

Polisi Coleg Penybont Bridgend College Policy

Enw'r Polisi/Policy Name: **Sustainable Development Vision and Strategy 2019 – 2030
Health, Wellbeing, Safety and Natural World
(An Extraordinary Ambition)**

Côd dogfen/Document code: **HSESDS 01**

Adran/Department: Iechyd, Diogelwch a Datblygu Cynaliadwy
Health, Safety and Sustainability

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1.1Cyflwyniad/Introduction.....

This document is about our journey to 'extraordinary' and sets out how we can deliver on the far-reaching ambitions laid down in our sustainability policy. We know that sustainable development is all about dealing with different priorities and demands but also that this includes doing things within budgetary constraints; it is therefore vital that we remain agile so that we can respond to all challenges.

A priority for Bridgend College is to be a catalyst for economic regeneration. It is right that everyone should have rewarding and secure jobs and a decent standard of living that allows them to care for their families in a safe and inclusive environment. But we know that there are other kinds of wealth we possess that give people a good quality of life; those in our relationships with our friends, family, and local and global communities but also in our shared natural environment which ultimately supports all life on earth and of course, all economic activity.

A significant responsibility rests upon our shoulders as stewards of Bridgend College - our legacy; and we are determined to leave behind an organisation which is significantly more sustainable than we started with. We have an ambition to be an extraordinary organisation, moving beyond business as usual, not because we have to (and indeed we must) but because we know in our hearts and minds that it is simply the right thing to do.

We need to ensure that we become as agile, innovative and change capable as the world around us, while ensuring that human and planetary wellbeing is at the core of our business



This sustainable development vision and strategy is a blueprint to take forward action at Bridgend College. It is about practical, effective and money-saving actions that can support a wide range of policies and priorities. It has the power to influence many minds and lives so that together, we can take action to influence the leaders of tomorrow by creating a sustainable College today.

1.2.....Extraordinary Leadership.....

.....What extraordinary (world-class) looks like and why it matters.....

What exactly do we mean by the business of sustainability. For some, bringing the language of sustainability into decision-making can feel like you are trying to grasp smoke. But extraordinary leadership (or leading from the future) is really grounded in practical day-to-day business decisions. These decisions seek to use resources wisely and provide safe environments in such a way that the impacts bring about the greatest positive social/cultural, economic and environmental outcomes; This impacts upon health, wellbeing, safety and the natural world.

It could be argued that the purpose of the entire business budget is to improve social/cultural, environmental

At no time in history has effective leadership been more important to achieve sustainability. The challenges we are facing globally as a business community and as a species are so large and so complex that the way we do business has to fundamentally change. The [2018 Global Risk Report](#) shows that 3 out of the 5 top global threats for both likelihood and impact are environmental. These do not live in isolation of course but are connected to a complex web of [threats to business and society](#). Let's face it, nothing but nothing can thrive in a failing world.

Nothing thrives in a failing world

In his Ted Talk, Andrew Winston suggests that we 'fundamentally shift the way business functions' in what he calls the [Big Pivot](#). There are significant business opportunities outlined in Marga Hoek's brilliant and challenging book, [Trillion dollar shift](#) (free E-book download). And there are many extraordinary business leaders changing the business model to take advantage of this new emerging economy such as [Marks and Spencer Plan A](#), [Interface](#), [P&G](#), [H&M Fashion Group](#) and of course all of those educational organisations across the world who signed the [Sustainable Development Accord](#), including Bridgend College of course; and there are many, many more.

Further, the EAUC has now launched the new [Guide for Members of Governing Bodies](#) and the Wales Centre for Public Policy launched '[Maximising universities' civic contribution](#)' which took place in late 2018 and which is equally applicable to all post-compulsory education and training (PCET). This also recognises elements of social and economic value within FE which were highlighted in the Colegau Cymru report [Demonstrating the Economic Value of FE Colleges in Wales](#).

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A critical part of extraordinary leadership is the approach to decision-making and in particular the relationship with the word 'cost'.

Cost is very commonly thought of as pounds and pence but cost has three key elements - social cost, economic/financial cost and environmental cost. All three must be considered with equal care.

Although the word 'sustainable' can mean different things to different people, it really makes no difference - nothing can be sustained if the natural systems and resources we depend on for our health and wellbeing fail. Elements of social and economic value of FE were highlighted in the Colegau Cymru report [Demonstrating the Economic Value of FE Colleges in Wales](#) but a major weakness of this report was the absence of the natural environment as the very foundation to a thriving economy and liveable world. All economic activity ultimately depends on the services provided by nature which is estimated at US\$125 trillion a year!



We are the first generation to know that we are destroying the world. And we could be the last that can do anything about it. [It's time to decide](#) what kind of leaders we wish to be.

So, it is important that when we say 'sustainable business' we *know what it means* to Bridgend College and it therefore directly impacts business decisions and business risk.

.....Extraordinary decision-making.....

As a large organisation we are enablers of change. We want to help people to be all that they can be and our greatest opportunity is through the words that we choose to use. We all have our own 'word bubbles'; language we use to make decisions or influence others but some language can seem impenetrable and so we need to create bubbles of common language.



Words possess a remarkable power to shape our perceptions. Words encode values that are subconsciously triggered when we hear them. When certain phrases are repeated, they can shape and reinforce a worldview, making it hard for us to see an issue in a different light. *Please see Appendix 1 for some ideas.*

Extraordinary leaders are 'bias/worldview-aware' and know that extraordinary decision-making means ensuring that actions and intent are supported by an 'informed majority'.

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.....Extraordinary is defined by purpose.....

Extraordinary leaders are able to see the purpose of business in a global context (flying high into the stratosphere in our helicopter) and align business and risk language with sustainability language; they know that different terminology leads to different outcomes.



Extraordinary leaders identify synergies that deliver integrated solutions that achieve multiple goals as part of a growth mindset. They scan 360 degrees for new challenges as a way of thinking rather than as a way of process. Value for money, profit and return on investment take on a different meaning.

Extraordinary leaders demonstrate an ability to see things through the eyes of others at a local, national and international level; the most extraordinary leaders see clearly through the eyes of *the non-human world too*. Extraordinary leadership is the strength to walk against the incoming tide.

Extraordinary leaders know that sustainability is not a department or job title or report, but is the end result of a strategy that understands impacts and dependencies. It is a collective responsibility and organisational culture.

Extraordinary leaders understand the critical nature of looking back before we look forwards; recognizing generational blindness to environmental destruction (climate change, plastics pollution or [loss of biological diversity](#) are two global examples but there are many, many others) and having a solutions-focussed mindset is vital to overcoming these challenges. A baseline is something which can inform and help the most extraordinary leaders shape their decision-making. Please see Daniel Pauly's TED Talk on the ['shifting baseline syndrome'](#).

Extraordinary leaders actively encourage real trust as the foundation to achieving collective results. Please see [Pat Lencioni's](#) TED Talk. This means that we must willingly open ourselves to those 'killer questions'.

Extraordinary leaders are 'bias/worldview-aware' and know that extraordinary decision-making means ensuring that actions and intent are supported by an 'informed majority'.



The most extraordinary leaders are able to *change the language, change the conversation and change the outcome, both within and outside of the organisation*. Simultaneously and positively increasing both human and environmental wellbeing; both must flourish simultaneously.

1.3.....How do we do it?.....

We have already taken an extraordinary step by becoming a signatory of the [Sustainable Development Accord](#) which commits us to mandatory reporting via the UK group and to the United Nations High Level Political Forum. This is a clear signal that we are leaders taking action. But what does it mean?

It means that we must make decisions based on clear scientific evidence and work backwards from the biggest global challenges to ensure that we have both business and environmental resilience.

For example, climate change and the need to invest in energy reduction and renewable energy, biological and genetic diversity loss and management of the estate for conservation and enhancement, poverty/health and employment opportunities, pollution in all its forms and procurement and of course, the **Two Key Issues** - **'education and wellbeing which are the keystones to each and every one of the SDG's.**



Tackling the SDG's provides the highest level of purpose for any organisation set within a global context; ***that's why we need extraordinary leaders.***

The ambitions laid down in our SMT-approved sustainability policy commits us to:

- Demonstrating extraordinary leadership and developing extraordinary leaders
- Ensuring that decision-making, at all levels, takes account of social, economic and environmental costs as part of a growth mindset
- Maintaining the Platinum level of the Corporate Health Standard
- Reporting to the UN as part of the SDG Accord
- Ensuring that responsibilities are effectively assigned, accepted and fulfilled at all levels
- Setting specific targets within this publicly available Sustainable Development Strategy
- Embedding ESDGC
- Ensuring that we demonstrate openness and clarity in public-facing reports

Please see Appendices 2 and 3 on the SDG's.

2.0.....Cyfrifoldeb/Responsibilities.....

What we will do (our broad goals) for leading the way

- **Extraordinary leadership:** Ensure that responsibility for sustainability is embedded in all roles by December 2022
- **Extraordinary Purpose:** Become an 'anchor-organisation' for the local community and region, developing co-interest and responsibility for building a resilient community.
- **Extraordinary Support:** Ensure that, by December 2021, all members of staff at all levels, have undertaken and are able to access training and support required to help us achieve our collective goals and ambitions
- **Extraordinary Impact:** Ensure that sustainability is embedded in all policy and strategy development as part of a growth mindset
- **Extraordinary Impact:** Ensure that we have a common language 'bubble' for sustainable business which recognises the interconnections between organisational, personal and environmental wellbeing and that this language positively impacts upon decision-making at the highest level and throughout the organisation
- **Extraordinary Impact:** Embed sustainability in all curriculum areas through ESDGC (2019 - 2030)
- **Extraordinary Impact:** Reduce carbon emissions to zero by 2040 and set targets for other carbon reduction measures in a detailed carbon management plan (2019-2030).
- **Extraordinary Impact:** Align all objectives and targets with the sustainable development goals and corporate health standard



Note: *Detailed actions are found in the sustainability strategic action plan.*

Who will do it.....

2.1 The Senior Management Team will:

- Act as the critical body in ensuring that the commitments laid down in policy, SDG Accord and the sustainability strategic plan are successfully delivered.

2.2 The College Operational Group (COG) will:

- Take collective ownership of the ambitions, objectives and targets contained within this document and the supporting sustainability strategic plan and embed within the work of their teams.

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2.3 The Vice Principal for Resources will:

- Ensure that resource implications are fully and effectively planned and budgeted by relevant staff in order to ensure that we achieve the targets and objectives laid down in the sustainability strategy.

2.4 The Health, Safety and Sustainable Development Manager will:

Take full ownership and responsibility for working closely with the college to produce a collectively-owned and long-term strategic plan which identifies exactly:

What we need to do

How we will do it

How we know we have achieved our ambitions

When we will do it by

Who will be responsible for ensuring that we achieve our ambitions

3.....Dogfennau Cysylltiedig/Related Documents:...

Sustainability strategic plan (Health, wellbeing, safety and sustainable development)

Corporate Health Action Plan and Wellbeing Plan

Estates strategy

4.....Adolygiad dogfen/Document review:...

This document will be reviewed by the senior management team on at least, an annual basis. The HSSusDev Manager is responsible for updating the document.

For further information please contact:

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Appendix 1: Example questions (not exhaustive)

How does the decision/policy/strategy consider (where possible)

- Health and wellbeing (obesity, diabetes, mental health, nutrition, smoking, stress, physical activity, happiness)
- Poverty and hunger
- Future employment skills for sustainable, low carbon economies (look at what is happening on the global scale – is this being used to inform curriculum decisions)
- Curriculum planning – learning future skills; course development for cutting edge technologies and processes; giving learners the 'edge', a different learning experience
- ESDGC – linking to global challenges; does this bring about behaviour change, flexibility, think holistically, employability for a new economy; circular economy skills
- Stakeholder links (local community, family 'packages', local knowledge, linking back with the local community)
- Local employment (supporting local employers, employing locally, employing for sustainability skills)
- Hearing and listening to the individual and collective voice (consultation, inclusion, equality, access)
- Sustainable procurement (local, low carbon, performance of suppliers) – looking behind the product/service
- Investment in high-performing buildings (low carbon development/refurbishment)
- Cost (purchase, maintenance, running costs, replacement, disposal)
- Water efficiency/water harvesting (equine, horticulture, grounds maintenance)
- Greenhouse gas emissions (reducing energy demand, renewable energy, low carbon goods and services)
- Sustainable consumerism – low carbon goods and services
- Disposal, waste and recycling (type of waste, pollution impact, destination of waste)
- Re-use of materials (ICT, learner materials, estates)
- Electronic submission of assignments, paperless meetings
- Accounting for sustainability (finance)
- Modes of transport (sustainable travel); can local learners trips/visits prove more valuable than longer journeys
- Sustainable entrepreneurship
- Bilingualism, culture and diversity
- Biodiversity, ecosystems, food (reduction of disposables in catering and events/meetings – crockery and cutlery, enhancing the eating experience)
- International learners, 'homestay', residential
- Thinking outside the box – no stone unturned; time-banking, skills-sharing (local community) collaboration/partnerships for resource-sharing (internal and external to the College), local knowledge, invest to save, niche course development (evening, weekend, residential), self-supporting

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Appendix 2: The Sustainable Development Goals (SDG's)



Source: <https://sustainabledevelopment.un.org/?menu=1300>

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Appendix 3: Wellbeing at the heart of the Sustainable Development Goals (SDG's)



Source: <http://www.who.int/topics/sustainable-development-goals/test/sdg-banner.jpg?ua=1>