

GREATER LONDON AUTHORITY

Workshop 2: FE College Leadership and Governance

The Estimated Cost of Achieving Net Zero Carbon by
2030 in London's Further Education Colleges

24th January 2024

1. Policy Drivers

Policy Drivers

- **Public Sector Decarbonisation**
- **Skills and Post-16 Education Act**
- **SECR**

National

Skills & Knowledge

- **FE Skills Roadmap**
- **The Green Jobs Taskforce**

- **UK Government Net-Zero Target 2050**
- **Mayor of London Net Zero Target 2030**

Wider UK Targets

Department for Education

- **DfE Sustainability and Climate Change Strategy**
- **Further Education Sustainable Estates Guide**

Role of Governance



Role of Governance



As the custodian of corporate governance in the organisation, one of the critical roles of the governance professional is to educate the board about developments in governance and to advise on their input to and impact on board strategy, including the risks and opportunities relating to climate change. Governance professionals can help boards define their organisational climate change strategy and identify the opportunities; set climate change apart from other areas of the risk agenda; and give the board the direction, guidance and awareness it needs to ensure it can effectively fulfil its duties around climate change, taking into account all related risks and opportunities.



2. FE Governance Toolkit



GOVERNANCE DEVELOPMENT PROGRAMME



GOVERNANCE TOOLKIT

A WHOLE COLLEGE APPROACH TO CLIMATE ACTION



FE Governance Toolkit

The toolkit supports governors to address climate change as a strategic business issue and shows how they can help their boards take timely, positive, and decision action to drive sustainability strategy.

Principles for effective sustainability governance

COMMAND OF THE (SUSTAINABILITY) PROJECT

BOARD STRUCTURE

MATERIAL RISK AND OPPORTUNITY

STRATEGIC AND ORGANISATIONAL INTEGRATION

INCENTIVISATION

REPORTING AND DISCLOSURE

EXCHANGE

CLIMATE ACCOUNTABILITY ON BOARDS

FE Governance Toolkit



The how

The five steps

1.

Ensure the right board oversight

Governors can play a lead role in **initiating and driving the conversation**

2.

Establish the **need** for change

3.

Set **direction** and plan the change

Governors can play a key role in **ensuring the institution delivers**

4.

Embed and sustain the change

5.

Monitor and **optimise**

FE Governance Toolkit

Step 1

Achieving the right board oversight requires the right knowledge, commitment and a shift from seeing climate action as compliance to seeing it as a fundamental strategic imperative.

Ensure the
right board
oversight

Key questions

- Leadership Capability – do you have the competencies?
- Ability to deliver – do you have the resources?
- Understanding drivers for change – what do your learners want?
- Clarity of intent – what is your ambition?

Establish
the **need**
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Step 2

Once step 1 has been completed and the board has acknowledged the need to do more, step 2 helps governors get a clear, high-level view of where the institution is now and where it aims to be. Step 2 also helps governors develop a clear understanding of what action is most needed to meet future ambitions. This is usually best achieved through open, board-level engagement and discussion, which is supported and informed by an objective assessment of current climate-related risks, opportunities, plans and processes.

As with any change, boards should have members who collectively have a good awareness and understanding of how climate change may affect the institution. Awareness of sustainability at the board level will set the tone for the organisation and drive greater awareness by senior management and staff.

Ensure the right board oversight

Establish the need for change

Set direction and plan the change

Embed and sustain the change

Monitor and optimise

Tools

The Board questionnaire:

- Leadership
- Ownership
- Strategy
- Measurement

FE Governance Toolkit



Step 3

Implementation - work collaboratively to engage the Board and Executive to ensure alignment on objectives and agree actions.

Key questions for evidence

- Opportunities
- Risks
- Modifications – estates strategy; finance/budgets
- Short, medium and long term
- Metrics

Ensure the right board oversight

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FE Governance Toolkit



Step 4

Monitor progress - review, revise and report - ensure targets, frameworks, and reporting are appropriate as development around sustainability continues to evolve.

Key areas to embed

- Leadership
- Across all activities
- Clear reporting
- Communication and engagement

Ensure the right board oversight

Establish the **need** for change

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Step 5

Monitor progress - ensure regular reporting on implementation against agreed milestones.

Key areas to review

- Stretching targets – benchmarking with peers
- Improve data
- Stakeholder engagement
- Communication

Ensure the
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3. Solihull College Case Study



Sustainability at SCUC & SUAC

Workshop 2: FE Colleges Leadership and Governance webinar

(24th January 2024)



Solihull College
& University Centre

Stratford-upon-Avon
College



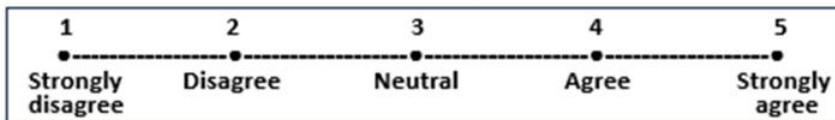
Corporation - Sustainability

- Current corporate arrangements – Committees, decision-making, responsibilities, skills audit, link governor
- Training and awareness programme – under development following on from pilot questionnaire and gap analysis and focussed training needs
- Information sharing and updating to governors – Governor Portal / BoardEffect

ETF Governance Development Programme – Governance Toolkit:

A Whole College Approach to Climate Change

Appendix 1: The board sustainability questionnaire

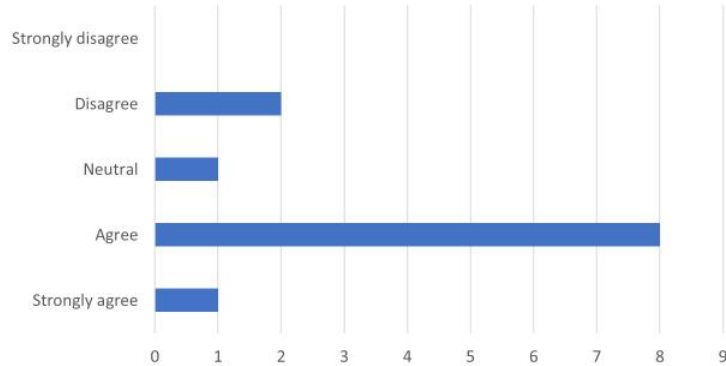


No.	Question	Response				
		1	2	3	4	5
Leadership – Ensuring your board is informed, ready to drive change and is accountable for establishing an effective sustainability strategy						
1	All board members understand the implications of climate <u>change</u> and some have deeper sustainability competence					
2	The topic is on the board agenda at least twice a year, with clear objectives for discussion and robust data to inform					
3	All board committees include sustainability in their discussions					
4	Accountability for decisions on sustainable actions are clear at board level and in the Executive Team					
5	The CEO, Chair and other board members promote the importance of delivering the organisations sustainability ambition in communications with management and employees					
Ownership – The board is responsible for engagement, governance and driving change to reach the targets that have been <u>set</u>						
6	Sustainability targets are incorporated into executive incentives in a meaningful and measurable way					
7	Sustainability is embedded in risk and opportunity assessment and in core business strategy					
8	The responsibility for climate data rests with management and finance, not just a specialist sustainability function or specific individual					
9	There is a comprehensive plan of how to engage staff and learners in the vision and change required					

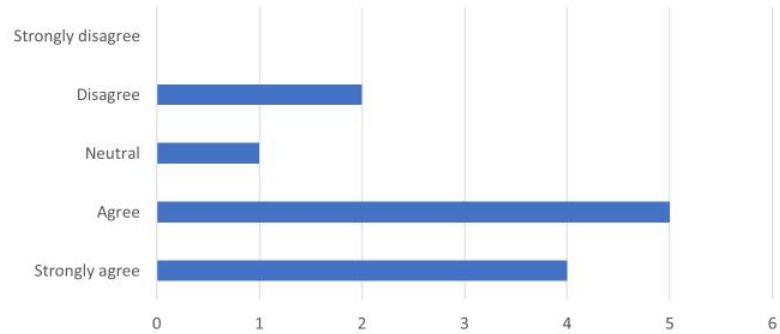
Strategy - Developing and evaluating the sustainability strategy, ensuring resources are in place alongside embedding sustainability in the overarching strategic plan and organisational purpose					
10	The organisation is ensuring the necessary skills and resources are in place to deliver its climate ambition				
11	The board has looked at its business strategy under a climate-change lens				
12	The board has set a net zero Green House Gas (GHG) emissions that is aligned with the 1.5°C net zero target				
13	The sustainability strategy incorporates short-term targets and a five-year-plus action plan				
14	The board considers the likely impacts of climate change on the organisation, particularly on skills needs and has an adaptation plan to deal with them				
15	The board considers climate change in all its investment decisions, whilst insuring it fulfils its fiduciary duty to secure the best return for the organisation				
Measurement – Understanding and assessing the organisation’s carbon emissions, reducing the footprint, reviewing and reporting progress and impacts					
16	The organisation assesses the impact of the net zero transition on all operations and invests accordingly – scope 1 and 2				
17	The organisation understands its scope 3 emissions and has an agreed approach to addressing it across all services				
18	The board has agreed a set of short term- and longer-term measures aligned to its emissions reduction and resilience plans and it reviews performance regularly				
19	The board fully understands its regulators’ climate-related requirements and how they will assess progress				
20	The organisation discloses its ambition and plan and measures progress against science-based metrics				

Responses and analysis examples

1. All board members understand the implications of climate change and some have deeper sustainability competence



12. The board has set a net zero Green House Gas (GHG) emissions that is aligned with the 1.5oc net zero target



Areas of strength - Ranked by Section

Section	Agree / Strongly agree	Disagree / Strongly disagree
Strategy	69%	18%
Ownership	65%	17%
Leadership	61%	22%
Measurement	58%	17%
Overall	63%	18%



Highest scoring questions

Rank	Section	Questions	Average
=1	Ownership	6. Sustainability targets are incorporated into executive incentives in a meaningful and measurable way	3.92
=1	Strategy	11. The board has looked at its business strategy under a climate-change lens	3.92
=1	Strategy	12. The board has set a net zero Green House Gas (GHG) emissions that is aligned with the 1.5oc net zero target	3.92
4	Strategy	13. The sustainability strategy incorporates short-term targets and a five-year-plus action plan	3.83

Lowest scoring questions – areas for development

Rank	Section	Questions	Average
=16	Leadership	2. The topic is on the board agenda at least twice a year, with clear objectives for discussion and robust data to inform	3.50
=16	Measurement	16. The organisation assesses the impact of the net zero transition on all operations and invests accordingly – scope 1 and 2	3.50
18	Measurement	18. The board has agreed short / longer-term measures aligned to emissions reduction and resilience plans and with regular performance reviews	3.42
19	Ownership	8. The responsibility for climate data rests with management and finance, not just a specialist sustainability function or specific individual	3.33
20	Leadership	3. All board committees include sustainability in their discussions	3.08

Resources



[FE Governance Toolkit: A Whole College Approach to Climate Change | Education and Training Foundation](#)

- A toolkit for governors to address climate change as a strategic business issue to drive a sustainability strategy and provide a variety of sustainability resources.

[A Guide for Members of Governing Bodies | EAUC](#)

- A guide is to highlight the institutional benefits gained when sustainability is central to the core values and operations of your college.

[Governance4FE: Climate Change – The Board's Responsibility](#)

- A guide outlining the responsibilities of FE Boards.

[Climate Action Roadmap for FE | EAUC](#)

- The Roadmap provides clear actions and guidance on how colleges can respond to the climate emergency and advance sustainability.

[Code of Good Governance | Association of Colleges](#)

- A set of principles to support colleges improve their governance to encourage innovation and leadership.

[Education Training Foundation | Governance Development Programme](#)

- Module C12 Education for Sustainable Development, is designed to support governor's knowledge development and to promote action.

[Education Training Foundation | ESD Resources](#)

- A variety of resources on Education on Sustainable Development (ESD).