

## **EAUC Shared-Services Staffing: Expression of Interest Overview and Central & South Scotland College Partnership Case Study**

EAUC are welcoming Expressions of Interest (EOI) from UK and Ireland colleges and universities for participation in sustainability shared-services staffing. This follows a successful piloting and extension of the model between Borders College, Forth Valley College, West Lothian College and EAUC.

### **1. What is Sustainability Shared-Services Staffing?**

Sustainability shared-services staffing is a mechanism for two or three institutions to partner together and collectively recruit a dedicated sustainability professional hosted and managed by EAUC. The cost to each institution is split according to the agreed time allocation e.g. two institutions each cover 50% of total costs for 0.5 FTE staffing resource each. The engaged institutions and EAUC collectively agree in advance the role specification, time allocation, and contract length before proceeding to recruitment.

### **2. Benefits to the institutions involved:**

- Increased dedicated institutional capacity to progress and deliver priority sustainability objectives;
- Increased institutional sustainability learning through collaboration with other shared-service partners;
- Reduced institutional costs compared to recruiting and managing a full-time sustainability professional resource;
- Provides evidence of how an institution is aligning spending plans to meet institutional and national sustainability targets (Scottish Government Public Bodies Climate Change Duties requirement);
- Day-to-day management sits with EAUC;
- Stronger links between the institution and EAUC's expertise.

### **3. EAUC's role within the partnership:**

EAUC facilitates the partnership through the recruitment, employment, and day-to-day management of the shared-services sustainability professional. The shared-services sustainability professional is embedded within EAUC as well as the partner institutions, supporting knowledge transfer and efficiency savings across all partners. To ensure the staff member is kept up to date with topical professional, developmental and legal issues affecting their jobs, they will be required periodically to join an EAUC-wide staff gathering for team training and development days. EAUC will also support monthly partnership meetings to discuss project planning and delivery, as well as support annual partnership and staff reviews.

EAUC charges a 10% management fee which is at estimated actual cost and not as a commercial venture, and VAT will be applicable.

#### 4. Costs to the institutions involved:

The costs applicable to engaged institutions include:

- Recruitment costs (paid-for job listing)
- Homeworking equipment (including laptop, monitor, desk etc)
- Salary, National Insurance, pension and working from home allowance
- EAUC management fee (based on salary, NI, pension and WFA costs only)
- In-post travel, subsistence and training expenses (including travel from home to institutions)
- VAT

EAUC will invoice each Party quarterly in advance for the resources provided, payment terms shall be 30 days from date of invoice. The costs will be pro-rata based on the time allocations per institution as set out in the partnership agreement.

#### 5. Next steps:

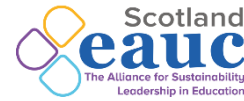
- 1) Please review the Central & South Scotland College Partnership Case Study below for further insight of how shared-services could benefit your institution's sustainability action. The partnership has also written a blog on their experience [here](#).
- 2) If you would like to express your institution's interest in shared-services, please fill in this short [form](#). Note that EAUC are seeking to offer two potential roles for the sector:
  - a) Sustainability Project Manager with a focus on overall sustainability strategy, emissions reporting and decarbonisation, and engagement;
  - b) Sustainability in Learning, Teaching and Research Manager with a focus on monitoring and evaluating Education for Sustainable Development, green skills development, training educators on ESD, and engagement.

An expression of interest does not commit you or your institution at this stage.

- 3) EAUC will:
  - collate responses and identify demand for shared services
  - identify potential partnerships based on geographical locations
  - work to bring potential partners together.

If you have any questions regarding shared-services, please contact Matt Woodthorpe via [mwoodthorpe@eauc.org.uk](mailto:mwoodthorpe@eauc.org.uk).

## Central & South Scotland College Partnership (CSSCP) – Project Review



### 1. BACKGROUND

The Central & South Scotland College Partnership (CSSCP) is a joint project formed by EAUC, Borders College, Forth Valley College and West Lothian College. The aim of the partnership is to provide the three colleges with additional resource and expertise to develop sustainability projects, with a focus on decarbonising their estates. This expertise was sought to help the colleges fulfil sectoral obligations, e.g. Scottish Government 2021 guidance for [Public Bodies Climate Change Duties Reporting](#) (PBCCD) (requiring additional emissions sources and targets) and the College Development Network's (CDN) [Scottish College's Climate Emergency Commitment](#).

The partnership began in summer 2021 and resulted in the appointment in January 2022 of a Sustainability Project Manager, Rory Hill, on an 18-month contract, which expired in July 2023. After reviewing the partnership over its initial 12-month period, all parties in the partnership agreed to continue the shared-services agreement for a further 18-months, to January 2025.

The review below provides details of the completed actions, financial net benefit to the colleges and wider sectoral impacts delivered through the first 12-months of the CSSCP Sustainability Manager's role.

### 2. IMPACT

#### 2.1 Completed actions

**CSSCP's Sustainability Project Manager has helped deliver projects to reduce on-campus emissions:**

- Supported funded (£49,946) feasibility works at Borders College carried out by the [Non-Domestic Energy Efficiency Project Support Unit \(NDEE PSU\)](#) to identify potential renewable and energy efficiency projects.
- Secured pre-capital funding (£48,534) through [Scottish Green Public Sector Estate Decarbonisation Scheme](#) (GPSEDS) for Borders College to conduct a specialist hydraulic modelling study assessing the viability of heat pumps replacing gas heating at the Galashiels Campus. This is to inform future funding applications for capital projects of up to £5 million.
- Secured pre-capital GPSEDS funding (£49,917) for specialist studies to identify renewable and energy efficiency projects at Forth Valley College.
- Supported delivery of GPSEDS pre-capital works to identify to identify potential renewable and energy efficiency projects at West Lothian College (£40,000).
- Secured GPSEDS capital funding for Borders College (£10,051.06) to upgrade the BMS system at Hawick Campus.
- Supported successful £2 million GPSEDS application for West Lothian College to replace gas heating in Building No. 4 with heat pumps and additional energy efficiency measures.

- Supported delivery of GPSEDS-funded projects at each college, including engagement with funded NDEE PSU work e.g. reviewing proposed measures and evaluating tender responses for West Lothian College (£46,646).
- Completed monthly reports updating the Scottish Government on the progress of GPSEDS projects for Borders College and Forth Valley College.

**CSSCP's Sustainability Project Manager has led the creation of plans and processes guiding the colleges' approach to sustainability:**

- Conducted detailed reviews of each college's progress against the [FE Climate Action Roadmap](#), in line with [Scottish College's Climate Emergency Commitment](#), and presented findings to stakeholders e.g. sustainability committees.
- Wrote new Net Zero Plan for Forth Valley College and reviewed and updated Net Zero Plan for West Lothian College including; net zero targets, action plans and governance structures, in line with Scottish Government guidance and updated [Public Bodies Climate Change Duties Reporting](#) requirements. Presented these to Forth Valley Colleges' Sustainability Committee and West Lothian College's senior leaders, management forum and Net Zero Group.
- Wrote updated Strategic Travel Plan for Forth Valley College, including a greater emphasis on sustainability and additional actions.
- Developed Strategic Climate Risk Assessment with Borders College, to be followed by Campus Risk Assessments, to inform future Adaptation Strategies and to be repeated with Forth Valley College and West Lothian College.

**CSSCP's Sustainability Project Manager promotes awareness and shared knowledge of sustainability:**

- Regularly attending Borders Colleges' sustainability working groups and Sustainability Committee, Forth Valley College's Sustainability Committee and West Lothian College's Net Zero group. Presentations included updates on PBCCD reports, Net Zero Plans and an introduction to adaptation.
- Developed new working group structures to deliver Forth Valley College's and West Lothian College's Net Zero Plans, based on experience of Borders College's working groups for specific areas of sustainability (e.g. Travel & Transport, Behavioural, Waste Management)
- Produced a calendar of sustainability-related events adopted by Borders Colleges' and West Lothian Colleges' working groups/Net Zero Group.
- Supporting West Lothian College's [Ecohouse](#) project.
- Worked with West Lothian College to arrange events around SOS UK's [SDG Teach In](#).
- Contributing behaviour change advice to Forth Valley College's Building Utilisation Short Life Working Group, which aims to reduce utility costs by making more efficient use of the estate.
- Worked with West Lothian College's Vice Principal, Finance and Corporate Services to integrating Climate Change into the college risk register.
- Worked with West Lothian College's Procurement Officer to introduce new sustainable procurement guidance to the college's procurement process.
- Supported Borders College's entry into the [VIBES Awards](#).

**CSSCP’s Sustainability Project Manager has improved sustainability reporting for the colleges:**

- Completed mandatory [Public Bodies Climate Change Duties](#) (PBCCD) reporting for Borders College and West Lothian College, improving their level of detail and including new fields such as adaptation, commuting emissions and supply chain emissions per the updated [Public Bodies Climate Change Duties Reporting](#) requirements.
- Supported Forth Valley College’s PBCCD submission, including adaptation, commuting emissions and supply chain emissions per the updated [Public Bodies Climate Change Duties Reporting](#) requirements.
- Completed [Race to Zero for Universities and Colleges](#) reporting for Borders College and West Lothian College.
- Completed [SDG Accord](#) reporting for Borders College for the first time.

**CSSCP’s Sustainability Project Manager has developed partnerships with external organisations:**

- Represents CSSCP on [Adaptation Scotland’s Benchmarking Working Group](#), which provides support to public sector institutions considering climate adaptation – a subject and organisation which previously had little engagement with the sector.
- Lead engagement with the [International Tree Foundation](#) (ITF), a charity which funds tree planting, organised a visit from one of their specialists to CSSCP campuses (Falkirk, Galashiels, Hawick, Livingston & Stirling) to identify biodiversity improvements in preparation for future funding applications.
- Engaged with [Cycling Scotland](#) in preparation for future application for a fully-funded Campus Cycling Officer for Borders College.
- Engaged with [Business Stream](#) to organise water efficiency audits in preparation for applications to their [Water Efficiency Fund](#).
- Organised fleet reviews from the [Energy Saving Trust](#) for Borders College and Forth Valley College, to identify opportunities to reduce fleet emissions and replace internal combustion engine vehicles.

**2.2 Financial benefit**

During the first 12 months of the pilot programme (i.e. 2022) the Sustainability Project Manager supported the CSSCP colleges to successfully apply for numerous grant-funded projects:

<b>Funded projects</b>	<b>Borders</b>	<b>FVC</b>	<b>WLC</b>	
GPSEDS Pre-capital Funding	£48,534	£49,917	£40,000	
GPSEDS Capital Funding	£10,051	-	-	
NDEE PSU Support	£49,946	-	£46,646	<b>Total</b>
<b>Total</b>	<b>£108,531</b>	<b>£49,917</b>	<b>£86,646</b>	<b>£245,094</b>

The below figures are a conservative estimate of the value of the Sustainability Project Manager’s work on other sustainability-related projects in 2022, based on the approximate cost of having similar work completed by an external consultant.

<b>Output</b>	<b>Borders</b>	<b>FVC</b>	<b>WLC</b>	
Net Zero Plan	-	£10,000	£10,000	
Strategic Travel Plan	-	£1,600*	-	
Adaptation Scotland Benchmarking	£802	£802	£802	
FE Climate Action Roadmap	£2,405	£2,405	£2,405	
Climate Change Risk Assessment	£2,405	-	-	
Events Calendar	£130	-	£130	
PBCCD Reporting	£10,000	£2,500	£10,000	
Partnership/Engagement Activities	£1,452	£509	£2,069	<b>Total</b>
<b>Total</b>	<b>£17,193</b>	<b>£17,816</b>	<b>£25,406</b>	<b>£60,415</b>

\*approximately 50% complete by December 2022

Accounting for the costs of CSSCP (Sustainability Project Manager's salary, expenses, management fee & VAT etc.) the below summarises the indicative returns for the member colleges during the first 12 months of the partnership:

	<b>Borders</b>	<b>FVC</b>	<b>WLC</b>	<b>Total</b>
<b>Total benefit</b>	£125,724	£67,733	£112,052	<b>£305,509</b>
<b>2022 CSSCP costs</b>	£20,107	£20,107	£20,107	<b>£60,322</b>

### 2.3 Sectoral influence

CSSCP and the Sustainability Project Manager are managed by EAUC Scotland, giving the partnership considerable influence in the wider college and higher education sector - CSSCP itself represents roughly 10% of Scottish colleges. Such collaboration has included input on resources and case studies produced by EAUC for the wider sector, highlighting successes within the colleges, plus engagement with the Scottish Funding Council. In particular the Sustainability Project Manager's work on climate adaptation can be considered college-sector leading.