

Date: Thursday 31st March 2022
Time: 13:30-16:00
Venue: Online via Zoom
Resources: [Available here](#)

Annual General Meeting and Spring Forum 2022 - Minutes

Attendees:

Alice Smith	AS	EAUC-Scotland
Betsy King	BK	Learning for Sustainability Scotland
Billy Currie	BC	Dumfries and Galloway College
Charles Milroy	CM	Rotary International
Christine Calder	CC	Dundee and Angus College
Claire McCulloch	CM	SRUC
Craig Anderson	CA	University of Stirling
Eilidh Macphail	EM	UHI Outer Hebrides
Emma Kallblad	EK	University of St Andrews
Hazel Dalgard	HD	Scottish Funding Council
Jackie Beresford	JB	Dundee and Angus College
Jamie Pearson	JP	Edinburgh Napier University
Jill Burnett	JB	EAUC-Scotland
John Thorne	JT	Glasgow School of Art
John Walker	JW	Queen Margaret University
John Wincott	JW	Fife College
Kath Harper	KH	Ayrshire College
Kevin Lynch	KL	UHI Perth College
Kirsten Leask	KL	RCE Scotland
Lucy Patterson	LP	EAUC-Scotland
Martin Webb	MW	Edinburgh College
Pauline Donaldson	PD	Forth Valley College
Penny Humphreys	PH	Dumfries and Galloway College
Rebecca Petford	RP	EAUC-Scotland
Robert Hewitt	RH	Borders College
Roddy Yarr	RY	University of Strathclyde
Rory Hill	RH	EAUC-Scotland
Scott Thomson	ST	Cycling Scotland
Severine Monvoisin	SM	Edinburgh College
Stewart Miller	SM	University of Glasgow
Trudy Cunningham	TC	University of Dundee

Apologies:

Matthew Woodthorpe	MW	EAUC-Scotland
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	SUMMARY OF DISCUSSIONS	ACTIONS
1	<p>Welcome and Introductions <i>John Wincott, Fife College and EAUC-Scotland Convenor</i></p> <p>Everyone was welcomed to the event and invited to introduce themselves.</p>	
2	<p>EAUC- Scotland Programme Highlights for 2021-22 <i>Rebecca Petford, EAUC Scotland</i></p> <p>RP shared 5 key outcome areas of 2020-2023 Programme. Spotlights included:</p> <ul style="list-style-type: none"> • Progress of leadership within the sector: <ul style="list-style-type: none"> ○ 20 new Race to Zero signatories ○ 4 new SDG Accord signatories ○ 14 Scottish Green Gown Award Finalists and 6 winners • Knowledge, data & skills <ul style="list-style-type: none"> ○ 39 EAUC Scotland events ○ Realigning Curricula for the Future launch ○ Health and Wellbeing Topic Support Network launch ○ Currently developing Introduction to Sustainability online self-study course ○ PBCCD Peer Review expanded to 18 institutions ○ Funding Register updated • Carbon Literacy <ul style="list-style-type: none"> ○ 135 participants over 9 cohorts ○ Upcoming dates for open sessions in May 2022 ○ Bespoke institutional sessions can be arranged ○ Platinum Carbon Literate Organisation status • Partnerships and Collaboration <ul style="list-style-type: none"> ○ QAA funding for monitoring project ○ Examples of outputs and outcomes: Public Sector Leadership on the Global Climate Emergency Guidance, APUC Supply Chain Climate and Ecological Emergency Strategy • Equality, Diversity and Inclusion <ul style="list-style-type: none"> ○ Internal actions <ul style="list-style-type: none"> ▪ Governance: no longer require previous Board experience to encourage younger participants, all trustee members have received ED&I training, new policy and action plan in progress ▪ Operations: anonymised recruitment, staff have had ED&I training, ED&I updates at member roundtables, SE resources ○ External actions <ul style="list-style-type: none"> ▪ Partnered with Change Agents UK and SOS on Kickstart for Sustainability ▪ COY16 Statement with Student Climate Commissions 	

	<ul style="list-style-type: none"> ▪ Sustainable Futures pilot at colleges in disadvantaged areas ▪ Creating sustainability speaker database with focus on protected characteristics • Upcoming activities: <ul style="list-style-type: none"> ○ Open CLT sessions in May ○ Various Topic Support Networks over coming months ○ Aviation workshops in summer 	
<p>3</p>	<p>Green Gown Award Sustainability Institution of the Year - University of St Andrews - Net Zero 2035: Towards a climate positive future in partnership with our students</p> <p><i>Dr Emma Read Kallblad, Executive Officer and Coordinator of the Environmental Sustainability Board at University of St Andrews</i></p> <p>Watch a recording of this presentation here.</p> <p>In 2020, as a result of the “line in the sand” student protest, the Principal’s Office of University of St Andrews refocused its work to address the sheer scale of the climate challenge. Their new approach focuses on embedding green values in leadership, ensuring that environmental work is all-encompassing and not siloed off.</p> <p>The Principal’s Office formed the Environmental Sustainability Board, chaired by Professor Sir Ian Boyd and including members from across staff, students and academics. This multi-point leadership mechanism encompasses five working groups and an advisory board, ultimately spanning around 100 people who then influence the whole university.</p> <p>The new approach can be broken down into three areas: articulating institutional leadership, building engagement with key functions and embedded leadership, and community leadership development.</p> <ul style="list-style-type: none"> • Institutional Leadership – bold ambition (i.e. Net Zero by 2035) and focused actions • Embedded Leadership – human resources and training, sustainability embedded in recruitment materials and onboarding, staff training on sustainability, addressing carbon emissions through academic promotion criteria • Community Leadership – i.e. St Andrews Forest was launched by student members of the Environmental Sustainability Board <p>Looking to the future, the university’s strategy will be refreshed post-pandemic. In this new strategy, sustainability will be a pillar rather than a paragraph.</p>	
<p>4</p>	<p>AGM Voting: New OBG Members and Terms of Reference Updates</p> <p><i>Rebecca Petford, EAUC-Scotland</i></p> <p>RP outlined rules of AGM voting: educational members only, one vote per institution (normally most cast by the most senior contact).</p> <p>The Terms of Reference have been updated to address a number of identified gaps, with the suggested text provided in the papers in</p>	

advance of this meeting. Members were asked to vote on three major proposed changes to the Terms of Reference:

- What do you think the Office Bearer Group should be called?
 1. EAUC-Scotland Office Bearer Group
 2. EAUC-Scotland Advisory Group
 3. EAUC Scotland Branch Committee
 4. Abstain
- Priority should be given to returning OBG members for the role of Convenor, unless there is no eligible candidate
 1. Agree
 2. Disagree
 3. Abstain
- The default EAUC-Scotland Convenor term should be 2 years, with this taking precedence over standard OBG Member terms
 1. Agree
 2. Disagree
 3. Abstain
- Do you have any concerns about other changes to the Terms of Reference you would like to highlight?

JW noted that any changes would come into action at the close of the AGM.

Thanks were given to the outgoing Office Bearers Group members for their support over the last year (and before) – John Wincott (Convenor), Christine Calder, Eilidh Macphail and Roddy Yarr.

RP then outlined the process for election of two new OBG members. RY and CC will be staying on, while EM and JW's terms are complete.

RP handed over to the candidates for the position of College Carbon and Estates representative to give their statements.

Billy Currie emphasized his wealth of experience as Director of Estates and Sustainability at Dumfries and Galloway College. Scottish FHE are world leading and BC wants to help continue the great work being done.

As Sustainability Officer at Edinburgh College, Martin Webb has a wide-ranging role and considers himself a generalist with strong knowledge. As an active participant in multiple TSNs, without EAUC his job would be a lot harder, and he would like to contribute to the work that we are doing.

RP handed over to the candidate for the position of University Education or Engagement representative to give his statement.

Craig Anderson referenced his experience as a lecturer at University of Stirling developing an online programme in business linked in to sustainability frameworks, and shared a desire to explore cross-institution links, and work to embed sustainability across disciplines.

Voting commenced through an online survey, with votes to be counted by RP during following agenda item.

<p>5</p>	<p>Green Gown Award Case Study: Benefitting Society Award Dumfries and Galloway College – Making the most of the coast – marine plastics</p> <p><i>Penny Humphreys, Lecturer – Visual Communication, Dumfries and Galloway College</i> <i>Charles Milroy, Service and Environment Convenor at Rotary Club of Dumfries Devorgilla</i></p> <p>Watch a recording of this presentation here.</p> <p>Marine plastics have become a major issue in Dumfries and Galloway, with significant impact on wildlife. This project came about when the Rotary Club, Dumfries and Galloway College and Solway Firth Partnership recognized a need for collaboration on their beach cleaning efforts.</p> <p>Photography and visual communication students were asked to create a visual concept to meet a brief: creating a visual message from young people about their opinion of marine plastics, raising awareness and encouraging lifestyle changes. They received feedback, developed concepts and were responsible for the production and presentation of the finished product. The finished animation was selected for use at an environmental webinar.</p>	
<p>6</p>	<p>AGM Voting Results: New OBG Members and Terms of Reference Updates</p> <p><i>Rebecca Petford, EAUC-Scotland</i></p> <p>RP shared the results of the vote on Terms of Reference Updates.</p> <ul style="list-style-type: none"> • What do you think the Office Bearer Group should be called? <ol style="list-style-type: none"> 1. EAUC-Scotland Office Bearer Group 2. EAUC-Scotland Advisory Group (received majority of votes, 13/16) 3. EAUC Scotland Branch Committee 4. Abstain • Priority should be given to returning OBG members for the role of Convenor, unless there is no eligible candidate <ol style="list-style-type: none"> 1. Agree (received majority of votes, 13/16) 2. Disagree 3. Abstain • The default EAUC-Scotland Convenor term should be 2 years, with this taking precedence over standard OBG Member terms <ol style="list-style-type: none"> 1. Agree (received majority of votes, 15/16) 2. Disagree 3. Abstain <p>These will be incorporated into the new draft Terms of Reference to go to the next EAUC Board Meeting for approval.</p> <p>RP shared the results of the vote on OBG Members. Billy Currie (FE Carbon / Estates) and Craig Anderson (HE Curriculum / Engagement)</p>	

	will be joining the Advisory Group (OBG). Congratulations to Billy and Craig, and thanks to all who applied. Your support is appreciated.	
7	<p>AGM Voting: OBG Convenor Role <i>Rebecca Petford, EAUC-Scotland</i></p> <p>RP introduced voting for OBG Convenor role, and handed over to Christine Calder from Dundee and Angus College who was the sole candidate.</p> <p>CC has been working with EAUC Scotland for many years, and finds it a friendly and knowledge-sharing open environment. She has been on the OBG for 18 months. As a lecturer and someone who works with professional learners, she has a drive for Education for Sustainable Development and expressed a desire to move away from embedding and towards naturalising ESD. Our aim should be to translating the knowledge in this room and take it out to the students, the workforce of the future.</p> <p>RP shared link to the new survey and asked all eligible voters to vote.</p>	
8	<p>Sustainability Leadership Discussion Part 1 <i>Rebecca Petford, EAUC-Scotland</i></p> <p>RP highlighted that the aim of this discussion was to better understand how both senior leaders and engagement with wider institutional communities influence sustainability progress, and how we can improve collaboration.</p> <p>RP highlighted recent sector developments around leadership engagement from Universities Scotland, College Development Network, and the Climate Commission.</p> <p>Attendees were then invited to consider what their own experience had been in terms of how sustainability had progressed at their institution, and draw a timeline over the break showing the progress on sustainability over time. While drawing they were asked to reflect on when changes to the line happened, who was involved, and why it happened, and note these pivot points on the line</p>	
	Comfort break	
9	<p>Sustainability Leadership Discussion Part 2 <i>Rebecca Petford, EAUC-Scotland</i></p> <p>Attendees were then divided into 4 groups to discuss the following questions:</p> <ul style="list-style-type: none"> • What do your timelines reveal about how leadership engagement has affected progress in your institution? • How can leaders within institutions work better with colleagues to create further progress? • How can sustainability leads work better work with their communities to accelerate progress? • In what ways could EAUC-Scotland support this work further? 	

	<i>The discussions for each of these questions are summarised in the attached Sustainability Leadership Discussion Report.</i>	
10	<p>AGM Voting Results: OBG Convenor Role</p> <p><i>Rebecca Petford, EAUC-Scotland</i></p> <p>RP announced Christine Calder as the new OBG Convenor. Congratulations Christine!</p>	
11	<p>AOB</p> <p><i>John Wincott, Fife College and EAUC-Scotland Convenor</i></p> <p><u>Leadership Changes at EAUC</u></p> <p>RP noted that as Iain Patton steps down as CEO in June, leadership at EAUC will change. This should have very limited impact on EAUC-Scotland activities, particularly as currently Depute CEO Fiona Goodwin will be stepping up to Interim CEO in the short term.</p> <p>RP also noted that EAUC's UK branch will be looking for new trustees at their AGM in June. With the two current Scottish representatives stepping down, we encourage anyone interested to get in touch for further information. They are particularly looking for representatives working in Further Education, and/or with commercial or financial experience.</p> <p><u>Funding Applications</u></p> <p>JB shared update on Heat Network Fund applications which are, as yet, not open but should be imminently.</p> <p><u>Scotland Programme 2023+</u></p> <p>RP said that proposal for EAUC-Scotland's new proposal to the Scottish Funding Council for an Outcome Agreement beyond March 2023 will be starting to be progressed shortly. We will be holding meetings over the coming months to find out what is important to our members. We request that this information be shared with students and academics and others who are less likely to engage with us to ensure the projects we develop have a broad reach.</p>	<p>All: Contact RP rpetford@eauc.org.uk for further details on trustee nominations</p> <p>All: Visit the website for further information: https://www.gov.scot/publications/heat-in-buildings-2022-development-funding-invitation/pages/scope/</p> <p>All: Keep an eye on our newsletter and events page for details of programme design workshops</p>
12	<p>THANKS AND CLOSE</p> <p><i>John Wincott, Fife College and EAUC-Scotland Convenor</i></p> <p>Thank you to all speakers and attendees for your contributions. If anyone has any future agenda items please email scotland@eauc.org.uk.</p> <p>A final thanks to our outgoing Office Bearers Group Members, particularly John and Eilidh who are retiring from the group, for the support they have given the Team and the sector over the last year.</p>	

Terms of Reference

EAUC Scotland Branch Advisory Group and Forum

Introduction

- The EAUC-Scotland Advisory Group and Forum are bound by the Articles of Association of the EAUC.
- The EAUC-Scotland Team are directly accountable to the EAUC Chief Executive Officer, who is accountable to the EAUC Board.
- Changes to these Terms of Reference agreed by the EAUC-Scotland Team, Advisory Group and Forum are subject to approval by the EAUC Board.

EAUC Branch Structure (EAUC Articles of Association, 14.1-14.3)

- The Board may organise, amalgamate, sub-divide or close such Branches of the Company as they shall from time to time determine.
- For the purposes of these Articles, a Branch will consist of the body of members of the Company within a particular country and each Branch shall be conducted in accordance with such by-laws as the Board may from time to time make, vary, suspend or revoke but which shall (unless otherwise determined by the Board) make provision for:
 - what meetings of the Branch may be held and when;
 - the period for which accounts for the Branch are to be prepared;
 - which officers (who shall be known collectively as the "Branch Committee") should be appointed to manage and administer the Branch and by whom they should be appointed;
 - an obligation on the Branch to account to the Company for all funds received and assets held;
 - the provision of reports on the activities of the Branch to the Company; and
 - the appointment of a Branch Convenor of the Branch who shall serve as chairperson of the Branch Committee and as a Branch Trustee on the Board.
- Branches may be sub-divided into such regional groupings as the Board may from time to time determine. Regional groupings shall operate in accordance with such by-laws as the Board may from time to time make, vary, suspend or revoke.

Advisory Group (Branch Committee) Terms of Reference

The Advisory Group's aims and objectives are to:

- Offer guidance and support to the EAUC-Scotland Office in implementing the EAUC-Scotland current funded programme's Outcome Agreement and relevant strategies, and the broader EAUC UK Strategic Plan;

Draft for discussion and approval at EAUC Board Meeting June 2022

- Provide added value to the core activities of the EAUC by providing a regional focus that is specific to Scotland;
- Encourage and support sustainable development, environmental performance and social responsibility throughout the Further and Higher Education sectors in Scotland;
- Provide a specialist focus on relevant issues by facilitating the exchange of information and the dissemination of best practice informed by those specific Scottish issues;
- Report, via the EAUC-Scotland Convenor, to the EAUC Board of Trustees on EAUC-Scotland activities.

Advisory Group Organisation and Structure

- The Advisory Group membership is restricted to those institutions within Scotland who are EAUC Members;
- The Advisory Group will consist of two representatives from the Further Education sector and two representatives from the Higher Education sector (totalling four members);
- A minimum of two shall constitute a quorum;
- Advisory Group members will be elected by Scotland-based EAUC Members at the EAUC-Scotland AGM;
- The Advisory Group will meet approximately six times a year either virtually or physically on agreement with its Membership, along with the EAUC-Scotland Staff Team;
- A member of the OBG must be elected as the Scotland Convenor at the AGM. Unless there is no suitable candidate, a returning OBG Member will take the role of Convenor. The Scotland Convenor will become the Branch Trustee on the EAUC Board and will be bound by the Articles of Association. The default Convenor term will be 2 years, with this taking precedence over the standard Advisory Group Member terms.
- In the event of a Convenor stepping down during their term, with the agreement of the other members of the Advisory Group, another member of the Advisory Group will be voted for by the Advisory Group to become Interim Scotland Convenor temporarily until the next EAUC-Scotland AGM or an Extraordinary Meeting is called where a formal election will take place. The Interim Scotland Convenor would represent the Scotland Branch on the EAUC Trustee Board as an invited Board Guest, and would therefore not be bound by the legal obligations of a Trustee.
- Other posts or responsibilities can be agreed by the Advisory Group as required;
- Advisory Group members will serve for a period of two years, with a possible re-election for serving another two years;
- An Advisory Group Member's term of office automatically terminates if they:
 - (a) are absent from two consecutive meetings of the Advisory Group and Forum without the consent of the Advisory Group;
 - (b) are, in the opinion of the EAUC Board, guilty of conduct detrimental to the interests of the Company and the Board resolves by a 75% majority of the Trustees present and voting at a properly convened meeting that they should be removed, provided that the Advisory Group Member concerned has first been given an opportunity to put his or her case and to justify why they should not be removed as an Advisory Group Member;
 - (c) become employed by the Company;
- Former Advisory Group members may reapply for a position on the Advisory Group two years after stepping down from their previous term;

Draft for discussion and approval at EAUC Board Meeting June 2022

- If there is a vacancy on the Advisory Group between AGMs, this may be filled, with the agreement of the rest of the Advisory Group and Staff Team, by a representative of an EAUC member institution with the required skills, who will be co-opted until the next EAUC-Scotland AGM where they will be subject to election;
- Guests from the Further and Higher Education Sector and partner organisations may be invited to join the Advisory Group for individual meetings to support the work of the Advisory Group, with the approval of the Advisory Group and EAUC-Scotland Staff Team
- Only one EAUC Member per institution is entitled to vote at the EAUC-Scotland AGM.

Forum Terms of Reference

The Forum's aims and objectives are to:

- Help guide EAUC-Scotland's activities and services in relation to the current SFC-funded programme;
- Provide a forum for all members to contribute their views;
- Reflect members' interest and practice;
- Be responsible for reflecting the interests of local/regional communities where requested;
- Share projects, case studies and other opportunities which may be of interest to those working to advance sustainability in the further and higher education sector;
- Not be a forum for commercial gain;
- Be ambassadors for the EAUC and promote membership of the EAUC.

Forum Organisation and Structure

- The Forum can consist of EAUC Members, Non-Members and Strategic Partners and any other invited guests that would be relevant to the topics being discussed;
- There are no limits to the numbers on the Forum;
- The Scotland Convenor acts as the Chair of the Forum;
- The Forum can appoint roles and responsibilities, such as secretary, as and when required;
- The Forum will meet a minimum of three times a year either virtually or physically;
- Recommendations from the Forum are taken forward to the Advisory Group and where applicable, will seek approval from the Board of Trustees;
- The Forum may establish such groups and task teams as are necessary to promote the work of the EAUC-Scotland Office - each comprising at least one member of the Forum.

Agreed at EAUC Scotland AGM, March 2022

To be reviewed every 2 years

Sustainability Leadership Workshop

EAUC Scotland AGM & Forum - 31st March 2022

Context

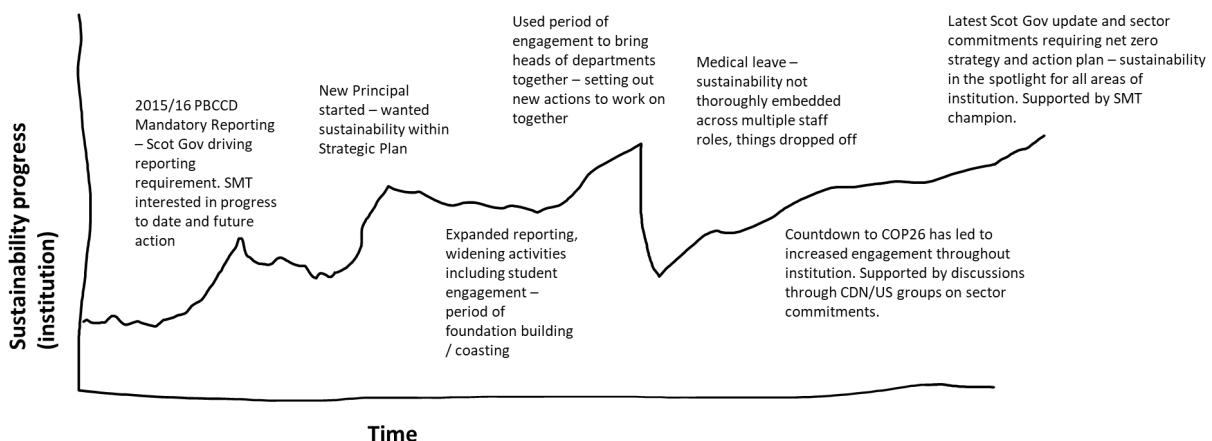
The EAUC-Scotland Team hosted a Leadership Workshop in March 2022 to better understand how both senior leaders and engagement with wider institutional communities influence sustainability progress, and how we can improve collaboration.

Introduction

The workshop began with a summary of recent sustainability leadership developments from Universities Scotland, College Development Network and the Climate Commission.

Individual Reflective Activity

Attendees were then invited to consider what their own experience had been in terms of how sustainability had progressed at their institution, and draw a timeline similar to the one below showing the progress on sustainability over time. While drawing they were asked to reflect on when changes to the line happened, who was involved, and why it happened, and note these pivot points on the line (note – the line below is a hypothetical example).



Group Reflective Discussion

Attendees were then divided into 4 groups to discuss the following questions:

- What do your timelines reveal about how leadership engagement has affected progress in your institution?
- How can leaders within institutions work better with colleagues to create further progress?
- How can sustainability leads work better work with their communities to accelerate progress?
- In what ways could EAUC-Scotland support this work further?

The contents of the discussions for each of these questions are summarised below.

What do your timelines reveal about how leadership engagement has affected progress in your institution?

- Consensus that senior leadership was crucial to making significant change – and ideally several senior managers should be engaged.
- Flat progress at times due to a lack of resource from leaders or key person leaving or being furloughed. Issues at some institutions with posts remaining vacant.
- Acceleration takes place due to a change in leadership, new staff, or renewed interest from senior leaders due to, for example, external policy changes.
- Progress is often hidden within day-to-day activities and not publicised or celebrated, by senior leaders or sustainability leads.
- COP26 provided some momentum, as has stronger leadership / targets from the Scottish Government and City Deals. Re-baselining emissions can do this internally.
- The pandemic pushed sustainability issues to the back of the priority list.
- Many within institutions are proud of their sustainability achievements but too modest about promoting them, and leaders don't often then pick up on them, meaning less momentum is created.

How can senior leaders within institutions work better with colleagues to create further progress?

- Show interest and find time for sustainability, including direct contact with those leading sustainability at the institution
- Emphasise that the whole institution has responsibility to collaboratively support and deliver sustainability action, not just the estates team, particularly around scope 3 emissions areas like international student travel and procurement. The Sustainability Strategy should make this clear.
- Sustainability should be viewed a 'change project'.
- Board / Court can closely monitor performance against climate targets.
- Having a senior leader chair the sustainability committee (if done effectively) can be a useful way to maintain engagement at different levels.
- Tackle the sense of modesty about achievements to recognise activity and inspire more progress – including through awards such as Green Gown Awards as well as encouraging simple visual promotion on screens, online, and in paper formats.
- Bring together academics working on sustainability to enhance collaboration, and also potentially support progress internally.
- Work with students as colleagues, remove hierarchical barriers and empower them to drive change – through the curriculum as extra-curricular activities.
- Sign up to sustainability commitments, such as the SDG Accord and Race to Zero, and use these to push for action by colleagues.
- Consider partnerships and collaborations with other institutions, and organisations such as EAUC, Universities / Colleges Scotland, College Development Network, the Scottish Funding Council etc.
- Utilise opportunities, such as COPs, to highlight the importance of sustainability to the institution, both internally and externally.

How can sustainability leads better work with their communities to accelerate progress?

- Actively work with students, academics and researchers on projects and to encourage their engagement with progress.
- Arrival of new senior managers can be a great opportunity – try to introduce yourself and the institution’s sustainability progress and ambitions as soon as possible.
- Roll out carbon literacy or sustainability training to ensure a minimum level of understanding within key staff / teams.
- Support an effective sustainability committee to drive action.
- Share information visually and in a straightforward manner to bring both communities and senior leaders up to speed quickly.
- Highly visible actions on campus can prompt students to question their lecturers, who then need to develop their understanding and integrate that into teaching.
- Push on opportunities, e.g. SDG Accord, Race to Zero, curricula and research commitments – if useful for your community.
- Enhance the positives rather than use force / mandate as much as possible.
- Increase conversations, e.g. recognition of cost escalation for gas and electricity.
- Take advantage of transformative periods of time, e.g. COPs but also start of each academic year.
- Inductions are a useful opportunity for highlighting sustainability responsibilities, but may need revisited once staff are settled in roles. Need to also reaffirm the resources available outside of institutions (e.g. EAUC).

In what ways could EAUC-Scotland support this work further?

- Agreement that EAUC is a very useful resource (‘a golden thread of sanity’) and should continue to provide support in the way they do.
- EAUC-Scotland seen as a small, dynamic team – keep motivation high.
- Promote commitments like Race to Zero and SDG Accord which motivate some.
- Encourage SFC to link future funding to sustainability progress.
- Push for more engagement from leaders.
- Help with engagement with departments like procurement and HR that have historically not been involved in sustainability projects.
- Do a risk analysis / assessment for each institution – what are the key asks and risks, and how is each institution doing against these
- Concern that there are too many groups therefore effort is being duplicated and different messages could be shared – EAUC needs to lead on this for the sector rather than e.g. CDN having its own sustainability group, some going to SSN etc.
- Continue to work with Learning for Sustainability Scotland to support sustainability in the curriculum.

Next Steps

The EAUC-Scotland Team will reflect on the learning from this workshop, and use the understandings gathered to both enhance our current programme and help develop our 2023+ funding proposal to the Scottish Funding Council.

Individual sector members are invited to also utilise this information to enhance both leadership and community engagement with sustainability at their institution.