

Board of Management Finance & Physical Resources Meeting

Date of Meeting	Wednesday 2 June 2021
Paper No.	FPRC4-D
Agenda Item	4.1
Subject of Paper	Sustainability Strategy 2021-2030
FOISA Status	Disclosable
Primary Contact	Dr Sheila Lodge Depute Principal & Chief Operating Officer
Date of production	26 May 2021
Action	For Discussion and Decision

1. Recommendations

1.1 The Committee is invited to discuss the revised *Sustainability Strategy for 2021-2030*, and to approve it.

2. Purpose

2.1 The purpose of this paper is to facilitate discussion on the proposed revision of the College's *Sustainability Strategy* for the period 2021-30.

3. Key Insights

3.1 In line with the production of the College's *Strategic Plan 2020-2030*, the *Sustainability Strategy* has been reviewed and revised.

3.2 In the year of COP26, when the world's response to the current climate crisis will be focused on discussions to be held in Glasgow, it is vital that the College's Sustainability Strategy should be up to date, keyed in to the relevant external drivers and set ambitious targets.

3.3 The key developments in this iteration of the Strategy are:

3.3.1 The focus on environmental and financial sustainability has been sharpened by the removal of those elements which more properly belong in the People & Culture and Development Strategies. These items will not be lost, but, by agreement, will be incorporated in the revised versions of these more fitting strategies.

3.3.2 The accompanying targets have been revised to be more realistic in that they relate more closely to areas over which the College can exert control, and have been made more ambitious and stretching.

3.4 The College's Environmental Sustainability Working Group has been consulted on this version of the Strategy, and the Students' Association has been particularly helpful and active in undertaking a survey of all students on their views of and attitudes to Sustainability in the College. It is planned that this will be followed up with a series of focus groups when students return for the start of the new Academic Year; and assurances have been given that additional targets may be added to this strategy based on the outputs from these exercises.

4. Impact and Implications

4.1 The *Sustainability Strategy 2021-30* has been produced to ensure that the College meets its obligations under the following pieces of legislation:

- The Climate Change (Scotland) Act 2009
- The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
- The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020
- The Procurement Reform Act (Scotland) 2014).

It has also incorporated the requirements of:

- Scottish Planning Policy, and the FE and HE Roadmaps
- The Scottish Government's updated Climate Change Plan to secure a green recovery

and has taken account of

- The UN's Sustainable Development Goals (2019) and
- The UK Government's Priorities for Sustainable Development.

Appendices

Sustainability Strategy 2021-30

CITY OF GLASGOW
COLLEGE

Let Learning Flourish



2021-2030
Sustainability Strategy

STRATEGIC VISION

We maintain our commitment to Let Learning Flourish through the inspiration, excellence, and innovation of our sector-leading learning and teaching approach and world-class facilities. Our students graduate with industry-relevant skills and highly valuable qualifications, sought after by industry within the City Region, nationally, and internationally.

The College seeks to redefine the experience of college education, in Scotland's first Super College, with a clear purpose to equip our students for 21st century professions.

The College is an organisation with a significant turn over and is based in a landmark twin campus estate in Glasgow City Centre. In line with the policy contexts of both the UK and Scottish Governments, City of Glasgow College is committed to financial and environmental sustainability.

We follow the principles of sound financial governance ensuring best value and auditable use of public funds. As a major educational institution, we are committed to the protection

of natural habitats, efficient use of energy and resources, reduction in our carbon footprint and emissions and embedding education and awareness of these principles in our curriculum.

The Sustainability Strategy seeks to deliver the aims of strategic priorities 1, 6, 7 and 8 in the College Strategic Plan 2021-2030:

- To be an inspirational place of learning
- To be efficient, effective, innovating and vigilant
- To maintain our long-term financial stability
- To secure diversity of income and sustainable development.

INSPIRATION | EXCELLENCE | INNOVATION



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INTRODUCTION

City of Glasgow College is now well regarded as a world class super college, a beacon of excellence in delivering further and higher education and personalised learning opportunities. This has been enhanced through a £228million pound investment in a college estate designed to offer superb opportunities to our students and provide the most technologically advanced, industry-standard facilities. This estate was procured via Scottish Government's NPD procurement model to create a new standard of college campus in Glasgow City centre and on the banks of the historic River Clyde, for Glasgow, Scotland, and the international community.



2 SUSTAINABILITY THEMES

Environmental:

With respect to environmental sustainability, City of Glasgow College will play a major role in the strategy to secure a 'Sustainable Glasgow' and reach the Scottish Governments target of net zero from all greenhouse gas emissions by 2045 at the latest. Through our commitment to minimising our impact on the environment and development of sustainable estates initiatives, we aim to improve our energy efficiency, reduce our carbon footprint and influence positive behaviours amongst our staff and student population.

We will embed the United Nations Sustainable Development Goals within our strategies, policies and procedures in reaching all parts of the College. Working with procurements and our supply chain, we will measure our actual carbon emissions and aim to reduce our scope 3 impact in line with our 2045 targets of net zero.

We will raise awareness of our impact within the curriculum and promote green travel. The College acknowledges the climate emergency and will do everything possible to achieve the aims and objectives set out in this document.

Financial:

As a publicly funded body, the College is bound by the requirements of the SFC Financial Memorandum (FM) and, as an assigned college, by the Financial Memorandum with the Glasgow Colleges Regional Board (GCRB). This requires the College to comply with the principles set out in the Code of Good Governance for Scotland's Colleges. SFC also requires the governing body to ensure that public funds are used in accordance with relevant legislation and only for the purpose(s) for which they were given.

The FM also requires that the College is open and transparent in its use of public funds - to be able to justify publicly its decisions, to secure value for money, and be efficient and economical. We are also required to exercise effective planning, manage risk, and to ensure that the College is being managed on a sustainable basis year on year. This includes an imperative to ensure that the College generates sufficient income to cover its costs and allow for maintenance of and investment in its infrastructure (physical, human and intellectual) at a level which enables it to maintain the adaptive capacity necessary to meet future demands.

The College Board of Management has also charged the Executive with securing diversification of income to better balance the demand from commercial clients and to protect the College from some of the variations associated with reliance on public sector funding.

Procurement

It is the City of Glasgow College's obligation to meet the requirements of the Sustainable Procurement Duty. In doing so the College will give consideration to the environmental, social and economic issues relating to not just regulated procurements, but all procurements. Identifying how benefits can be accrued, on a contract-by-contract basis, by taking proportionate actions to include Climate Change objectives, and involve SMEs, third sector bodies and supported businesses in our procurement activities, benefits not only the College but the wider community.



KEY DRIVERS

UN Sustainable Development Goals (2019):
17 Goals which provide a blueprint for
shared prosperity in a sustainable world

UK Government's priorities for Sustainable
Development which emphasise:

- Living within Environmental Limits
- Strong, healthy, just society
- Sustainable economy
- Good governance
- Using sound science responsibly

Supporting the Scottish Government's
updated Climate Change Plan to secure a
green recovery.

The Scottish Government's priority to deliver
sustainable, resilient and inclusive growth by
providing skills for key industries

The Scottish Government's requirements as
incorporated in:

- The Climate Change (Scotland) Act
2009
- Climate Change (Emissions Reduction
Targets) (Scotland) Act 2019
- The Climate Change (Duties of Public
Bodies: Reporting Requirements)
(Scotland) Amendment Order 2020

Scottish Planning Policy and FE and HE
Roadmaps

Compliance with the Procurement Reform
(Scotland) Act 2014 which requires us to
meet the sustainable procurement duty

The College's contribution to the
achievement of the Glasgow Regional
Outcome Agreement

The changing skills needs of the Glasgow
region, of Scotland and of the wider UK and
global economies, especially the need for
reskilling and upskilling arising from the
coronavirus pandemic

Uncertain public sector funding



AIM 1

To ensure Financial Sustainability meeting all statutory and governance requirements and supporting a positive and innovative student experience.

- 1.1 We will deploy robust planning, monitoring and risk management techniques to ensure financial sustainability in line with the requirements of the Scottish Funding Council (SFC) and the Glasgow College's Regional Board (GCRB).
- 1.2 We will ensure our resources are deployed economically, effectively and efficiently to maintain financial health and support the delivery of a quality student experience.
- 1.3 We will provide a balanced resource budget annually at 31st March, allowing the College to fund its current estates commitments alongside making appropriate funding contributions towards future identified estates developments.
- 1.4 We will facilitate investment in innovation through the provision of new equipment and emerging technology required to provide high quality teaching and support services.
- 1.5 We will maintain appropriate minimum cash balances, and where appropriate transfer funds to the College's Foundation.

O B J E C T I V E S





AIM 2

To secure diversity of income and sustainable development.

- 2.1 We will set and deliver against realistic commercial targets across all Faculties (cross referring and integrating with the objectives in the Corporate Development & Student Experience Strategies).
- 2.2 We will set and deliver against realistic international student recruitment targets across all Faculties.
- 2.3 We will provide funds for research and innovation to facilitate the development of new programmes and underpin the provision of technology and infrastructure necessary to achieve successful diversification of income.

O B J E C T I V E S

AIM 3

To integrate environmental and social considerations into the procurement process, with the goal of reducing adverse impacts upon social conditions and the environment, and thereby making valuable savings for the College and the community at large.

- 3.1 We will utilise Scottish Government Sustainability Tools within our Project Strategies and embed the identified outcomes within supplier contracts to help support and deliver net-zero aims for the College and Scotland as a whole.
- 3.2 We will support and educate college staff in embedding sustainability and whole life costing within their requirements; and suppliers in delivering sustainable outcomes.
- 3.3 We will pursue community benefits throughout our supply contracts and develop an approach with our suppliers to facilitate investment in activities which are climate and socially responsible.
- 3.4 We will take account of climate and circular economy in our procurement activity by purchasing goods, works or services that seek to contribute to closed energy and material loops within the supply chain, whilst minimising or avoiding negative environmental impacts and waste creation across their whole life cycle.
- 3.5 We will contribute to the reduction of Scope 3 emissions in the College's value chain through the procurement of goods and services.

O B J E C T I V E S





AIM 4

To ensure that the College maintains and enhances sound environmental management policies and practices, working to improve its environmental impact.

- 4.1 We will achieve net zero emissions of all greenhouse gases by 2045 as set out by the Scottish Government.
- 4.2 We will achieve net zero emissions of all greenhouse gases by 2045 as set out by the Scottish Government.
- 4.3 We will maintain sending zero waste to landfill and minimise waste creation, increasing reuse and recycling through waste management initiatives.
- 4.4 We will minimise the environmental impact of staff and student travel and transport through promotion of the College Green Travel Plan and associated initiatives.
- 4.5 We will encourage biodiversity through protection of natural habitats within the College's estate and enhancing the external environment available to staff and students
- 4.6 We will integrate sustainability and environmental awareness into the curriculum and co-curriculum as appropriate and promote positive behaviours amongst staff and students.

O B J E C T I V E S

CITY OF GLASGOW COLLEGE



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