

Nominations and Remuneration Committee Meeting

Date of Meeting	Thursday 12 March 2020
Paper Title	Climate Change
Agenda Item	13
Paper Number	NRC3-I
Responsible Officer	Jim Godfrey, Finance & Resources Director
Status	Disclosable
Action	For Decision

1. Report Purpose

- 1.1. The purpose of this report is to seek GCRB Committee approval for the proposal in respect of Climate Change.

2. Recommendations

- 2.1. The Committee is invited to:

- **Note** the progress in respect of the project specification.
- **Endorse** the strategic ambition in respect of the climate change project.
- **Consider** the options in respect of the project delivery.
- **Approve** the recruitment of a fixed term post for two years.

3. Background

- 3.1. The Board received a presentation from Lisa Clark on climate change at its previous meeting on 27 January 2020. Copies of the presentation and accompanying report, are provided as Annexes to this report. An extract of the draft minute of the meeting is provided below:

“Lisa Clark of Glasgow Kelvin College presented at the beginning of the meeting on the work that had been completed at GKC to combat climate change. The Interim Executive Director then presented the paper proposing the recruitment of a regional Climate Change Officer to work collaboratively across the three colleges. The Board was supportive of the proposal but it was suggested that there may be an alternative to recruiting someone and it might be beneficial to consider commissioning a third party versus recruiting a full time employee. The urgency of working to tackle the climate emergency was agreed upon by all members of the Board.”

- 3.2. The Board agreed to delegate to the N&R Committee to complete an options appraisal to find the best method of procuring a regional Climate Change Officer.

4. Report

- 4.1. Following the Board meeting, the draft project scope has been developed. This is consistent with the decision of the Board following its deliberations on the Draft 2020-21 Regional Outcome Agreement. A copy of the project scope is included as an Annex to this report. In addition, the role description has also been developed. This is also attached as an Annex to this report.
- 4.2. The two documents (outlined in the previous paragraph) are relevant irrespective of whether the duties are undertaken by an employee or by a contractor (as a result of a tender process).
- 4.3. There are some advantages and disadvantages of each approach and these are set out in the following table:

Employee	Contractor
Dedicated resource available for 2 years	Expectation that contract is output focussed with potentially less scope/flexibility. Likely that there would be fewer days available than with employment contract.
Additional costs associated with employment e.g. pension contributions, national insurance.	Additional costs associated with third party e.g. non-recoverable VAT
Time required for recruitment	Time required for tender process
	Expectation that organisation provides support infrastructure e.g. additional staff available to provide cover, expertise etc.
	Potential issues relating to IR35 if contractor is seen as an employee by HM Revenue and Customs.
	A tender process might be competitive and achieve good value (depending upon their being a pool of potential tenderers competing for the contract.

- 4.4. There are advantages and disadvantages of each approach. From discussions with colleagues, the preference is for a recruitment process (rather than a tender process). The approach envisaged would be similar to the shared Data Protection Officer (which has been very successful). To a large extent the success of either approach depends upon making the right appointment rather than the process chosen.

- 4.5. The indicative salary is estimated to be in the region of £45,000 to £48,000 per annum. With on-costs the cost to the region is expected to be around £60,000 (using the mid-point of the salary range). It is difficult to estimate the cost of a tender exercise and it will depend upon the market conditions. If the cost was say £500 per day (plus £100 VAT) then it would provide 100 days of consultancy per annum for the same £60,000 budget.
- 4.6. The market conditions for employees, and contractors, may be challenging at present as the demand for qualified people is very competitive. The COP26 event may well lead to a shortage of skilled personnel.
- 4.7. In addition to the salary cost, there would be other associated costs for travel, personal development, telephone/IT etc. The indicative budget set aside within the Regional Programme of Action was £100,000. Any funding available, after meeting the cost of the salary/contract, would be available as matched funding to support climate change projects.

5. Risk Analysis

- 5.1. The proposal outlined above is intended to address the risk that Opportunities are missed/not resourced appropriately and the potential to add value via the strategic plan is overlooked.

6. Equalities Implications

- 6.1. No equalities implications are identified.

7. Legal Implications

- 7.1. There are no legal implications arising from this report. Approval of this proposal would support the colleges in meeting their climate change duties.

8. Financial Implications

- 8.1. The financial cost of the proposal is outlined in the proposal above.

9. Strategic Implications

- 9.1. The proposal is part of the proposed Programme of Action 2020-21 and contributes to the wider ambitions contained within the Regional Outcome Agreement.

Draft Project Scoping Document

COLLABORATING TO DELIVER PLANS FOR SUSTAINABILITY AND THE CLIMATE EMERGENCY	
Purpose: [main purpose]	<p>The main purpose of this project is for Glasgow Kelvin College, City of Glasgow College and Glasgow Clyde College to work together in relation to maximising the potential of Glasgow to address the climate emergency to meet Scottish Government/Glasgow City Council directives. This project will be overseen and led by GCRB via the appointment of an Environmental Officer who will have an overarching view.</p> <p>At present, each individual college are undertaking their own environmental agenda, however, by having a GCRB Environmental lead, the common projects can be woven together for the greater good of the Glasgow region.</p> <p>This enhanced collaboration will deliver an improved impact for Glasgow region as a whole in tackling the climate change agenda and will assist in educating the combined student population i.e. over 50,000 students per annum.</p> <p>The project will seek to deliver the following objectives:</p> <ul style="list-style-type: none"> • Post holder to secure funding for identifiable environmental/sustainable related projects across the 3 Glasgow colleges; • Post holder should also be involved in the joint project management of all projects; • Working with the teaching areas, Post holder will play a lead role in developing material for an on-line unit to educate college learners in sustainability and to encourage a wider and deeper understanding of the environmental arena; • Post holder will raise the profile of the three Glasgow colleges in relation to their sustainability agendas to demonstrate clear leadership from the educational institutes in Glasgow; <p>Learning from the pilot can also be used to inform and influence national developments and, furthermore, will showcase the work of Glasgow ahead of the COP26 event scheduled for November 2020.</p>
Background/ Context:	As the profile of the Climate Emergency is raised, it is vital that College leaders are shown to be doing all they can to address the colleges impact on the environment and demonstrate to the student population that this is being taken seriously. The colleges have a corporate social responsibility to be taking a lead role in this area given the wide audience that they can reach and educate.
Accountable lead	Martin Boyle, Executive Director, Glasgow Colleges' Regional Board
Agency Involvement	TBC
Responsible for delivery (Project Lead)	TBC
Key Stakeholder(s):	Glasgow Kelvin College, Glasgow Clyde College and City of Glasgow College. Current and future learners, employers and their representative bodies, education partners, and national and local government agencies.
When does delivery start?	20 April 2020
When does delivery finish?	2 years from commencement of project

What is the final output of this Commission?	<ul style="list-style-type: none"> • An on-line environmental course which can be undertaken by students to raise awareness of the climate emergency. • Projects (as identified by the College leads and agreed by GCRB) completed i.e. development of biodiverse gardens, an on-line car-share programme (exact projects to be determined) • External sources of funding secured to further improve the projects undertaken to the greater benefit of Glasgow. 	
What will be the outcome from this (what will change)	<ul style="list-style-type: none"> • In excess of 50,000 students having the opportunity to access high quality learning materials and achieve a certificated course. • Students having access to live projects and learning opportunities to further enhance their knowledge and employability skills. • Joined up projects across the Glasgow region to the benefit of students and the wider Glasgow community. 	
What benefit will this change bring?	<ul style="list-style-type: none"> • The more people who are educated on environmental matters means that their impact on the environment will be minimised as they are aware of their carbon footprint and how this can be reduced. • Joined up projects will benefit Glasgow as a whole i.e. joined up cycle paths, car share scheme etc. 	
What are the 3-4 critical deliverables essential for successful delivery – this is to aid the initial planning and design stage	Critical deliverables	When
	1. Creating an on-line environmental course and then extending this in order that it is tailored to the curriculum offering across the Glasgow colleges.	AY 2020/21
	2. Delivery of projects set by the college leads and GCRB i.e. creation of Glasgow region cycle maps.	AY 2020/21
	3. Submit bids for funding for environmental projects for the Glasgow regional colleges.	AY 2020/21
	4. Assisting with the ROA regional targets for carbon reductions.	AY 2020/21
	5. Working with the Students Associations to raise awareness of climate change matters.	AY 2020/21
Consistent Definitions Required	Common definitions will be required across: <ul style="list-style-type: none"> • curriculum areas • college leads 	
What is in Scope	This project will focus on steps 1, 2, 4 and 5 of the planning and provision pilot. A review will be undertaken after 6 months of work in this area to assess progress. Throughout this time there will be regular meetings with college leads and GCRB on project work required.	
What is out of scope	Step 3 – funding bids can be submitted but are not always successful.	
Assumptions	To be completed by Project Lead & college leads	
What high level risks do you identify at the outset	<ul style="list-style-type: none"> • Resource availability across GCRB • Project coordination across the college • Availability of teaching staff/technical staff to have input into development of on-line environmental module. 	
Dependencies?	Collaboration is required across the various teaching areas of the colleges concerned in order that an environmental unit can be tailored to the different curriculum offering.	
Resources required	The project will seek to utilise expertise and resources within the colleges within the Glasgow region.	

Job Description

1. JOB IDENTIFICATION

Post Title: Environmental Sustainability Manager
(Fixed Term post – 2 years)

Responsible to (Post Title): TBC

Last Update: February 2020

Version Number: Draft

2. PRINCIPAL JOB PURPOSE

This post holder is required to manage a number of projects across the three Glasgow Colleges i.e. Glasgow Kelvin College, City of Glasgow College and Glasgow Clyde College.

One of the main tasks would be to assist in the development of material for use within each course where applicable on environmental matters/sustainable development for the student population. Materials produced can then be further developed for use as appropriate throughout the Glasgow region using an online training tool which could be rolled out across the education sector.

The postholder should also work with each of the three colleges to develop shared/collaborative projects and to secure funding via various external sources. This includes working with a variety of staff across the colleges concerned to develop bids.

The postholder will require to manage various projects in the environmental/sustainability arena across the three colleges and will work closely with the Estates Managers/related estates staff, Procurement and the various Student Associations.

The postholder will assist in completing the mandatory annual Public Bodies Climate Change Duties Report.

The postholder will require to produce reports for GCRB in relation to the work undertaken.

This post is being offered as a fixed term post for 2 years.

3. MAIN DUTIES & RESPONSIBILITIES

The main activities of the post to be undertaken by the post holder are:

- Work with lecturing/ICT staff to develop teaching material to raise awareness of the climate change arena amongst the student population of the three colleges concerned.
- Assist with embedding sustainability in the curriculum;
- Assist in the development of an adaptation plan and climate change risk assessment;
- Assist development of climate change report and help achieve actions within;

- Assist in embedding and monitoring sustainable objectives within supplier contracts in conjunctions with the Procurement Service and stakeholders
- Assist with securing grant funding for sustainability/environmental projects
- To be an active member across the three colleges in relation to the sustainable/environmental work each college undertakes;
- Assist in the development of an aspects and impacts register for each College and manage outputs;
- Involvement in new initiatives/projects as they arise to the benefit of Glasgow as a region in the area of environmental/sustainability;
- To engage with EAUC and remain abreast of new developments;
- Assist each college with the Sustainable Development Goals Accord project;
- Prepare reports/materials in the modes required i.e. for Board level meetings, for submission onto websites etc.
- Active involvement in sustainability/environmental activities;
- Submission of award applications for each College in relation to sustainability agenda;
- Involvement in preparing a programme for Green Week in conjunction with the Students Associations;
- Liaison with the Students Associations in respect of environmental sustainability;
- Identify opportunities and approaches to change behaviours to improve environmental performance;
- Further develop engagement with EAUC (such as sustainability for smaller institutions group).
- Oversee and manage projects as they arise in conjunction with estates staff/Students Associations as appropriate;
- Take forward new initiatives in relation to the environmental/sustainability arena to the benefit of the Glasgow colleges concerned;
- Keep abreast of developments in the environmental/sustainability arena which may be relevant to the College's activity and future direction.

General

- Respect the confidentiality of matters relating to learners and staff;
- Understand and comply with the requirements of the regulatory framework for colleges in particular the Data Protection Act and the Freedom of Information Act;
- Ensure the Health and Safety of staff and students in all aspects of College activity by exercising a duty of care for personal health and safety and that of others who may be affected by their actions;
- Carry out any other duty commensurate with the post as required.

The duties of this post will be reviewed periodically and may, in consequence, be modified to meet new requirements and the exigencies of the service.

4. COMMUNICATIONS (Internal & External)

The Environmental Sustainability Manager will communicate regularly using a variety of methods with internal and external stakeholders.

The Environmental Sustainability Manager has working relationships with staff at all levels, but specifically with GCRB, Estates & Facilities Managers and the Students Associations to contribute to the delivery of the environmental agendas across the Glasgow region.

The post-holder is required to develop and maintain relationships with stakeholders both internal and external to the Colleges and within GCRB.

5. ASSIGNMENT AND REVIEW OF WORK

The Environmental Sustainability Manager will have agreed objectives and responsibilities for this role set by GCRB.

6. Essential KNOWLEDGE, SKILLS & EXPERIENCE

Qualifications:

- Ideally educated to degree level or above in sustainability/environmental matters; and
- Evidence of appropriate CPD.

Knowledge:

Demonstrable knowledge of

- Sustainable and Environmental Project Development
- Carbon reduction targets and reporting
- Completion of funding applications including submission of follow up reports required
- Sustainable Procurement Duty

Skills and Competencies:

- Excellent verbal and written communication skills;
- Ability to work within established systems and processes;
- Ability to work independently with limited supervision;
- Ability to work using own initiative;
- Ability to multi-task several projects across different institutions;
- Ability to work as a member of a support team;
- Ability to maintain good working relationships with internal and external stakeholders;
- Ability to oversee projects to completion; and
- Ability to deliver key tasks within deadlines.

Experience:

- Administrative processes
- Funding application completion and submission; and
- Environmental/sustainability matters.

7. WORKING ENVIRONMENT

Physical:

- The post will involve the use of a PC;
- Keyboard skills for production of paperwork and reports;
- Operation of a wide range of office machinery/equipment, including:
 - Personal computer for production of relevant documentation and use of e-mail;
- Will be required to move between all the colleges campuses:

Working environment:

- Will require to work around all of the main campuses and may be required to travel where this is required to meet College objectives.

Board Meeting

Date of Meeting	Monday, 27 January 2020
Paper Title	Sustainability and the Climate Emergency - Presentation
Agenda Item	13
Paper Number	BM2-0
Responsible Officer	Jim Godfrey, Interim Executive Director
Status	Disclosable
Action	For Information

1. Report Purpose

- 1.1. Provide context to the Sustainability and the Climate Emergency – Presentation.

2. Recommendations

- 2.1. The Board is invited to:

- **note** this report and **invite** Lisa Clark to provide a detailed presentation on this topic;
- **agree** to recruit a full-time regional lead for climate change;
- **delegate** authority to the Interim Executive Director to work in conjunction with college colleagues to progress the recruitment process.

3. Background

- 3.1. During 2019, momentum has been building for action to be taken in respect of the Climate Change emergency both in terms of political declarations (such as the one made by the Scottish Government) but also in terms of support for direct action (such as Extinction Rebellion).
- 3.2. The Ministerial Letter of Guidance (published July 2019) increased the pressure on the sector to respond to the environmental challenges. SFC was invited “...to work with colleges and universities to develop a more ambitious agenda on climate change”. The letter asks that the SFC gives “...urgent consideration of how you can support the Scottish economy to decarbonise at pace.”
- 3.3. The further impetus for change comes in the form of the 26th Conference of the Parties (COP26) event that will take place in Glasgow in November 2020. The UN Climate Change conference will bring together world leaders to discuss how to tackle the global impact of climate change.

4. Report

- 4.1.** Discussions took place with colleagues as to how the region might respond to this agenda. This included discussions with individual principals and meetings with student presidents. A consensus emerged that this is an area that we should work together collaboratively to develop a regional approach.
- 4.2.** Around the same time, Glasgow Kelvin College provided an overview of the excellent work that they had been doing in this area. On 13 January 2020, a meeting was convened of the college leads for sustainability/climate change. There was support for a shared approach that would could benefit the region e.g. the ability to access additional external resources. Whilst the precise nature of the post is still being developed, there is support for a shared resource that can further develop overall college environmental plans to the benefit of the region as a whole. A similar endorsement was received from at a meeting of Chairs, Principals and the Interim Executive Director on 15 January 2020.
- 4.3.** Members will note that the Regional Outcome Agreement (ROA) for 2020-21 appears as a separate item on this agenda. Contained within the ROA is the proposal to include the topic of Climate Change/Sustainability within our regional programme of action.
- 4.4.** One of the ideas, supported by the Colleges, is that there could be a shared regional lead for Climate Change (perhaps this may operate along similar lines to the shared post of Data Protection Officer). The cost of such a post would be met from the regional programme budget.
- 4.5.** One option would be to wait until the start of the next academic year. However, this was considered to be an unnecessary delay and reduce our ability to make a difference. The alternative would be to respond in a pro-active manner. For example, we could utilise some of the underspend in the current financial year¹ to take action sooner.
- 4.6.** The Board is invited to consider the opportunity to re-allocate savings (that have been realised in the current year) to meet the cost of this opportunity. The presentation by Lisa Clark will give an overview of work that has already taken place and provide an indication of what is possible in the future.

5. Risk Analysis

- 5.1.** There are no risks associated with this report.

6. Equalities Implications

- 6.1.** There are no equalities implications as a direct result of this report.

¹ For example, a saving of £72,000 in staff costs was reported to the Performance and Resources Committee in December 2019. This has been realised as a result of the interim arrangements within GCRB during 2019-20.

7. Legal Implications

- 7.1.** There are no specific legal implications associated with this report. However, the appointment of a Regional Lead for Climate Change will assist the colleges to meet their climate change duties.

8. Resource Implications

- 8.1.** The cost of the post is to be determined by the Interim Executive Director working in conjunction with the three college leads. The total cost will not exceed the annual amount allocated by the Board in the draft Regional Outcome Agreement for 2020-21.
- 8.2.** Commencing a recruitment process before the start of the next academic year will have a limited financial impact. For budgetary purposes, a maximum cost of £20,000 would apply.
- 8.3.** It is expected that the Regional Lead would enable the colleges to access additional sources of external funding. This would be expected to have a positive financial benefit to the Glasgow College Region.

9. Strategic Plan Implications

- 9.1.** The Executive Director is responsible for implementation of the Glasgow Region Strategic Plan for College Education 2017-2022. The information contained within this report, and the presentation by Lisa Clark, is consistent with the Strategic Plan. The commitment to developing the regional approach to Climate Change is also consistent with Government policy.
- 9.2.** Perhaps the most important aspect is that it is something that has support from a wide range of stakeholders and assists all concerned in showing real commitment to our corporate social responsibility across the region.