

## Board of Management

### Finance & Physical Resources Committee

<b>Date of Meeting</b>	<b>Wednesday 20 November 2019</b>
<b>Paper No.</b>	<b>FPRC2-F</b>
<b>Agenda Item</b>	<b>4.2</b>
<b>Subject of Paper</b>	<b>Sustainability Strategy: Outturns Report 18-19</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Stuart Thompson, VP Corporate Services Paul Clark; College Secretary/Planning</b>
<b>Date of production</b>	<b>November 2019</b>
<b>Action</b>	<b>For Discussion and Decision</b>

#### 1. Recommendations

1. To review and endorse the report for consideration by the Board of Management, subject to any agreed changes.

## **2. Purpose of Report**

2.1 The purpose of this paper is to provide the Committee with an opportunity to review the Sustainability Strategy Initiative Outturns Report for 2018-19, and provide development direction as appropriate.

## **3. Strategic Context and Key Points**

3.1 In 2017, the College developed and approved five Supporting Strategies to deliver the 2017-25 College Strategic Plan thus:

- Student Experience
- People and Culture
- Corporate Development
- Systems Integration
- Sustainability

Each strategy is owned by a member of the Executive Leadership Team.

3.2 These strategies were aligned with the College priorities, and mapped against the strategic aims within the College Strategic Plan, as a crucial element of the College's planning framework.

3.3 Each Supporting Strategy includes a set of initiatives developed by the Strategy owners in collaboration with the Performance Director and guidance for EFQM . The initiatives include a range of actions (with owners), with benchmarks, measures, and targets set against a yearly target to 2020. It is these yearly targets that enable the Board and its Committees to monitor the progress of strategy delivery over the longer term.

3.4 The Supporting Strategies therefore provide line of sight from Strategy to Delivery, and the Outturns Reports help to inform the Board as to the required strategic focus and further action to ensure successful delivery.

3.5 The Board of Management reviewed all these outturns reports at its Planning and Development day in October, and agreed that the respective Board Committees, responsible for each strategic area, should review the future development of the reports, in line with the five Supporting Strategies. This in accordance with the governance of strategy proposals approach approved by the Board in February 2018.

#### **4. Impact and Implications**

4.1 The effective delivery of strategy is a primary function of the Board of Management, and the executive leadership of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation.

4.2 All five supporting strategies have a potential strategic impact upon the College and the achievement of all eight strategic priorities. This includes matters relating to the student experience, attainment, financial sustainability, development, legal compliance, assurance in governance, and the range of systems and processes required across the College to deliver these strategic imperatives.

#### **Appendix:**

Sustainability Strategy: Outturns Report 2018-19

## College Supporting Strategies: Outturns vs Targets to 2020

Sustainability Strategy					
College Initiative	Initiative Outcome	Measure Description	Target to 2020	2018-19 Outturn; (2017-18 Outturn)	RAG
Financial Sustainability	Achieve a financial sustainable position	Reduce bad debt percentage	1.7%	1.4% (1.3%)	Green
		Growth in tuition fees	5% per year	2.0% (-1.0%)	Updated to AMBER - Previously RED
		Number of days to pay creditors	35 days	O/S-tbc (37)	Yellow
		Grow other income	5% per year	5.9% (27.0%)	Green
		Fees billed by end of March	88%	88% (87.3%)	Yellow
	Procurement compliance	Reduce non complaint spend	Reduce to £900k	O/S (£1.2M)	Red
		Increase collaborative spend	40%	O/S (45%)  Sector average was 46% for 17/18.	Green
Eco City	Environmentally Sustainable College	Carbon Footprint	5500 tECO2	18-19 not yet available (end Oct 2029) (5284 tCO2e) (5582 in 16-17)	Green
		Staff Environmental Perception	80%	Referred to Environmental Sustainability WG (Awareness of responsibilities re environmental sustainability: 67%)	Green
		Student Environmental Perception	80%	Referred to Environmental Sustainability WG (not available)	Green
Social Responsibility	Active engagement in social activities contributing to the wider good of society and the communities served by the College	Sustainable procurement*	25% (Revised to 60%)	64% (53%)	Green
		NPD Community Benefits	<ul style="list-style-type: none"> <li>New Entrant Person Weeks: 52 weeks p.a.</li> <li>Work Experience Person Weeks: 104 weeks (2017-18); 52 weeks (2018-19); 104 weeks (2019-20)</li> </ul>	(92 achieved in 2017-18;)  (35 Achieved in 2017-18)  425 achieved to date <b>(overall target exceeded)</b> .	Green

		Healthy Working Lives	To be confirmed (Gold Standard achieved previously – 2013-14)	Proposed target: subject to College agreed commitment and responsibility?	
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\*Sustainable Procurement: indicates % of spend where active engagement with stakeholders and suppliers within the tender process contributed to the wider good of society and the community i.e. community benefits, supply chain code of conduct, fair working practices, ED&I, Human trafficking and slave labour laws etc. Value at 2018-19 = £7.34m.