CORPORATE DEVELOPMENT COMMITTEE – ACTIONS FROM THE MINUTES

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
7 Mar 2023	CD174	**Estates Strategy** a) Proposed to refresh the Estate Strategy 2016-2026 document over the course of 2020-21 to reflect change, and changing, operating environment. b) Future design to ensure DDA compliant and no barriers to those with any impairment. Estates Strategy should ensure the College estate is fit for purpose for everyone who wishes to come to the College. A review across the current estate to take place.	AMcD	Refresh of 10-year Estate Strategy document is progressing. Draft considered by May Senior Management Team meeting with further work agreed to be undertaken. College currently compliant and under building regulations will require to ensure all future development also to same standard. November 2023 – proposal to update strategy when new corporate strategy in place. Requirement to ensure alignment of sustainability as highlighted through internal audit report.	**Ongoing** 21 Nov 2023
30 May 2023	CD189	**Risk Register** Tolerance is not currently considered - the College will look to complete a tolerance level for each risk and bring back to the Committee.	AMcD		**Ongoing** Pending – Board Session (tbc)
30 May 2023	CD189	**Risk Register** Risk session to be arranged for Board members.	AMcD / SMcD		**Ongoing** Date to be confirmed
26 Sept 2023	CD210	**Matters Arising** Committee to receive a summary page on key areas for discussion with Paper pack	JL/ SMcD		**Ongoing** All future meetings
26 Sept 23	CD214	**2023/2024 Budget & Forecast** Recurring and non-recurring costs to be split in forecast figures	AMcD	Part of finance presentation at last Board meeting which setting this out.	**Pending** 21 Nov 23

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
26 Sept 23	CD217	**Estates Update** Proposal paper on refurbishment of the Finnart Campus and funding to support the project to be submitted to the Board meeting in January 2024.	AMcD		**Pending** 17 Jan 24 Board Session
26 Sept 23	CD218	**2022/2023 IT Security / Controls Report** Phishing test exercises to be explored for staff to undertake to identify and address any weaknesses in this area	B Stobbs		**Pending** Future meeting

Title of Paper	Sustainability Update Report
Presented by:	
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

This paper provides the Corporate Development Committee with an:
   a) Update on the implementation of the College Sustainability Strategy.
   b) Overview of activities undertaken since the previous Committee.
   c) Overview of sustainability projects planned for 2023-24.

The College has over the last three months continued to embed the objectives set out in the overarching Sustainability Strategy and develop and implement the College sustainability action plan. The College considers that it is making progress on implementing the Sustainability Strategy but that in line with the overall public sector, any continuation of this upward trajectory will require more investment by the Scottish Government.

The College continues to progress with the implementation of the Clydebank District Heating System. A plan for the works to be carried out has been established with a funding bid being made to the Scottish Government.

There is an increasing emphasis on climate change as can be seen from the requirement in the External Audit 2022-23 Plan. The auditors require to review and ask questions on what actions the College is taking to address climate change/emergency. Given the work undertaken to date, the College considers that it can positively address the matters raised by the auditors.

The paper is presented in line with Corporate Development Committee Terms of Reference:
'To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:
* *Estate*
* *Carbon management and sustainability'*

Recommendations:

The Corporate Development Committee are asked to note the contents of the report.

Implications:	
Financial	The paper highlights the material investment required to be made by the College to address the challenges of climate change. External funding support is required to allow these investment opportunities to proceed.
Student Experience	The climate challenge faced by the College is recognised and it is known that increased sustainability measures are important to our students.
People	No direct people impact in this report. The staff and wider stakeholders will be supported by the actions being taken by the College in the coming months and years.
Legal	The College has a commitment to become net zero by 2040 alongside the annual Scottish Government reporting requirements. The College may not be able to achieve its net zero target without external funding support.
Reputational	As noted above the College has a net zero target. An inability to achieve this target could result in reputational damage and therefore the College must be seen to have taken all reasonable steps to assist in achieving this target, more so as it is legislative.
Community/ Partnership impact	The College must support Communities in addressing climate change.
Environment	Direct implications in moving towards 2040 zero carbon target.
Equalities	No direct impact from the content of this report.

1. SUSTAINABILITY STRATEGY

1.1 In October 2022 the Board of Management approved the College [Sustainability Strategy](). The Board noted that the Strategy set out the intended direction of travel which the College planned to take in addressing the global climate challenge. The Board also noted that without significant investment by the Scottish Government several of the objectives within the Strategy would prove difficult, if not impossible, to achieve.

1.2 The Strategy contains five objectives with a high-level delivery plan for each objective being noted within the Strategy. The five objectives are:
- Leadership and Governance
- Teaching and Learning
- Estates and Operations
- Partnerships and Engagement
- Carbon reduction and data collection

1.3 The Sustainability Oversight Group met on 3 occasions during 2022-23, with the initial work of the group being to review and update the actions from the previous meeting. New actions and initiatives were created and will be followed up at subsequent meetings.

1.4 The actions contained within the Sustainability Strategy have been transferred onto the Pentana management reporting system. Appendix 1 provides an overview of the progress made by the College in implementing the Sustainability Strategy. As can be seen the College is making progress in achieving the objectives set out in the Strategy. There are no actions which are considered as red and where the objectives are amber there is still considered to be a degree of progress. Revised dates to achieve the objectives have also been inserted.

1.5 An action plan was to be considered at the September 2023 Oversight Group. However due to sector wide national strike day this meeting was postponed. The reconvened meeting will consider the actions to be taken in 2023-24 to further implement the Strategy.

1.6 There are now significant Estates works in progress which will have a significant impact in reducing carbon emissions extending to:
  1.6.1 Sustainability works covering Greenock workshops due to required RAAC roof replacement.
  1.6.2 BMS in Paisley and CB campus.
  1.6.3 Improvement of aged Oakshaw buildings – replacement of single glazed windows and insulation of exterior.
  1.6.4 Consideration of solar panels in Paisley and Clydebank.

2. SUSTAINABILITY ACTIVITIES IN PREVIOUS QUARTER

2.1. Significant planning work now being undertaken across the Greenock campus and required re-roofing on the workshop block.

2.2.   The College has commissioned Ryden and appropriate design and M&E consultants to take this work forward.

2.3.   Planning work has commenced for the works required in Paisley following receipt of specific SFC grant and also contribution to the project by the College from our own maintenance funds.

2.4.   All significant Estates work being taken forward considers first and foremost the College environmental impact and how this can be improved.

Future Activities

2.5.   Noted below are some of the activities planned for the coming quarter:

- Significant work as outlined in Estates projects.
- Further planning work to be undertaken to start **looking at how the College will move to zero carbon emissions by 2040**. The College has recognised the work that other organisations are taking local to the College and it is intended to work more closely with them to advance learning and strengthen planning.
- Understanding how the College may work with West Dunbartonshire Council and Scottish Government in connecting to the Queens Quay District Heating System in the future. This project will be with the Queens Quay Social Housing, the Health Centre and Golden Jubilee Hospital.
- Submission of the Colleges 2022-23 Public Bodies Climate Change Duties Report by 30 November 2023 deadline.

3.   PROJECTS

3.1.   The Estates update paper and section 1.6 above give details of future projects.

4.   RECOMMENDATION

4.1.   The Corporate Development Committee are asked to note the contents of the report.

Sustainability Strategy Update (November 2023)

BRAG Key

	Aim complete with no further action required. Monitor annually.
	Aim progressing as planned with limited further intervention required.
	Aim progressing but likely to be delayed. Action required to rectify.
	Aim not progressing as planned with actions required to address outcome.

1 - Leadership and Governance
To provide the leadership and governance framework to ensure that the strategic aims and objectives are implemented

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	BRAG	Update
Corporate Plan		(1) Revise the corporate strategy to include the environmental ambitions of the College	Revise College Corporate Strategy to fully reflect the College objective of being a net zero carbon emitter by 2040.	N/A	Principal	~~31 December 2022~~ 30 April 2024		The review of the Corporate Strategy was postponed to early in 2023-24 due to the changing nature of the educational landscape. Work is progressing with an update being provided to the October 2023 Board of Management.
Corporate Plan		(2) Establish an annual Sustainability Strategy Budget	Based on the College net zero target, establish a ring-fenced budget to implement all College strategies to reduce the College carbon footprint and improve its environmental impact.	Medium	Director of Finance	Annually by 31 July		An operational budget has been established to allow College projects to progress. More significant funding is required for larger projects and funding applications are being made to the Scottish Government.
Agile and Adaptive	Managing for resilience	(3) Report to College Board of Management on net-zero targets and sustainability ambitions	Provide annual report to the Board of Management on Sustainability strategy objectives and net-zero-target.	N/A	Principal	Annually by 31 December		The September 2023 received the first annual update report on the progress to implement the College Sustainability Strategy.

Agile and Adaptive	Managing for resilience	(4) Provide quarterly sustainability report to Corporate Development Committee	Quarterly Sustainability Report to Corporate Development Committee outlining the work conducted to deliver Sustainability Strategy Objectives. The report will include agreed KPI's including:
			  o Achievement of net zero target
			  o Cumulative carbon reduction target of 40%
			  o Quarterly and annual reporting cycle complied with
				N/A	Director of Finance	Each quarter		The Corporate Development Committee has received a report on sustainability matters at each of its meetings and it is a standing item on the agenda.

Agile and Adaptive	Managing for resilience	(5) Review the Colleges ambition to achieve net zero and sustainability strategy targets	At an annual SMT meeting the College will review its ambition to achieve net zero and its sustainability strategy targets. This review will consider the Scottish Governments ambition to achieve net-zero climate emissions by 2045 or earlier, if possible, with Scotland's colleges aiming to achieve net-zero by 2040 or earlier.	High	Principal / Chair of the Board	Annual in February each year in advance of the budget setting process		The Board of Management approved the Sustainability Strategy in October 2022. The SMT did not consider the road to net zero during the 2022-23 year. This matter will be picked up during the start of 2023-24 for consideration by SMT.

1 - Leadership and Governance								
To provide the leadership and governance framework to ensure that the strategic aims and objectives are implemented								
Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	BRAG	Update
Agile and Adaptive	Managing for resilience	(6) Issue statement of sustainability strategy intent	Board of Management to issue a statement of intent clearly showing the Board's accountability for delivering on sustainability agenda and net zero commitment.	N/A	The Board of Management	31 December 2022		The College Sustainability Strategy was approved in October 2022 and published on the College website.
Agile and Adaptive	Managing for resilience	(7) Introduce standing agenda item as part of the SMT/BoM meeting schedule	To consider raising the profile of the sustainability agenda as part of the Senior Management Team and Board of Management: by having a standing agenda item on how the College is delivering its net zero target/environmental objectives.	N/A	Chair of the Board / Principal	~~31 December 2022~~ 31 December 2023		Sustainability is a standing item at each Corporate Development Committee. Consideration is being given to the format and content of the SMT meetings which will look to include more regular updates on sustainability matters.
Collaboration	Immersive Partnerships	(8) Establish a College Sustainability Oversight Group	Establish a College Sustainability Oversight Group of around ten people to be chaired by the Principal. The group will meet at least three times per year and will be responsible for overseeing the delivery of college sustainability initiatives.	N/A	Principal	31 December 2022		The College Sustainability Oversight Group has been established and a Teams site has been set up. The site allows interaction between members and for actions to be recorded and progressed.
Collaboration	Immersive Partnerships	(9) Gather College views on climate change and sustainability challenges	Develop an online survey for annual distribution to students and staff to allow the College to gather views on sustainability issues. The results will be used as part of the annual review of the sustainability strategy.	N/A	Director of Communication, Policy, and Engagement	Annually by 31 December		A survey was not issued during 2022-23 with one to be issued in September 2023 as part of climate week. The results of the survey will be considered by the next Sustainability Oversight Group and feedback to SMT.
Agile and Adaptive	Manging for Resilience	(10) Publish results of progress towards achieving the College's net zero target on the website	Based on the annual SMT / Board of Management review, a report will be published annually on the Colleges progress to achieving its net zero target including its 40% carbon reduction by 2027 and net zero by 2040. This report will be published annually on the College website.	N/A	Director of Communication, Policy, and Engagement	Annually by January each year		The College is in the process of compiling the data required to fulfil its public reporting due on climate change. The content of this report which is due by the end of November will be used to form the basis of the annual report.
Agile and Adaptive	Manging for Resilience	(11) Establish an annual calendar of events schedule	Establish and promote via the sustainability webpage, an annual calendar of events schedule to allow staff and students to fully participate in the Colleges sustainability agenda.	N/A	Sustainability Officer	Annually by 31 July each year		A 2022-23 calendar of events was created and published. The 2023-24 calendar of events is now available. Monthly newsfeeds are issued to promote events.
Agile and Adaptive	Utilising specialist capabilities	(12) Incorporate climate responsibility and sustainability into staff development programme	Sustainability Officer to work with College HR & OD Team to incorporate climate responsibility and sustainability into staff development programme, including induction, CPD, and promotion and award ceremonies.	Low	Director of Organisational Development and HR	~~31 July 2023~~ 31 December 2023		Work in this area is progressing. The new Evolve platform offers several modules to increase the learner's knowledge and confidence about climate change and sustainability.

2 – Teaching and Learning								
To promote and raise awareness of teaching and learning that provides students and staff with relevant sustainability literacy.								
Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date		Note
Personalisation	Enabling Learners to achieve outcomes	(13) Implement online sustainability module for staff to undertake	To incorporate the sustainability training module developed by CDN / LFSS module into the annual staff development plan.	Low	Director of Organisational Development &HR	~~31 July 2023~~ 31 January 2024		OD will engage with the Sustainability Officer to design the module and will put in a request for SMT to approve it to be mandatory. It is unlikely to be launched as mandatory until the new academic year due to other learning being developed.
Personalisation	Enabling Learners to achieve outcomes	(14) Investigate whether Sustainability Module can be incorporated into student induction pack	To investigate whether the Module can be incorporated into student induction pack.	Low	Head of Student Services	31 August 2024		There are several sustainability modules that could be used to assist students. Work needs to progress with Student Services / Marketing to update the induction pack.
Personalisation	Enabling Learners to achieve outcomes	(15) Audit College curriculum against the UN Sustainable Development Goals	To undertake an annual audit of the College curriculum against the relevant UN Sustainable Development Goals An audit outcome report to be provided to Sustainability Oversight Group.	N/A	Vice Principal Educational Leadership	Annually by 31 October		An audit of curriculum delivery and the level of sustainability content was undertaken in 2023. The outcome was reported to the Oversight Group who noted the baseline level of content. A further review will be undertaken during 2023-24 to ensure that sustainability topics continue to be embedded into the curriculum.
Personalisation	Enabling Learners to achieve outcomes	(16) Develop curriculum action plan to support UN Sustainable Development Goals	Based on the audit action output report, a curriculum development action plan will be created to promote the incorporation of the UN Sustainable development goals into future teaching practice.	Low	Vice Principal Educational Leadership	Annually by 31 January		Work in this area has started, however requires to be further developed to ensure there is a clear link between the sustainable development goals and future teaching practices.
Personalisation	Developing bespoke solution, fast	(17) To review curriculum portfolio and incorporate specific courses on sustainable practices	To actively encourage curriculum teams to develop and incorporate specific courses on sustainable practices into future curriculum planning e.g., Construction Department to offer furniture making, repair and restoring course.	Low	Vice Principal Educational Leadership	Annually January 2023 onwards		Portfolio review process is undertaken annually to ensure that the curriculum delivery remains relevant and up to date. This review process includes reference to sustainability topics.
Collaboration	Immersive Partnerships	(18) Annually participate in the Global Goals Teach In	Participate in the Global Goals Teach In: an annual week-long campaign delivered by Students Organising for Sustainability that asks college lecturers to embed the sustainable development goals into their teaching for a week.	N/A	Vice Principal Educational Leadership	Annually 31 March 2023 onwards		The College participated in the 2023 teach in and plans to participate in the 2024 event.

3 – Estates and Operations								
To measure the environmental impacts of a range of the College's estates-based activities to establish baselines against which targets for improvement can be set.								
Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	RAG	Notes
Agile and Adaptive	Managing for Resilience	(35) Identify opportunities to reduce energy use	Conduct a bi-annual energy walk-around to identify opportunities to reduce energy use on each campus. Report on potential opportunities for energy reductions and seek project funding to implement report recommendations.	N/A	Head of Estates	31 July 2023 then annually		The Vice Principal Operations has concluded a review of all campuses during 2022-23. This has resulted in several projects being considered which will require external support. An update was provided to the September 2023 Corporate Development Committee.
Agile and Adaptive	Managing for Resilience	(36) Introduce a Heating and Cooling Policy	Devise a Heating and Cooling Policy for adoption across all college campuses. Policy to be reviewed annually to ensure thresholds are set correctly.	N/A	Head of Estates	31 December 2022		The Policy was introduced in 2022-23 and activated in autumn 2022.
Agile and Adaptive	Managing for Resilience	(37) Run continuous campaign to reduce electricity consumption	Initiate campaign to reduce electricity consumption through switching off lights, reducing use of computers and other energy saving initiatives.	N/A	Director of Communication, Policy, and Engagement	31 July 2023 then annually		Staff are reminded on a rolling basis to switch off lights and computers when not in use. Work was undertaken during 2022-23 to ensure that student PCs were switched off at the end of the day to save power. Work required to ensure the message is getting through as lights / computers are still being left on.
Agile and Adaptive	Managing for Resilience	(38) Establish a programme of potential retrofit projects	Projects to be identified in conjunction with Estate Team and Ryden utilising condition survey and other reports. To be presented annually as part of estate budget submission to ensure sufficient funding directed to sustainability issues.	Medium	Head of Estates	31 January 2023 then annually		The Vice Principal Operations has concluded a review of all campuses during 2022-23. This has resulted in several projects being considered which will require external support. An update was provided to the September 2023 Corporate Development Committee.
Collaboration	Immersive Partnerships	(39) Improve the level of College wide reporting on the impact of climate change	Through the development of the web site and newsletters, ensure that the level of reporting to the wider College community on how much energy has been saved and the impact of the organisation's carbon footprint is increased annually. To consider other mediums for improving the level of external and wider communications of the impact of climate change.	N/A	Sustainability Officer	By 31 January annually		This work was started during 2022-23 and information was made available on the College sustainability web page. Monthly updates issued to promote sustainability key messages via Westworld, social media platforms etc

3 – Estates and Operations									
To measure the environmental impacts of a range of the College's estates-based activities to establish baselines against which targets for improvement can be set.									
Corporate Priority	**Corporate Objective**	**Strategic Aim**	**Output**	**Costs**	**Managed By**	**Due Date**	**RAG**	**Notes**	
Agile and Adaptive	Managing for Resilience	(20) Connection to Clydebank District Heating System	Undertake a feasibility study to review cost benefit analysis of connection to Clydebank District Heating System incorporating liaison with WD Council on costs and investigate alternative funding opportunities including NDEE framework.	High	Vice Principal Operations	~~31 December 2022~~ 31 December 2023		This work was undertaken and approval for the connection to the Clydebank District Heating System provided by the Board of Management during 2022-23. Unfortunately, due to delays on the part of partners the connection and supply contracts are not yet finalised. November 2023 update; It has not been possible to agree commercial terms with West Dunbartonshire Council. These were changed by the Council after agreement of Heads of Terms. All other organisations wishing to connect to the DHS are facing a similar issue. Scottish Government who have funded the College are aware of this current issue. This project is on hold.	
Agile and Adaptive	Managing for Resilience	(21) Collate data on college recycling and waste reduction activities and devise a College Waste Policy to include future waste reduction targets	Set and implement targets to reduce waste in the College including the following milestone activities: • Estate Managers to check and confirm that recycling and food waste bins are available in all college buildings with appropriate signage detailing how these should be used. • Head of Estates to discontinue the purchasing of individual use plastics for catering use. • Director of Finance to collect data on the use and waste of plastic and paper. • Director of Finance to devise and submit College Waste Policy to SMT for approval. • Sustainability Officer to implement requirements of the Deposit Return Scheme.	N/A	Vice Principal Operations	~~31 July 2023~~ 31 January 2024		Due to on going changes within the Estates Department this work has not progressed as far as anticipated. • The availability of waste recycling bins has been reviewed and additional bins purchased for specific areas including hair and beauty. • The Catering Manager continues to review the use of single use plastic across the college and will remove where practicable to do so. • Work on collating waste data review and creating a Waste Policy to be started. • Deposit return Scheme has been postponed by the Scottish Government and further information is pending.	

3 – Estates and Operations								
To measure the environmental impacts of a range of the College's estates-based activities to establish baselines against which targets for improvement can be set.								
Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	RAG	Notes
Agile and Adaptive	Managing for Resilience	(22) Introduce a system for staff and students to donate unwanted goods to keep items in circulation	Create a College 'Goods for Free' page for staff and students to access. It is hoped this will: ○ Promote the Circular Economy and keep items in use. ○ Prevent waste. ○ Benefit society.	N/A	Director of Communication, Policy, and Engagement	31 October 2022		Green rooms have been established at each campus allowing staff and students to donate unwanted goods and to assist address food poverty. Reminders to staff will be issued on a regular basis.
Estate Strategy		(23) Modify College Estate Strategy in-line with net zero target	Vice Principal Operations and Estates Team to work in conjunction with Sustainability Oversight Group to modify the College's Estate Strategy in-line with net zero target. This may include introducing space optimisation measures to avoid building new buildings; implementing refurbishment measures to improve energy / water / waste efficiency; making sure new buildings are compliant with Scottish Future Trusts Net Zero Public Sector Buildings Standard.	N/A	Vice Principal Operations	~~31 December 2022~~ 31 July 2024		Work has commenced on revisions to the College Estate Strategy. It is due for review during 2023-24 at which time specific targets regarding sustainability will be incorporated into the revised strategy.
Agile and Adaptive	Managing for Resilience	(24) Update Travel and Subsistence Procedure to reflect the Colleges net zero target	Revise Travel and Subsistence Procedure with the aim being: • to reduce airplane travel and conduct long-distance business virtually where possible. • to promote active travel including cycling • to reduce campus travel and promote / invest in video conferencing as primary choice.	N/A	Director of Organisational Development and HR	~~31 July 2023~~ 31 July 2024		The recent appointment of the Director of OD & HR has meant a delay in this objective being completed. The Travel and Subsistence Policy will be updated along with several other policy documents during 2023-24
Agile and Adaptive	Managing for Resilience	(25) Review water management of the College estate to identify water saving projects	Conduct annual water audits to identify potential leaks and improvements: • savings are achievable if water-saving devices (waterless urinals, push taps, water-efficient showerheads, leak detection) are in place throughout the College. • review water management of the entire estate to produce water and money-saving projects and make greater use of boreholes.	Low	Head of Estates	Annually 31 July		The position of head of Estates is currently vacant and the work was not undertaken in 2022-23 due to staff resource issues. Work is planned to be undertaken in this area once the Estate Department structure is finalised.

3 – Estates and Operations								
To measure the environmental impacts of a range of the College's estates-based activities to establish baselines against which targets for improvement can be set.								
Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	RAG	Notes
			• set targets for reduction over a fixed period once review data are available.					
Agile and Adaptive	Managing for Resilience	(26) Identify areas within the College estate to develop biodiversity management	Identify areas within the College estate to develop biodiversity such as bird feeding areas, plant trees, grow your own fruit/vegetable.	Low	Head of Estates	~~31 July 2023~~ 31 July 2024		The position of head of Estates is currently vacant and the work was not undertaken in 2022-23 due to staff resource issues. Work is planned to be undertaken in this area once the Estate Department structure is finalised

4 – Partnerships and Engagements								
To develop long term sustainable external partnerships to share the challenges faced in addressing a net zero commitment								
Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	RAG	Notes
Collaboration	Immersive Partnerships	(27) Establish climate action network with local councils / chambers of commerce	Contact local councils / chambers of commerce / Community Planning Partnerships to establish a local climate action network, which can implement initiatives across the region to combat climate change or look to join existing network that already exists.	N/A	Principal	Annually by 31 July each year		The College is participating in local council and other stakeholder forums when requested to do so.
Collaboration	Immersive Partnerships	(28) Create a sustainability communication strategy to engage with and inspire the college community to 'do their bit'	Engage with the Marketing Team to ensure that there is a regular flow of information to engage and inspire the College community to 'do their bit' including: ○ create, maintain, and enhance an environmental webpage. ○ develop a sustainability communications strategy to plan regular events as well as produce constant 'drip-fed' information to college stakeholders.	N/A	Director of Communication, Policy, and Engagement	31 Oct 2022		Sustainability messaging now built into overall key messages being communicated by the College.
Agile and Adaptive	Manging for Resilience	(29) Increase visibility of college commitment to the sustainability challenge	Increase visibility of college commitment to the sustainability challenge through: • Explore opportunities to apply for Green Gown Award(s), CDN which recognise exceptional sustainability initiatives in colleges and universities.	N/A	Principal	Annually January 2023 onwards		The College has made application for Green Gown awards and for CDN awards during the last two years. With the work of the Sustainability Oversight Group gaining momentum, it is anticipated that further awards will be applied for.

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	RAG	Notes
			• Sustainability Oversight Group to oversee award application process and to put forward awards to be considered.					
Corporate Plan		(30) Sign the [Sustainable Development Goals Accord](#)	College Principal sign the Sustainable Development Goals Accord. Once signed the College will require to submit an annual update report.		Principal	~~31 July 2023~~ 31 July 2024		Given the commitment (financial and staff) that the College would require to sign up to address the SDGA, it is currently being reviewed to ensure that as an organisation, the College is not over committing itself.
Agile and Adaptive	Manging for Resilience	(31) College to review the sustainable nature of the food products it purchases	To review and report to the sustainability oversight group on how sustainable the food products within the College catering facilities are (consider number of vegetarian/vegan options available, food miles, and seasonality).	N/A	Head of Estates	~~31 July 2023~~ 31 July 2024		Changes in staffing have delayed implementing this objective. Work has been undertaken to revitalise the catering offering in conjunction with procurement staff. A fuller review requires to be undertaken.

5 – Carbon Reduction and Data Collection
To gain a better understanding of the carbon outputs of the College and how to improve reporting of these

Corporate Priority	Corporate Objective	Strategic Aim	Output	Costs	Managed By	Due Date	RAG	Notes
Data	Using Data	(32) Acquire knowledge and skills on how to measure the college's carbon footprint	Sustainability Oversight Group to undertake annual training to ensure that they acquire the necessary knowledge to allow them to oversee the implementation of the strategy. This may include training from the Sustainability Officer, EAUC and other relevant agencies.	N/A	Sustainability Officer	31 July 2023		The Sustainability Officer will continue to update the group of the knowledge required in completion of annual reporting and will monitor if there is a need for group training. We will invite EAUC along for an annual review and arrange training if required.
Data	Using Data	(33) Reduce overall College emissions by 40% by 2027	Through the monitoring and implementation of the Sustainability Strategy the College aims to build upon the substantial cumulative reduction it has achieved to date and achieve a 40% reduction by 2027	High	Principal	31 July 2027		We have seen a total cumulative reduction of 46% since our 2015/16 baseline. This reduction is out with the newly reported procurement emissions which is reported separately. This is to allow us to continue to see our progress on like for like years. We must be mindful that procurement emissions are substantial in which we are making every effort to reduce those emissions. We are doing so by placing a minimum value on orders to reduce the number of deliveries, condensing regular orders to limit deliveries, using local suppliers were possible and encouraging reuse of existing furniture etc.As well as reporting procurement emissions, we will also be required to report on staff and student commuting which will present further challenges however, we will do our

Data	Using Data	(34) Record procurement purchases in line with the annual Public Bodies Climate Change Duties Reporting	To update College annual report to include procurement emissions using the HESCET tool or resources available via APUC. The College Procurement Team to produce an action plan to reduce the overall procurement emissions which will include: • reducing and consolidate the number of frequent orders. • use of local suppliers where possible • encourage second hand purchasing and repairs were possible.	Low	Procurement Manager	~~By July 2023 annually~~ By end of November annually when annual report is due.		Work in this area has been undertaken for the 2022 annual public report. The Procurement Team have been working to refine this information for inclusion in the 2023 public report.
								best to encourage green travel and offer hybrid learning were possible.

Title of Paper	
	2022-23 Procurement Annual Report
Presented by:	
	Sam Whitehead, Procurement Manager
Recommendation:	Approve
Status:	PUBLIC

Purpose / Executive Summary:
The report provides the Committee with the 2022-23 Procurement Report for approval prior to its submission to Scottish Government and its publication on the College website.

The paper is presented in line with Corporate Development Committee Terms of Reference:
'To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.'

The paper is submitted For Approval.

Recommendations:
The Corporate Development Committee is requested to approve the 2021-22 Procurement Report for submission to Scottish Government and for publication.

Implications: (to be updated as required)	
Financial	As per paper.
Student Experience	Very much supporting the student experience and journey.
People	No direct implications.
Legal	No direct implications.
Reputational	Procurement legislation compliance is necessary.
Community/ Partnership impact	None
Environment	None
Equalities	None

Background

1.1   Under Section 15 of the Procurement Reform (Scotland) Act 2014 all contracting authorities with an annual regulated procurement spend above or equal to £5 million must prepare and implement a Procurement Strategy.

1.2   The West College Scotland Procurement Strategy 2021-25 was approved by the Corporate Development Committee on 9 March 2021 and can be found on the College website.

1.3   The Procurement Reform (Scotland) Act 2014 also requires all public sector organisations to prepare and publish an annual Procurement Report, which summarises procurement activities carried out during the year.

1.4   Appendix A provides the 2022-23 Procurement Report. The Procurement Report sets out the procurement activities undertaken in the year to 31 July 2023 and those which College plans to implement in the following year towards addressing the College Procurement Strategy objectives.

1.5   The Annual Report demonstrates that the College is continuing to improve overall procurement compliance and awareness of processes.

2022-23
Procurement Report

Contents

1.   Introduction

1.1   This Report details procurement activities undertaken as follows:

Section 1:   Summary of Completed Regulated Procurement

Section 2:   Review of Regulated Procurement Compliance

Section 3:   Summary of Community Benefits Summary

Section 4:   Summary of Supported Businesses Summary

Section 5:   Summary of Future Regulated Procurement Summary

Section 6:   Other Considerations - this provides an overview of some of the key

procurement developments being undertaken by the College.

1.2   The categorisations of procurement expenditure referred to within this Report are defined as follows:
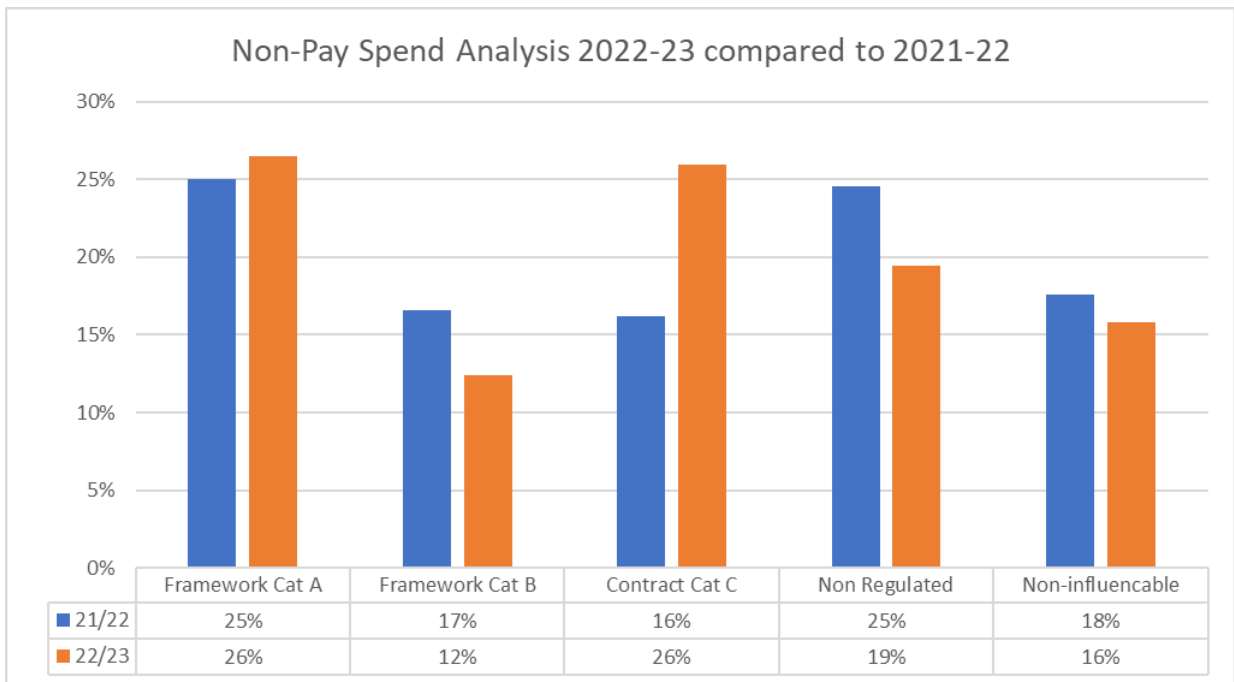
- **Non-Pay Expenditure** – all College expenditure – both influenceable and non-influenceable – that does not include remuneration costs.

- **Non-Influenceable Spend** – expenditure that relates to fixed and statutory requirements – such as irrecoverable VAT, property rent and rates and examination fees.

- **Influenceable Spend** – all expenditure that the College has an ability to influence.

- **Framework Category A** - commodities used across the public sector, such as utility contracts / insurance / IT supplies, and which are negotiated under collaborative contracts at national level.

- **Framework Category B** - commodities such as food/cooking supplies and curriculum support materials, with the procurement being undertaken through framework arrangements with Advanced Procurement for Universities and Colleges (APUC), Scotland Excel (the Centre of Procurement Expertise for the local government sector) and other similar centres of procurement expertise.

- **Contract Category C** - those supplies and services sourced through procurement exercises undertaken by the College (WCS Local) and not associated with any collaborative framework.

- **Regulated and Non-Regulated Procurement** – under the Procurement Reform (Scotland) Act 2014 the definition of regulated procurement is contracts valued at £50,000 or above, excluding VAT for goods and services and £2,000,000 for works. Non-regulated procurements are those contracts below the £50,000 threshold.
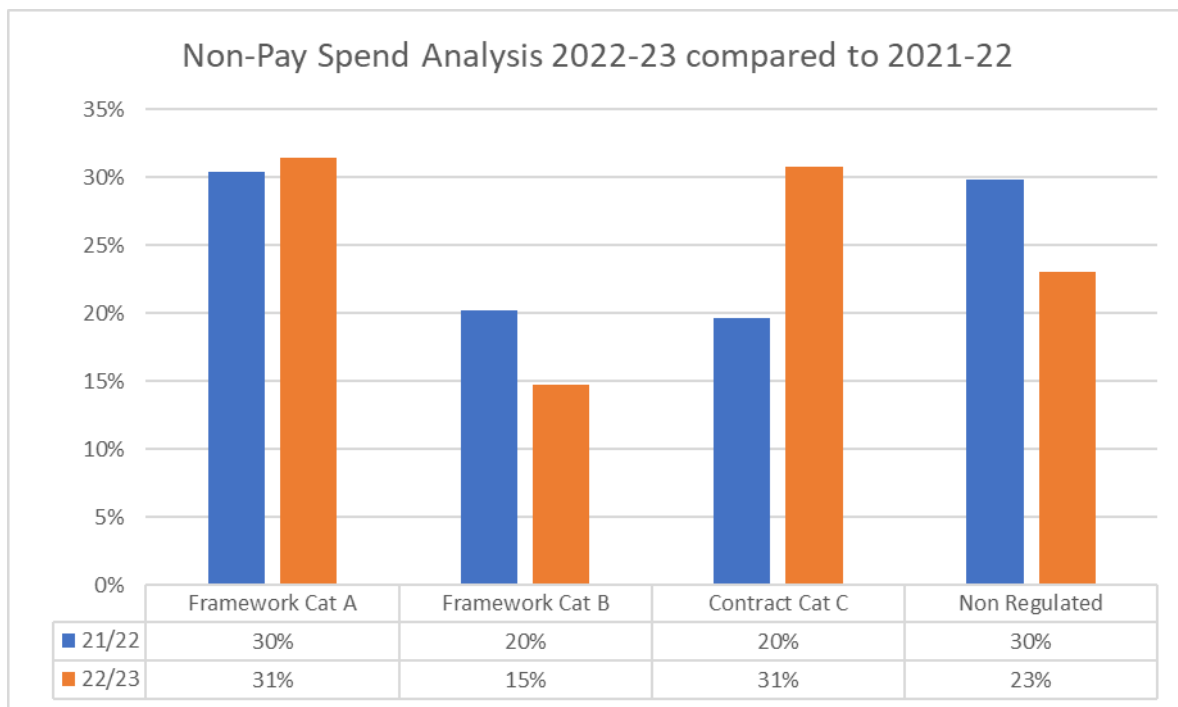
1.3 The annual expenditure profile of West College Scotland continues to be monitored on a supplier basis to identify areas for efficiency, improvement, and collaborative procurement. The College's non-pay expenditure for 2022-23 totalled £16.1m (2021-22: £11.1m), of which £2.5m (16%) (2021-22: £1.9m (18%) was non-influenceable spend. Therefore, £13.6m (84%) of College expenditure was influenceable (2021-22: £9.1m (82%)).

1.3.1 Please note that the increase (£1.9m 2021-22 to £2.5m 2022-23) in non-influenceable has occurred due to exam fee spend which was previously categorised as influenceable, has now been recategorized.

1.4 An analysis of non-pay expenditure for 2022-23 (£16.1m) when compared to 2021-22 (£11.1m) is summarised in the chart below:

Non-Pay Spend Analysis 2022-23 compared to 2021-22

	Framework Cat A	Framework Cat B	Contract Cat C	Non Regulated	Non-influencable
21/22	25%	17%	16%	25%	18%
22/23	26%	12%	26%	19%	16%

1.5   Excluding non-influenceable expenditure, an analysis of influenceable non-pay spend for 2022-23 (£13.6m) when compared to 2021-22 (£9.1m) can be summarised as follows:

Non-Pay Spend Analysis 2022-23 compared to 2021-22

	Framework Cat A	Framework Cat B	Contract Cat C	Non Regulated
21/22	30%	20%	20%	30%
22/23	31%	15%	31%	23%

1.6   As can be seen above, 46% (2021-22: 50%) of the 2021-22 expenditure was undertaken through Category A and Category B contractual arrangements.

1.7   The College local contract spend (Category C) has increased from 20% to 31% year on year. The key reason for this upwards movement between 2021-22 and 2022-23 is due to increase in specialised Estates maintenance works carried out between 2021-2023.

1.8   A greater level of procurement engagement with stakeholders during 2022-23 has increased the use of frameworks, with key areas being in relation to estates professional services, IT software, Library books, and office supplies.

1.9   As can be seen above the non-regulated expenditure has reduced from 30% to 23%, continuing the planned downward trajectory from prior year and is largely influenced by the Procurement Team moving more expenditure onto contract.

1.9   There were 12 regulated procurements totalling £3.4m during 2022-23 (2021-22: 14 regulated procurements with a value of £5.5m). Further detail on the regulated procurements is provided within Section 2 of this Report.

2   Summary of Completed Regulated Procurements

2.1   The Procurement Report is required to focus upon regulated procurements. These are defined as goods and services worth more than £50,000 excluding VAT and works contracts worth more than £2,000,000 excluding VAT.

2.2   The College conducted 12 regulated procurements for goods and services during the year, which totalled £3.4m.

2.3   These are set out in Appendix A and related to contracts for Estates Management, Waste Management Services, Vehicle Hire, Library Books, Photographic Equipment, Legal Services and License Renewals.

2.4   To be included in this Report the regulated procurement requires to have had an award notice published on the Public Contracts Scotland Tender portal.

Categories and Nature of Procurement

Regulated Contracts

2.5   The College conducts all procurement activities in an open and transparent manner in accordance with best practice and legislative requirements.

2.6   The work plan included at *Appendix A* provides details of the description and category of regulated procurement tendering activity that the College progressed during 2022-24, with this totalling £3.4m in total contract value. These regulated procurements have been separated into contract categories, with the information provided showing the following:
- the date of award
- the description of the contract
- the category of the contract
- the estimated total value over the contract period, including any extension periods
- the contract start date
- the duration of the contract including any extension periods (where applicable)

2.7   This information, in conjunction with the publication of the College Contracts Register and use of Public Contracts Scotland (PCS) for all procurement activity over the reporting period, provides complete transparency of the College's 2022-23 procurement activities.

3.   Review of Regulated Procurement Compliance

Regulated Procurement Compliance

3.1   The College conducted a total of 12 regulated procurement exercises during 2022-23. These are detailed in *Appendix A* and were in the areas of:

- Education Packs and Materials Specific to Teaching and Learning (2)
- Estates- Professional Services; Architects; Estates Agents; QS; Construction Management; Surveying Equip & Services (3)
- Furniture, (Supply and Installation of) (1)
- IT - Software Purchase; Licences; Maintenance; Development; Royalties (2)
- Legal & Tax Services (1)
- Photographic Equipment (1)
- Waste Management Services (1)
- Vehicle Hire (1)

3.2   Of these regulated procurements, 2 were above the Public Procurement thresholds.

3.3   The College continues to seek to access to and utilises collaborative procurement approaches wherever possible, including the use of procurement framework agreements with APUC and other centres of procurement expertise.

3.4   The College has where possible consolidated procurement opportunities into combined tender packages and will always seek opportunities for cross campus collaboration on an ongoing basis.

Low Value / Low Risk Purchases

3.5   The College utilises Public Contracts Scotland (PCS) electronic portal to conduct procurement exercises including sourcing competitive quotes for non-regulated procurement via the Quick Quote system in line with College Financial Regulations, and to issue Prior Information Notices and Contract Notices for procurement exercises over the regulated thresholds.

3.6   Continued use of this approach has resulted in the inclusion of local suppliers wherever possible during the tendering of Category C local contracts. The adoption of the PCS portal systems as the default method to conduct procurement exercises across the College ensures compliance and transparency in the processes adopted.

3.6   The increased usage of further competition via frameworks demonstrates the College's commitment to participating in collaborative procurement at a national and sectoral level.

3.7 The College Procurement Strategy will continue with a mix of further competition using frameworks, direct awards, open tenders, and quick quotes. This will be informed by intelligence on the overall College expenditure allied with the market knowledge to match this data to appropriate procurement routes wherever possible.

4. Community Benefit Summary

4.1 The provision of community benefits is obligatory under the terms of the Procurement Reform Act for contracts with a total value over £4,000,000. The College is committed to maximising any opportunities to obtain Community Benefits from procurement activities.

4.2 These opportunities are maximised by including a section on Community Benefits in the standard documentation used for larger regulated procurements where appropriate.

4.3 The College assesses each individual procurement on a case-by-case basis to consider appropriateness for Community Benefits in terms of contract value, supplier base and nature of contract. Part of this assessment process takes into consideration any negative effect on choice or value for money that seeking Community Benefits may have on a contract below the mandatory Community Benefits level of £4,000,000.

4.4 Relevant Community Benefits may include but are not restricted to:
- The provision of supplies and/or services to support College curriculum activities and student welfare.
- The offer of recycled IT equipment to students.
- Upskilling opportunities for students and staff.
- Student workplace and vocational training opportunities.
- Direct involvement in College schemes or programmes.
- Educational support initiatives.
- Presentations for staff and students.
- Minimising negative environmental impacts, for example those impacts associated with vehicle movements and associated emissions.

4.5 In the reporting period, the College has engaged with several suppliers who provide community benefits via framework commitments. Some examples include the provision of:

Contract	Community Benefits
Furniture (Supply and Installation of)	• Apprenticeships/Workplace Experience • Summer placements for Installations • Training & Development • Sponsorship/Charity work • Donation of furniture and services to new start business & social enterprise companies and organisations.
Waste Management Services	• Education and training with regards to recycling and related industries. • Committed to ensuring each institution meet and exceed all recycling and waste minimisation target.

Contract	Community Benefits
	• Help to reduce waste materials entering the campuses in the first instance.

4.6 The College will continue to promote areas of community benefit as follows:

- All standard quotation documentation includes a section inviting bidders to provide Community Benefits where appropriate.
- Tender documentation for regulated procurements includes a method statement response on Community Benefits that may be provided specific to the contract, where appropriate.
- The College has achieved Living Wage Accreditation and will continue to promote payment of the Living Wage and Fair Work Practices for all relevant procurements.
- The College will ensure that, where suppliers have committed to provide Community Benefits as part of a contract, they will prepare a report on the delivery of these benefits on a six-monthly basis as part of the Contract Management programme as appropriate.

5. Supported Businesses Summary

5.1   A Supported Business is defined as one where at least 30% of their workforce are classed as disabled or disadvantaged. (Public procurement directive allows public bodies to make the decision to reserve public contracts for supported businesses. This is enacted in Scotland by Regulation 21 of the Public Contracts (Scotland) Regulation 2015 and as a public body, you can make use of these regulations to restrict the tendering process for goods or services to supported businesses only.)

5.2   Higher value procurements, regulated procurements (between £50,000 and financial threshold and those equal to and above the financial thresholds) are conducted in line with Routes 2 and 3 respectively of the Scottish Government Procurement Journey. Both Routes 2 and 3 mandate the use of the Single Procurement Document (SPD). The SPD covers exclusion, selection and award criteria and includes questions relating to companies self-certifying themselves in terms of size (micro, small or medium), or whether they are supported businesses.

5.3   The College reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with relevant Procurement legislation and ensuring value for money for the institution (using the only Supported Business register currently available and published by Ready for Business).

5.4   During the reporting period the College had an agreed arrangement with WEEE Scotland to recycle IT hardware. WEEE Scotland is a Supported business. This enables the College to recycle IT hardware in a compliant manner and contribute to the College's aims to meet its sustainable obligations and work with local Support Businesses.

5.5   It is anticipated that opportunities for engagement with supported businesses will continue to increase going forward. External bodies such as APUC and Scotland Excel continue to promote opportunities for supported businesses along with small and medium enterprises (SMEs) and micro business. The College will continue to engage with businesses via this route as well as in its own local contracting arrangements.

6.   Future Regulated Procurement Summary

6.1   The College has prepared a summary of the anticipated regulated procurement schedule over the next two years – for the period covering 2023-24 to 2024-25 - as shown in *Appendix B*. This is estimated as the College receives funding on an annual basis and the level of purchasing requirement cannot therefore be predicted with certainty.

6.2   Possible contracts have been included, with these being above the regulated contract tender threshold based on the total value over the anticipated period of the contract.

6.3   The College will continue to publish Prior Information and Contract Notices via Public Contracts Scotland in the 2023-24 year to alert the supply base to tender opportunities.

6.4   Significant capital work on the College estate and ad hoc procurement requirements may arise in-year which have not been included, and it is anticipated that further regulated procurement exercises will be identified throughout the next year.

7.   Other Considerations

7.1   In this section, the College is highlighting procurement/process improvements that support better procurement. These improvements support the achievement of the Procurement Strategy objectives and promote improved compliance.

Procurement Influenced Spend

7.2   Procurement spend information has had greater analysis, leading to the forward plan to reduce non-compliant spend. Short, medium and longer term tasks have been set and stakeholders are engaged in the reduction of non-compliant spends. The procurement department is committed to increasing engagement across the College to actively promote the use of compliant contracts and reduce non-compliant activity.

7.3   Development of digital tools has enabled procurement to include more compliant suppliers onto ordering platforms with digital catalogues. This is aimed to increase end user experience and encourage compliant spend. Further work will be done to increase the number of suppliers available on a digital ordering platform (PECOS).

Procurement Procedures

7.4   Procurement procedures are in place to provide best practice information and reflect legislative requirements. The procedures have been sited on a Procurement Hub on the College Intranet site and cover a range of procurement subjects to enhance communication, engagement, competence, and compliance. These procedures are aligned to the Scottish Government Procurement Journey, support the College Strategic Plan 2019-2025 and are reflected in the College Financial Regulations.

7.5   Procurement are aligning to the College's digital strategy with further use of the Intranet for procurement information, the digitisation of the New Supplier form and the Procurement Hub as a repository.

Procurement and Commercial Improvement Plan

7.6   West College Scotland is required to undertake the Procurement and Commercial Improvement Plan (PCIP) Lite assessment with APUC. This assessment focusses on the policies and procedures driving procurement performance and the results they deliver.

7.7   The next College PCIP review by APUC is due to be completed in March 2024. The College is making progress following on from the last assessment in 2019 with emphasis on areas where further improvement can be made. These areas include the following:

- Further embedding of sustainable procurement.
- Continued development of contract and supplier management across all significant contracts.
- Development in the measuring of contract performance.

- Further increase of contract coverage for potential influenceable spend.

Summary

7.8   This report outlines the College commitment to compliant, proactive, and best practice procurement. The College continues to actively engage with the aims of the Procurement Reform (Scotland) Act 2014 and maintains an ethos of continuous improvement for both current procurement activities and future planned work. The College seeks to continue to expand the already increased awareness and engagement with procurement by staff, students, and the supply base to achieve further improvement in the period 2023-24.

Title of Paper	2023-24 Corporate Development Committee Schedule of Business
Presented by:	S McDonald, Governance Manager
Decision:	For review, comment and agreement
Status:	PUBLIC

Purpose / Executive Summary:

The main purpose of the Corporate Development Committee is to support the Board in its responsibilities:

- To have strategic oversight of finance, procurement, human resources and organisational development, communications, marketing and matters of a general nature that do not fall to other standing Committees, ensuring solvency, sustainability, efficiency, and innovation.
- To advise on the strategic implementation, review and development of required strategies and policies that reflect best practice and improve organisational performance, ensuring appropriate and effective controls and processes are in place.
- To ensure the College manages all assets and resources in accordance with Scottish Government and Scottish Funding Council requirements.

The attached table gives Committee Members advance notice of the known items due to be discussed at forthcoming meetings. Please note that some of these will be subject to change as we progress through the year and other priorities emerge. The calendar does not take into consideration future projects that may be submitted for discussion or approval; these will be added as timescales become known.

This table will be updated and presented for information at each Committee meeting. If there are material changes to the schedule of business these will be brought to the attention of the Committee.

Recommendations:

The Corporate Development Committee is requested to:
- **review** and make **comment** upon the proposed Schedule of Business and **consider** whether there are any further assurances required in work to be undertaken during 2023-24.

Implications:	
Financial	Not applicable for this report
Student Experience	Not applicable for this report
People	Not applicable for this report
Legal	The schedule of business allows the members to review and understand if the Committee remit has been met during the year. Additional assurance can be requested as required.
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Equalities	Not applicable for this report -EIAs are embedded across the College's activities
Environment	Not applicable for this report

Corporate Development Committee - Schedule of Business

Spring Meeting (March)	
Standing Items for all meetings	**Items known for this meeting**
Schedule of Business	
Finance Update	Mgt Accts (including cashflow, VS)
KPI Reporting	Strategic Risk Register
People Strategy Update	People Annual Report
Estates Update	
Communication & Marketing Update	
Sustainability Update	Carbon Management & Sustainability
Information Technology Update	
	PCIP Audit Report
Internal Audit Reports: (from IA Annual Plan)	Procurement & Tendering GDPR Compliance
Policies	
Procurement Approvals	

Summer Meeting (May/June)	
Standing Items for all meetings	**Items known for this meeting**
KPI Reporting	External Audit Planning Memorandum
	Corporate Governance Compliance Report
	Evaluation of Committee
Finance Update	College Pension Schemes overview
	Budget and Financial Forecast
	Mgt Accounts (incl cashflow, VS)
People Strategy Update	Annual Review of Modern Slavery Statement
Estates Update	
Communication & Marketing Update	
Sustainability Update	
IT Update	
Internal Audit Reports: (from IA Annual Plan)	Continuing Professional Development Corporate Governance
Policies	
Procurement Approvals	

Autumn Meeting (September)	
Standing Items for all meetings	**Items known for this meeting**
Schedule of Business	Review of Remit
Finance Update Report.	Annual Review of Banking Arrangements Annual Report on Taxation Matters
KPI Reporting	Budget and Financial Forecast Update
People Update Report	
Estates Update Report	
Communication & Marketing Update Report	
Sustainability Update Report	
IT Update Report	Annual IT Security/Controls Report
Internal Audit Reports: (from IA Annual Plan)	Alternative / Non-SFC Funding Sources

	Corporate Strategy
	Estates Strategy
Policies	Financial Regulations
Procurement Approvals	

Winter Meeting (November)	
Standing Items for all meetings	**Items known for this meeting**
Schedule of Business	Strategic Risk Register
Finance Update Report To include SFC, finance systems, student funding, procurement, internal audit work.	Mgt Accounts (incl cashflow)
KPI Reporting	
People Update Report To include EDI, Employee Relations, Health, Safety & Wellbeing, Workforce Planning, Health & Safety	
Estates Update Report To include project update, estate developments	
Communication & Marketing Update Report	
Sustainability Update Report	Sustainability Strategy Annual Report
IT Update Report	
Internal Audit Reports: (from IA Annual Plan)	
Procurement Approval	Procurement Annual Report
Policies	

Joint Meeting with Audit (November)
Standing Items
External Audit Management Letter
Student Funding Audit Report (SSF and EMA)
Student Activity Audit Report
Corporate Governance Statement
Financial Statements
Annual Audit Committee Report to the Board of Management
Internal Audit Annual Report
Update on year-end financial position