WEST COLLEGE SCOTLAND

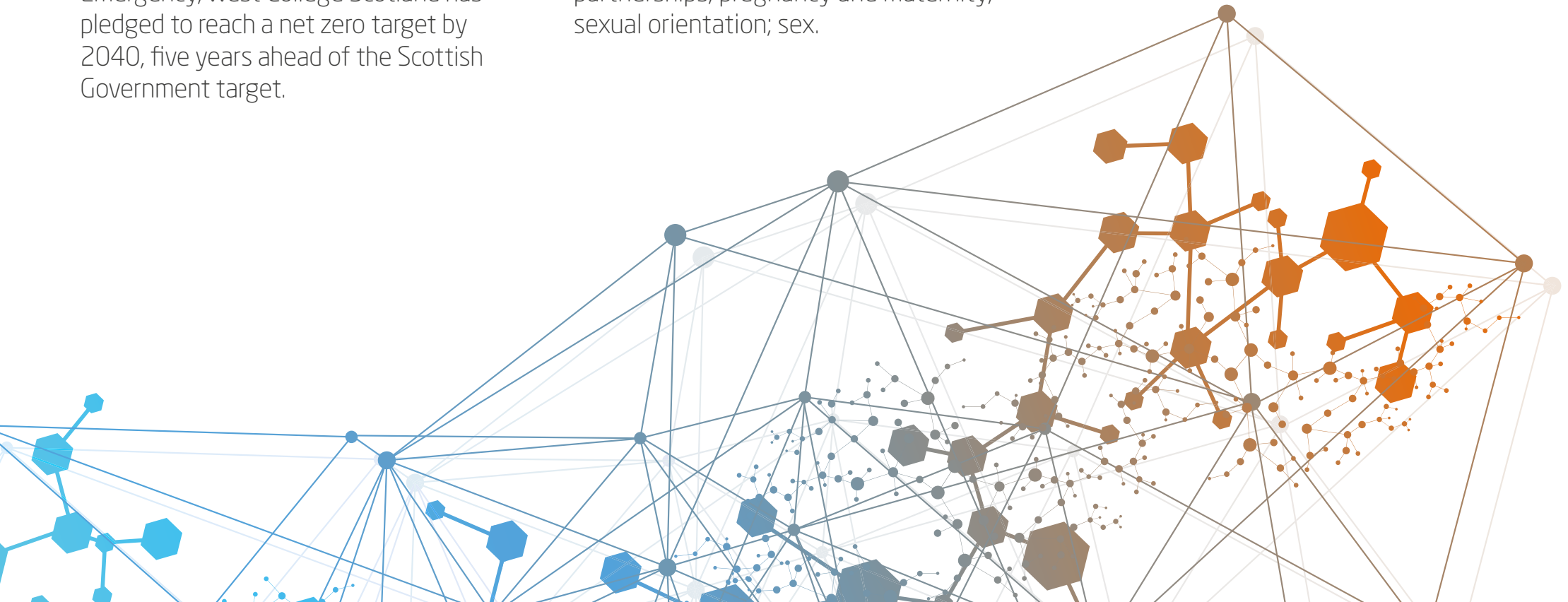# Sustainability Strategy

Strategy and Equality Statements

Policy Statement

The Sustainability Strategy identifies our vision and commitment for making West College Scotland a more sustainable place to study and work. As part of the Scottish Colleges' Statement of Commitment on the Climate Emergency, West College Scotland has pledged to reach a net zero target by 2040, five years ahead of the Scottish Government target.

Equality Statement

The College is committed to providing equal opportunities to ensure its students, staff, customers, and visitors are treated equally regardless of gender reassignment, race, religion, or belief; disability; age; marriage and civil partnerships; pregnancy and maternity; sexual orientation; sex.

Please note this document is available in other formats, to request another format please email **info@wcs.ac.uk**

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Introduction

Educational institutions exist to address and assist in addressing the big questions - and there is no bigger question than how we build a sustainable planet.

This is the greatest single challenge facing humankind and this Strategy puts sustainability right at the heart of everything we do at West College Scotland. Our ambition now is to become a leading light in the sector across all our activities.

This Strategy has been co-created with students, lecturers, professional services staff, partners, and stakeholders. These groups have been brought together by our resolute Sustainability Team, to set out our vision for a more hopeful and sustainable planet: a future where we are one of the most sustainable colleges in Scotland.

Inspired by this vision we are going to build a place that provides leadership and learning about the biggest challenges that we as humanity must face together.

At a time when CO2 emissions are seeing their largest growth in absolute terms with a 6% increase in emissions to 36.3 billion tonnes, and at a time of mass extinction and loss of biodiversity, it is time for ambition and hope.

Yet it is also time for realism and a focus on results. The College recognises that this is a far-reaching Strategy which contains well thought out aspirational targets and an action plan for delivering strategic sustainability successes. These aspirational targets are what is required to achieve the Scottish Government's objectives of being net zero by 2040 for indirect emissions and that public sector

buildings will be decarbonised by 2038. The Board of Management realise that it will be particularly challenging to achieve these targets whilst operating in the current funding regime.

The College would like to prioritise the estate funding it receives towards ensuring that the organisation plays its part in providing a cleaner more sustainable environment to our students, staff, and wider community members. However, this aim must be weighed up against the need to provide a safe and secure environment for our students to learn in and staff to work in.

The College will continue to implement, where possible, the targets set out in this Strategy whilst at the same time continuing to lobby both the Scottish Funding Council and Scottish Government for assistance. The long awaited SFC

College Infrastructure Strategy will hopefully provide a direction of travel and assistance in securing the required funding. The College has already recognised in its Estate Strategy that significant investment is required in the College estate to address the aging nature of the estate but also to address the College sustainability targets as it moves forward.

I hope you will join me in bringing this Strategy to life. You can get involved by following the links to calls to action within the College's sustainability web pages. I look forward to collaborating with you to create a greener and sustainable College for a better world.

Liz Connolly
Principal and Chief Executive

Executive Summary

VISION

To be one of the most sustainable colleges in Scotland

PURPOSE

Our strategic goal is for West College Scotland to be one of the most sustainable colleges in Scotland. We will show leadership in demonstrating and promoting all forms of environmental, social, and economic sustainability at a local, regional, and national level.

OBJECTIVES

This Strategy contains five high-level objectives that we will realise through key aims and a detailed operation plan:

1. Leadership and Governance
2. Teaching and Learning
3. Estates and Operations
4. Partnerships and Engagement
5. Carbon Reduction and Data Collection

All five of the College objectives directly support the realisation of the 17 United Nations Sustainable Development Goals (SDGs) that enable positive environmental, social, and economic development.

Click the links below to find out more information in relation to each goal.

1. Leadership and Governance

| 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 8 DECENT WORK AND ECONOMIC GROWTH | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |

2. Teaching and Learning

| 1 NO POVERTY | 4 QUALITY EDUCATION | 10 REDUCED INEQUALITIES |

3. Estates and Operations

| 6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE |

4. Partnership and Engagement

| 5 GENDER EQUALITY | 17 PARTNERSHIPS FOR THE GOALS |

5. Carbon Reduction and Data

| 11 SUSTAINABLE CITIES AND COMMUNITIES | 13 CLIMATE ACTION | 14 LIFE BELOW WATER | 15 LIFE ON LAND |

Background and Operating Context

The College

West College Scotland, as an incorporated College in Scotland, is a public body constituted under statute and a Scottish charity (SC021185), designated as a Regional College in August 2013 under the Post-16 Education (Scotland) Act 2013. The constitution and proceedings of the Board of Management are determined by Schedule 2 to the Further and Higher Education (Scotland) Act 1992, as amended (the 1992 Act). Its powers are determined by Section 12 of the 1992 Act, as amended.

The core purpose of the College is the provision of further and higher education in the Renfrewshire, Inverclyde, and West Dunbartonshire regions. West College Scotland delivers education programmes on a full-time and part-time basis to over 20,000 students annually.

Responding directly to stark warnings from the Intergovernmental Panel on Climate Change, the Scottish Government declared a climate emergency in 2019, and pledged to speed up efforts to achieve zero greenhouse gas emissions.

Scotland's college Principals recognise the urgency and extent of the climate emergency. They are committed to tackling the challenges it presents by collaborating with staff and students, the Scottish Funding Council and with the Scottish Government and stakeholders, to ensure that colleges contribute to achieving net zero greenhouse gas emissions, and a more sustainable future for Scotland.

West College Scotland have committed to implementing the Climate Action Roadmap for FE Colleges. The objectives and actions presented in this Strategy are based upon the roadmap but have been tailored to the aims and aspirations of West College Scotland.

Colleges are unique in being well placed to influence local communities. We are civic anchor points, bringing communities together by providing local hubs for people to meet and offering campus amenities that are affordable for the people in the local area. Colleges will have a significant role in helping local communities to adapt to climate change, and to build their resilience around its impact.

We have a long established and successful history in social inclusion and widening access to education. Colleges support individuals of all ages and backgrounds to gain skills and qualifications, helping the most disadvantaged and furthest from the labour market - people who may not otherwise have opportunities to

gain experience about and engage with environmental sustainability.

We will equip our students and wider communities with expertise and life skills which are essential to tackling climate change. Our students are at the heart all that we do, and they are well placed to demonstrate our commitment to educating a next generation of leaders with knowledge and understanding of climate change issues. We are committed to working in partnership with the Student Association as part of the wider efforts to tackle the climate emergency on campus, as well as connecting student and staff mental health and wellbeing to our environmental work and climate change actions. Colleges are instrumental in making the link between the wellbeing of whole-college and wider communities, the environment, and climate change actions.

Our colleges play a significant role in supporting lifelong learning, by providing flexible learning Pathways and have the potential to reach deep into their local communities and stimulate positive change. This has never been more necessary. Across the full range of academic disciplines, Scotland's colleges have the capacity to find practical solutions to climate change.

We will set an example by committing to meaningful emission-reduction targets, by reducing waste and maximising recycling and by addressing the UN's Sustainable Development Goals in our College strategies. We will take a collaborative approach to addressing these challenges, collaborating with each other, and with our partners and stakeholders, to cut our emissions further, reduce waste and promote positive behaviours in relation to environmental

sustainability across our College and wider communities.

As part of the journey in delivering the Sustainability Strategy a financial overview and impact assessment will be required. This assessment will be able to assess the costs if the current Strategy were to be delivered in full. To have the highest sustainability impact, this is likely to run to many millions of pounds when the estates costs are considered. There are however several measures which also need to be considered in how environmental impacts can be offset - this balanced approach is necessary as for example costs of heating and lighting will always be necessary however what are the ways energy consumption can be reduced and/or offset.

The College Estate

At merger in 2013 West College Scotland operated from seventeen buildings which occupied a space of approximately 81,000 square meters across eight main locations within the local authority areas of Renfrewshire, West Dunbartonshire, and Inverclyde. Many of these buildings were in poor condition and through the implementation of the College Estate Strategy 2016-2026, the number has reduced to 12 and the occupied space now stands at approximately 77,000 square meters (a 5% reduction).

Given these buildings were in poor condition the saving on energy emissions has been more than the 5% space saving.

Independent condition surveys of the College buildings have been undertaken with the latest being in 2019. The aim of the surveys was to establish the condition of the principal college buildings and the cost of bringing the buildings to an acceptable standard (Condition B – Sound, operationally safe, and exhibiting only minor deterioration) over a 5-year period and in years 6 to 10 and years 11 to 20. The surveys were also used to inform the College Estate Strategy and the development of the Outline Business Cases for the Paisley and Greenock campuses.

The 2019 survey indicated that over the next 5 years the College should be investing £42.5m to achieve a condition status of B, with a total investment of £152.5m required over the next 20 years to maintain the College building stock at this rating.
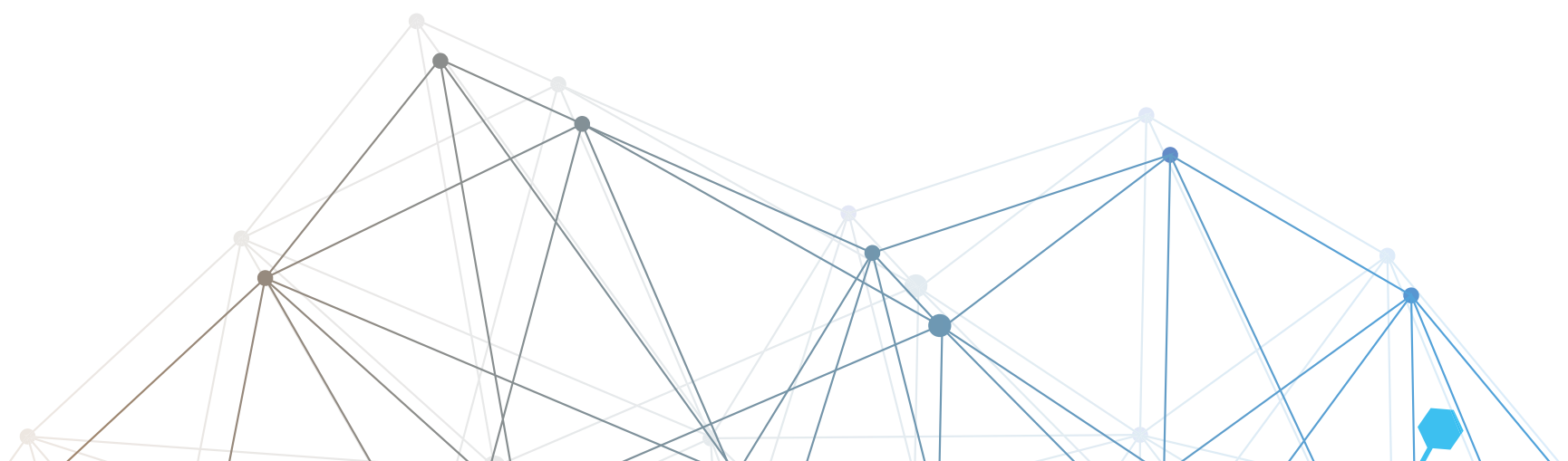
The table below indicates the level of investment required per campus compared to the availability of Scottish Funding Council funding to address this requirement:

	2015 Survey £'m	2017 Survey £'m	2019 Survey £'m
Years 1 to 5	25.8	48.3	42.4
Years 6 to 10	7.0	12.7	39.9
Sub total	32.8	61.0	82.3
Years 11 to 20	14.0	N/A	70.2
Total investment over 20 Years	46.8	N/A	152.5
Total SFC funding available to College sector in 2020-21			34.2
Size of estate (m2)	80,903		74,540

The table shows that the College estate is aging and requires significant investment to bring it up to condition B. This presents a significant challenge to the delivery of the carbon reduction target noted in this plan, as the buildings age the ability of the College to influence the level of carbon reduction reduces.

Energy Certificates

The College maintains energy performance certificates for its buildings. The ratings, however, were disappointing but it was acknowledged that this was to do with the building standards that existed during construction.

The College ratings are as follows:

Campus	Building	Rating	Score	Date Assessed
Clydebank	Queens Quay	C+	35	10 Nov 2008
Paisley	Oakshaw & Renfrew	E+	70	01 Nov 2009
Paisley	Renfrew North	C	39	02 Nov 2009
Paisley	ICE Building	B+	17	12 Aug 2011
Greenock	Finnart	D	56	22 May 2009
Greenock	Finnart Workshop	F+	81	22 May 2009
Greenock	Waterfront	E+	70	04 June 2009

Sustainability Strategy

This Strategy supports the continuation and enhancement of practises developed during the previous Strategy and lessons learned to date through the global pandemic. It recognises that in adopting changes that have arisen in our operating environment over the recent period in particular - as a permanent shift in approach, can bring significant benefits to the College. Taking this methodology further, the Strategy aims to provide for further innovation in college operations and curriculum activity, all of which will be undertaken in conjunction with curricular colleagues to support changes in teaching and learning pedagogy and improving outcomes.

The objectives detailed in this document are intended to be broad and flexible, to allow for the dynamic trends and unforeseen change that the period of the Strategy may witness. Specific and measurable targets will flow from this Strategy with an annual update report made to the Corporate Development Committee.
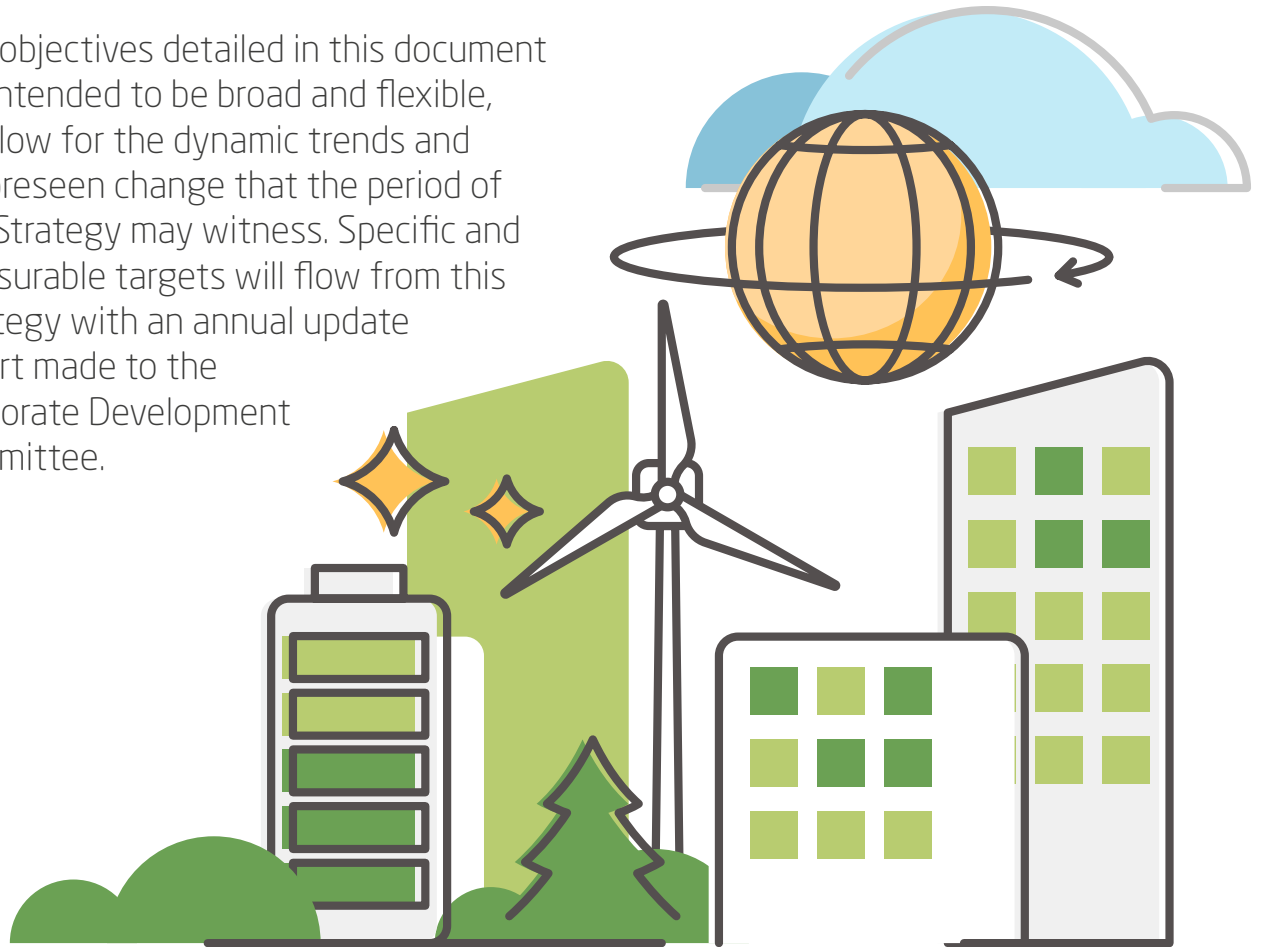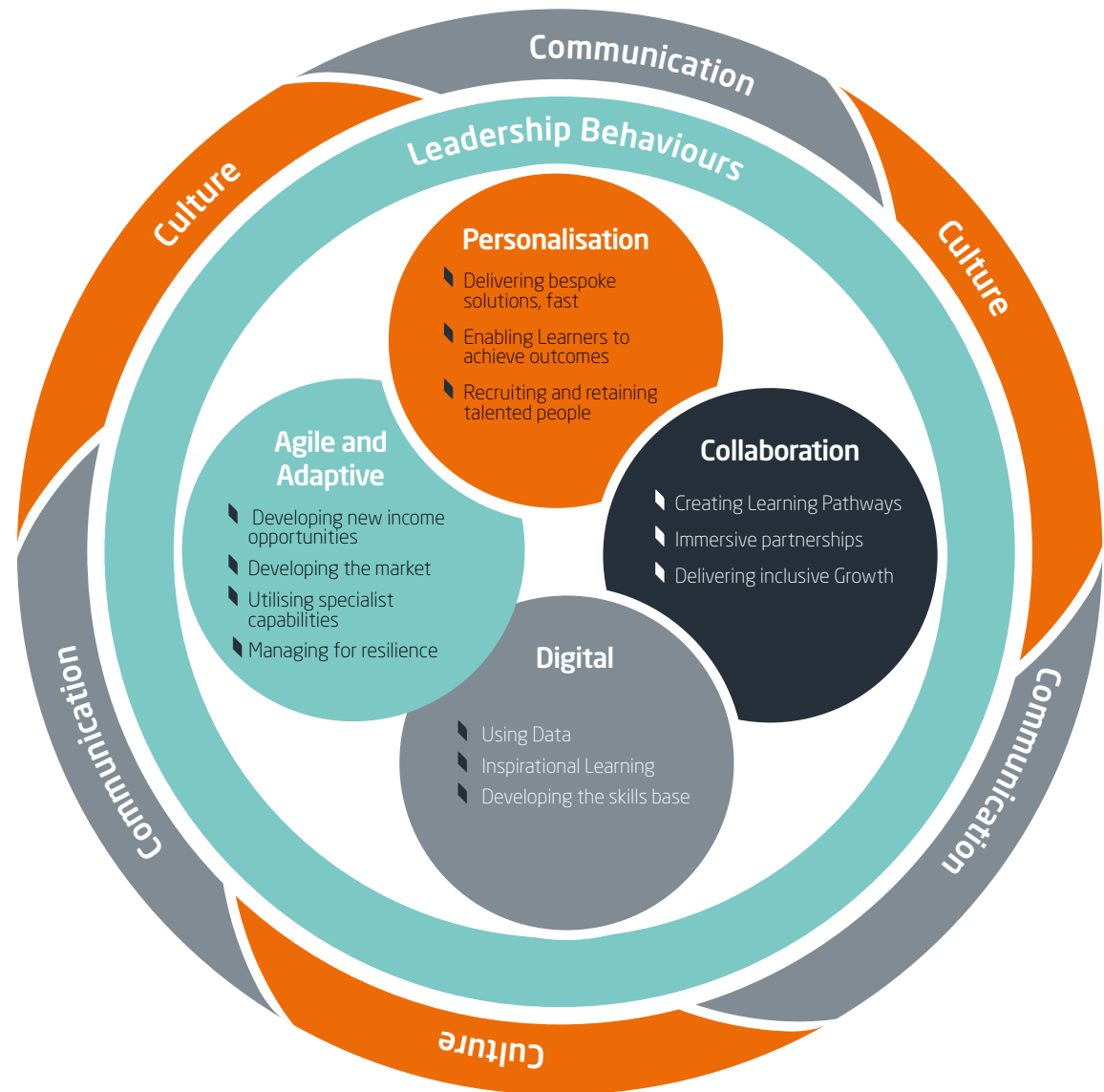
College Strategic Priorities

Our vision of 'Collective Ambition' to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers, and communities' will be achieved by implementing the College's four Strategic Priorities.

Personalisation: Delivering the skills solutions that employers seek and the learning outcomes students want in a way that suits their individual needs.

Collaboration: Building the immersive relationships to create new learning pathways and delivery partnerships that best support our students, communities, and businesses.
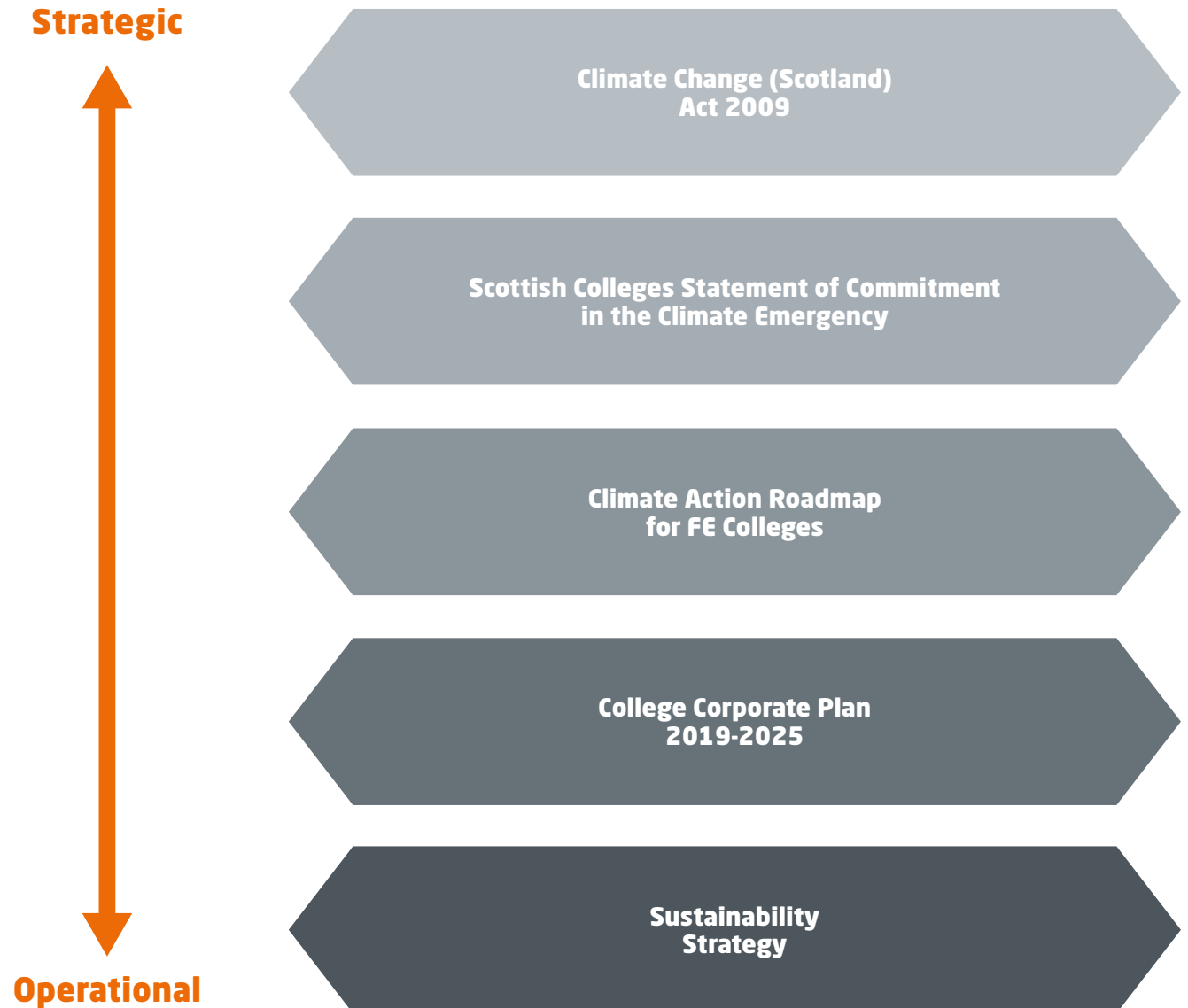
Agile and Adaptive: Developing the specialist delivery capabilities to respond to shifts in demand and seize new opportunities quickly.

Digital: Ensuring that the College has the capacity and capabilities to keep pace with technological advancements to deliver for students and employers

Communication

Culture

Leadership Behaviours

Personalisation
- Delivering bespoke solutions, fast
- Enabling Learners to achieve outcomes
- Recruiting and retaining talented people

Collaboration
- Creating Learning Pathways
- Immersive partnerships
- Delivering inclusive Growth

Agile and Adaptive
- Developing new income opportunities
- Developing the market
- Utilising specialist capabilities
- Managing for resilience

Digital
- Using Data
- Inspirational Learning
- Developing the skills base

Contextual Information

This Strategy recognises and aims to compliment other national, college sector, and West College Scotland strategies, to create a hierarchy from the strategic to the operational levels. As can be seen, this positions the College Sustainability Strategy at the more operational range within this context.

Strategic

Operational

Climate Change (Scotland)
Act 2009

Scottish Colleges Statement of Commitment
in the Climate Emergency

Climate Action Roadmap
for FE Colleges

College Corporate Plan
2019-2025

Sustainability
Strategy

Strategic Aims and Objectives

Within each of the strategic aims identified, a variety of objectives exist, and coupled with the targeted outcomes, will form the basis of measurement to identify what success will look like during each annual reporting cycle.

Our five strategic objectives cover:

1. Leadership and Governance
2. Teaching and Learning
3. Estates and Operations
4. Partnerships and Engagement
5. Carbon reduction and data collection

The lead for each strategic objective will be:

- Leadership and Governance – Principal and Chief Executive

- Teaching and Learning – Vice Principal Educational Leadership

- Estates and Operations – Vice Principal Operations

- Partnerships and Engagement – Director of Communications, Policy,   and Engagement

- Carbon Reduction and Data Collection – Director of Finance

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
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
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
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
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			

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
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
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	Medium	Director of Finance	Annually by 31 July
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
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

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
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
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
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
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

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
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
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
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
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

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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
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
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

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
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
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
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
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

3. Estates and Operations

3

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
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
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

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
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
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

3. Estates and Operations

3

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
Estate Strategy	Managing for Resilience	(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
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

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
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
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

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
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	31 July 2023
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

4. Partnerships and Engagements

4

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
Agile and Adaptive	Managing 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
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
Agile and Adaptive	Managing 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

5 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
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
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
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

Performance Management, Reporting and Governance

Performance Management

Specific SMART targets will be set out in the annual Sustainability Operational Plan, having been derived and extrapolated from the objectives set out in Section 3. The Operational Plan will be adapted considering any additional influencing factors present at that time. Performance will be measured against the targets detailed in the Operational Plan, through recording of updates and progress through the Pentana system.

Sustainability Oversight Group

A Sustainability Oversight Group will be set up to take forward the delivery of the Sustainability Strategy. The Group will be chaired by the Principal and will have representation from key College stakeholders that include the Board of Management, professional services staff, teaching staff, Student Association, and the Trade Unions.

A more practical option will be to ensure that sustainability is embedded into all College activities going forward – everything the College does has an environmental impact – this recognition and learning by staff helps to grow the understanding of what the impact of Colleges actions are and starts the consideration on how environmental impacts can be reduced.

The Sustainability Oversight Group will:
a) Monitor the College's work in respect of sustainable development and climate change to ensure compliance with relevant statutory duties, with reference to the Sustainability Strategy.
b) Ensure that all annual reporting requirements are undertaken to ensure the delivery of the Strategy. Respond to the Scottish Funding Council, Scottish Government and other relevant bodies regarding sustainable development and climate change issues, including reporting on Scotland's Climate Change Duties Report as required.
c) Promote awareness of the need for sustainability within the College and wider community.

The Sustainability Strategy will be reviewed annually to consider an annual Sustainability Operational Plan which looks to implement the aims and objectives as per section 3 above.

Estates Management Team

The Estate Management Team is responsible for:

- Instilling within the wider Estates Team the values and beliefs set out in this Strategy.
- For interpreting it at an operational level.
- For creating an appropriate departmental culture.
- For effectively using the skills and competencies of our staff.
- For taking an executive role in the Strategy implementation.

Senior Management Team

Senior Management Team (SMT) support and management is critical to delivering the Sustainability Strategy, particularly within the areas of cross-college collaboration, funding, control of technical diversity, and compliance.

Reporting

The West College Scotland Sustainability Oversight Group will monitor and review progress of the Sustainability Strategy. Feedback will be provided in relation to any aspects which touch upon or influence the Strategy to ensure it remains responsive to end user and curricular needs. The Group will communicate progress and make recommendations for change to the Senior Management Team (SMT) and the Corporate Development Committee where appropriate.

Governance

SMT will receive regular quarterly reports on the overall status of the Sustainability Strategy.

The Corporate Development Committee will receive regular monitoring reports in accordance with its meeting cycle. An annual update on progress in relation to the Sustainability Strategy will also be provided.

People Planning

The College has a People Strategy in place with established policies and procedures to support this in relation to Staff Development, Training and CPDR (Continuing Professional Development Review) procedures which the Sustainability Oversight Group will continue to access as required.

It is recognised that the climate challenge landscape is both changing rapidly and extremely dynamic and therefore requires constant vigilance and an ever-evolving skillset to ensure that the College remains well positioned to address the matter. The College sustainability structure, operations and resource will therefore be kept under continuous review to ensure the service is in the best position to meet these challenges.

The provision of specific sustainability training is also recognised in this Strategy and will require to be addressed.

- The Strategy will determine the corporate sustainability direction of travel, and within the lifetime of the Strategy, emerging technologies will be identified, and any training need associated with these will be recognised and considered.

- Training will be co-ordinated to ensure that skills and expertise gained will not be underutilised and therefore meets current and emerging business need through the life of this Strategy.

- An appropriate budget will be set to ensure training can be provided where required and in advance of need.

- The provision of free training by suppliers will be taken up whenever possible.

- Individual training need will be identified as part of the CPDR process.

Summary

The Sustainability Strategy is published to provide a 'road map' of intended direction and objectives in relation the provision, operation, and development of West College Scotland's Sustainability Strategy, resources, and services.

In preparing this Strategy, the College has reflected upon progress achieved through implementation of the previous strategies and policies, the impact of the Covid-19 pandemic and the ever-increasing challenge of climate change, to inform all that we do and a push towards the delivery of sustainable services for both students and staff. This Strategy complements and integrates with all other College strategies and ensures the drivers and principles that shape overall service provision are always at the fore.

We will also ensure that appropriate staffing resources are in place, are continually developed, and will adapt to meet the ever-evolving requirements to fulfil the Strategy aims and objectives.

Review

It is recognised that the sustainability landscape is currently changing at a significant pace. For that reason, the Sustainability Oversight Group will annually review the strategic aims and update these to reflect any changes in both legislative and good practice initiatives.

An annual update report will be provided to the Corporate Development Committee.

Where these changes impact the Sustainability Strategy objectives, the revised Sustainability Strategy will be referred to the Board of Management for approval.

APPENDIX A – Sustainability and Corporate Social Responsibility Statement

As a largescale educator and employer, West College Scotland enjoys a prominent regional and national profile. The College recognises and accepts a special responsibility for sustainable development and corporate social responsibility across its activities.

OUR BUSINESS

West College Scotland conducts its business in an ethical way, always protecting the College's reputation. We work with businesses and organisations, which provide the College with important commercial income through the purchase of training, development, and other products.

Before engaging with any third-party West College Scotland will undertake due diligence to ensure any formal or informal associations with business, commercial, financial, or voluntary organisations are socially responsible and align with our Strategic Objectives; that they promote educational, economic, social, or cultural opportunities to our students, staff, and local communities; and that they support the regional economy.

OUR STUDENTS

As a socially responsible organisation, West College Scotland accepts a special duty for the safety, care, and wellbeing of all our students.

Half of our support students are from amongst the 20 per cent most deprived communities in Scotland. We understand that a portion of our students will have issues surrounding family breakdown, generational unemployment, poverty, and mental health. We respond to these by providing professional services, including Time4U (West College Scotland's free counselling service).

Our Corporate Parenting Team supports looked-after young people at College, care-leavers, and care-experienced students. In March 2018, our College became the first in the UK to take the Stand-Alone Pledge.

This commits us to promoting greater awareness of and support for students who are estranged from their families.

The College has a range of initiatives and interventions designed to safeguard students, including those with protected characteristics, as defined by the **Equality Act 2010**.

OUR STAFF

West College Scotland is one of the largest employers in the West Region and recognises a duty of care to the teaching and other professional staff who work for us. Their health and wellbeing are a major organisational priority.

The College is a proud recipient of the Healthy Working Lives (HWL) Gold Award and uses HWL's programmes and framework to provide a multi-layered response to the needs of our employees, including physical and mental health. Through events, initiatives and CPD activities, the College promotes a healthy lifestyle to all staff.

We are committed to equality, diversity and inclusion and support an EDI manager and active committee. We are also committed to an open and honest culture, so that all staff feel comfortable questioning and challenging senior management.

The Poverty Alliance has awarded the College the **Living Wage Employer Mark**. We are also an accredited **Disability Confident Employer** and a **Carer Positive Employer**.

OUR ENVIRONMENT

West College Scotland is committed to environmental sustainability, where the needs of the present do not compromise the ability of future generations to meet their own needs. We are committed to the dual ethos of sustainability and responsible global citizenship.

We recognise that various activities may have effects on sustainability, and as a result we will ensure legislative compliance and where practicable, exceed this minimum requirement by incorporating sound sustainability management practices throughout all aspects of College operations. The College strives to embed sustainability through knowledge, engagement, collaboration, and innovation.

The **Climate Change (Scotland) Act 2009** imposes on Scottish public bodies certain responsibilities to tackle climate change. The College has an approved **Sustainability Strategy** which is designed address the 17 UN Sustainable Development Goals and to reduce our carbon footprint through the reduction of emissions, by recycling materials and improving energy efficiency.

Our approach is supported through procurement policies, staff a wareness-raising efforts, the management of our estate and a commitment to reduce staff travel.

APPENDIX B - Glossary

KEY WORD	DEFINITION
Climate change	Changes in the large-scale, long-term shift in the planet's weather patterns and average temperatures. For more information on climate change and what causes it, visit the Met Office web page.
Climate emergency	The situation in which urgent action is needed to reduce or halt climate change to avoid catastrophic environmental damage, and its effects on people and communities.
Carbon footprint	The amount of carbon dioxide released into the atmosphere because of the activities of an individual, organisation, or community. 'Carbon' is used as a shorthand to also include other greenhouse gases (e.g., methane and nitrous oxide) which cause climate change.
Net zero	Achieving an overall balance between emissions produced and taken out of the atmosphere. **Achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it. This balance – or net zero – will happen when the amount of carbon we add to the atmosphere is no more than the amount removed.**

KEY WORD	DEFINITION
Biodiversity	The variety of life on Earth in all its forms and interactions. Biodiversity on earth is being lost at an alarming rate. This loss of species and natural systems threatens the food we eat, the water we drink, and the air we breathe.
Environmental sustainability	Maintaining or 'sustaining' the environment by protecting natural resources and preventing damage through climate change.
Scope 1, 2, and 3	Scope 1, 2, and 3 are distinct categories of emissions. Scope 1 emissions are those directly under a college's control (e.g., from cars owned by the college). Scope 2 are indirect emissions (meaning the college does not directly control them) from electricity purchased by the college. Scope 3 emissions are all other indirect emissions from activities of the college, including travel to and from college, emissions from waste and water, and emissions from investments. Scope 3 is usually the largest category of emissions.

APPENDIX C - Equality Impact Assessment

Name of policy/procedure/decision: Sustainability Strategy

Provide a summary of the aims of the policy/procedure/decision and main activities:

This Strategy sets out how WCS aim to improve environmental performance across business activities. It sets out operational targets, and lines of responsibility.

Assessed by: A Ritchie

Date: 28 July 2022

This stage establishes whether a policy, procedure or decision will have a differential impact *from an equality perspective* on people who share protected characteristics or whether it is "equality neutral" (i.e., have no effect either positive or negative).

The protected characteristics are age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex, and sexual orientation.

1. **Who will benefit from this (students/staff/stakeholders)? Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality "neutral"? i.e., will not have a differential impact on any equality group/s?**

This Strategy is not directly relevant to the College's statutory duty to advance equality, eliminate discrimination and promote good relations. It can be described as equality neutral, that is, its anticipated benefits will not affect people differently because of their protected characteristics.

2. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality "neutral"?

It is not likely that there will be an adverse impact on people who share protected characteristics.

3. What action will you take to ensure that you are monitoring the impact of this Policy?

The process to measure the environmental impact is contained within the Strategy.