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.	A McDonald	Refresh of 10-year Estate Strategy document is progressing. Draft considered by May SMT (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.	**Ongoing** Future meeting
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.	A McDonald		**Ongoing** September 2023
30 May 2023	CD189	**Risk Register** Risk session to be arranged for Board members.	A McDonald		**Ongoing** Date to be confirmed
30 May 2023	CD198	**Estates Update** The Greenock Finnart Street Campus continues to cost far more than any other campus building to maintain and keep compliant. A further update on what can be done to reduce this expense will be provided to the June Board of Management meeting.	A McDonald		**Ongoing** June 2023

	Corporate Development Committee
	Corporate Development Committee
	Tuesday 26 September 2023 at 4.00pm by Teams
	Agenda Item No: 6

Title of Paper	Corporate Development Committee – Remit, Membership and Dates of Meetings for 2023/2024
Presented by:	John Leburn, Chair
Decision:	For Approval
Status:	**PUBLIC**

Purpose / Executive Summary:

The Membership of the Committee, having been approved at the last meeting of the Board of Management is attached for agreement.

Date of Committee meetings for 2023/2024 are also included to this document.

The Remit of the Corporate Development Committee is subject to annual review as per paragraph 6 of the Remit.

The main changes to the remit being proposed are:
- The addition of overview of significant risk on a six monthly basis, in order to summarise and advise Audit Committee and the Board, of the adequacy of risk management

Recommendations:

The **Corporate Development Committee** is asked to consider and **approve the following:**
- **Committee Membership**
- **Dates of Meeting for 2023/2024**
- **Committee Remit**

Implications:	
Financial	Not applicable for this report
Student Experience	Not applicable for this report
People	Not applicable for this report
Legal	Not applicable for this report
Reputational	As above
Community/ Partnership impact	Not applicable for this report
Equalities	Not applicable for this report
Environment	Not applicable for this report

Corporate Development Committee Membership – 2023/2024
John Leburn, Chair
Daniel McMahon, Vice Chair
Linda Johnston, Member
Jane McKie, Member (to 30 November 2023)
Vacancy (Support Staff Member), Member

In attendance:
Mark Hamilton, Co-opted Member
Liz Connolly, Principal
Amy McDonald, Vice Principal Operations
Alan Ritchie, Director of Finance
Vivienne Mulholland, Head of Finance and Student Funding
Susan McDonald, Governance Manager

Quorum: No less than 50% of Board Members on the Committee, with a minimum of two Board Members

Dates of Meetings 2023/2024

Board/Committee	Time	day		Date of Meeting
Audit	4pm	Wed		06/09/2023
CDC	4pm	Tues		26/09/2023
Board	4pm	Mon		09/10/2023
LTQC	4pm	Wed		25/10/2023
CDC	2pm	Tues		21/11/2023
Joint Audit/CDC	4pm	Tues		21/11/2023
LTQC	4pm	Wed		29/11/2023
Board	4pm	Mon		11/12/2023
Audit	4pm	Wed		31/01/2024
LTQC	4pm	Wed		07/02/2024
Board	4pm	Mon		26/02/2024
CDC	4pm	Tues		12/03/2024
Audit	4pm	Wed		27/03/2024
Board	4pm	Mon		29/04/2024
Audit	4pm	Wed		22/05/2024
LTQC	4pm	Wed		29/05/2024
CDC	4pm	Tues		04/06/2024
Board	4pm	Mon		24/06/2024
Remuneration	4pm	Tues	TBC	
Remuneration	4pm	Tues	TBC	
Nominations			TBC	

Title of Paper	**Sustainability Update Report**
Presented by:	Alan Ritchie, Director of Finance
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 urgent and the College requires to play its part. The continued involvement of students is key to addressing these challenges. Limited impact on students at this stage.
People	No direct people impact because of this report. The staff and wider stakeho9lders will be impacted by the actions being taken by the College in the coming months.
Legal	The College has a commitment to become net zero by 2040 alongside the annual Scottish Government reporting requirements. The College will 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 will result in reputational damage and therefore the College must be seen to have taken all reasonable steps to assist in achieving this target.
Community/ Partnership impact	As above. In addition, the College must be seen to be playing its part in addressing climate change as part of the wider community efforts in this area.
Environment	See all above points.
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 three 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.

2. SUSTAINABILITY ACTIVITIES IN PREVIOUS QUARTER

2.1.   The College continues to highlight its success in 'Westworld' which is available on the College intranet site.

2.2.   In the last quarter the College has been involved in or delivered the following:

- Continuing to investigate and conclude the connection to the district heating systems at Clydebank and to investigate connection possibilities to the Paisley system thereafter.

- Increased recycling bins throughout the College to encourage further recycling.

- Explored funding opportunities to increase electric charging points at Paisley with the view of installing over the autumn period.

- Preparation of the Colleges 2022-23 Public Bodies Climate Change Duties Report. Feedback received from EAUC(Environmental Association of Universities and Colleges) on our 2021-22 report. Positive feedback received and good to report "the college is hitting all the requirements from Scot Gov and SFC in terms of Statutory Guidance and SFC expectations for emissions data. "Great work on reporting"

Future Activities

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

- Supporting and highlighting Climate Action week in September by issuing a college wide survey to gather views on sustainability and continue to make improvements were possible.

- Work with the Student Association to update and promote the work of the College and to plan joint working and events for the year ahead. Edmond Cselik, Vice President, has now joined the Sustainability Oversight Group and we look forward to working him.

- Work with UWS to promote cycling events in Renfrewshire and to look at getting involved with the Not Far? Leave the Car campaign which is organised by BetterPoints Ltd

- Submission of the Colleges 2022-23 Public Bodies Climate Change Duties Report by 30 November 2023 deadline.

3.   PROJECTS

3.1.   Paper (10) of the September 2023 Corporate Development Committee list four significant projects which the College intends to pursue. All four projects will have a significant impact on the College carbon footprint:

- Connection to Clydebank District Heating System – as previously discussed will have a material impact on the amount of gas used at the campus and therefore a significant reduction in carbon emissions.

- Solar panels and air sourced heat pumps at Clydebank campus – the introduction of this technology at the campus will materially impact the requirement for the College to draw electricity from the grid. Although the production of electricity is becoming greener it is still the second highest carbon emission level at the College. The installation of air sourced heat pumps will further reduce the College dependency on gas.

- Solar panels and air sourced heat pumps at Paisley campus – the introduction of this technology at the campus will materially impact the requirement for the College to draw electricity from the grid. Although the production of electricity is becoming greener it is still the second highest carbon emission level at the College. The installation of air sourced heat pumps will materially impact the consumption of gas at the campus. The boiler system at the campus is getting towards the end of its useful life and therefore it is becoming less efficient each year. Ground sourced heat pumps will reduce the College dependency on gas and increase the Colleges efficiency.

- Oakshaw Building windows and external works - the windows in the Oakshaw Building mainly consist of single panes of glass which means that heat loss is significant. With an aging heating system and low thermal insulation, the College expends a significant amount of money, and emits more carbon, than is required. The provision of these works will not only improve the teaching experience / environment but also positively impact the level of carbon emissions and expenditure.

3.2.   Should the College be successful in gaining funding to proceed with these projects it will have several positive impacts:
- Level of carbon emissions will decrease positively impacting the Colleges net zero ambition.
- Improve the overall teaching experience for our students and staff.
- Reduce the level of expenditure incurred by the College to heat inefficient buildings with inefficient boilers.

3.3.   Paper (10) provides further information on these projects.

4.   RECOMMENDATION

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

Sustainability Strategy Update (Sept 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: ○ Achievement of net zero target ○ Cumulative carbon reduction target of 40% ○ 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. It is hoped that connection work will commence before the end of 2023.
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.

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:
			    o Promote the Circular Economy and keep items in use.
			    o Prevent waste.
			    o 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.

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
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. • set targets for reduction over a fixed period once review data are available.	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.
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: o create, maintain, and enhance an environmental webpage. o 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. • Sustainability Oversight Group to oversee award application process and to put forward awards to be considered.	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 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 best to encourage green travel and offer hybrid learning were possible.
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		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.

Title of Paper	Financial Regulations
Presented by:	Alan Ritchie, Director of Finance
Recommendation:	To Note
Status:	PUBLIC

Purpose / Executive Summary:

The Corporate Development Committee remit includes the requirement to:

To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.

The College has undertaken a review of the Financial Regulations based upon current operations and best practice. As there has been no changes in the Scottish Public Finance Manual (monitored monthly by the College) requirements and the Regulations have been reviewed annually, there are a limited number of proposed changes:

- To update name changes – Director of Finance to Director of Finance and Estates; Audit Committee to Audit and Risk Committee; and Secretary to the Board to Governance Manager.
- Hyperlinks have been updated to more recent documents.
- The requirement to review banking arrangements has been made a requirement rather than should be.
- The change to the finance department structure has resulted in the removal of the Finance Manager position. Any responsibilities required of the Finance Manager in the previous Regulations have been transferred to the Head of Finance and Student Funding.
- Removal of all references to the College issuing cheques as we no longer hold physical cheques to issue. Receipt of cheques is still permitted.

Given that the above proposed changes do not represent fundamental amendments to the Regulations, a copy of the revised Regulations are not included within the Committee papers. A copy can be made available on request. Following approval, the updated Financial Regulations will be published on the College website.

Recommendations:

The Corporate Development Committee are asked to approve the changes to the Financial Regulations.

Implications:	
Financial	There are no financial implications from the proposed changes to the Regulations. The changes are administrative in nature and do not impact thresholds or authorisation levels.
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of Regulations required annually, therefore having undertaken the review complied with Corporate Development remit.
Reputational	Not applicable for this report.
Community/ Partnership impact	Not applicable for this report.
Environment	Not applicable for this report.
Equalities	Not applicable for this report.

Title of Paper	People Update
Presented by:	Joe Rafferty, Director Organisational Development and HR
Recommendation:	**To Note**
Status:	**RESTRICTED**

Purpose / Executive Summary:

This paper provides the Corporate Development Committee with updates in relation to the following matters:

- National Bargaining
- Health, Safety and Wellbeing
- Organisational Development
- Employee Engagement

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 Consideration*.

Recommendations

The Corporate Development Committee is invited to consider and note the report for information.

Implications:	
Financial	There are financial implications directly associated with this paper. • The pay settlement to be reached under national bargaining with the trade unions will impact upon the savings that West College Scotland requires to make in 2023/24 and beyond, including any potential requirement for further voluntary severance. • Any voluntary severance is currently self-funded, and therefore has an impact on in-year budget. Associated savings will be realised in future years.

	• All other items covered in this paper are within the planned Organisational Development & HR budget.
Student Experience	Industrial action has an obvious impact on students. Other items resulting in a sustained level of support for students going forward will have a positive impact on the student experience.
People	The topics covered all have an impact on employee engagement of staff.
Legal	There are no legal implications associated with this paper.
Reputational	There are no reputational implications associated with this paper.
Community/ Partnership impact	There are no community implications associated with this paper.
Environment	There are no environmental implications associated with this paper.
Equalities	New procedures and equality initiatives should have a positive impact on equalities and inclusion

Corporate Development Committee   26th September 2023

People Update

1.   CONTEXT

1.1   This report is intended to provide the Corporate Development Committee with an overview of key updates in relation to college people-related activities.

2.   NATIONAL BARGAINING

Support Staff Pay

2.1   The date of the next scheduled meeting of Side Table Support is Wednesday 6 December 2023, however the staff side requested an earlier date be sought. There is currently no change to the support staff trade unions' position on pay.

2.2   Support staff trade Unions, Unison and Unite, were on strike on Thursday 7th September and Monday 18th September over pay. EIS-FELA were also on strike on those days. The first strike day was sector wide. The second day of the strike was on different days for different colleges with cabinet member constituencies being targeted for additional days.

2.3   The College has not yet been advised of additional strike days at this time.

Teaching Staff Pay

2.4   EIS-FELA were on strike on Thursday 7th September and Monday 18th September over pay. Support trade unions were also on strike on those days. There is currently no change to the teaching staff side's position on pay.

2.5   The College has not yet been advised of additional strike days at this time.

3.   HEALTH, SAFETY AND WELLBEING

Wellbeing Advisor

3.1   Our Staff Health and Wellbeing Adviser is a co-chairing a new Wellbeing Matters Group to continue to embed staff wellbeing in everything that we do. This takes the place of the Healthy Working Lives Initiative which is no longer support by NHS Scotland as an awards scheme.

Fire Safety

3.2   A change to the way the Fire Service responds to alarm calls means that they will no longer respond to calls from call centres advising that the fire alarm has activated in most premises. Organisations are required to verify that an alarm is in due to a real fire before they will attend, unless more than one detector head has been activated. This has meant the College has had to revise our fire response procedures.

4. ORGANISATIONAL DEVELOPMENT

Strategic Learning Plans 23-27

4.1 Strategic Learning Plans have been published with organisational themes including 'Be the Change', Digital First, Data Analytics and Visualisation, Meta and Core Skills Development, Supporting Students and Quality Learning and Teaching. OD will offer learning interventions mapped to these key priorities over the next 3 years. There are also individual plans for each directorate and team, OD Managers will partner with the business areas to fulfil or commitments.

"Be The Change"

4.2 Our "Be the Change" learning offer has been designed and developed to enable individuals to cope with change, managers to manage change and leaders to lead change. SMT have started their development with the rollout of the other modules to follow.

Award Shortlists

4.3 We have been shortlisted for Awards for work on the "My Conversations" approach and "Evolve" Learning Platform – these include the CDN Innovation Award and the Scottish HR Network Awards in two categories: HR Project of the Year and Organisational Development of the Year Award.

5. EMPLOYEE ENGAGEMENT

Be the Change - Projects

5.1 A major change initiative aimed at reshaping the Estates Department has commenced with a programme of information sessions and workshops involving all Estates staff.

Equality, Diversity and Inclusion

5.2 Our Inclusion Calendar for EDI has been published for this term which shows the initiatives and dates we will mark as a College. We have also started work on the 2023-27 Equality Outcomes which will be our focus.

5.3 Our Equal Opportunities Procedure has been updated and new guidance on Transgender and Gender Non-Conforming will go to SMT for approval

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RECOMMENDATION

The Corporate Development Committee is invited to consider and note the report for information.

WEST COLLEGE SCOTLAND

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

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)
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 and Tendering GDPR Compliance
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

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

Procurement Approvals	

Summer Meeting (May/June)	
Standing Items for all meetings	**Items known for this meeting**
	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)	Alternative / Non-SFC Funding Sources Corporate Strategy Estates Strategy
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
	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)	
Policies	Financial Regulations
Procurement Approvals	