providing additional resources and training opportunities to develop the understanding of Committee members and senior leaders on the SDGs.

## Other Internal Drivers

Through the Programme Annual Review Survey 2019, institutional visits and various other sector engagement activities, EAUC-Scotland have learned that Sustainability Committee success is largely dependent on a number of internal factors, including:

- Strong Committee leadership
- Positive link to senior leaders
- Empowered decision making
- Consistent champions on the Committee
- Dedicated budgets

A lack of any of these, including loss of, or loss of the support from, an individual staff member who is key to driving the Committee or enabling it to take place, can very quickly cause a previously active and successful Committee to cease to be effective, or cease to exist. EAUC-Scotland are aware of a couple of examples of Committees closing over the last year, and unfortunately no additional support from us can help in this situation, unless those remaining are in a position to re-establish the group and wish to work with us to do so.

The support EAUC-Scotland can offer includes providing resources and tools such as case examples and templates to Committees; training and tailored presentations to individual Committees; and opportunities to engage and communicate sustainability issues with SMT – but the institution has to provide a fertile environment and be willing to open the dialogue.



## Summary and Recommendations

The analysis within this report has considered the presence of Sustainability Committees, their varying maturation levels against the Five Factors, other drivers for action within Committees, and the activities that have been delivered through the Sustainability Committees Enhancement Project.

This report has found that more institutions are establishing Sustainability Committees, with 78% of the FHE sector now having a Sustainability Committee – a 14% increase from our previous report in March 2018. The findings also indicate increased levels of awareness across institutions, increased Committee engagement with EAUC-Scotland, and increased requests for resources.

However, measurement of the success of these Committees requires further development, involving continued research and engagement to assess efficacy at an institutional level. The next stage of the Committees Enhancement Project will be focussed on continued direct interaction and follow-up with the Sustainability Committees across the institutions, including continued attendance at meetings, formalised questions regarding Committees at institutional visits, and a potential Committee self-assessment survey.

If an institution does not see the benefit of having a Sustainability Committee, or cannot bring together the right group of people, reporting mechanisms and budget to establish one, then there is little EAUC-Scotland can do to support them. EAUC-Scotland intend to engage directly with the institutions without a Committee to better understand their situation, and provide any support that we can to enable them to make whole-institutional progress on sustainability in the way which works best for them.

EAUC-Scotland has gained invaluable insights through our engagement with Sustainability Committees over the past reporting year – it has given us first-hand knowledge of the challenges many institutions face and factors that drive success. EAUC-Scotland will use the suggestions for next steps identified within this report to continue to build relationships with Scottish institutions' Sustainability Committees, providing tailored resources, training information and opportunities, as well as follow-up engagement and assessment to continue to support the establishment and enhancement of these Committees.

# Appendix A

## Sustainability Committees Enhancement Project

Developing leadership in Sustainability requires a whole-institutional approach. Sustainability Committees (or equivalent) offer an opportunity for individuals working in different parts of the institution to engage, communicate and take action on sustainability matters, with the support of senior management.

EAUC-Scotland are looking to enhance Sustainability Leadership within Scottish institutions by providing support, guidance and assistance to develop the capacity of university and college Sustainability Committees.

Whether you would like to establish a Committee, reinvigorate a dormant Committee, or improve an existing Committee, the EAUC-Scotland Team have resources to support you.

### How it works

1. Get in touch with EAUC-Scotland to discuss the situation and needs within your institution at [scotland@eauc.org.uk](mailto:scotland@eauc.org.uk)
2. Undertake an optional Committee Audit to assess the current condition of any existing Committee
3. EAUC-S will propose existing available resources and develop further support as appropriate (see below for examples)
4. On-going support continues through networks and resources

### Examples of Available Support

#### Representation

- Key Stakeholders Framework
- Facilitated Meetings with other departments (paid)

#### Strategy

- Case Studies from other institutions
- Example Strategies and Plans
- Support and Advice Service (paid)

#### Awareness

- Communications Plan Templates
- Network Mapping (paid)

#### Action

- Leadership Action Framework
- Project Mapping (paid)

#### Governance

- One-to-one Meeting with SMT
- Sustainability Training for targeted groups (paid)
- Committee Terms of Reference template and example Agendas

**Prepared and delivered by**

