

## Board of Management: Meeting of 20 June 2016

### Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
20 June 2016	BM268 i	Scottish Government priorities – Board to be kept informed of developments	A Cumberford	On-going	
	BM268 iii	Productivity and Innovation – paper produced by St Andrews University to be circulated to Board	K McKellar		
	BM270, 223	Key Performance Indicators – further development to be undertaken and next edition brought to Board	L Connolly	Development underway – further information to come to December 2016 meeting	December 2016
	BM272	Students Association – possible development of partnership agreement with College	A Hunter		
	BM273, 253	Budget 2016/17 and Financial Strategy – concerns to be raised with SFC and Colleges Scotland	K McKellar A Cumberford D Alexander	Concerns have been raised with SFC and Colleges Scotland Feedback will be provided to the next meeting.	October meeting
	BM274	HR Annual Report 2015 – outcomes of staff survey to be used to identify themes for Board to consider	A Cumberford D Gunn	Report on outcomes from Staff Survey produced	October meeting
	BM275 257	Board Development Action Plan – to be monitored annually with mid-year review	G McArthur	Mid-year review to be brought to January 2017 meeting – to tie in with External Review of Governance Effectiveness	January 2017
	BM276 257	Consultation on revised Code of Good Governance – response approved	G McArthur	Response submitted	Complete
	BM277	Print Services – contract to be awarded to Ricoh	D Alexander	Contract awarded	Complete
	BM278	Finance System – contract to be awarded to TechnologyOne	A Ritchie	Contract awarded	Complete
	BM281.1 240	Draft severance policy to be developed through OD&HR Committee	M McManus G McArthur	Draft policy considered by OD&HR Committee and progress reported to Board in	October meeting

				June. Policy referred to Remuneration Committee and to be brought to Board for approval at October meeting	
	BM281.3	Nominations Committee – recruitment process approved	G McArthur	Recruitment process initiated – proposals to be brought to Board in October	October meeting
	BM281.6 260.5	Estates Committee – Extended meeting of Estates Committee in September to discuss Estate Strategy, Carbon Management Plan, Options Appraisal and Business Case for Greenock Campus	D Alexander A Ritchie G McArthur	Board members invited to Estates Committee meeting with outcomes being brought to next Board meeting for consideration	October meeting
		<b>Actions from previous minutes</b>			
21 Mar 2016	BM256, 248, 239, 237	Chief Executive's Report – National Bargaining update. Board to be kept informed of developments	K McKellar A Cumberland	On-going	
5 Oct 2015	BM207	Chair's Report – further information relating to funding required for backlog maintenance to be sought from Colleges Scotland	K McKellar		Future meeting

**TITLE:** CHIEF EXECUTIVE'S REPORT

**Action:** The report is provided for information. There are a number of matters of current interest for report.

**Lead:** Audrey Cumberford, Principal and Chief Executive

**Status:** Open

## **Chief Executive's Report: Items for Report**

This paper provides the Board with a report from the Chief Executive on matters of current interest and not covered by main agenda items.

Action: There are no items for action. Members are asked to note the paper for information.

### **1 National Bargaining update**

- 1.1 UNISON announced its decision to take strike action on Tuesday 6 September 2016.
- 1.2 The pay offer, which exceeds public sector pay, has been rejected by the support trade unions, who are asking for a flat cash increase of £450 for all support staff for 2016/17. The offer made to the support staff trade unions equates to staff earning less than £22,000 have been offered a £400 increase to address low pay and for those earning more than £22,000, the increase amounts to £230. All support staff have received an additional £100, paid in May 2016, as a result of the improved pay award reached with EIS.
- 1.3 At its most recent meeting the Employers Association took the decision not to amend the offer made. As a result we anticipate further strike action may take place.
- 1.4 All Colleges remained open on 6<sup>th</sup> September with two colleges closed to students (West College Scotland and New College Lanarkshire). Five colleges accounted for the bulk of the support staff on strike. Fourteen colleges reported no secondary action by the EIS. An additional three colleges reported minimum secondary action (with a total of 21 known lecturing staff taking secondary industrial action).
- 1.5 The Employers Association and Memorandum of Understanding, approved at the Employers Association Meeting held on the 5<sup>th</sup> September, is attached for information – see Annex 1.

### **2 Workforce for the Future**

- 2.1 Creating a fit for purpose, cost effective and professional workforce to meet the needs of the college sector in the future is a challenging and extensive project. It is also inextricably linked to National Bargaining and the Trade Union claim for harmonisation, therefore it follows that to deliver both the Employers and Trade Union Side agenda, negotiation of a new flexible contract is required. Colleges Scotland, as the Employers' Association, has developed and scoped that piece of work which will now be developed into a detailed work and project plan. The management side of the NJNC continues to work and negotiate with the trade unions to realise the Workforce for the Future.

### 3 Programme for Scottish Government

3.1 The Programme for Scottish Government was published in September 2016. A full copy of the document can be found at the following link.

<http://www.gov.scot/programme2016>

3.2 The areas of specific relevance to the College Sector cover the following priorities:

- Planned review of the learner journey
- Maintenance of 116,000 FTE college places
- Intention to appoint a Commissioner for Fair Access
- Make the Education Maintenance Allowance an entitlement
- Undertake a review of Student Support Funding. A new/or adapted funding model is due to be implemented in session 2019-2020
- Ensure the Good College Governance Task Group recommendations are fully implemented
- Complete the Enterprise & Skills Review

3.3 £10m has also been allocated to the College Sector to support maintenance of the sector's estate. The Minister, Shirley-Anne Somerville, wrote to Hugh Hall as Chair of Colleges Scotland confirming that £10m has been allocated to address maintenance needs across the Sector. The SFC will determine how the funding will be allocated.  
**WCS is in discussion with the SFC regarding our priorities and access to funds.**

3.4 The following paragraphs are extracts from the published Plan for Government that have a direct impact on the Sector.

#### 3.5 Improving learning for 16-24 year olds

*By the end of 2016 we will commence a review of learning for all 16-24 year olds to ensure education provision for young people is as effective and efficient as possible and that it provides more stepping stones for those needing most support. The review will consider improvements to the current choices across school, college, university and training.*

*We will aim to increase the proportion of looked after children moving on from school into education, training, or employment by four percentage points per year. This will mean that by 2021 looked after children will be just as likely to be in college, in training or in a job as other children.*

### 3.6 Education – Further Education, Higher

#### Education and student support

*Starting in October this year and reporting by autumn 2017, we will undertake a thorough review of student support to ensure that the entire system is firmly focused on meeting the needs of students in further and higher education, particularly the most vulnerable. We want all students at university or college to benefit from a fair and effective package of appropriate support. Among the areas the review will consider are:*

- opportunities to make use of new social security powers to support the poorest students, including disabled students*
- the balance of support available to those in Further and Higher Education*

*We will make Education Maintenance Allowance an entitlement in Scotland to ensure young people from financially disadvantaged households, and for the first time part-time college students, receive support to overcome financial barriers to stay in school, college and Activity Agreements.*

*Over the course of the last Parliament we invested over £2.6 billion of teaching and student support funds in our colleges. We also invested over £150 million directly in college estates, as well as committing to supporting investment of over £300 million in new college campuses through the Non-Profit Distributing (NPD) pipeline. Colleges are at the centre of our efforts to build the workforce Scotland's employers need, achieving improved outcomes for learners, and focusing on job-related skills. To ensure continued opportunities for young people to improve their skills, future employment prospects, or progression to further study, we will:*

- build on the success of our colleges by maintaining our commitment to maintain 116,000 full time equivalent (FTE) college places in the current year*
- continue to align FTE places with regional employment needs and recognised skills gaps, with a particular focus on STEM*
- continue implementation of Developing the Young Workforce*
- ensure that the Good College Governance Task Group report is implemented effectively.*

## **4 Strategic Partnership: Renfrewshire Council**

- 4.1 WCS has recently developed a Strategic Partnership Agreement (SPA) between West College Scotland and Renfrewshire Council. The Agreement is structured around four key strategic themes of Place; Economy and Jobs; Learning; and Expertise and Innovation. Strategic priorities aligned to these themes have been identified from West College Scotland's Corporate Strategy 'Collective Ambition, Pride and Passion' and the Renfrewshire Council Plan.
- 4.2 The SPA will strengthen collaboration between the College and Renfrewshire Council and ensure that resources are focussed on those areas of strongest common strategic interest.
- 4.3 A full copy of the agreement is attached for information – see Annex 2.

## **5 Review of Skills Agencies**

- 5.1 A Scottish Government review of the Skills Agencies, including a consultation, is underway. The outcome of the review was due to be reported late summer however the timeline has moved back with outcomes and recommendations likely to become known towards the end of the year.
- 5.2 WCS fed in to Colleges Scotland in response to the consultation. The Sector Response is attached for Information – see Annex 3.

## **6 STEM Assured Status**

- 6.1 Guided by the benchmarking criteria set out by the <sup>ii</sup>Innovation Council, The STEM Assured Accreditation Panel has determined that West College Scotland is a forward-thinking institution that has embraced the ethos of STEM innovation in all its activities. The Institute of Innovation and Knowledge Exchange (IKE) is the UK's professional body for innovators. It accredits, certifies innovation practices and influences the inter-relationship between education, business, and government through research and collaborative networks.  
IKE's work is guided by the Innovation Council, which brings together senior business leaders representing different economic sectors.

Achieving the STEM Assured Award means that WCS:

- can demonstrate a constructive alignment between its strategic aims for STEM related provision and the innovation drive within the College and the regions it serves

- takes an active role in undertaking industry insights and market intelligence and connecting these with the technical capability and internal processes to invigorate its business model
- celebrate its distinctive offerings in STEM programmes and activities thereby delivering value to your employers and the community at large.

## 7 Priorities 2016/17

- 7.1 The All Staff Principal's Address was held on the 15 August at the Royal Concert Hall. The event brought all staff together to reflect on and acknowledge our success over what has been a period of significant change but also to reinforce our priorities going in to 2016/17.

Our Collective Ambition should mean that West College Scotland is always setting the standards that every other college in Scotland is aiming to reach.

- 7.2 Two things are at the heart of our improvement agenda: firstly, a commitment to encourage improvement; and, secondly, a determination to implement improvements that will make a difference.
- 7.3 At the staff event in August I outlined the key priorities we will now pay particular attention to:
- **Teaching excellence and student success**
  - **Productivity** - working smarter and working differently where it makes a real difference and have the greatest impact
  - **Excellent customer service** - internal and external
  - **Behaviours** – setting out clear expectations for all staff
  - **Team working** - maximising cross-functional & departmental collaboration
  - **Communications** – ensuring a two-way flow

## Audrey Cumberland Principal & Chief Executive

October 2016

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<sup>i</sup> David Alexander sits on the Management Side of the NJNC and Stephanie Graham sits on the Workforce for the Future team.

Innovation Council Members

<sup>ii</sup> Members include C-Suite level executives from: BASF; Bosch; Britvic; BT Group; BUPA; Buro Happold; Cobham; Cobra UK; Costain; Crossrail; DHL; DuPont; EDF; EMC2; Extrinsic Global; GlaxoSmithKline; MARS; Microsoft; MITIE; National Grid; Plessey Semiconductors; Rolls Royce; Royal Mail Group; Tate & Lyle; Telefonica Europe; UCS; Unilever; Siemens; Areva; Centrica; TFL; National Physical Laboratory; Network Rail, Atkins; National Grid; Jaguar Land Rover; Lloyds; Arla Foods; Virgin Atlantic; Environment Agency; UK National Skills Academy Nuclear.



## **Strategic Partnership Agreement**

**between**

**Renfrewshire Council and West College Scotland**

## FOREWORD

<b>PICTURE</b>  <b>Audrey Cumberland</b>	<b>PICTURE</b>  <b>Cllr Macmillan</b>
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*West College Scotland and Renfrewshire Council are ambitious about improving outcomes for the College's students and the benefits this brings to businesses and communities in Renfrewshire. Both organisations have their own strategic objectives and clear plans to achieve them, but we recognise that there are areas where we can achieve more by working in partnership.*

*As key partners and neighbours within the Renfrewshire area we are committed to supporting each other achieve our strategic objectives and we have identified a number of areas where close collaboration will deliver significant mutual benefit for our two organisations.*

*This Strategic Partnership Agreement provides a framework for West College Scotland and Renfrewshire Council to develop innovative, collaborative working that takes full advantage of each other's strengths and delivers real benefit for Renfrewshire students and communities.*

Audrey Cumberland  
Principal  
West College Scotland

Councillor Mark Macmillan  
Leader  
Renfrewshire Council

## **1 PURPOSE OF THE AGREEMENT**

West College Scotland (the College) and Renfrewshire Council (the Council) are key organisations within the Renfrewshire area and each is committed to working collaboratively with the other to support the achievement of their respective strategic objectives.

This Strategic Partnership Agreement (SPA) sets out how the College and the Council will strengthen this relationship and focus resources on those high priority areas that are common to both organisation's strategic plans.

## **2 BACKGROUND**

The College and the Council have a history of collaboration and the College is an active partner in the Community Planning arrangements for Renfrewshire. Both organisations have ambitious strategic plans which are being implemented within a constrained public sector fiscal environment. Both organisations recognise the value to be gained from effective and efficient collaboration.

A mapping exercise of contacts between the two organisations has been carried out. This identified that a significant amount of contact was taking place on a wide range of matters from routine operational issues to significant strategic initiatives.

Going forward, both organisations wish to strengthen collaboration by streamlining contact arrangements and ensuring that their finite resources are focussed on those areas of strongest common strategic interest. An analysis and comparison of the strategic plans for both organisations has been carried out to identify those areas and which are outlined in the following section.

## **3 FOCUS AREA FOR COLLABORATION**

The focus areas for this SPA have been grouped into four key strategic themes as outlined in the table below.

Strategic Theme	Renfrewshire Council Strategic Priorities	West College Scotland Strategic Priorities
PLACE	<ul style="list-style-type: none"> <li>• Regeneration of Paisley town centre</li> <li>• City of Culture 2021 Bid</li> <li>• Tackling Poverty</li> <li>• Carbon footprint reduction</li> <li>• Digital access</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise value of the college estate and collaborate with partners for estates development and collective approaches to the use of space.</li> <li>• Grow profile and reputation nationally and internationally and create a distinct identity for West College Scotland.</li> <li>• Play a leading and pivotal role in tackling the significant social and economic deprivation in many communities in the West Region.</li> <li>• Develop an environmentally sustainable college.</li> <li>• Implement a whole college approach to developing the student digital experience.</li> </ul>
ECONOMY & JOBS	<ul style="list-style-type: none"> <li>• City Deal</li> <li>• More and better jobs for Renfrewshire</li> </ul>	<ul style="list-style-type: none"> <li>• Provide students with most appropriate skills, attitudes and experiences to secure future employment.</li> <li>• Students are equipped with relevant training, qualifications and essential skills for employment and life.</li> </ul>

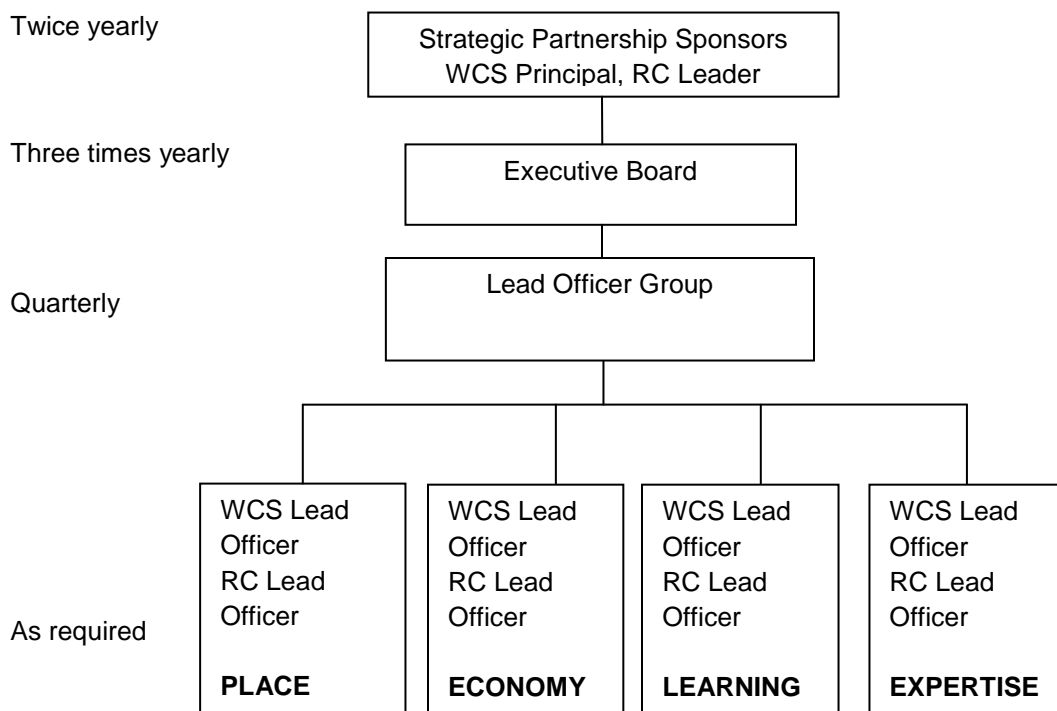
	<ul style="list-style-type: none"> <li>• Tackling Poverty</li> <li>• Increasing business start ups</li> </ul>	<ul style="list-style-type: none"> <li>• Involve industry in shaping, developing and delivering provision to enhance the overall student experience.</li> <li>• Vocational opportunities are a valued choice for all school pupils, with new routes to vocational qualifications and training contributing to increased positive destinations.</li> <li>• Develop partnerships, connections and alliances with business and industry to ensure employers are directly involved and invest in education and skills development.</li> </ul>
LEARNING	<ul style="list-style-type: none"> <li>• Reducing the attainment gap and raising overall attainment of Renfrewshire's young people.</li> <li>• Improving outcomes for "looked after" young people.</li> <li>• Positive destinations for school leavers</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve performance standards that set West College Scotland apart from other organisations.</li> <li>• Ensure all students have access to comprehensive, appropriate and responsive services to enable their success.</li> <li>• Develop international, community planning and business partnerships to enhance the curriculum, skills provision and student experience.</li> <li>• Provide effective transition and progression opportunities for students.</li> <li>• Develop digital literacy and independent learning skills.</li> </ul>

<p><b>EXPERTISE &amp; INNOVATION</b></p>	<ul style="list-style-type: none"> <li>• Improving access to expertise and resources within WCS.</li> <li>• Creating an environment that encourages the testing of new ideas and innovations.</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to research opportunities, including working with partners locally, nationally and internationally.</li> <li>• Look for new partners and new areas of activity which will grow income to reinvest in West College Scotland's core business.</li> </ul> <p>Develop strategic alliances with key agencies to enhance local, national and international activities.</p> <ul style="list-style-type: none"> <li>• Be a strategic resource and valued partner, building relationships, leveraging resources to design, develop and deliver our products and services.</li> <li>• Develop partnerships to support skills development, knowledge transfer, innovation and enterprise for a global economy.</li> </ul>
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## 4 GOVERNANCE ARRANGEMENTS

The SPA will be governed by a Strategic Partnership Board, supported by a Lead Officers Group. The membership, responsibilities and meeting frequency of these two groups is detailed in Annex 1.

### Meeting frequency



### **Role of Lead Officers**

The College and the Council will identify individual Lead Officers for each of the strategic focus areas. These officers will be responsible for co-ordinating their organisations input to the relevant workstreams supporting these areas.

The College and the Council will also identify a single Senior Officer with overall responsibility for managing the processes associated with this SPA and ensuring its effective operation.

### **Linkage with Community Planning**

The Council is statutorily responsible for co-ordinating Community Planning within Renfrewshire and seeks to do this in the most effective and efficient manner. The current arrangements for Community Planning are to be reviewed in light of the Community Empowerment (Scotland) Act 2015 and it is the intention that this SPA will form part of the revised Community Planning arrangements. The aim will be to enhance the effectiveness of collaboration between the College and the Council and maximise the value gained from the resources invested.

## 5 JOINT WORKING PRINCIPLES

The College and the Council wish to use this SPA to strengthen the relationship between the two organisations in support of their mutual objectives. This will be achieved by adopting the following principles:

Principle	Behaviours
Clarity	Ensuring that the basis for collaboration is clearly articulated and the understood by both partners.
Mutual understanding and respect for differences	Seeking to understanding the specific environment and constraints faced by each partner and respecting those areas of differences.
Supportive	Committing to be supportive of each partner's strategic objectives.
Equality	Working together on the basis of an equal standing.
Openness and honesty	Commitment to dealing with each other in an open and honest matter and constructively seeking to resolve any issues/conflicts that emerge.
Fairness	Seeking to maintain fairness in all dealings between partners.
Informative	Seeking to keep each other informed of important developments and initiatives.
Confidentiality	Maintaining confidentiality as appropriate to the information made available by partners.
Best use of time and resources	Ensuring that all collaborative activities seek to make best use of partner's finite resources and expertise.

## 6 PERIOD OF AGREEMENT



The agreement will run from 1 October 2016 to 31 December 2017. This period has been chosen to allow for Council elections in May 2017 to take place and for the priorities of the new Administration to be identified. It will also allow for the submission of the Paisley UK City of Culture 20121 bid. It is the expectation of both parties that this SPA would be replaced by a new agreement which would reflect any changes to the priorities of both organisations.

## Strategic Partnership Agreement Governance arrangements

### Strategic Partnership Sponsors

Sponsors	Responsibilities	Meeting frequency
<p>WCS Principal – Audrey Cumberford</p> <p>RC Leader – Cllr Mark Macmillan</p>	<p>To strengthen relationships between the two organisations and deepen understanding of each others strategic priorities and challenges.</p> <p>To maintain strategic oversight of the SPA.</p> <p>To identify and agree new matters to be referred to the Executive Officers Group for development.</p> <p>To consider recommendations made by the Executive Board for changes to the SPA.</p>	Twice yearly:

### Executive Board

Membership	Responsibilities	Meeting frequency
<p>WCS Principal</p> <p>WCS Executive Team</p> <p>RC Chief Executive</p> <p>RC Senior Management Team</p> <p>RC Coordinating Officer</p>	<p>To strengthen relationships between the two organisations and deepen understanding of each others strategic priorities and challenges.</p> <p>To oversee progress of the collaborative activity covered by the SPA and discuss and resolve any issues referred from the Lead Officers Group.</p> <p>To consider any matters referred for development by the SPA Sponsors and to instruct the Lead Officers to undertake development work as appropriate.</p> <p>To make recommendations to the SPA Sponsors for changes to the SPA.</p>	Thrice yearly:

### Lead Officers Group

Membership	Responsibilities	Meeting frequency
<p>WCS</p> <p>Place – David Alexander</p> <p>Economy– Liz Connolly</p> <p>Learning – Stephanie Graham</p> <p>Expertise – Sara Rae</p> <p>RC</p> <p>Place – Stuart Macmillan</p> <p>Economy – Alasdair Morrison</p> <p>Learning – Gordon McKinlay</p> <p>Expertise – David Amos</p>	<p>To develop and progress the workstreams within each of the four strategic themes.</p> <p>To discuss and resolve any issues relating to cross cutting matters within the four strategic themes.</p> <p>To identify any issues for referral to the Strategic Partnership Group.</p> <p>To agree and prepare reports for the Executive Group and the Strategic Partnership Sponsors.</p>	<p>Quarterly:</p> <p>Note: lead officers may also meet on an ad-hoc basis as appropriate.</p>

**SPA Coordinating Officers**

<b>Officers</b>	<b>Responsibilities</b>	<b>Meeting frequency</b>
<p>WCS – Liz Connolly, Vice Principal, West College Scotland</p> <p>RC – David Amos, Head of Policy and Commissioning</p>	<p>To manage the processes associated with the SPA and ensure its effective operation.</p> <p>To co-ordinate the activity of the Lead officer's Group, identify and resolve any duplication, overlap or in-consistencies etc.</p> <p>To maintain oversight of contacts between the two organisations and act as first point of contact for consideration of new opportunities.</p>	<p>As per Lead Officers Group and ad-hoc as required.</p>



**26/09/2016**

The Students' Association {SA} continues to work for the benefit of all students. At the time of writing, The SA consists of a President {myself}, Vice Presidents at Paisley {Andrew Murtagh}, Vice President at Clydebank {Moses Apiliga} and a Vice President elect at Greenock {tbc at time of writing}. A poster campaign of “what would you like” has produced several students who are keen to have an active role in the SA, although it is hoped their experiences may encourage others, if it can be shown that these roles are beneficial to fellow students and fulfilling to their own experiences as Officers at West College Scotland {WCS}


Since the Summer, and continuing onwards, the SA has been working with SPARQS on student engagement, and how best to improve this. I as President meet up with fellow Student Officers and other stakeholders to discuss this. I have also attended a three-day Training course provided by SPARQS {together with three members of the Student Experience {SE} Team} to allow myself and SE's to become Associate Trainers. This means myself, one of the Vice Presidents and all four current members of the SE team can deliver in house class rep training.

This reduces the need to pay for other Trainers to deliver Class Rep Training, and Class Rep training will take place as a drop in session between 11am-1pm, on most days at all three main campuses and specific dates at Waterfront, over the first two weeks in October. Requests for names of elected Class Reps have been sent to all CQLs and a deadline date for return of names set for 27<sup>TH</sup> September {to allow for training in October}.

The sudden resignation of the SE co-ordinator has made this a little more complicated than previously imagined, although this post has now been internally advertised and once filled will allow for a once again, more defined working relationship. The importance of Class Reps in effectual student engagement cannot be underestimated, both at curriculum level and on the wider strategic/operational decisions that can affect the student journey.

Student Representative Council meetings allowed Class Reps to identify areas where improvement was needed {usually reflecting concerns raised by SE Surveys}. The SA welcome that these concerns have been addressed, such as most notably with Funding where the daily queues of 20 plus students at each campus is now just down to an occasional few. That Access All Areas {AAA} has been adjusted to reflect the need for students to be able to self-certify absences in advance so as not to miss out on funding payments. That children can now stay in Nurseries at Campus over lunch time and ATMs will be installed at Paisley and Greenock in due course this year.

[P2]



The SA will be looking to develop plans for the following; Student Mental Health, Sports Clubs and Societies, Care Leavers, Distance Learners and Evening class Students, this will need to be done in partnership with others, such as Local Councils and relevant Heads of Sector and Senior Management {SMT}.

The SA continues to use and develop its' Social Media base, Facebook/Twitter and most notably the SA on the Student Intranet, which has undergone the biggest transformation. With the use of mail-chimp, the SA sent a "Big Welcome" email to all students detailing what the SA does and its plans for the year ahead. It is envisaged that more of these will be sent out over the year but dealing on specific issues.

A small Fresher Week was held in four campuses which appeared to be appreciated by Students, nonetheless the SA will work with Marketing on the whole concept of Fresher's to see how it can be improved. The SA will also look to tie in more closely with NUS Scotland events and campaigns and encourage/support any Officers/Students to engage with NUS Scotland activities.

The SA as always welcomes any thoughts, questions from Board members

**[AH]**

**TITLE: APPOINTMENTS TO THE BOARD**

**Background:** There are two separate matters for the Board to consider: one is the proposed extension of appointments of existing Board members; and the other is a recruitment process to identify and nominate individuals to join the membership of the Board.

**1. Extension of Appointments of Current Members**

The Nominations Committee met on 23 August to consider possible extensions of the appointment of 4 current Board members. Further information on this matter is contained in the attached report.

**2. Recruitment of New Board Members**

At its meeting in June the Board agreed that, following the resignation of a member, a recruitment process be initiated with the aim of placing advertisements in August and interviewing in September (BM281.3). An advertisement was placed in the press and media with a closing date of 9 September 2016. A timetable for the process is attached along with a report on progress.

It is the intention that, following interviews on 29 September 2016, a recommendation regarding individuals to be nominated to join the Board can be considered at this meeting.

**Action:** The Board is asked to

1. Approve the extension of appointments of M Haggerty, A Hetherington and J McMillan for a further 4 years to 31 January 2021;
2. Note the establishment of a Selection Panel and the timetable to be followed for the recruitment process, with the possibility that a recommendation regarding the appointment of 2 new Board members might be brought forward for consideration at this meeting.

**Lead:** Keith McKellar, Chair, Board of Management

**Status:** Open

## **APPOINTMENTS TO THE BOARD**

### **1. Extension of Current Appointments**

At its meeting on 23 August 2016 the Nominations Committee considered the possible extension of appointments of 4 Board members: M Haggerty, A Hetherington, M McManus and J McMillan, all of whose current appointments would end on 31 January 2017. However, M McManus indicated that she would not be seeking re-appointment to the Board.

The Chair informed the Committee that he had discussed continuing Board membership with each of the members during their annual review meeting. He was clear that each of these members had performed well during the year, had contributed to the work of the Board and the Committees and had taken part in development events. He was, therefore, proposing that the period of membership of each of these 3 members be extended for a further 4 years, i.e. to 31 January 2021. The Committee concurred with this and

**RECOMMENDS** to the Board that the period of membership of M Haggerty, A Hetherington and J McMillan be extended for a further 4 years to 31 January 2021.

It should be noted that any such extensions to Board membership are subject to both Board and Ministerial approval.

### **2. Recruitment of New Board Members**

In light of the above information the Nominations Committee was now seeking 2 external members to join the Board. The Committee was aware that an advert had been placed in the press and media with a closing date of 9 September 2016. An information pack had been prepared for potential applicants and a timetable for the whole process agreed – see attached.

In order to progress this matter the Nominations Committee

**RESOLVED** that

- i. a Selection Panel be established to act on its behalf to identify candidates to be nominated to the Board for appointment to Board membership;
- ii. the membership of this selection Panel be: K McKellar (Chair), M McManus, G McArthur and G Hunt (Independent Member).

The Selection Panel met on 20 September 2016 to agree a short-list of applicants to be interviewed on 29 September 2016. It is the intention that, following interviews on 29 September 2016, a recommendation regarding individuals to be nominated to join the Board can be considered at this meeting.

## Appointment Timetable

The table below shows an indicative timeline for the appointments process.

Stage in Progress	Timescale
Date appointment publicised	W/c 15 August 2016
Closing date for applications	9 September 2016
Shortlisting to select applicants for interview	20 September 2016
Outcome of shortlist to be relayed to applicants	By 22 September 2016
Date for interviews	29 September 2016
Date of Board meeting to consider nominations	3 October 2016
Date by which the Chair will make recommendation to the Scottish Ministers for appointment	7 October 2016
Date by which Scottish Ministers should approve appointments	7 November 2016
Date by which outcome of interview will be relayed to applicants	14 November 2016
Date by which successful applicants should accept position in writing	30 November 2016
Date of Appointment	1 December 2016



**TITLE:                   EXTERNAL EFFECTIVENESS REVIEWS OF GOVERNANCE**

**Background:**       The Code of Good Governance stipulates that ‘the Board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should be an externally facilitated evaluation of its effectiveness every three years.’

Colleges Scotland has issued guidance on the externally facilitated effectiveness reviews for college boards, which has been developed in line with the revised Code of Good Governance. College boards are asked to complete their externally facilitated reviews by **31 March 2017** (which is different from the original deadline of 31 December 2016). A copy of this guidance is attached at Annex 1.

The guidance confirms that the Board should have an opportunity to discuss the findings of the report and to draw up an action plan for areas for development over the next 12 months. The Code states that ‘the board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year’s plan) to its funding body and publish them online’ (D.23).

The Chair and the Board Secretary have developed a brief for the external facilitator which sets out what the external review should cover – see Annex 2. This takes the external review further than that proposed in the guidance but is considered to be what is required at this stage. The Board is asked to consider and approve this approach.

Approaches have been made to possible external facilitators and discussions have been held with them. Proposals to provide this service are currently being evaluated. It is hoped that a proposal to appoint an external facilitator for this review can be brought to the meeting on 3 October.

**Action:**             The Board is asked to note the guidance on conducting externally facilitated effectiveness reviews.

**Lead:**               Keith McKellar, Chair, Board of Management

**Status:**            Open

**CONFIDENTIAL**

**BRIEFING PAPER**

**WEST COLLEGE SCOTLAND**

**BOARD EVALUATION**

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**INTRODUCTION – PURPOSE OF THE EVALUATION**

Today's college boards are expected to be more engaged, more knowledgeable and more effective than ever before. The Board of West College Scotland (WCS) has already set a clear expectation of high standards and performance from both individual members and from the Board itself.

The primary objectives in undertaking this external evaluation are two fold. The Board is required to undertake this type of evaluation in order to meet its obligations under the Code of Good Governance for Scotland's Colleges and to provide an assurance on the robustness of its governance processes to its funding body, i.e. the Scottish Funding Council. Above this requirement, however, the Board recognizes the value of board evaluation to examine and improve effectiveness. To this end the Board has already undertaken a series of earlier evaluations, in addition to individual director assessments, and as such the Board believes that these earlier evaluations should serve as a benchmark against which it can be measured.

In undertaking this evaluation, amongst other benefits, the Board hopes that it will be able to properly reflect on:

- Review the effectiveness of the Board's strategic thinking and decision-making;
- Optimise the effectiveness of Board and Committee meetings;
- Identify areas for improvement in internal and external reporting, including information provided by management to the Board and its Committees;
- Assess Board behaviours and provide team-building opportunities;
- Examine the relationship between the Board and SMT, and the Board and students;
- Examine areas of further training and development.

We are looking for a governance expert/professional to undertake this evaluation for us, with the aim of providing insights into how effective the Board is currently operating and identifying improvements that could be made, particularly in the areas identified above.

The timescale is such that this evaluation will take place in the autumn and a final report produced, and agreed by the Board, by early December. This evaluation report, together with the Board Development Action Plan, will be published on the College website once finalised.

If you are able to provide this service then could you please provide me with a quote for this at the following address:

Either by email:

Gwen McArthur [gwen.mcarthur@wcs.ac.uk](mailto:gwen.mcarthur@wcs.ac.uk)

Or by post

Gwen McArthur  
Secretary to the Board of Management  
West College Scotland  
Renfrew Road  
Paisley  
PA3 4DR

Thank you.

**Gwen McArthur**  
**Secretary to the Board of Management**  
**Tel: 0141 581 2233**  
**Mob: 07768653759**  
**Email: [gwen.mcarthur@wcs.ac.uk](mailto:gwen.mcarthur@wcs.ac.uk)**



[www.westcollegescotland.ac.uk](http://www.westcollegescotland.ac.uk)

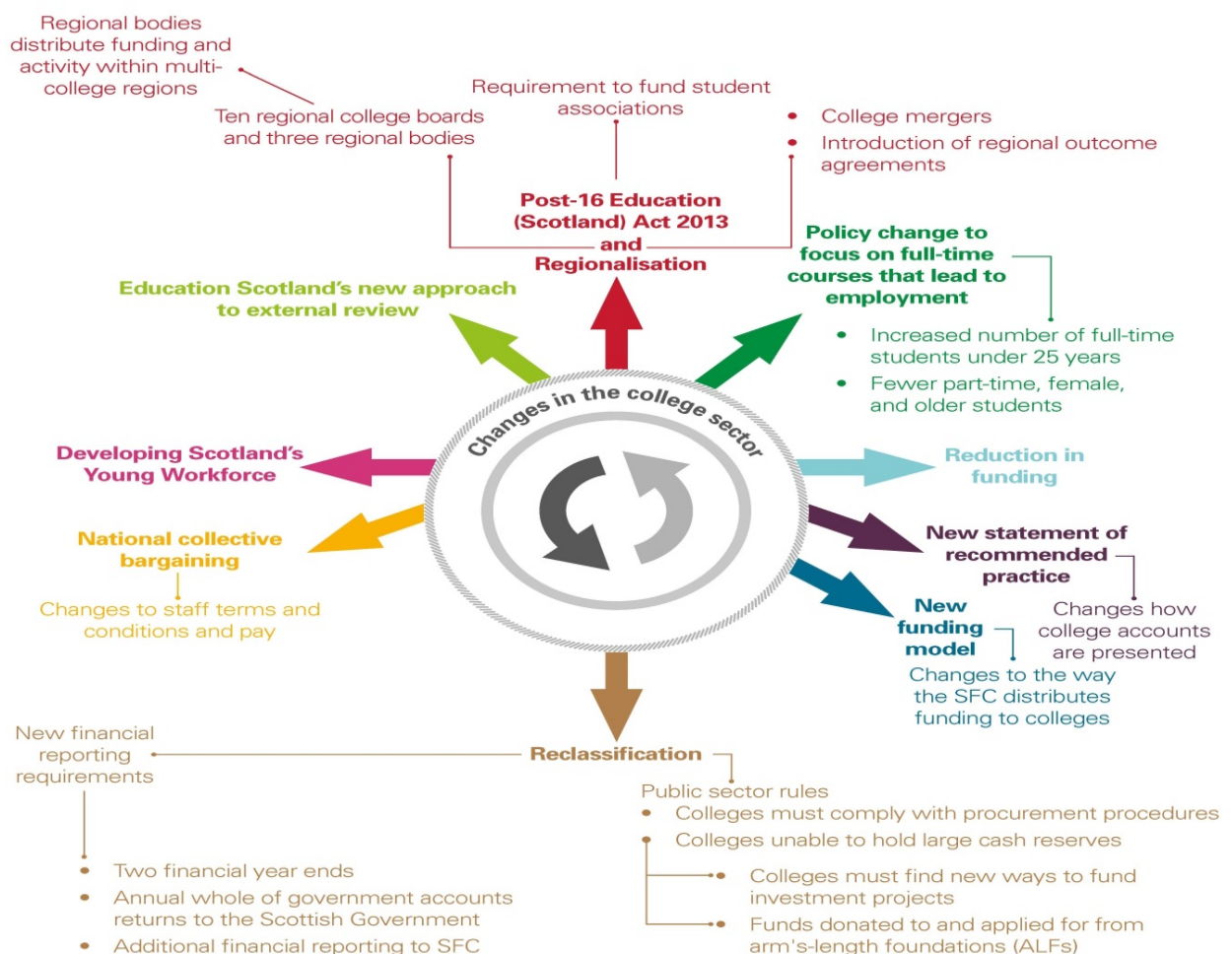
# West College Scotland

## Surveying the Changing Organisation

### 1 Introduction

- 1.1 This report aims to examine the recent staff survey report, together with national member surveys from Unison and EIS-FELA, in an attempt to draw conclusions about where the College is with regard to post-merger normalisation and what we need to do next.
- 1.2 The background to the report illustrates that opinion surveys in a changing organisation are difficult to interpret. Information about the success or otherwise of merger is masked by how the change process itself affects individuals. In the end the College will need to take steps both to develop and implement the successful post-merger model whilst dealing with the effects of the change process on individuals along the way.

The recent Audit Scotland report on the college sector captures the extent and scope of reform that faced colleges at the same time as going through a merger process.



## **2 Background**

- 2.1 Following the reorganisation of Scotland's Colleges in 2013, several stakeholder organisations have sought to understand how the large scale mergers have affected those employed and studying in the sector. West College Scotland has received two favourable merger evaluations carried out by the SFC, at 6 months and 24 months post merger. Students and staff were part of this process.
- 2.2 Scrutiny has also happened at the macro level, especially in the form of surveys undertaken by the trade unions, and at the level of the College, most particularly in the form of staff surveys.
- 2.3 Give the amount of data that has been generated, and the opportunity to use that data in selecting the appropriate strategies for moving forward, it seems sensible to take stock and try to distil some clear and coherent conclusions for West College Scotland.

## **3 Context**

- 3.1 In making sense of the data, context becomes a central consideration. Clearly at this stage we want the best possible indicators of success. But against the background of large scale organisational change the key question becomes, what is the best we can hope for at this stage?
- 3.2 A key priority for the College in the first three years was to establish the foundations on which we can now build our Improvement Agenda. Our improvement agenda will create the conditions for improvements and for implementing the improvements that will make a real difference.
- 3.3 It is always the hope following a merger, or any large scale organisational change, that everything settles down as quickly as possible and that the benefits of making such a significant change will be recognised from the outset. However we recognise that the majority of, if not all, change initiatives encounter at least some level of resistance.
- 3.4 This is something which has been noted by every expert and observer on the subject. John P. Kotter, the world's foremost commentator on the subject has said that people will resist change even when they can logically comprehend why the change is a good thing. For example, a manager who can see that a change in approach could improve performance will often, sometimes subconsciously, resist the necessary changes in behaviour because they are anxious that they may not have the skills to fulfil the new role. Some employees will resist change because the mere

fact that things are changing proves that even things they assumed were certain, like job security, could change in the future.

- 3.5 Another factor is that most people are highly invested in their sense of security. A growing body of research, most notably recently by Daniel Kahneman, has shown that people would prefer to stick with what they know even when a change in circumstances could be for the better.
- 3.6 This phenomenon can often explain apparent contradictions in survey results. Even when respondents report that they work in a great team and that they enjoy their job, they may still report that morale is low (perhaps because the change is still not what they wanted, and still doesn't feel safe).
- 3.7 All of this is not to say that surveys are an inaccurate representation of how people feel about changes in their working environment. Rather it is about understanding what we do with that feedback, and how we interpret it.
- 3.8 In other words, it is easy to be drawn to conclude that critical feedback means that the overall strategy was wrong (note: our performance indicators inform the success of the Board strategy). However the critical feedback, whilst subjective, can help inform us where the areas of resistance lie and what we need to do about it.
- 3.9 For example in a post-merger survey, respondents will often say they do not believe decision-making to be always open and transparent. This is a challenge for the senior team who genuinely believe we are striving to be as open and transparent as possible. But what is mixed in with this response is the fact that staff have moved from a position in which they felt secure to a position in which they now feel vulnerable.
- 3.10 We recognise that there will be genuine criticisms embedded in the survey response. Perhaps decision-making isn't always open and transparent. We may not be able to tell that from the survey results but what we can be more sure of is the action that needs to be taken in response to the result i.e. strive to earn the trust of employees. And we can do that by improving two-way communication, staff involvement in decision making and key rationales communicated to staff for key decisions – this was highlighted as one of our priorities at the staff event.
- 3.11 These few examples serve to illustrate how difficult it is to interpret opinion survey results in a changing organisation. However these survey results are a vital aspect of directing our efforts in what to do next with our **Improvement Agenda**. This is because the results reflect staff opinion, and how staff feel about the College.

## 4 Analysis

The following analysis reflects on three key surveys:-

- Unison's September 2015 Survey – "Learning the Hard Way"
- EIS-FELA's October 2015 Survey – "EIS-FELA Report on College Mergers"
- WCS's 2016 Survey – "Collective Ambition: The Fourth Way"

4.1 The three surveys had different question sets and two of the surveys were nationally of union members rather than restricted to West College Scotland. We therefore cannot compare like with like. What we can do is draw out some common themes linked to change and compare staff opinions in WCS to the views expressed in the other surveys.

4.2 Common themes identified include:-

- Leadership
- Service Improvement
- Morale
- Workload
- Communication
- Employment Satisfaction
- External Stakeholders

## 5 Leadership

5.1 There is little data in either of the trade union surveys to compare with the WCS survey.

5.2 48% of respondents to the WCS survey agreed or strongly agreed that the College is well led. 20% disagreed or strongly disagreed with the rest neutral.

5.3 The question in the EIS-FELA survey most closely aligned to the theme of "leadership" asked whether the merger had "led to an improvement in the management of your merged college". 9% said that it had, 91% said that it had not.

5.4 There were no questions in the Unison survey which informed this theme.

5.5 **Conclusion:** *Roughly half of staff appear to be confident in how the College is led with another large proportion (38%) unsure. This "unsure" group is well worth appealing to with a strengthening vision and clearly communicated improvements.*

## 6 Service Improvement

- 6.1 The WCS survey asked few questions about service improvement since the survey was of staff rather than students, and therefore likely to be highly subjective. However 37% of staff agreed/strongly agreed that the College was going in the right direction. 33% disagreed or strongly disagreed. 30% were unsure.
- 6.2 The EIS-FELA survey showed that 11% of staff thought that the merger had led to an improvement in the quality of learning and teaching (89% of staff did not).
- 6.3 The Unison survey showed that 15% of staff felt that the service they or their team offer has improved. 65% feel it has declined. In addition 21% of members felt confident that services would improve in the next year.
- 6.4 **Conclusion:** *A large core of staff at WCS (37%) feel that the College is going in the right direction whilst a slightly smaller group (33%) disagree. This is not the same as saying that staff think there has been an improvement but given the Unison result (77% are not confident or are very doubtful that services will improve in the next year, 21% are confident) there may be cause for optimism that the WCS situation compares favourably with the rest of the sector.*

*A more important point to draw from this result is that it urges us to find out for sure whether the service is improving. We can only do this by analysing appropriate quality metrics and by consulting with the students. Setting service level standards and evaluating against these is also a key priority for the College going forward and will build on the progress we have made in our operational planning process which was embedded last year.*

## 7 Morale

All three surveys looked at staff morale.

- 7.1 The EIS-FELA survey reports that 6% of members feel that the merger has led to improved staff morale. 94% of members don't think that morale has improved.
- 7.2 The Unison survey asked about the mood of staff. 6% of respondents opted for quite or extremely positive. 16% said neither positive nor negative 78% of staff said it was quite negative or extremely negative.
- 7.3 The WCS survey showed 10% of staff felt morale was high and static or high and improving. Another 9% said it was high but deteriorating. A further 23% said neither high nor low. 6% said it was low but improving. 23% felt morale was low and static. The final 27% felt morale was low and deteriorating.



- 7.4 **Conclusion:** Clearly morale is an issue right across the sector at this time even if, as seems to be indicated by the survey, the situation at WCS is not as bad as the trade union surveys show the sector as a whole to be.

However, as was carefully illustrated in the background to this report, this does not tell us whether poor staff morale is due to effects of change (which the literature would advise us to expect) or whether it is due to flaws in the merger model, mistakes in the handling of the merger, poor communication etc. Or indeed whether it is associated with initiatives related to merger, such as job evaluation. Respondents to the survey were given the opportunity to provide comments and it was clear that in many cases where the response was negative there appeared to be a single factor for this – job evaluation is an example. As the Board are aware significant steps were taken by management and unions, including full time officials and local representatives, to work with us throughout the process – including the development of the process itself. Staff were also involved throughout the process with the WCS approach being singled out by support staff unions at National Negotiations as the exemplar to follow at a national level. This should not detract however from the recognised anxiety faced by staff as a result of going through job evaluation to ensure fair and equal pay across our College.

In the final analysis we must in any case accept that we need to do all we can to support staff in times of change.

## 8 Workload

- 8.1 WCS did not ask a direct question about workload. However 66% of respondents felt that they achieve a satisfactory balance between their work and home life. 20% disagree or strongly disagree.
- 8.2 The EIS-FELA survey indicates that 19% of respondents are of the opinion that the merger has led to an increase in workload. 81% of respondents disagree.
- 8.3 The Unison survey did not ask a direct question about workload but did ask whether any decline in service was as a result of a reduction in staff numbers. 8% said that this was the case. (By way of comparison a Unison survey of Council workers from June 2016 found that 75% of council workers reported an increase in workload over the last year).
- 8.4 **Conclusion:** Increases in workload appear to be a minority experience as a result of merger. Clearly some respondents have felt an increase in workload and are finding the demands hard to balance. It could be reorganisation at departmental level has not yet achieved the right balance and more work needs to be done to fine tune the

*structure as a next stage.*

## **9 Communication**

- 9.1 The WCS survey shows that 35% of respondents agree or strongly agree that the management of the College provides clear, honest and timely communication. 31% of respondents are unsure and 34% of respondents disagree or strongly disagree.
- 9.2 The EIS-FELA survey is silent on the subject of communication.
- 9.3 The Unison survey asked if there was proper communication and transparency from your College management team during the merger process. 16% said there was, 60% said there was not.
- 9.4 **Conclusion:** *Although the questions from WCS and Unison were not exactly the same, the WCS result does seem favourable in comparison with the sector as a whole. This does not mean there is not room for improvement.*

*However we need to be aware of the point made in the background to this analysis – that trust in senior management is very hard to achieve in times of change because the senior team is leading people from a position of relative security through a period of risk and uncertainty. Also, trust at that time is extremely fragile and the senior figures need to protect that trust from miscommunication, a lack of complete honesty or any compromises in integrity.*

## **10 Employment Satisfaction**

- 10.1 This area may seem not to require analysis, given such clear indications of morale suffering in the sector as a whole and within the College. However as was stated in the background to this report, morale can be affected by the processes of change whilst at the same time the College structures and conditions can remain relatively good. It is important that we protect the integrity of those underlying conditions, even if some of them have to change, and that we retain the loyalty and engagement of our staff.
- 10.2 Several indicators on the WCS survey seem relevant to this theme. For example 86% of respondents feel they work well with their colleagues as a team (8% disagree). 74% of staff find their work motivating (11% disagree). 59% of respondents feel their manager motivates them to do a good job (19% disagree).
- 10.3 In the EIS-FELA survey a question relevant to this theme asked whether merger had led to an improvement in the support that you receive in carrying out your role. 9% said yes, 91% no.

- 10.4 In the Unison survey 58% of staff are satisfied or very satisfied with their working conditions (42% are dissatisfied or very dissatisfied). 52% of members were satisfied or very satisfied with their college as a place to work (48% are dissatisfied or very dissatisfied).
- 10.5 **Conclusion:** *Although staff morale is suffering across the sector there are key elements of the employment relationship which remain strong at WCS. We can highlight and build on these strengths as we move forward and seek to improve staff morale.*

## 11 External Stakeholders

- 11.1 63% of WCS respondents agreed or strongly agreed that the College is respected in the community overall. 40% were unsure. 7% disagreed or strongly disagreed. A further 64% of staff felt that the College had a good reputation with students (7% disagreed or strongly disagreed).
- 11.2 The EIS-FELA survey asked whether the merger has created a college that is more closely aligned to the local community and local learner needs relative to the pre-merger college. 19% said yes, 81% said no.
- 11.3 The Unison survey did not provide evidence relevant to this theme.
- 11.4 **Conclusion:** *The survey results may or may not show that the College retains good relationships with external stakeholders – the staff opinion would need to be triangulated with the opinions of the stakeholders themselves. However what this set of results does seem to show is that staff overall have a pride in their reputation with students and the community as a whole. This is a key ingredient of staff engagement. Confirmation of this belief through stakeholder consultation could therefore by extension be a boost to staff morale.*

## 12 Summary

- 12.1 The college sector as a whole in Scotland is going through a difficult period right now with low staff morale a national feature. This is what you would expect in a period of major change, a fact which will to a large extent mask the success or otherwise of our merger in the short to medium term.
- 12.2 The survey may arguably not give us reliable data, particularly with a 30% 'neutral' stance and a 30% response rate but they should direct us in terms of successfully supporting staff through what is, undeniably, a difficult time.

- 12.3 On the majority of indicators in the surveys, insofar as one can compare different sample sets using different methodologies, it seems that WCS is faring no worse, and in many cases may be faring better, than the sector on average.
- 12.4 The effect that large scale change can have on people means that the true value of a staff consultation exercise is not so much where the indicators lie at a certain point in time but that it provides a benchmark. This benchmark, once the survey is repeated, can provide evidence as to whether the College is being successfully managed to a positive position or not, and can stimulate any necessary remedial action.
- 12.5 That is for the future. For the moment the WCS staff survey provides a range of areas which needs careful consideration. These include:
- How do we make effective leadership more visible to the College community, particularly from the senior team?
  - What can we do to improve staff morale?
  - What do we still have to do to balance workload across the College?
  - How do the survey results influence our communications strategy, particularly regarding trust in management and reinforcing the strategic vision?
  - Which elements of the employment relationship can we build on, or need rebuilding, in order to secure and deepen employee engagement.
- 12.6 As indicated at the 'all staff' event in August, and via the survey report published to all staff, the next steps will be as follows:
- Drill down into the results (e.g. SMT visibility) through focus groups and/or Open sessions with Audrey/SMT, the first series of which will take place in October
  - Explicit and clear expectations of behaviours at all levels to be developed by HR and OD Directorate over the next quarter
  - Develop a strategy to communicate and ensure clarity regarding staff behaviours once agreed
  - Development of staff to reinforce effective teams Development of middle managers – including the establishment of an operational Managers Forum in the next quarter
  - Development of a recruitment and appointment process that reinforces and is consistent with expectations of behaviours i.e. cultural fit of applicants
  - Undertake a similar survey in two years to review progress Set out clear expectations regarding team/staff meetings to ensure a more consistent approach and ensure appropriate opportunities exist for two way communication at all levels
  - Review CAP (Frequently Asked Questions approach)
  - Implement an improvement plan over the next year, involving staff (via focus group model) to contribute to the development of the next steps and review progress.

# COLLECTIVE AMBITION THE FOURTH WAY

## STAFF SURVEY AND FOCUS GROUPS 2016

### THE RESULTS



# INTRODUCTION

**As part of the College's Collective Ambition Programme a staff survey was conducted in May 2016 focussing on the College's current culture, values and behaviours. The survey was supplemented by a number of focus groups which all staff were invited to attend. Whilst a culture survey was conducted in the legacy colleges prior to merger this is the first survey for West College Scotland, and the results therefore provide a clear baseline to build on and inform our 'improvement agenda' going forward.**

Staff working in colleges across Scotland have faced a significant period of change which is characterised by far more than just merger -

Reductions in funding, regionalisation, national bargaining, new funding methodology, new national qualifications, reclassification to the public sector all of which impact, and continue to impact on our College today.

While much has been achieved in the initial 3 years we recognise that we still have a considerable task ahead of us which requires a long term approach. We have a platform to build on from an informed stance, knowing what works well, what can be improved and acknowledging the lessons learned.

This document presents the findings of the survey and sets out the next steps.

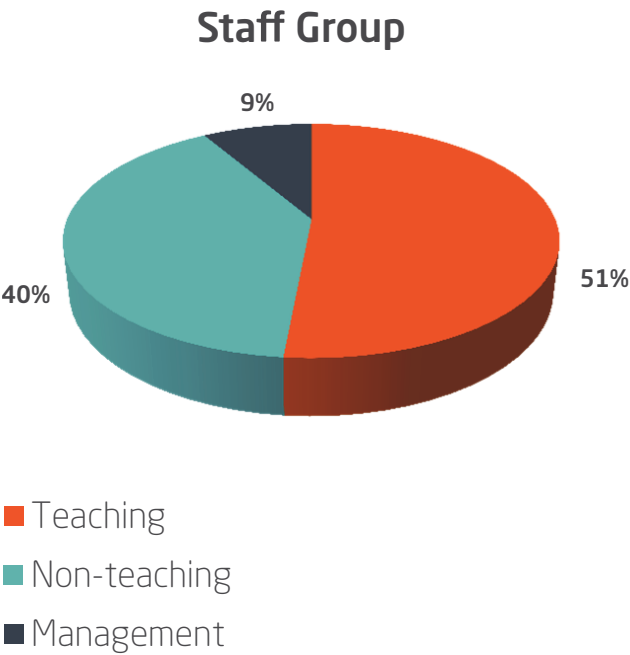
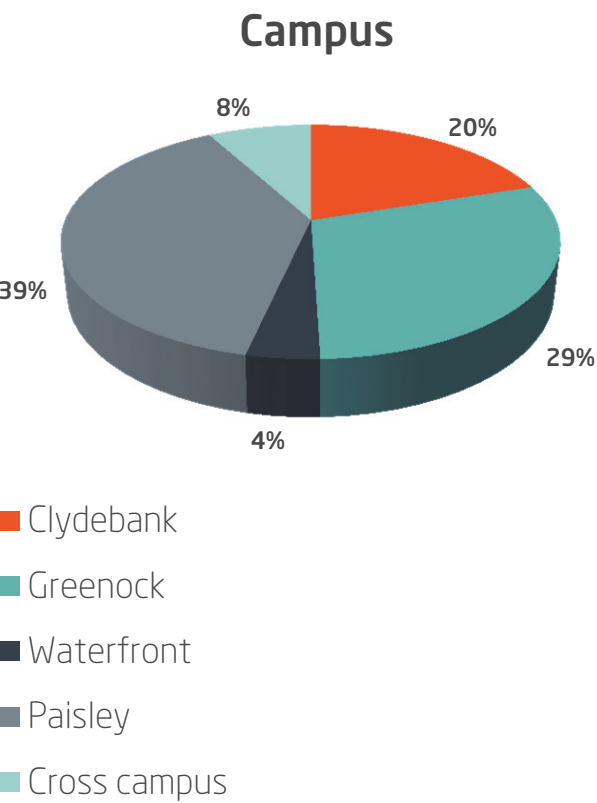


# RESPONSE RATE

A total of 400 staff completed the survey, representing an overall response rate of 32%. Whilst the return level represents only a third of staff we are confident that the results give us a strong basis on which to build. Following staff feedback, consideration will be given to the timing of any future surveys to try and maximise participation.

It should be noted that an average of 30% of respondents identified as being unsure or neutral in their answers across the survey, this inevitably has an impact on the analysis of the results.

The breakdown of responses by staff grouping and campus was as illustrated below.



# KEY FINDINGS

## What is working well?

Across a broad range of issues there was very positive feedback with high numbers of respondents agreeing or strongly agreeing. This was particularly the case with respect to team working, line management and individual roles.

- **My immediate colleagues and I work effectively as a team (86%)**
- **I am trusted to carry out the duties of my role (86%)**
- **I understand clearly what is expected of me in my role (85%)**
- **I understand how my role contributes to delivering WCS goals and priorities (82%)**
- **I am generally satisfied with the control I have over how I carry out my work (75%)**
- **My manager provides an open, honest and fair environment to work in (71%)**
- **I feel valued by my manager (67%)**
- **I am generally able to achieve a satisfactory balance between my work and home life (66%)**

Other areas with strong positive scores included the following

- **The College expects high standards of behaviour from its staff (79%)**
- **The College is successful in supporting students from all backgrounds (66%)**
- **The College has generally a good reputation with students (64%)**
- **The College has high standards (55%)**
- **The College is student/customer focused (55%)**

## What could we be doing better?

Areas with a less positive response included the College culture and organisational leadership

- **I am confident that management provide leadership relevant to the College values (42%)**
- **Our values and priorities are clear and relevant to my day to day working life (41%)**
- **I feel confident in speaking up about issues affecting the College (40%)**
- **The College regularly seeks staff views about its goals and operational decisions (33%)**
- **I feel decision making within the College is fair and transparent (26%)**
- **I am confident that management evaluate all suggestions and give feedback in a timely manner (23%)**

## Staff Morale

Despite many of the positive results previously mentioned, when asked to assess staff morale, more than 50% of respondents described it as low.

Many respondents commented that the rating that they provided did not reflect their own feeling, but rather their assessment of the College as a whole.

Unfortunately, as only a very small number of staff volunteered to participate in the focus groups the apparent contradictions in some of the responses could not be explored in more detail. It is hoped that this can be discussed at the Open Sessions with Audrey in the near future.

However, it is clear that for some staff there are a range of issues affecting their morale. Broadly the issues of concern raised within the survey responses can be summarised as follows:

- **SMT 'physical' visibility**
- **Support and development for middle management**
- **Communication and cross-campus working**
- **Agreed, acceptable behaviours**



# WHAT NEXT?

As indicated at the 'all staff' event in August, the next steps will be as follows.

- ▶ **Drill down into the results (e.g. SMT visibility) through focus groups and/or Open sessions with Audrey/SMT, the first series of which will take place in October**
- ▶ **Explicit and clear expectations of behaviours at all levels to be developed by HR and OD Directorate over the next quarter**
- ▶ **Develop a strategy to communicate and ensure clarity regarding staff behaviours once agreed**
- ▶ **Development of staff to reinforce effective teams**
- ▶ **Development of middle managers - including the establishment of an operational Managers Forum in the next quarter**
- ▶ **Development of a recruitment and appointment process that reinforces and is consistent with expectations of behaviours i.e. cultural fit of applicants**
- ▶ **Undertake a similar survey in two years to review progress**
- ▶ **Set out clear expectations regarding team/staff meetings to ensure a more consistent approach and ensure appropriate opportunities exist for two way communication at all levels**
- ▶ **Review CAP (Frequently Asked Questions approach)**
- ▶ **Implement an improvement plan over the next year, involving staff (via focus group model) to contribute to the development of the next steps and review progress.**

It is important to recognise that improvement projects are already underway, most notably the 'Student Journey' and work of the cross-College project group tasked with taking this forward.

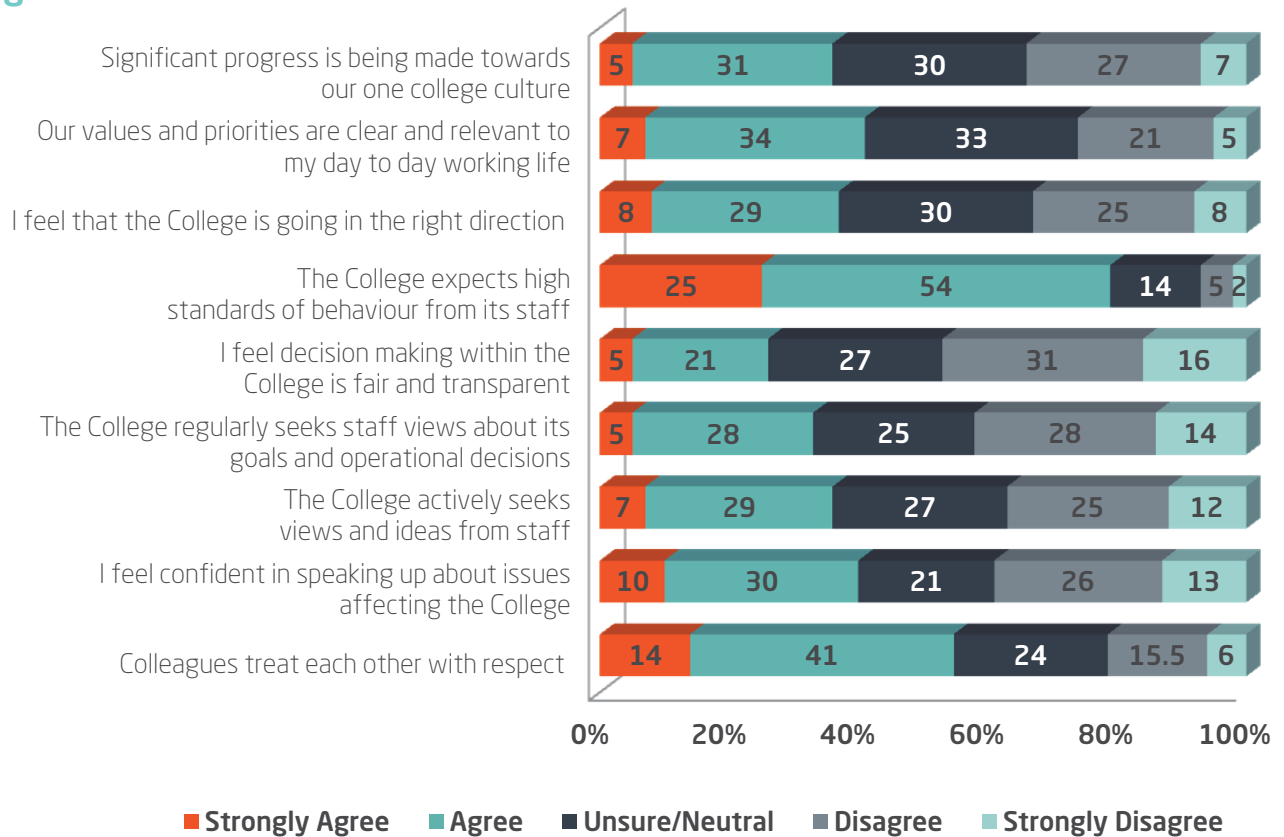
A review of Internal Verification will be carried out by a team of staff from across the College with a view to improving our current approach.

Business Skype will be implemented initially on a pilot basis to ensure we identify how we maximise the benefits of using this system as a communications tool without losing the benefits of face to face and cross campus working – both of which have been identified by staff in the survey as important.

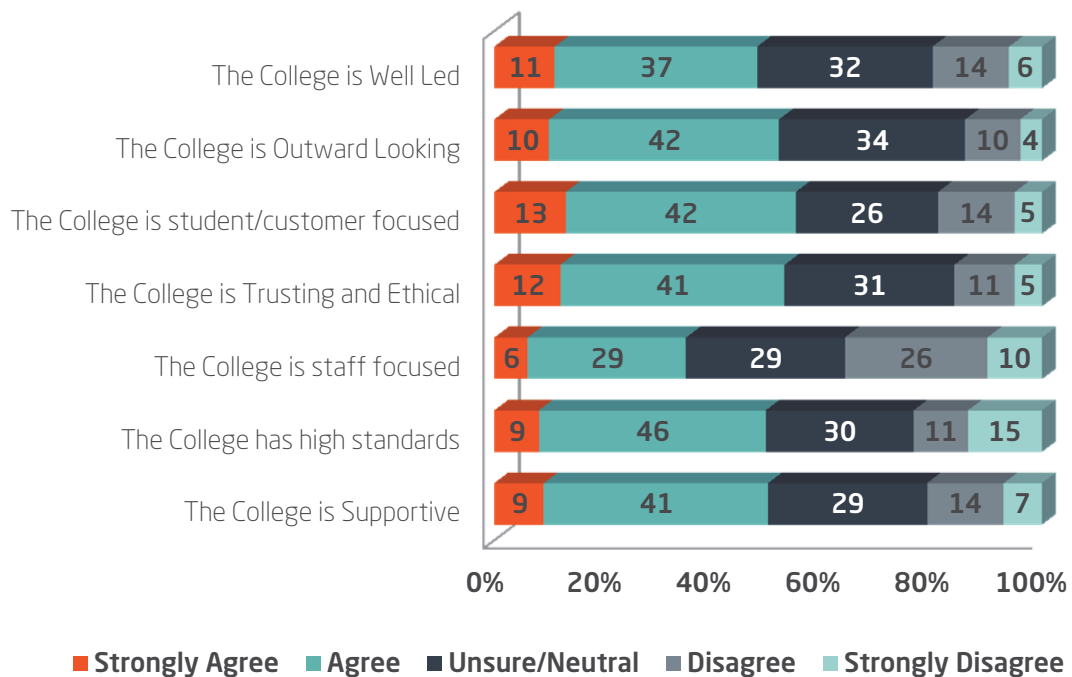


## The detailed results of the survey are presented in the following section

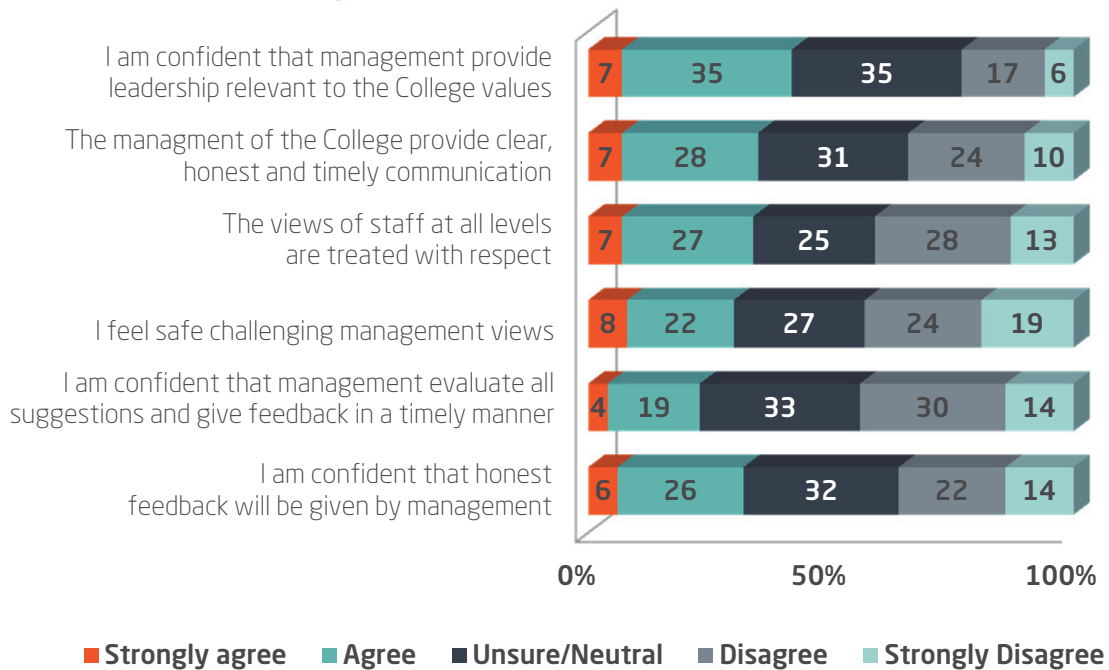
### College Culture



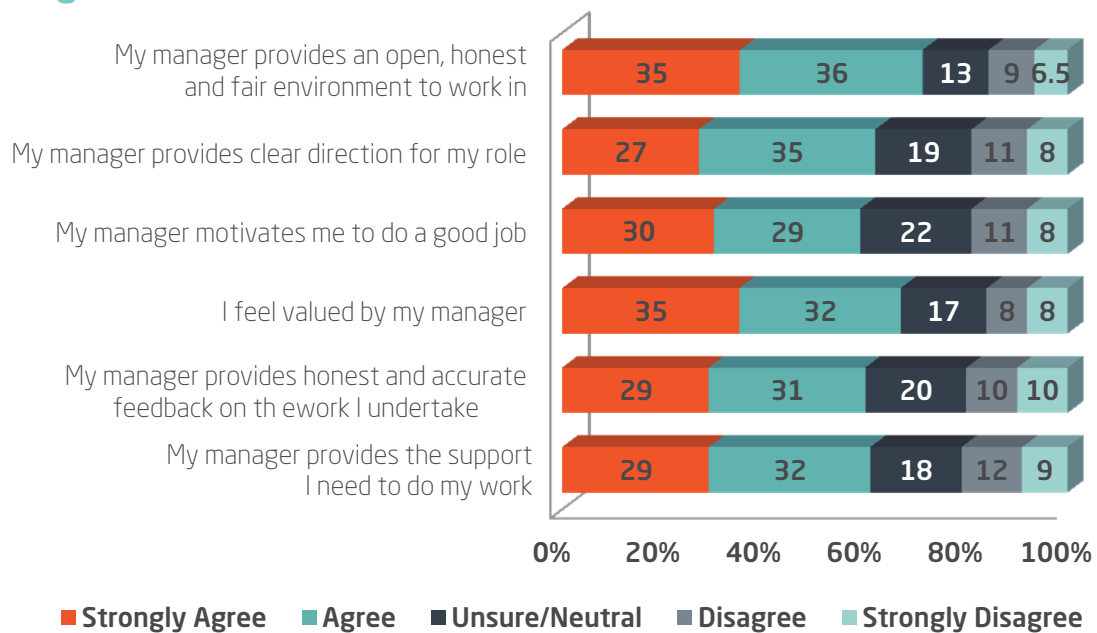
### Staff Ambition



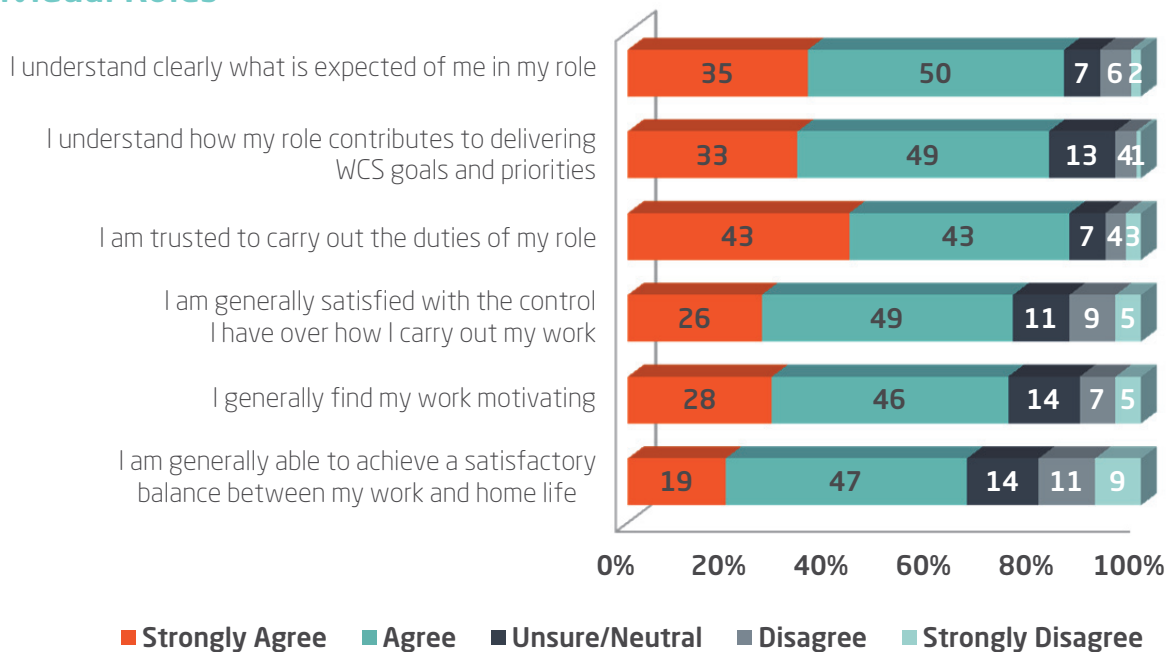
## Organisational Leadership



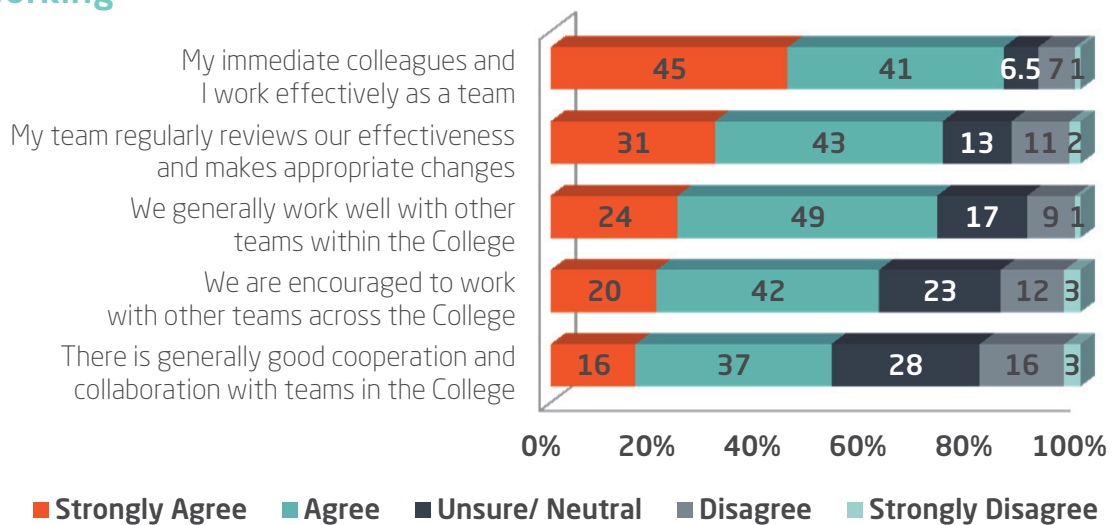
## Line Management



## Individual Roles



## Team Working



## Students and External Stakeholders

The College ensures students are the main priority

The College has generally a good reputation with students

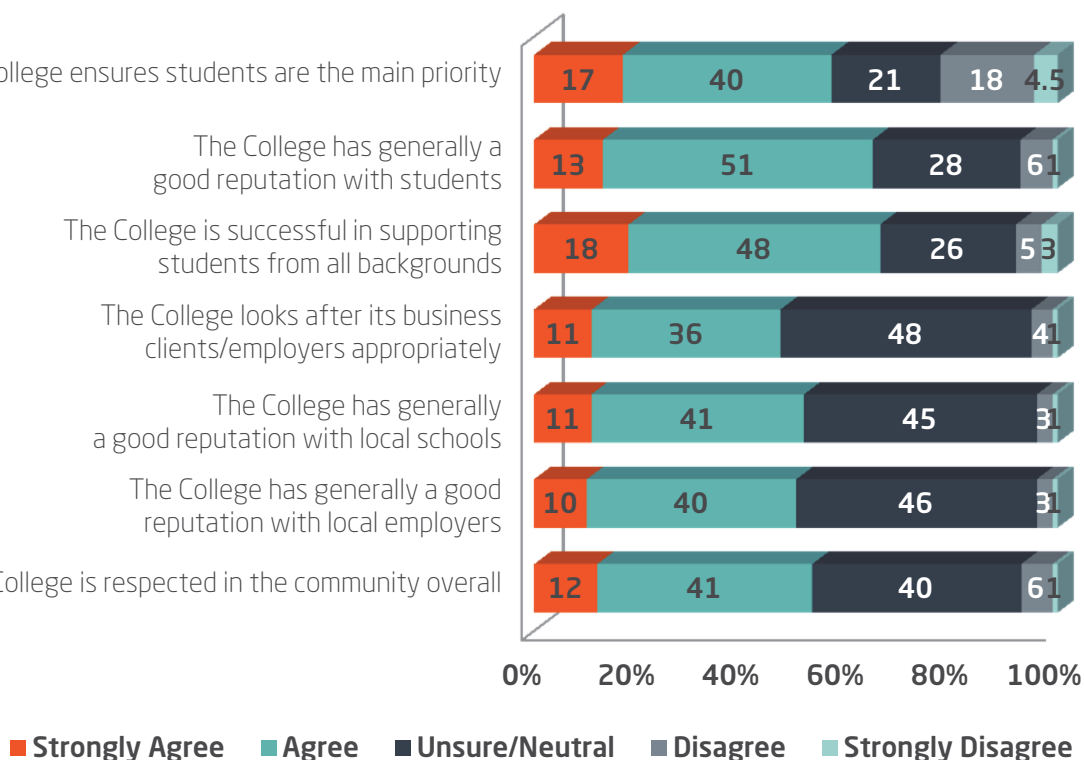
The College is successful in supporting students from all backgrounds

The College looks after its business clients/employers appropriately

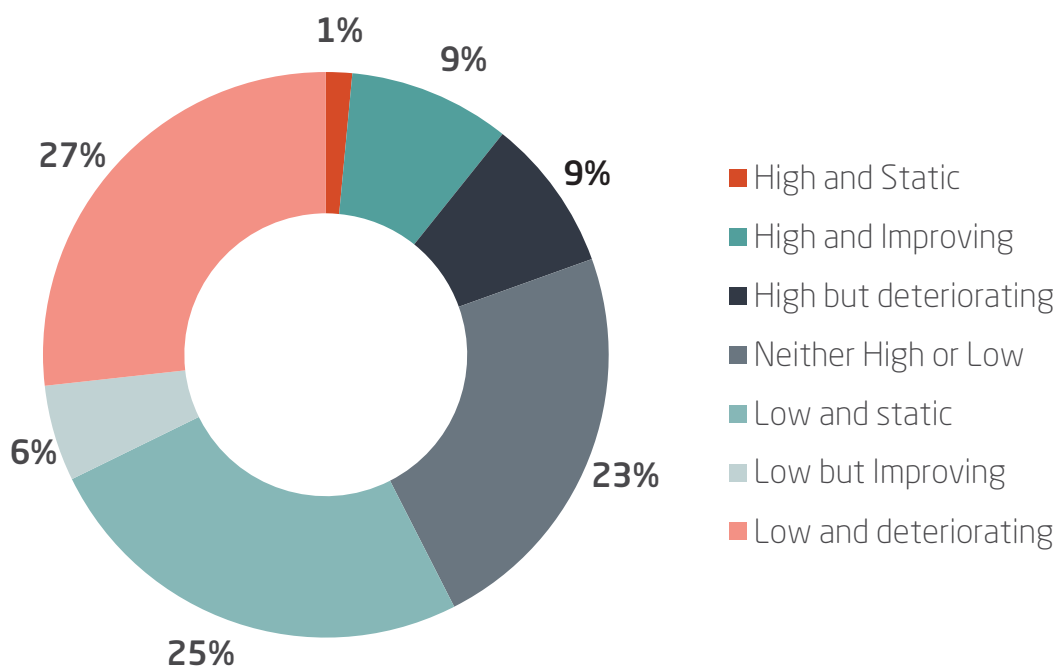
The College has generally a good reputation with local schools

The College has generally a good reputation with local employers

The College is respected in the community overall



## Staff Morale





## **Audit Scotland Report – Scotland’s Colleges 2016**

**As a result of the publication of the Audit Scotland Report on Scotland’s Colleges 2016 the following actions have been taken:**

**The Executive will report to each Board Sub Committee on the relevant recommendations and detail within the Audit Scotland Report.**

**The Audit Committee scheduled for the 6<sup>th</sup> October will also consider the full report and recommendations within the context of the Strategic Risk Register and consider implications for our internal audit plan.**

### **1 Background**

- 1.1 Audit Scotland published a report on 25 August 2016 – Scotland’s Colleges 2016 which provided an update on the various changes taking place within the college sector and, where possible, assessed their impact. This review report also commented on the financial standing of the college sector and considered student participation and outcomes.
- 1.2 The methodology using in producing the Audit Scotland report involved:
  - an analysis of information and data held by the Scottish Funding Council (SFC) including performance and activity data, post-merger evaluations of merged colleges and communications with the sector;
  - interviews with a wide range of stakeholders. This included college principals, senior college finance staff, regional chairs, Colleges Scotland, college staff, student associations, the Office of the Scottish Charity Regulator (OSCR), the Federation of Small Businesses, Education Scotland, the SFC and the Scottish Government.
  - review of college documents including financial plans, staff and student surveys and curriculum reviews.
  - analysis of relevant Scottish Government budget documentation and colleges’ audited accounts and auditors’ reports.
- 1.3 The report reflects mainly upon the 2014-15 college year, unless particular issues arose from 2013-14, or where additional information was felt to be helpful in comparing different years.
- 1.4 The report is structured into four parts, which are as follows:
  - Part 1 – Progress with reform
  - Part 2 – Students and staff
  - Part 3 – College finances
  - Part 4 – Governance and the role of the SFC

The key messages and recommendations arising from each of these parts are outlined within the report Summary.

## 2 Scotland's Colleges 2016 – Report Findings

2.1 West College Scotland is specifically referenced twice within the report, at:

- Page 18, paragraph 29 - which states that West College Scotland was the largest incorporated college during 2014-15; and
- Page 30, paragraph 68 – which confirms that the SFC are working with four colleges – including West College Scotland – to develop estate business cases with a view to bidding for capital funding.

2.3 Ultimately, the Audit Scotland report contains 12 summary recommendations, some directly targeted at colleges and others that have implications for the college sector. The recommendations are:

### The Scottish Government and the SFC should:

- specify how they will measure and publicly report progress in delivering all of the benefits that were expected from regionalisation and mergers, in line with our recommendation from last year, which was endorsed by the Public Audit Committee
- publish information on the costs and savings achieved through the merger process, in line with our recommendation from last year, which was endorsed by the Public Audit Committee
- work with colleges to determine the current condition of the college estate and prepare a plan to ensure that it is fit for purpose
- use the Scottish Government's end-to-end review of the skills agencies in Scotland to re-examine, clarify and set out the role of the SFC, particularly in relation to college governance
- identify and implement a better approach to allocating depreciation budgets to colleges.

### The SFC should:

- require colleges to report how they have spent depreciation cash funding in their accounts, including a breakdown of the spending
- explore with colleges a way to better assess demand for college courses across Scotland
- publish information about leaver destination at national, regional and college levels.

### Colleges should:

- **develop long-term (a minimum of five years) financial strategies.** These should be underpinned by medium-term (between three and five years) financial plans that link to workforce plans and take account of significant financial pressures such as national collective bargaining, estate development and maintenance and student support funding
- **implement a more systematic approach to workforce planning** to ensure that they have the appropriate resources and skills to achieve their strategic goals



- **make agendas, supporting papers and minutes (subject to confidentiality issues) for board and committee meetings publicly available** within appropriate timeframes.

**TITLE: WEST COLLEGE SCOTLAND ESTATE STRATEGY 2016 - 2026**

**Background:** The West College Scotland Estate Strategy 2016-2026 was considered at the Estates Committee meetings of 31 May 2016 and 13 September 2016, with the recommendation being that the Board of Management approves the Strategy.

Board of Management members were provided with the West College Scotland Estate Strategy 2016-2026 for consideration at the meeting of 20 June 2016. A meeting of Board members also took place on 13 September 2016 to discuss and review the Strategy.

**Action:** The Board of Management is asked to approve the West College Scotland Estate Strategy 2016 -2026 for submission to the Scottish Funding Council.

**Lead:** David Alexander, Vice Principal Operations

**Status:** Open

## 1.0 Background

- 1.1 During 2014 the Estates Committee and Board of Management approved the West College Scotland Framework for Estate Strategy Development, which set out the information requirements and approach to be adopted by the College in developing a comprehensive Estate Strategy. This framework approach recognised the need for the College Estate Strategy to have strong foundations, with robust and up-to-date baseline data seen as essential in enabling assessment of the current College estate and its future suitability. This also recognised that the College Estate Strategy must ultimately be driven by curriculum need.
- 1.2 The West College Scotland Statement of Strategic Estates Intent was also agreed in 2014, and is an approach and ethos that was agreed in seeking to deliver our needs, expectations and ambitions in a way that is enabled by, but not limited by, our buildings. This is based on the need for us to recognise three fundamental principles in managing, developing and connecting our estate, which are as follows:
- Community – staying relevant to the needs of our communities
  - Placemaking – taking a key role in shaping successful places
  - Leadership – making a difference by being leaders

This approach recognises that West College Scotland must respond differently to the needs of each community. And the West College Scotland Estate Strategy 2016 – 2026 recognises this in the solutions for development that are proposed.

## 2.0 Background

- 2.1 As outlined above, the West College Scotland Estate Strategy 2016 – 2026 has been developed in accordance with the foundations and approach set by the Framework for Estates Strategy Development and Statement of Strategic Estates Intent.
- 2.2 The Estate Strategy has also been developed in accordance with required Scottish Funding Council guidance – *Estate Strategy Guidance for Further and Higher Education* - which was issued in May 2007. This guidance states that a successful estate strategy should cover a ten year period and allow a college to undertake a comprehensive study of their estate that will provide:
- a framework within which senior management can consider estate priorities in light of the College strategic plan and other policy considerations;
  - a context within which more detailed capital investment plans and business cases can be developed and implemented; and
  - a basis for the day to day management of the estate and allocation of resources.

2.3 The scope of the West College Scotland Estate Strategy is therefore that of a high level document defining the direction for estates in line with:

- West College Scotland's vision, ambitions and strategic priorities
- The College Corporate Plan
- The College Regional Outcome Agreement
- All College strategies, with approaches to curriculum and information technology being key
- The college sector operating environment
- The wider external operating environment

This therefore represents the integrated approach to estate management and development sought by SFC within their Estate Strategy guidance.

2.4 The West College Scotland Estate Strategy 2016-2026 was considered by the Estates Committee at meetings on 31 May 2016 and 13 September 2016 and it was agreed to recommend the Strategy to the Board of Management for approval.

2.5 The Estate Strategy document was also provided to all Board of Management members for consideration on 20 June 2016, with a meeting being held to review and discuss the document in detail on 13 September 2016.

### **3.0 West College Scotland Estate Strategy 2016 to 2026 – Key Points of Note**

3.1 The key points arising from the West College Scotland Estate Strategy 2016-2026 are outlined within the Executive Summary of the document, and can be summarised as follows:

- Challenges exist in relation to fitness for purpose of our estate, with only 4 of 14 operational College buildings being graded at Level 1 (excellent) for functional suitability, and half of our operational buildings requiring major repair or replacement.
- There is a need to invest £33m in order to bring our operational buildings up to a suitable condition and required standard over the next 10 years.
- Significant investment is required in Greenock as a high priority, with expenditure of £20m being necessary over the next 10 years in order to ensure our buildings are in the condition expected of a modern teaching and working

environment. It is estimated that replacing our existing Greenock facilities on a like-for-like new build basis would require investment of over £90m.

- Within Paisley, there is also a need for significant investment, with much of the estate not being fit for purpose. Funding is therefore required as a priority, with expenditure of £11m being necessary simply to maintain buildings in an acceptable condition over the next 10 years. However, even with this, the functional suitability of several of these buildings would not be at the level required. Thus there is a need for investment to replace the Inchinnan, Oakshaw, Barshaw and Renfrew buildings, and to provide fit-for purpose Music and Performing Arts facilities, and it is estimated that to do this on a like-for-like replacement basis would cost in excess of £54m.
- Although only eight years old, the Clydebank campus has a need for investment of £1.9m over the next 10 years in order to maintain facilities at the required level.

3.2 Thus there is a considerable need to develop and improve the current West College Scotland estate in order to provide fit for purpose teaching, learning and support facilities that meet 21<sup>st</sup> century need. The level of investment required to achieve this significantly exceeds the level of annual maintenance funding West College Scotland receives from the Scottish Funding Council – which will be at the level of approximately £1.4m from 2016/17 - a reduction of over 40% since 2014/15. No funds beyond this level of SFC maintenance grant have been secured or are in place to meet the significant costs necessary to transform our estate and create a College of the future; there is no commitment from the Scottish Government or Scottish Funding Council that such funding will be provided; and the ability to secure this at required levels must be considered as uncertain.

#### **4.0 Conclusion & Next Steps**

- 4.1 The West College Scotland Estate Strategy 2016 – 2026 confirms that within the current financial climate there may be challenging choices and decisions to take, as some major buildings are deteriorating significantly. It will therefore be necessary to work with the Scottish Funding Council to secure funding that will enable new build and major refurbishment aspirations to be met and essential maintenance to be undertaken. Implementation plans will be refined continuously as the funding position develops, and with this it will also be important that development and delivery of the Estate Strategy is kept under review.
- 4.2 The Board of Management is asked to approve the West College Scotland Estate Strategy 2016 -2026 for submission to the Scottish Funding Council.

**TITLE: CARBON MANAGEMENT PLAN**

**Background:** West College Scotland, with the assistance of the Carbon Trust, has completed a Carbon Management Plan (CMP) to cover the five year period to 2021. This plan is based on the template, approach and CO2 baseline tool recommended and validated by the Carbon Trust.

The Estates Committee reviewed and considered the Carbon Management Plan at meetings on 31 May 2016 and 13 September 2016, and has recommended that it be approved by the Board of Management.

**Action:** The Board of Management is asked to approve the Carbon Management Plan 2016-2021 for submission to the Scottish Funding Council.

**Lead:** David Alexander, Vice Principal Operations

**Status:** Open

## **Carbon Management Plan**

### **1.0 Introduction**

- 1.1 The environment in which West College Scotland currently functions presents us with challenges and opportunities in seeking to meet the Climate Change duties placed upon us by the Climate Change (Scotland) Act 2009. A commitment to having a Carbon Management Plan in place and reducing our carbon footprint is also a mandatory requirement of the College Regional Outcome Agreement (ROA) with the Scottish Funding Council (SFC). The West College Scotland Carbon Management Plan therefore confirms a commitment to sustainability and details an action plan to reduce our carbon footprint that will enable legislative requirements to be met and ROA outcomes to be achieved.

### **2.0 Background**

- 2.1 The attached Carbon Management Plan was created based upon an approach and template recommended and validated by the Carbon Trust. The College has worked to complete the baseline tool provided by the Carbon Trust to assess the level of carbon emissions generated by the College over the last full year for which data is available, 2014/15. This data forms the baseline for the work over the next five years that the College will require to undertake in order to reduce carbon emissions.
- 2.2 The College has also worked with the Scottish Funding Council (SFC) through the College Energy Efficiency Pathfinder (CEEP) Project to identify potential projects that could be undertaken to reduce carbon emissions. The high level outputs from possible CEEP projects have been incorporated into the Plan.

### **3.0 West College Scotland Carbon Management Plan**

- 3.1 The Carbon Trust has provided valuable support throughout this project and has validated the Carbon Management Plan, which encompasses the following information:
- Introduction  
Provides an overview of the background to the carbon reduction agenda and places the Plan in the context of the College environment.
  - Emissions Baseline  
Provides detail on how and from where the College generates CO<sub>2</sub>. West College Scotland generates approximately 5,300 tonnes of CO<sub>2</sub> annually, with this predominantly arising from utility usage. Other aspects of carbon creation - such as waste and travel – also form part of our carbon footprint.

- Carbon Management Projects

Outlines the projects identified by the College as available to implement in order to reduce the level of CO2 produced. These fall into 4 categories:

- Work already underway on trial projects or work already undertaken during the creation of this plan;
- Projects identified by the College from the work undertaken to construct this plan;
- CEEP projects which are larger in nature and require further consideration; and
- The potential impact of the District Heating System.

- Carbon Management Plan Financing

This section highlights that a major challenge to implementation of the Plan is funding. The initial draft version of the Carbon Management Plan had sought to reduce the level of College carbon emissions by 25% over the 5 year period to 2021; however this required to be revised to a 10% reduction based on the lower levels of SFC funding that will be in place from 2016/17. Achieving the revised 10% reduction in carbon emissions to 2021 will remain a challenge within the current and future funding environment that exists, however it is assumed within the Plan that £100,000 of funding will be allocated to required projects over the course of each of the next 5 years.

- Embedding of Carbon Management

Our approach to carbon reduction will require the support and participation of staff, students and community partners more widely, and will require us to consider how this can be encompassed within all areas of activity – with our approach to procurement being a key operational aspect in meeting the stated emissions target.

- Programme Management

This section provides oversight of the management and reporting regime that will be in place as the Plan is developed and implemented.

- 3.2 As outlined above, the College will face some challenges – particularly in relation to funding and the age and condition of the estate – in seeking to implement and deliver the Carbon Management Plan over the five year period to 2021. However a Sustainability Officer is in place to support implementation and delivery of the Plan, funding has been committed and projects have been clearly identified in order to achieve the 10% target reduction in carbon emissions and deliver a key objective of the College Regional Outcome Agreement with the SFC.

## **4.0 Conclusion**

- 4.1 The Board of Management is asked to approve the West College Scotland Carbon Management Plan 2016-2021 for submission to the Scottish Funding Council.



# Carbon Management Plan 2016 – 2021



Version number:	4
Owner:	Estates Committee
Approving Committee route:	Estates Committee
Status:	Final

#### Version Control

Version No.	Date	Changes Made
1	May 2016	Draft for presentation to College Estates Committee
2	Aug 2016	Amendments made to text to fully reflect changes made to target
3	Sept 2016	Update of projects now included in overall total
4	Oct 2016	Feedback from Estate Committee now incorporated

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## **Foreword from West College Scotland**

The environment in which West College Scotland currently functions presents us with several challenges and opportunities to tackle Climate Change duties as placed on Scottish Public Bodies by the Climate Change (Scotland) Act 2009. As we move forward, the College will address and pursue these responsibilities by sensitive consideration, in-depth attention, analysis and appreciation of the environmental impact of our activities. West College Scotland is committed to environmental sustainability and to the reduction of our carbon footprint through implementation of this Carbon Management Plan.

Our Carbon Management Plan for 2016 – 2021 makes a commitment to reduce carbon emissions, by recycling materials and implementing increased efficiency in the use of energy. New and existing College courses shall be encouraged to incorporate elements of sustainability. West College Scotland shall endeavour to implement and acquire support for sustainable development and as well as to action its Climate Change duties by liaising with local authority environmental forums in West Dunbartonshire, Inverclyde and Renfrewshire and beyond.

Examples of this approach include:

- Participate in the development of the CEEP Outline Business Case in order to seek future invest to save funding.
- Implement - where funding permits - the findings of the SFC College Energy Efficiency Pathfinder (CEEP) and procedures to minimise negative impacts for the environment.
- Ensuring that cognisance is taken of the environmental impacts where any future investment is made by the College in implementing the recommendations arising from estate wide condition surveys undertaken during 2015.
- Reviewing our strategy for waste/disposal minimisation so that everyone recognises and takes responsibility for their own use of products by increasing the amount we all reuse, recycle and recover.
- Continuing to promote an estate wide ecologically friendly ethos and promoting purchase of fair trade products and procurement of energy efficient star rated products where appropriate.
- Developing the curriculum to account of and support environmental education where relevant and appropriate.
- Participating in the Advanced Procurement Universities and Colleges Limited (APUC) environmentally friendly purchasing strategy.

The College is a member of the Environmental Association for the Universities and Colleges (EAUC) which supports, exchanges ideas, skills and experiences to enhance sustainable development in Scotland and in turn help to develop the ethos of the Universities and Colleges Commitment for Scotland (UCCfS). West College Scotland is passionate about taking positive action to reduce our environmental impact through tackling climate change. The College is committed to minimising carbon emissions from our campuses by exercising appropriate control and progressive management over our operations and actions as outlined in this Carbon Management Plan.

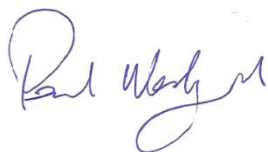
**Audrey Cumberland**  
**Principal**

## Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for the education sector – by getting your own house in order and leading the wider community by example. The Scottish and UK Governments and Committee on Climate Change have identified the public sector as key to delivering carbon reduction across Scotland and the UK in line with Climate Change Act targets, and the Carbon Trust's Public Sector Carbon Management programme is designed in response to this. It helps public bodies to save money on energy, whilst also reducing the risk of dangerous climate change.

West College Scotland worked with the Carbon Trust in 2015/16 in order to develop a Carbon Management Plan through to 2021. This Carbon Management Plan commits the College to a target of reducing CO<sub>2</sub> by 10% by 2021, and underpins the potential for the College to achieve cumulative financial savings.

There are those that can and those that do. Public bodies can contribute significantly to reducing CO<sub>2</sub> emissions. The Carbon Trust is very proud to support West College Scotland in their on-going implementation of carbon management.

A handwritten signature in blue ink, reading "Paul Wedgwood".

Paul Wedgwood

Head of Programmes, Scotland, Carbon Trust

## Executive Summary

1. This Carbon Management Plan sets out our strategy and action plan from the 2014/15 baseline for reduction in carbon emissions to 2021. It identifies the tangible and intangible benefits of carbon management and describes the governance arrangements to keep the programme on track.
2. West College Scotland's aspirational target is to reduce carbon emissions from its activities by 10% in the next five years – identifying and decreasing our energy consumption not only reduces carbon emissions but also generates real cost savings by instigating and supporting the Key Programmes/Initiatives outlined in this plan as well as contributing directly to our goals of using our resources efficiently.
3. The delivery of this aspirational target is dependent upon the College being successful in obtaining further funding under the SFC College Energy Efficiency Pathfinder project. Should this funding be obtained and the projects delivered it is anticipated that the 10% target could well be exceeded.

In the year 2014/15, the College spent £1,071,011 on energy and emitted 5,303 tonnes of CO<sub>2</sub>.

The carbon emissions from the Carbon Trust Baseline Carbon Footprint Tool identified the following breakdown of sources:

**Scope 1** – 42% of total emissions i.e. 2,243 tonnes of CO<sub>2</sub> from natural gas and wood pellets for space and water heating, catering kitchens, classrooms etc.

**Scope 2** – 54% of total emissions i.e. 2,870 tonnes of CO<sub>2</sub> from electricity for lighting, power for fans, pumps, workshops, air conditioning, computers etc.

**Scope 3** – 4% of total emissions i.e. 190 tonnes of CO<sub>2</sub> from water services, waste and travel.

The Baseline Carbon Footprint Tool also identified the following breakdown of carbon related costs by scope.

**Scope 1** – 25% of total cost i.e. £266,615

**Scope 2** – 52% of total cost i.e. £552,564

**Scope 3** – 24% of total cost i.e. £251,832

4. The College has set a realistic target to reduce our carbon emissions by 10% from a 2014/15 baseline to 2021. To achieve this, we have identified carbon reduction projects in the following areas:

- effective energy management and upgrading mechanical and electrical services;
- fabric and insulation;
- reducing waste and water usage;
- procurement of energy reducing equipment;
- renewables projects;
- upgrading fleet vehicles;
- reducing grey fleet and cross campus travel;
- promoting staff and student behaviour change; and
- energy awareness

These projects will require funding to be secured at appropriate levels in order to be progressed. We will also require to secure funding for invest-to-save sustainably resourced projects by replacing aged, dilapidated and poorly insulated buildings such as Barshaw, Inchinnan, Oakshaw and Renfrew buildings on Paisley campus as well as the Greenock Finnart Street building. If these buildings are not considered for rebuild, funding will still be required for major building fabric and single glazed metal windows upgrades prone to wind and water ingress.

5. The projects identified in this plan have the potential to reduce our emissions by 315 tonnes of CO<sub>2</sub> per annum and achieve 59% of our targeted reduction measured against the 2014/15 baseline. This means that we will need to identify more projects to make up a further 41%. To achieve this we will run opportunities identification workshops, commission surveys and reviews.
6. The total investment to implement low capital cost projects that the College would plan to do is estimated at £65,050. The identified projects will save approximately 315 tonnes of CO<sub>2</sub> and £49,400 per year with an overall payback period of 1.5 years. The payback period and total project costs will be further developed as future funding crystallises. The College would require securing additional funding of £2.1m from Scottish Funding Council in order to progress the range of other capital projects, emanating from the recent 2015 College Energy Efficiency Pathfinder (CEEP) Project carried out by Turner & Townsend and Ramboll. The College will look for funding from any external sources to fund any carbon saving initiatives. All projects will be assessed and presented as candidates for funding as required..



7. This plan will be implemented by College staff within an appropriate governance structure, with external support from the Carbon Trust, Scottish Funding Council, Scottish Futures Trust and other organisations being provided as required. Our approach will include a dedicated Sustainability Officer, members of the College Senior Management team, staff, student representatives and members of the wider community where required. The Project Sponsor is the Chair of the Estates Committee who will have strategic oversight relating to the implementation of this plan. Progress against this plan will be reviewed annually and a report will be provided to the Board of Management and made publicly available on our website.
8. West College Scotland has set a realistic target to reduce its annual Carbon Footprint to 4,773 tCO<sub>2</sub>e by the end of 2021 which equates to a 10% reduction from 2014/2015. Embedding carbon reduction into daily business and awareness raising initiatives will be key to achieving this.
9. Ultimately the College does not have specific funding approved by Scottish Funding Council in order to progress this plan, and there is no commitment that this will be provided. However we will initially look to secure such funding from the SFC on the basis of a College Energy Efficiency Pathfinder Outline Business Case prepared for the College by Turner & Townsend in order to support identified energy reducing projects.



## **Introduction**

### **General**

This Carbon Management Plan defines our carbon management programme of activity for the next 5 years. It sets the strategic context and the case for action, our current carbon emissions, a programme of proposed projects and actions to reduce our emissions, how much this will cost and save, as well as the governance arrangements to keep the programme on track. West College Scotland is committed to continue to reduce, reuse and recycle to decrease the environmental impact of the College's activities.

### **Background**

#### **A New College with a Long History**

West College Scotland is ambitious and innovative. Created on 1 August 2013 by the merger of Clydebanks College, Reid Kerr College in Paisley and James Watt College in Greenock, the College has over 20,000 students and 1,200 staff, making it one of the biggest educational institutions in Scotland. This large scale allows the college to provide greater choice to students, better facilities and enhanced services. The College plays a key role in supporting the local communities, providing courses to senior-phase school pupils in College, in school and online. The College also provides training for a huge range of business partners, from small - and medium -sized local companies to some of the biggest companies in the world.

In April 2015 an external review by Education Scotland awarded the West College Scotland the highest level of assurance for its teaching and learning activities.

#### **West College Scotland Estate Strategy**

One of the key priorities identified in the West College Scotland Estate Strategy 2016-2026 is the embedding of good practice and promotion of an environmentally sustainable College. This priority is also a key performance indicator identified in the Regional Outcome Agreement (ROA) with the SFC. The targets set in this plan are in line with ROA targets set for carbon reduction. Given that we operate and manage our estate directly, and that we anticipate on-going financial constraints being placed on the College there is an opportunity to look at our energy consumption with a view to reducing both carbon emissions and operating costs.

### **Plan Structure**

This Carbon Management Plan details West College Scotland's approach to reducing carbon emissions over the next five years. The plan sets out a timetable for doing so and identifies the responsibilities and internal resources required to deliver the programme. The main objectives of the plan are:

- To continue to activate a whole College approach so that carbon management is adopted to be an essential and necessary function. Key stakeholders shall ensure that carbon reduction is fully integrated into the College's culture.
- To adopt targets for the measurable reduction of carbon emissions and to deliver these reductions.

To ensure that there is effective and on-going ownership of the programme, it is important to define a governance structure. The CMP shall be regularly reviewed, updated and amended throughout the five years. Information on the College's environmental performance and reduction of carbon emissions shall be reported and published on an annual basis.

The CMP is a programme to take action to reduce emissions of greenhouse gases from the College's activities and is essential to the achievement of the Scottish Government Climate Change Objectives which are split into two distinct areas:

- Climate Change Mitigation – Reducing greenhouse gas emissions to reduce climate change.
- Climate Change Adaptation – Preparing and managing the likely impact of climate change.

This plan is concerned with Climate Change Mitigation, which means reducing the emissions of greenhouse gases from the College's activities – in delivering education and as a manager of services, buildings and facilities. Climate change mitigation is necessary due to mainly human activities such as burning of fossil fuels which has resulted in the global average temperature rising by 0.6°C over the last 115 years. The temperature rise has affected the UK climate with increased frequency of rain, wind, fewer frosts, rising sea levels and sporadic cold/hot spells resulting in stratospheric ozone depletion and environmental changes in areas such as desertification, flooding, biodiversity, farming, and air quality. Such bad weather disrupts peoples' livelihoods and transport.

The methodology employed in mobilising and implementing the WCS result driven Carbon Management Plan is illustrated in the five step process diagram below:



### **Our Low Carbon Vision and Target**

West College Scotland's sustainability ethos means a commitment to reduce emissions of greenhouse gases. The aim is to increase implementation of low carbon technology and energy awareness by motivating staff and students to a common goal of reducing carbon emissions from buildings and activities by 10%, from a 2014/15 baseline of 5,303 tonnes CO<sub>2</sub>, by the end of July 2021.

### **College Case and Drivers for Action for Reducing our Carbon Emissions**

Climate change is globally recognised as the greatest environmental and economic threat faced by the planet, national governments and individuals. Our objective is to continue to operate and manage our College in the most environmentally sustainable manner. We endeavour to ensure that staff and students in all disciplines are aware of the consequences of their actions and are equipped to make informed decisions regarding environmental change.

The Plan endeavours to set and implement targets and timetables for reducing carbon emissions and improve our impact on the environment. The central themes contained within this Plan include:

- Upgrade Efficiency - by improving and implementing low energy building management systems, refurbishing inefficient buildings and replacing inefficient appliances.
- Build Better – assuring that all new buildings be constructed to high performance specification ensuring future sustainability and energy efficiency.
- Transfer to Clean Power – by procurement or generating electricity/heat from renewable sources.
- Implement Transport and Travel Alternatives – reducing use of carbon emitting fuels.
- Implement Green Purchasing – procurement of products that use less energy, last longer and have less impact on the environment.
- Institutional Conservation – create and promote a culture of conservation awareness across the college.

The themes listed above generate a number of challenges and opportunities and require an essential, active and effective communication plan. It should be noted that it is important for all staff and students to understand and uphold the continuous ethos of reducing carbon emissions to facilitate the CMP throughout the five year plan. The following objectives have been set out for this strategy:

- To raise awareness of the CMP.
- To acquire buy-in to the Plan from stakeholders.
- To keep staff and students informed of and involved in progressing and key milestones.
- To ensure there is an opportunity to contribute to the Plan through consultation and feedback.
- To champion a low carbon approach to the wider community by publicising successes.

A range of communication channels including the WCS staff and student intranet shall be used to promote the Plan. Channels used and overall effectiveness of the communication strategy will be reviewed regularly during this project to determine whether the objectives are being accomplished.

We have signed up to the College Energy Efficiency Pathfinder (previously the College Non-Domestic Energy Efficiency Programme) which drives us to recognise opportunities for energy efficiency and financial savings. Below we set out, in priority order, our main drivers for taking action to reduce our carbon emissions / energy consumption.

#### **The Financial Case for Action:**

There is also a financial case for action in seeking to reduce our carbon management footprint:

- Reducing the risk of future energy price increases, including target 1 reduction to cumulative savings of 6,057 tonnes CO<sub>2</sub>, target 2 reduction to cumulative savings of 5,404 tonnes CO<sub>2</sub> and target reduction 3 to cumulative savings of 4,972 tonnes CO<sub>2</sub>. Please refer to pages 25-28 for the detail analysis of the comparison between Business as Usual position and potential savings to be made if this plan is implemented.
- The efficient use of public funds, including your potential annual savings on energy costs

#### **Legislative Pressures and Performance Targets:**

Increasingly, legislation and public sector reporting requirements play an integral role in our operating environment and provide drivers and demands for reduction in our carbon footprint – these include:

- National Climate Change legislation and targets
- Mandatory Regional Outcome Agreement reporting requirements

#### **Climate Change**

- West College Scotland appreciates that Climate Change continues to have a considerable impact on the Scottish economy, Scotland's people and environment. WCS is determined to play its part in reducing carbon emissions.
- The local impact of climate change on our services and the community in our area also requires us to -lead by example.
- We have a require to undertake mandatory reporting and have agreed to seek a 10% reduction in our carbon management target as part of our Regional Outcome Agreement (ROA) with the Scottish Funding Council.

The following table provides an overview of our 2014/15 Co2 baseline, and the ongoing level of reductions we will seek to achieve over the lifetime of this Plan, culminating in a 10% reduction by 2021:

Measure	Indicative 14/15	Actual 14/15	Target 15/16	Target 16/17	Target 17/18	Target 18/19	Target 19/20	Target 20/21
Gross carbon footprint (tonnes)	5,303	5,303	5,224	5,146	5,043	4,942	4,843	4,773

## Carbon Management Drivers

Ultimately, the main drivers in seeking to manage and reduce our carbon footprint include:

- National Targets
- Carbon Reduction Commitment (CRC)
- Climate Change Levy (CCL)
- Feed in Tariffs (FITs)
- Renewable Heat Incentive (RHI)
- Energy Performance Certificates (EPC)
- Zero Carbon Buildings
- Zero Waste Plan

A key policy driver for Zero Waste is the Waste (Scotland) Regulations which require us to reduce the carbon impact of waste. In 2011, the carbon impact of Scotland's waste was 13.9 MtCO<sub>2</sub> emissions. - Scotland saved 1.8 MtCO<sub>2</sub> emissions from recycling waste in 2011. By 2025, if current waste recycling policies are implemented, it is estimated by the Scottish Government that the carbon impact of waste in Scotland shall be reduced by a further 20% or 3MtCO<sub>2</sub> emissions.

The key points outlined in the Waste (Scotland) Regulations – and the approach being adopted by West College Scotland in relation to each of these - are as follows:

- All businesses to present key recyclable material for collection from 1 January 2014 - paper, card, glass, plastic, and metals. Within the local authority areas that West College Scotland is based, the following approaches are in place:
  - Clydebank – West Dunbartonshire Council – Dry recyclable materials (paper, cardboard, cans, plastic food containers and bottles) collected for recycling are delivered to the Council's Materials Recycling Facility. The materials are sorted by type prior to being sent for reprocessing.
  - Paisley – William Tracey Waste - All waste products are segregated and recycled. All waste is 100% diverted from landfill.
  - Greenock – Inverclyde Council - Dry recyclable materials (paper, cardboard, cans, plastic food containers and bottles) collected for recycling are delivered to the Council's Materials Recycling Facility at Ingliston Park in Greenock. The materials are sorted by type prior to being sent for reprocessing.
- Food waste businesses producing food waste to present it for separate collection from 1 January 2014
  - All West College Scotland sites are recycling food waste in line with the regulations.
- A ban on the use of macerators to discharge food waste into the public sewer from 1 January 2016
  - There are no macerators within West College Scotland catering kitchens.

- Local authorities to provide a basic recycling service to all households by 1 January 2014
  - In place within all local authority areas where WCS campuses are based
- Local authorities to offer a food waste recycling service in non-rural areas from 1 January 2016
  - This service is in place in all local authority areas where WCS campuses are located?
- A ban on material collected for recycling going to landfill or incineration
  - Recycled material collected from WCS campuses does not go to landfill or incineration.
- A ban on municipal biodegradable waste going to landfill by 1 January 2021

## **Emissions Baseline and Projections**

The carbon emissions baseline is a record of our approximate carbon emissions in a chosen year. Targets and performance in reducing emissions are measured against this figure as a percentage of the baseline value. This section outlines what parts of our College's emissions are included in the baseline, what year we have chosen as our baseline and how we have calculated that baseline.

In order to produce an effective CMP, it is important to understand our carbon emissions i.e. how much they are, where they come from and who is responsible for them. This section provides an inventory and quantities of our greenhouse emissions in the year 2014/15. The resulting data will be used to monitor and measure modifications in emissions resulting the carbon saving initiatives identified in this Plan.

## **Scope and Data Sources**

The globally accepted carbon accounting standard known as the Greenhouse Gas Protocol (GHG) defines direct and indirect emissions as follows:

- Direct GHG emissions from sources that are owned or controlled by the College.
- Indirect EHG emissions are emissions that are a consequence of the activities of the College, but occur at sources owned or controlled by another organisation.

The GHG Protocol further categorises these direct and in direct emissions into three broad scopes:

- Scope 1:** All direct GHG emissions such as gas, wood pellets.
- Scope 2:** Indirect GHG emissions from consumption of purchased electricity, heat or steam.
- Scope 3:** Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the College, electricity related activities not covered in scopes 1 and 2 such as outsourced activities, waste disposal and water consumption and treatment

The emission sources included in our baseline are listed below, divided into Scopes 1, 2 and 3 in accordance with the International Greenhouse Gas Protocol (GHG). The emissions volumes identified are approximate and limited by the accuracy and completeness of available data and utility providers.

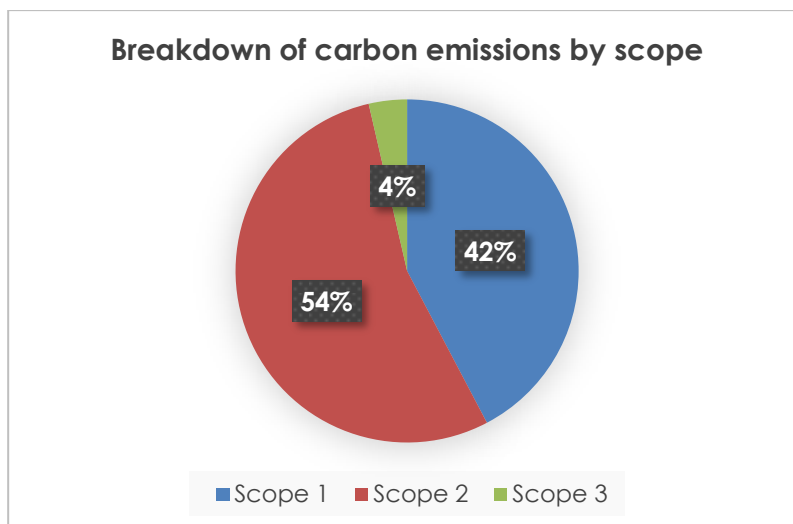
Emissions sources included in baseline scope	Data sources and quality
<b>Scope 1 – includes all direct emissions from sources directly controlled by the college – fuels consumed on-site and from owned vehicles</b>	
Fuel use in buildings and estates	Meter readings; invoicing
Fleet transport emissions	Mileage sheets / claims
<b>Scope 2 – Emissions from purchased energy produced off-site</b>	
Electricity consumption in buildings and estates	Meter readings; invoicing
<b>Scope 3 – All other emissions</b>	
Business travel (public transport and staff own vehicle use)	Travel claim data / invoices
Commuting travel by staff	Travel claim data / invoices
Travel for visitors/students/patients	Mileage sheets / claims
Waste	Tonnage reports
Water consumption and sewerage/drainage	Meter readings / billing information

To calculate our carbon emissions we used GHG Conversion Factors sourced from the UK Department of Environmental, Food and Rural Affairs (DEFRA) and Department of Energy and Climate Change (DECC).

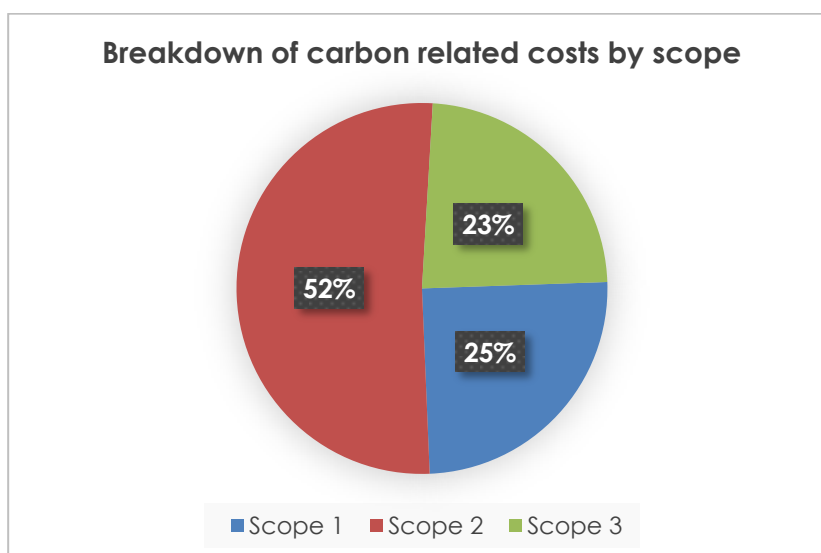
Website: <http://www.ukconversionfactorscarbonsmart.co.uk/>

## Baseline

Academic year 2014/15 is our baseline year. In period 2014/15 West College Scotland spent £1,071,011 (across all three scope items measured) and emitted 5,303 tonnes of CO<sub>2</sub>. These emissions are shown in the figures below.

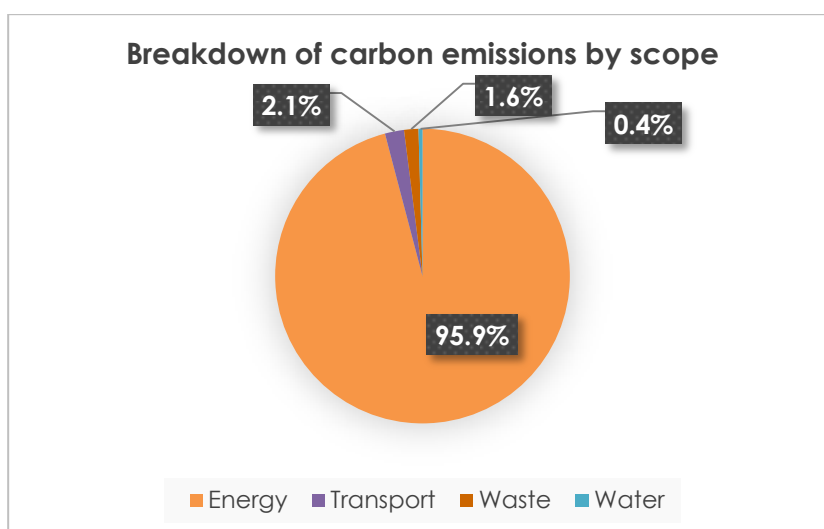


	CO2 (tonnes)	Sum of % CO2
Scope 1	2,243	42%
Scope 2	2,870	54%
Scope 3	191	4%
<b>Grand Total</b>	<b>5,303</b>	<b>100%</b>



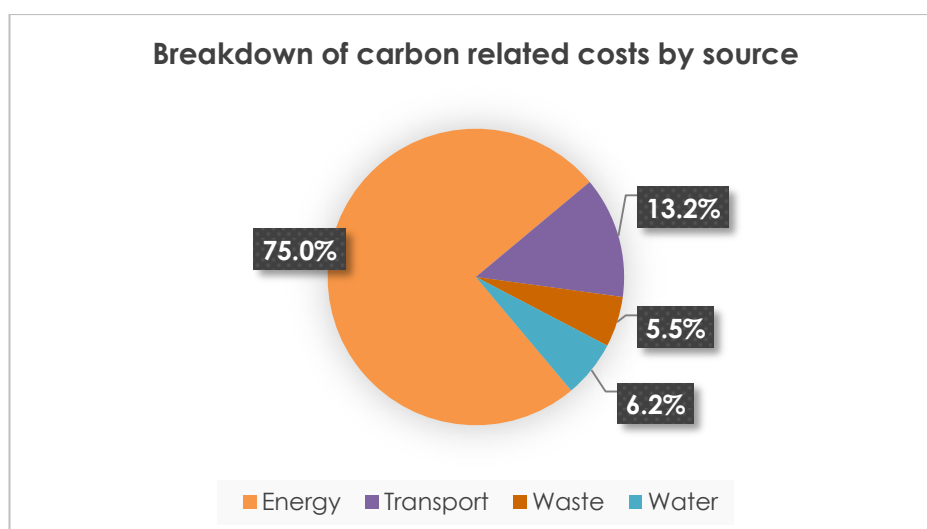
	Cost (£)	%of total cost
Scope 1	£ 266,615	25%
Scope 2	£ 552,564	52%
Scope 3	£ 251,832	24%
<b>Grand Total</b>	<b>£ 1,071,011</b>	<b>100%</b>





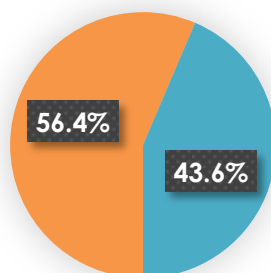
	CO2 (tonnes)	% of total CO2
Energy	5,086	96%
Transport	111	2%
Waste	83	1%
Water	23	1%
<b>Grand Total</b>	<b>5,303</b>	<b>100%</b>

It is clear from the above table that our buildings and associated costs of use of energy to operate them contribute 96% of our carbon footprint. It is therefore in this area where the priority has been identified in order to achieve a 10% reduction in CO<sub>2</sub> emissions.



	Cost (£)	% of total cost
Energy	£ 803,700	75%
Transport	£ 141,732	13%
Waste	£ 58,946	6%
Water	£ 66,633	6%
<b>Grand Total</b>	<b>£ 1,071,011</b>	<b>100%</b>

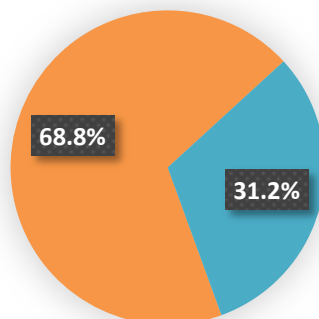
**Breakdown of building energy emissions by fuel type**



Grid electricity Natural Gas

	CO2 (tonnes)	% of total energy CO2
Grid electricity	2,870	56%
Natural Gas	2,216	44%
<b>Grand Total</b>	<b>5,086</b>	<b>100%</b>

**Breakdown of building energy costs by fuel type**

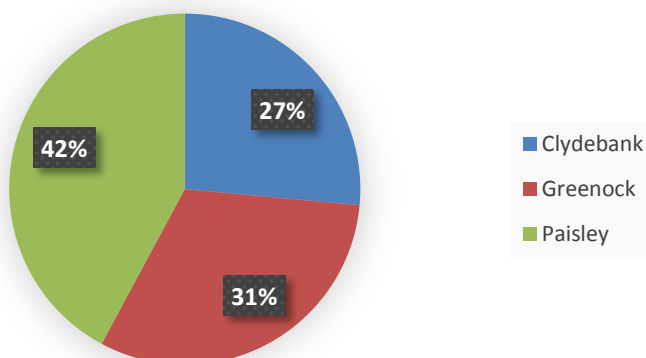


Grid electricity Natural Gas

	Cost (£)	% of energy cost
Grid electricity	£552,565	69%
Natural Gas	£251,135	31%
<b>Grand Total</b>	<b>£803,700</b>	<b>100%</b>

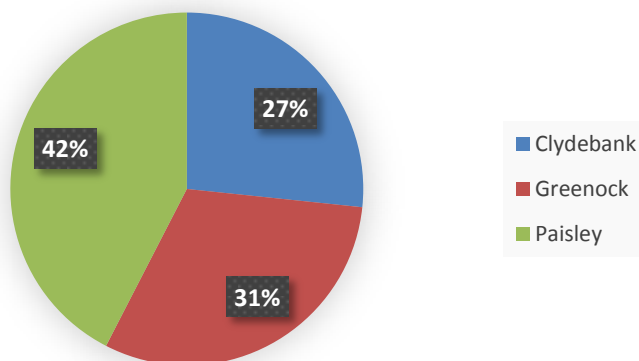
It is clear from the above two tables that our building energy costs are very high at £803,700 and measures require to be instigated to reduce consumption and CO<sub>2</sub> emissions.

**Breakdown of building energy emissions by site**



	CO2 (tonnes)	% of total energy CO2
Clydebank	1,345	27%
Greenock	1,597	31%
Paisley	2,144	42%
<b>Grand Total</b>	<b>5,086</b>	<b>100%</b>

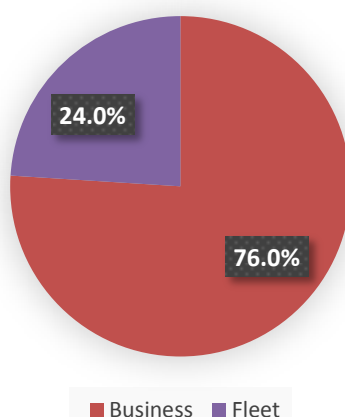
**Breakdown of buliding energy costs by site**



	Cost (£)	% of total energy cost
Clydebank	£ 214,195	27%
Greenock	£ 248,479	31%
Paisley	£ 341,026	42%
<b>Grand Total</b>	<b>£ 803,700</b>	<b>100%</b>

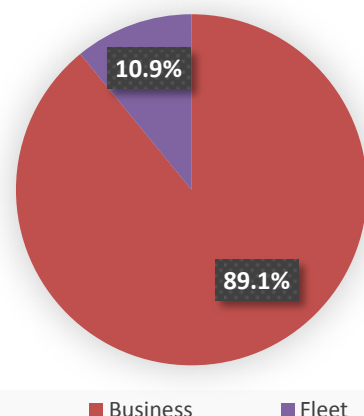
It is evident from the above two tables that building energy costs and emissions are the lowest for Clydebank at around 27%, with Greenock around 31% and Paisley at around 42%. Therefore, the priority is to refurbish and upgrade Greenock and Paisley campuses – or replace facilities if funding from SFC is made available - in order to achieve reductions in CO<sub>2</sub> emissions.

**Breakdown of Transport emissions by journey type**



	CO2 (tonnes)	% of transport CO2 emissions
Business	84	76%
Fleet	27	24%
<b>Grand Total</b>	<b>111</b>	<b>100%</b>

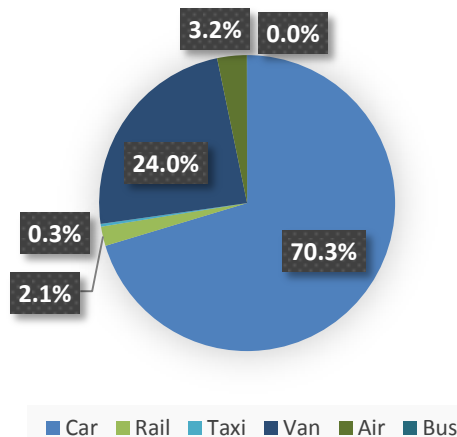
**Breakdown of transport costs by journey type**



	Cost (£)	% of total transport cost
Business	£ 126,253	89%
Fleet	£ 15,479	11%
<b>Grand Total</b>	<b>£ 141,732</b>	<b>100%</b>

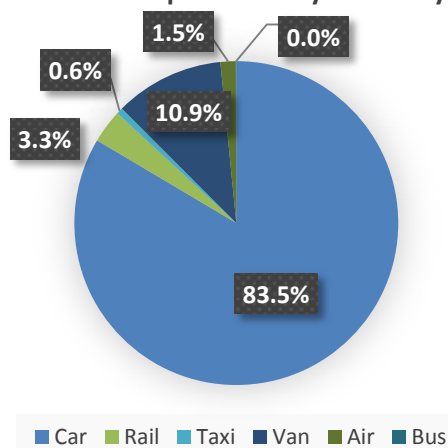
It is clear from the above two tables that business and cross campus travel contributes 76% of our transport carbon footprint and 89% of the total Transport cost of £141,732. It is therefore in this area where the priority has been identified in order to achieve reductions in CO<sub>2</sub> emissions by reducing especially cross campus car travel which accounts for 70% of the transport CO<sub>2</sub> emissions and 83% of transport costs.

Breakdown of transport emissions by vehicle type

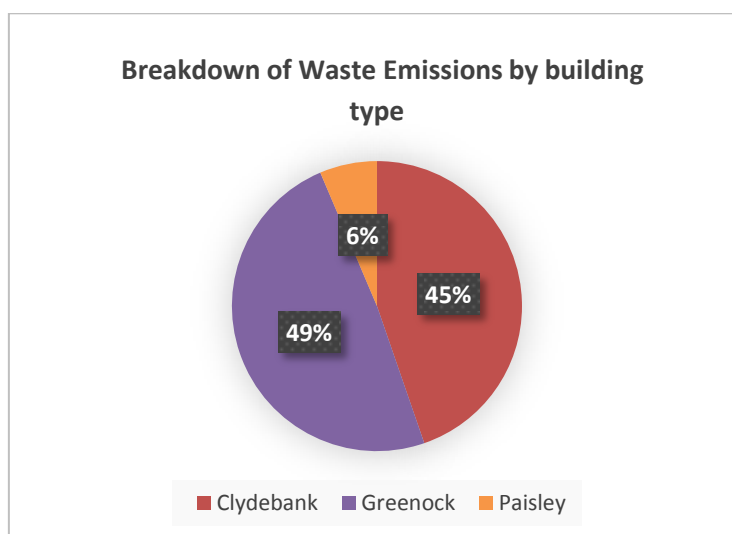


	CO2 (tonnes)	% of transport CO2 emissions
Car	78	70%
Rail	2	2%
Taxi	0	1%
Van	27	24%
Air	4	3%
Bus	0	0%
<b>Grand Total</b>	<b>111</b>	<b>100%</b>

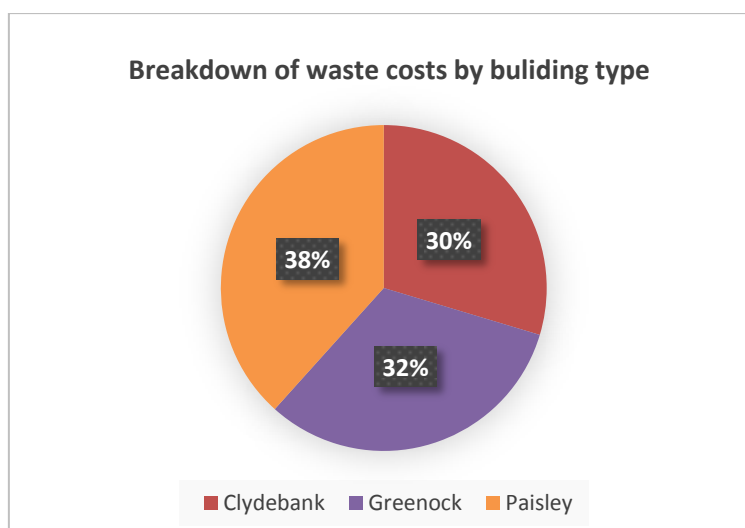
Breakdown of transport costs by vehicle type



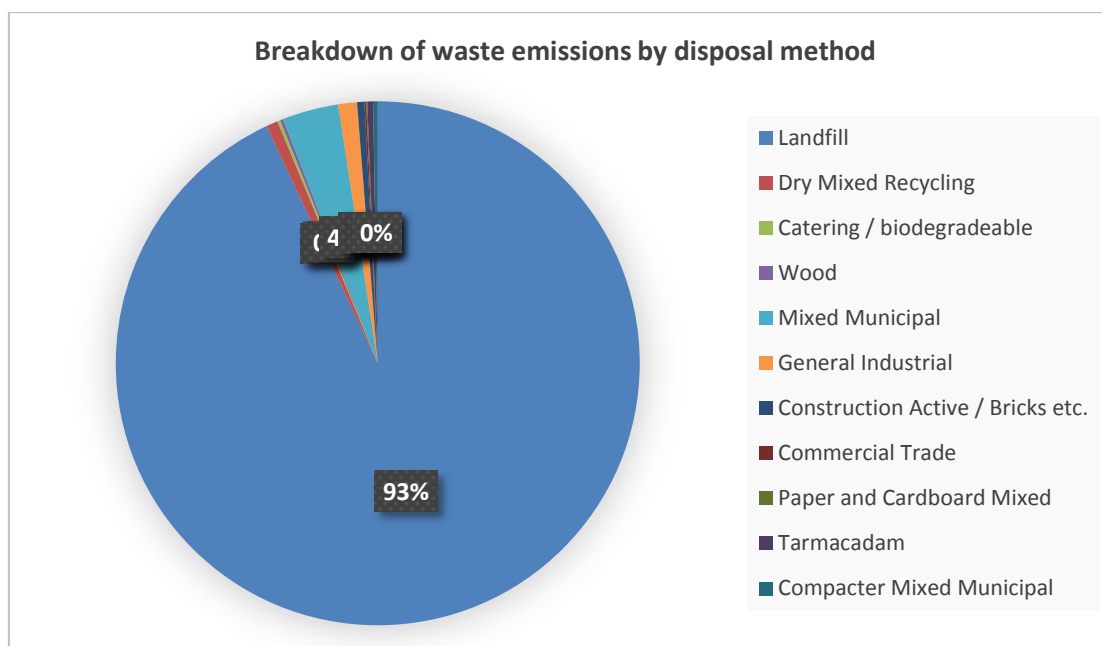
	Cost (£)	% of total transport cost
Car	£ 118,390	83%
Rail	£ 4,723	3%
Taxi	£ 906	1%
Van	£ 15,479	11%
Air	£ 2,165	2%
Bus	£ 68	0%
<b>Grand Total</b>	<b>£ 141,732</b>	<b>100%</b>



	CO2 (tonnes)	% of transport CO2 emissions
Clydebank	37	45%
Greenock	41	49%
Paisley	5	6%
<b>Grand Total</b>	<b>83</b>	<b>100%</b>

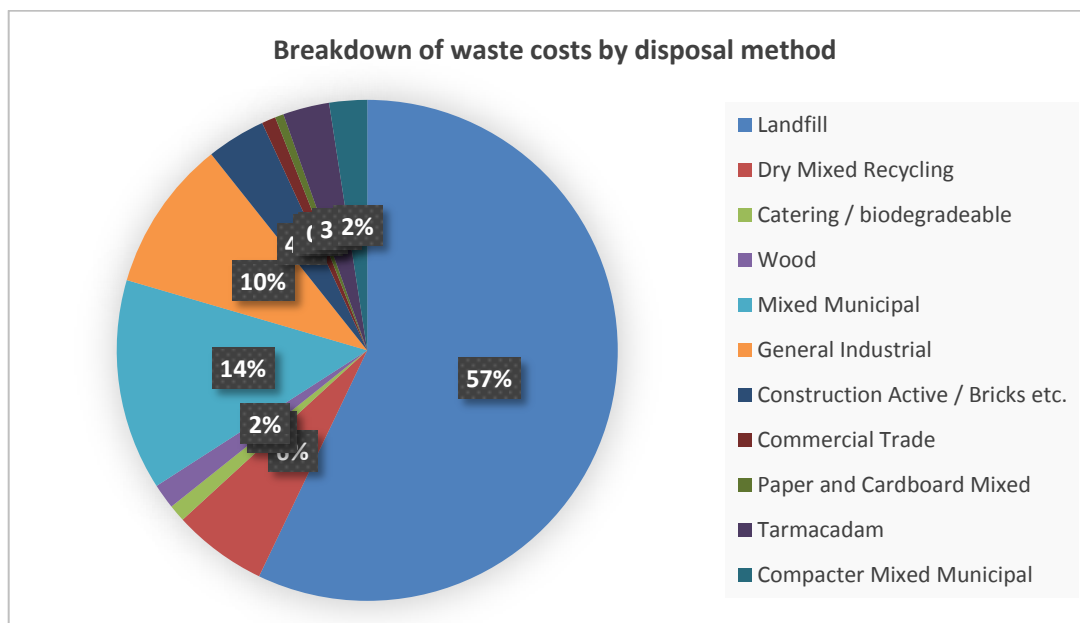


	Cost (£)		% of total waste cost
Clydebank	£	17,477	30%
Greenock	£	18,870	32%
Paisley	£	22,599	38%
<b>Grand Total</b>	<b>£</b>	<b>58,946</b>	<b>100%</b>



	CO2 (tonnes)	% of total waste emissions
Landfill	78	93.0%
Dry Mixed Recycling	1	0.7%
Catering / bio-degradable	0	0.2%
Wood	0	0.2%
Mixed Municipal	3	3.5%
General Industrial	1	1.2%
Construction Active / Bricks etc.	0	0.4%
Commercial Trade	0	0.1%
Paper and Cardboard Mixed	0	0.1%
Tarmacadam	0	0.4%
Compacter Mixed Municipal	0	0.3%
<b>Grand Total</b>	<b>83</b>	<b>100.0%</b>

At present, Clydebank campus waste is collected by West Dunbartonshire Council and provides limited breakdown of uplifts. Greenock campus waste provides breakdown of landfill and recyclables and specialist uplifts are carried out by specialist contractors for construction material including wood, food and glass. Paisley waste is served by William Tracey and data regarding types and tonnages of uplifted waste materials are provided clearly accounting for only 6% of the College waste carbon emissions as they provide a nearly full recycling service. It should be noted that a new waste contract shall be in place during 2016 with a common contractor appointed for all campuses.



	Cost (£)	% of total waste cost
Landfill	£ 33,661	57.1%
Dry Mixed Recycling	£ 3,585	6.1%
Catering / bio-degradable	£ 645	1.1%
Wood	£ 955	1.6%
Mixed Municipal	£ 8,032	13.6%
General Industrial	£ 5,765	9.8%
Construction Active / Bricks etc.	£ 2,243	3.8%
Commercial Trade	£ 531	0.9%
Paper and Cardboard Mixed	£ 327	0.6%
Paper and Cardboard Mixed	£ 327	0.6%
Tarmacadam	£ 1,766	3.0%
Compacter Mixed Municipal	£ 1,437	2.4%
Grand Total	£ 58,946	100.0%



### Projections and Target Savings (value at stake)

The potential cost of taking no action on carbon reduction, compared to achieving the target in this plan, would be a cumulative sum of £1,470,006 over the 5 year period to July 2021. With energy prices rising West College Scotland stands to lose financially through spending on energy bills unless we take action. If we compare the business-as-usual (BAU) scenario (that shows the calculated growth in energy costs if we do nothing to reduce consumption) against achieving our target (or reduced emissions scenario – RES) we can calculate the ‘value at stake’. The capital costs of projects required to meet the target are not included in this analysis.

The Business as Usual position has been derived using the following assumptions:

BAU Consumption	2.5%
Utility Price	4.0%
Transport Prices	2.5%
Waste Price	3.0%
Inflation	1.0%

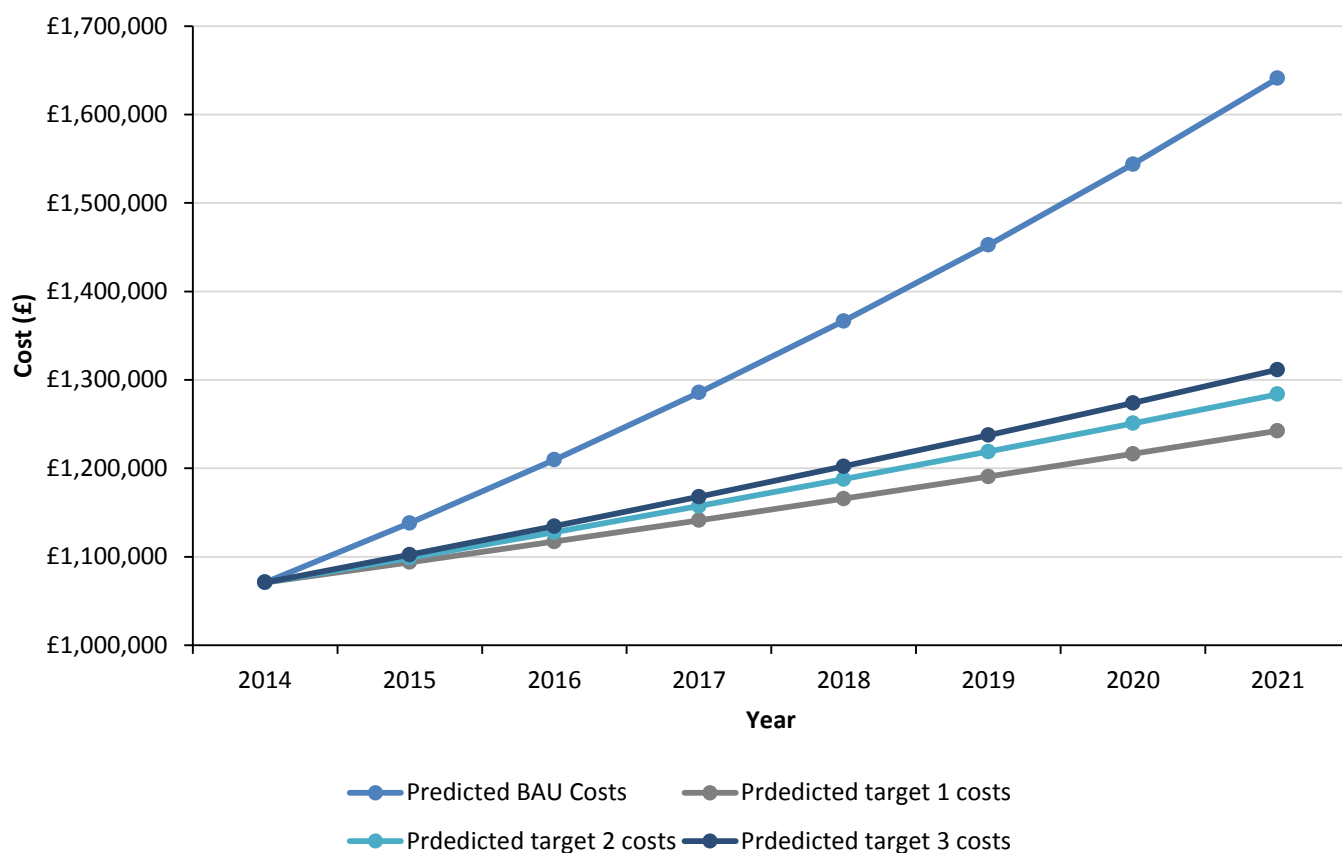
The graph below models our potential target energy savings, against business as usual. This is based on an annual rise in energy prices of 2.5%. By achieving our target savings we could avoid paying an additional £398,541 in energy costs for the college year 2021, against business as usual. The graph also plots the possible outcomes if the College was to fall short of its intended reduction target of 10% (Target reduction 1).

**Target Reduction 1:** 10% - aspirational and realistic - target based on CEEP projects funded from Scottish Funding Council and/or proposed Clydebank district heating linkup and/or Salix invest- to-save finance.

**Target Reduction 2:** 7% - target based on funding from Scottish Funding Council for CEEP projects.

**Target Reduction 3:** 5% - target based on no additional funding available in the course of this plan.

## Comparison of Carbon related costs with BAU increases and reduction targets



By achieving our 10% target savings we could have a cumulative cost savings of £1,470,006 by July 2021.

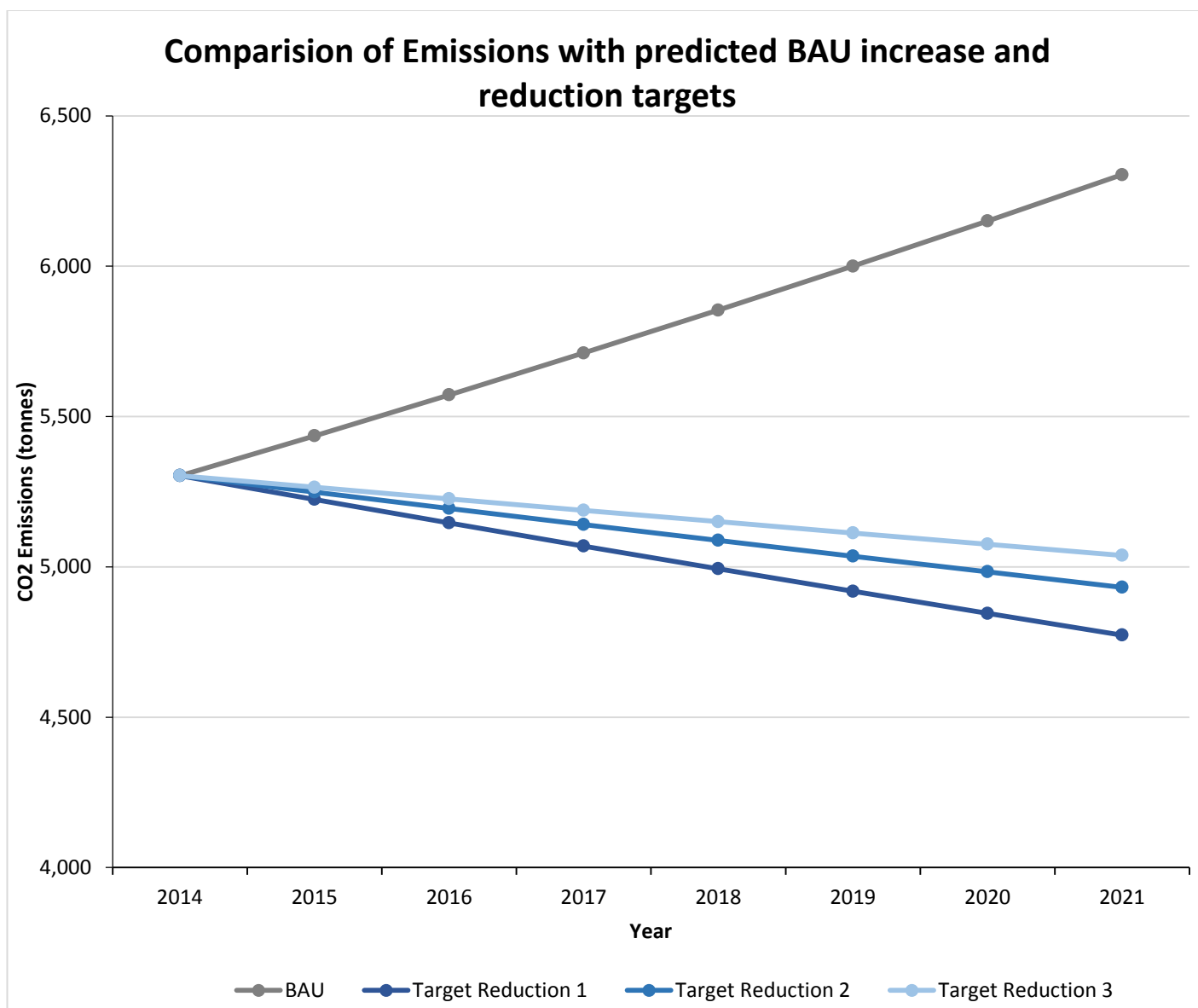
### Annual Cost

Year	Business As Usual	Target Reduction 1 10%	Target Reduction 2 7%	Target Reduction 3 5%
2014	£ 1,071,011	£ 1,071,011	£ 1,071,011	£ 1,071,011
2015	£ 1,138,231	£ 1,093,880	£ 1,099,016	£ 1,102,362
2016	£ 1,209,706	£ 1,117,271	£ 1,127,787	£ 1,134,664
2017	£ 1,285,707	£ 1,141,195	£ 1,157,345	£ 1,167,947
2018	£ 1,366,521	£ 1,165,665	£ 1,187,712	£ 1,202,241
2019	£ 1,452,458	£ 1,190,694	£ 1,218,911	£ 1,237,578
2020	£ 1,543,842	£ 1,216,295	£ 1,250,965	£ 1,273,989
2021	£ 1,641,023	£ 1,242,482	£ 1,283,898	£ 1,311,509
<b>Total</b>	<b>£ 10,708,499</b>	<b>£ 9,238,493</b>		
Difference		£ 1,470,006		

The table below provides a summary of the financial impact of the proposed carbon reduction targets at the end of the 5 year period:

#### Summary Financial Value

	Target Reduction 1 10%	Target Reduction 2 7%	Target Reduction 3 5%
Final Year annual cost savings (£)	£ 398,541	£ 357,125	£ 329,514
Final Year Energy and Fuel Cost	£ 1,242,482	£ 1,283,898	£ 1,311,509
Final Year CRC	£ -	£ -	£ -
Cumulative cost savings to 2021 (£)	£ 1,470,006	£ 1,311,853	£ 1,207,198
Base Year Costs (£)	£ 1,071,011	£ 1,071,011	£ 1,071,011



By achieving our target savings we could achieve cumulative carbon savings of 6,056 tCO<sub>2</sub>e by July 2021, against business as usual. The graph also plots the possible outcomes if the College was to fall short of its intended reduction target of 10% (Target reduction 1).

### Annual Carbon Emissions (tCO<sub>2</sub>)

Year	BAU	Target Reduction 1 (10%)	Target Reduction 2 (7%)	Target Reduction 3 (5%)
2014	5,303	5,303	5,303	5,303
2015	5,436	5,224	5,249	5,265
2016	5,572	5,146	5,195	5,226
2017	5,711	5,069	5,141	5,188
2018	5,854	4,994	5,088	5,150
2019	6,000	4,919	5,036	5,113
2020	6,150	4,846	4,984	5,075
2021	6,304	4,773	4,932	5,038
<b>Total</b>	<b>46,330</b>	<b>40,274</b>		
Difference		6,056		

The table below provides a summary of the carbon impact of the proposed reduction targets at the end of the 5 year period:

### Summary Carbon Value

	Target Reduction 1	Target Reduction 2	Target Reduction 3
Final Year annual tCO <sub>2</sub> Savings	1,531	1,372	1,266
Cumulative tCO <sub>2</sub> savings	6,056	5,404	4,972
Relative emissions reduction target	24%	22%	20%
Base Year Emissions	5,303	5,303	5,303
Final Year Emissions	4,773	4,932	5,038

## Carbon Management Projects

We have identified projects that could save 315 tonnes of CO<sub>2</sub> and achieve 59% of our carbon emissions reduction target. The table below summarises what the College believes is achievable should a level of funding be made / come available:

Description	SavingCO <sub>2</sub> (Tonnes)	Investment £'000	Target Saving %
Existing projects (1)	N/A	N/A	
Projects requiring funding	315	65	59
CEEP	744	1,987	>100%
<b>Subtotal</b>	<b>1,059</b>	<b>2,052</b>	
District heating system (2)	500	0	
<b>Total</b>	<b>1,559</b>	<b>2,052</b>	

### Note

- (1) Any saving made through existing projects has already been included in the baseline calculation
- (2) No initial upfront capital outlay as this will be recovered through the operating costs
- (3) The saving represents the potential % saved against the required total saving if a 10% reduction is achieved

In order to achieve emissions reductions and avoid financial exposure, the College is committed to identifying and implementing carbon saving projects. Achieving our emissions reduction target of 10% will require an absolute reduction of 530 tCO<sub>2</sub>e against the 2014/15 baseline carbon footprint.

In line with the variety of emissions sources that contribute to the College carbon footprint, the range of projects identified in this section span a number of locations and operational areas; in addition to traditional carbon saving initiatives such as low energy lighting interventions in other areas include ICT upgrades and fleet replacement.

The list of projects is dynamic; it is intended to be regularly updated in response to changing circumstances and emerging opportunities. As such, the information presented here is a summary of key projects; the full register, which includes data on carbon, costs and responsible staff member is held in the Carbon Footprint Forecast Tool and related documents. The register will be regularly reviewed and updated as a routine aspect of the Carbon Management Group meetings as laid out on page 41.

It should be noted that projects are only included in the register where carbon savings can be predicted with confidence and quantified with a sufficient degree of accuracy; there are various past, current and future College activities which are expected to contribute to the carbon reduction but for which detailed estimates have not been possible to obtain.

## Existing Projects

### Energy

- Windows sealed at Greenock Finnart Street campus to reduce wind/water ingress
- All windows and concrete joints sealed on Greenock Finnart campus – Newton Street façade to reduce wind/water ingress
- Building Management Systems upgrade at Greenock Finnart Street and Waterfront campuses
- Trial upgrade of ceiling fan coil units for individual space temperature control at Greenock Waterfront
- Trial installation of Circosense sensor to reduce gas consumption for hot water services at Clydebank
- Upgrade of existing Building Management Systems at our Paisley campus
- To insulate all pipework within the boiler house of the Oakshaw building at our Paisley campus
- To install 2 new heating pumps

### Lighting

- Continue to replace old light fittings with modern energy efficient version where possible

### Transport

- Review of College vehicles with view to low energy replacement or divestment

### Waste

- Introduction of food waste recycling on all campuses

### IT

- Print services contract is currently under review with aim to upgrade print devices and reduce total fleet
- Virtualisation programme initiated

## Projects Requiring Funding

This section identifies projects that the College would plan to undertake and which will require to be funded from College resource. In undertaking any project, a consistent methodology and approach will be undertaken with regard to the assessment and authorisation, with a corporate template be utilised to define the cost and benefits of proposed projects (Appendix A presents an example of the template to be used).

Project	Lead	Cost		Annual Savings (yr. 1)		Pay back (yrs.)	% of Target
		Install £	Running £	Financial £ (Gross)	tCO <sub>2</sub> e		
WCS campuses – reduce heating operating hours either overnight or at weekend	Head of Estates	0	0	2,500	14	0	2.6%
Form Focus Groups to promote energy awareness via intranet & posters	Head of Estates	0	2,000	2,000	28	1	5.3%
Buy portable clamp-on electricity meter to monitor electricity use to identify buildings for AMR installation	Head of Estates	1,000	2,000	5,000	28	1	5.3%
Greenock Waterfront - Energy saving additive trial to central heating system	Head of Estates	1,000	0	1,000	5	1	0.9%
Greenock Waterfront – Linking all ceiling fan coil units to BMS for individual space control	Head of Estates	10,500	0	3,000	14	4	2.6%
Greenock Waterfront – Roof/loft insulation upgrade	Head of Estates	5,500	3,000	2,250	11	4	2.1%
Greenock Finnart - upgrade BMS	Head of Estates	11,000	0	6,600	54	2	10.2%
Paisley – Replace 2 aged faulty heating pumps in Oakshaw Boiler House	Head of Estates	8,000	0	1,000	4	8	0.8%
Paisley – Re-locate and implement existing Zumbotel lighting control in Renfrew North	Head of Estates	5,000	0	2,500	12	2	2.3%
Paisley – Record and use Building Management System data for ICE Building for energy	Head of Estates	0	0	500	2	-	0.4%

Project	Lead	Cost		Annual Savings (yr. 1)		Pay back (yrs.)	% of Target
		Install £	Running £	Financial £ (Gross)	tCO <sub>2</sub> e		
monitoring							
Paisley – Automatic Meter Readers install gas sub meters to monitor and reduce energy usage	Head of Estates	3,000	1,000	3,500	25	1	4.7%
Paisley – Install insulation on all pipes in Oakshaw Boiler House	Head of Estates	10,000	0	1,000	4	10	0.8%
Paisley - Fit VCDs to 4 No AHU supply and extract fans in Renfrew North	Head of Estates	2,800	1,200	1,000	28	4	5.3%
Paisley – AMRs: Install electricity sub meters to monitor & reduce usage	Head of Estates	4,500	1,500	10,714	50	1	9.4%
Greenock F –AMRs: Install electricity sub meters to monitor usage	Head of Estates	2,250	750	6,334	29	0.5	5.5%
Greenock F –Install Hippo water savers for toilet cisterns in Greenock	Head of Estates	150	0	150	2	1	0.4%
Greenock W –Install Hippo water savers for toilet cisterns	Head of Estates	50	0	50	1	1	0.2%
Paisley - Install Hippo water savers for toilet cisterns	Head of Estates	300	0	300	4	1	0.8%
<b>Totals</b>		<b>65,050</b>	<b>11,450</b>	<b>49,400</b>	<b>315</b>	<b>1.5</b>	<b>59%</b>

### College Energy Efficiency Pathfinder (CEEP) Project

Turner & Townsend were appointed in December 2015 to take forward the work of the College Energy Efficiency Pathfinder (CEEP) Programme. The Scottish Government has developed a Non-Domestic Energy Efficiency framework, which will comprise an energy performance contract and a framework of contractors to deliver energy efficiency services to public bodies in Scotland.

The CEEP outcome was to provide an outline business case for accessing the contractor framework to reduce the College's energy costs and carbon emissions by installing energy conservation measures and delivering energy conservation services. The outline business case demonstrates the opportunities that exist for colleges to improve their energy performance by implementing energy conservation measures which can be installed through the contractor framework.



The overall result of the work undertaken by Turner & Townsend is that for an investment of circa £7.0m (including VAT) the 6 pilot colleges could see an estimated 17% reduction in energy usage equivalent to an annual saving of £593k; and a resultant 3,500 tCO<sub>2</sub> reduction. Of the six colleges in the pilot study West College Scotland and North East Scotland College were identified as being in need of the greatest investment.

For West College Scotland the CEEP identified 97 projects costing circa £1.9m which could potentially save £214,000 in energy costs and result in an annual CO<sub>2</sub> reduction of 744 tonnes. A number of the CEEP projects had already been identified by the College and are included under section 3.2. The remaining CEEP projects will be added to the College project register but will require further analysis to confirm final costs, energy and carbon savings. The table below provides a summary of the CEEP projects suggested by Turner & Townsend:

	<b>No. of projects</b>	<b>Total Investment £'000</b>	<b>Potential Carbon Saving Tonnes</b>	<b>Potential energy cost saving £'000</b>
Total CEEP projects	97	1,987	744	214
Total college identified projects	18	65	315	49
Total projects		2,052	1,059	263

SFC have advised that funding for the CEEP projects will be factored into the next Scottish Government Spending Review. The SFC cannot confirm the funding will be available until this review has taken place, which should be towards the end of 2016. The Scottish Government is currently tendering for a Project Support Unit (PSU) for the Low Carbon Infrastructure Transition Programme. It is anticipated the PSU will be in place by the end of 2016. SFC will then work with the PSU to access advice/guidance/technical support for the Colleges to take forward the Invitation to Mini Competition (ITMC) to access the NDEE Framework. The SFC anticipates the ITMC will begin in late 2016.

The successful bidder will be responsible for creating an Investment Grade Proposal (IGP) which will outline the specific projects happening at each college. The actual work, which is dependent on SFC funding being available, would intend to be taken forward during 2017/18. The SFC intends to use the time prior to the PSU coming into operation to have individual conversations with colleges about the project registers, ITMC and any further information required for that and the detail of the process.

### **District Heating Network**

The College, in conjunction with West Dunbartonshire Council, have indicated a willingness to participate in the district heating network being developed by Dawn Developments for the Queens' Quay basin area of Clydebank.

District heating networks deliver heat from single or multiple energy sources to a number of buildings. Heat can come from a wide range of sources including low carbon sources such as recovered heat from industrial processes, renewable technologies such as heat pumps, biomass, solar thermal, and hydrogen from combined heat & power using traditional fossil fuels, energy from waste, anaerobic digestion or wood fuel, and from thermal storage heated by renewable technologies such as wind.

Ramboll Energy was appointed by Resource Efficient Scotland to undertake a Feasibility Study and Outline Business Case for the district heating network on a brownfield site by Clydeside Regeneration Limited adjacent to the River Clyde at Clydebank.

A District Heating Feasibility Study Report for Queen's Quay was prepared by Ramboll Energy during 2015 and after investigations and appraisals of 15 technologies it was concluded that there would be an intention to generate heat from the following sources:

- Gas Combined Heat & Power (Internal Combustion Engine) System
- Biomass Boiler System
- Water Source Heat Pump System using River Clyde at Queen's Quay
- Solar Thermal

The report concludes a potential project with reasonable returns on investment and with strategic social and environmental benefits. The following options were technically and financially modelled:

- Water source heat pump system and back-up & peaking gas boilers
- Water source heat pump system and solar thermal array and back-up & peaking gas boilers
- Gas CHP and peaking gas boilers
- Biomass boiler and back-up & peaking gas boilers

The second option - Water source heat pump system and solar thermal array and back-up and peaking gas boilers offers the greatest financial and environmental benefits over the project's 25 year life cycle and most feasible heat supply technology mix. It should be noted that the Water Source Heat Pump System offers the greatest carbon emission abatement potential and the gas CHP the lowest using the projected carbon emission factors envisaged by the Department of Energy and Climate Change (DECC).

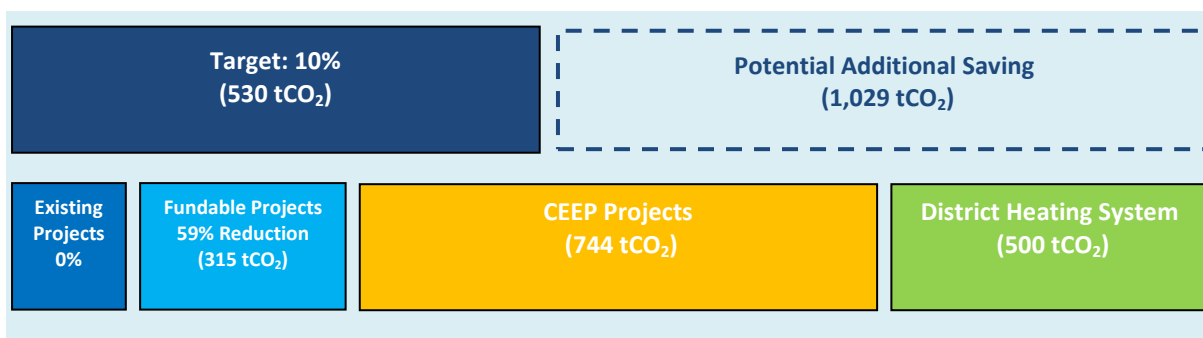
The first phase of the Queen's Quay development was approved by West Dunbartonshire Council's Planning Committee on 24 March 2016. Contract agreements to supply the low carbon heat supply should reduce energy costs and emissions from existing and planned building stock, are presently being considered by a range of organisations including West College Scotland, West Dunbartonshire Council and the Golden Jubilee National Hospital.

If Clydebank campus connects to the district heating network, based on initial modelling, it is estimated that consumption and operating costs for heating could be reduced by 50% and also provide an annual saving of 500 tonnes of carbon emissions. Under the Carbon Reduction Commitment (CRC) Order May 2013 Energy Efficiency Scheme, heat supplied from a District Heating System is classified as Zero Carbon. This should provide an additional financial incentive to the College to connect to the system should the initial business case work prove conclusive.

### Projected Achievement towards Target

The figure below shows how far our quantified projects take us towards our target. If all these quantified projects are implemented, we expect to save 59% of our total carbon emissions. If only the current fundable projects are implemented we will need to further identify 215 tonnes of emissions savings to fill the gap to our 10% target and make up for the business as usual upwards drift. The following mechanisms have been put in place to ensure a sustained project pipeline:

- Internal staffing resource identified to continue staff and student engagement
- Seminars and forums to be arranged to discuss potential energy saving projects
- Continued development of estate maintenance data collection and building system improvements



## **Carbon Management Plan Financing**

The College estates maintenance budget for 2016/17 is £1.4m which represents a reduction of 23% on 2015/16 and a 43% cut since 2014/15. The College also has no indication of funding beyond July 2017. This presents a very real challenge to the implementation of this Plan. The projects identified on pages 32 and 33 will require significant investment in order to deliver the carbon reduction savings noted. This will require the College to prioritise estate maintenance funding towards these projects at a time when there is no indication of future funding. In addition to this the College estate is aging and requires significant investment following receipt of a building condition survey carried out in 2015. The SFC CCEP project timeline clearly shows limited investment in 2016/17 and the funding for these projects is not due to come on stream until 2017/18.

For the purposes of planning the College has assumed a level of investment of £100,000 per annum which will be prioritised to allow all of the projects identified to be progressed. As the table below indicates this level of funding does not match the requirements. Alternative sources of funding will also be sought and the advice of the Carbon Trust / EAUC will be critical in this regard.

It is clear that this shortfall in funding will require to be addressed with the SFC if to enable the College to achieve its carbon reduction targets. In section 3 we have described the projects we will implement to achieve our target. We have also identified the costs of these projects. This section summarises the funding required year by year, describes where it will come from and identifies any gaps where funding may not yet be secured.

### Financial Costs and Sources of Funding

The capital cost of implementing the projects in this plan has been estimated at £0.06m for identified projects. It should be noted that there is potentially £1.9m for CEEP investment required should alternative funding not be sourced by the SFC. The College has allocated the following funding towards the provision of projects as follows:

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
<b>Annual costs:</b>						
Total annual installation cost	393	393	393	393	393	<b>1,965</b>
Total annual running cost	0	0	0	0	0	<b>0</b>
<b>Total costs</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>1,965</b>
<b>Committed funding:</b>						
Committed annual installation	100	100	100	100	100	<b>500</b>
Committed annual running	0	0	0	0	0	<b>0</b>
<b>Total funded</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>
<b>Unallocated funding</b>						
Unallocated annual installation	293	293	293	293	293	1,465
Unallocated annual running	0	0	0	0	0	0
<b>Total unfunded</b>	<b>293</b>	<b>293</b>	<b>293</b>	<b>293</b>	<b>293</b>	<b>1,465</b>

As outlined above, the College will require engaging with the SFC and other partners to identify alternative sources / additional funding to assist with the implementation of this plan.

### Assumptions

Key assumptions underlying our financial projections are:

- Electricity cost of £0.0890/kWh in the baseline year and an annual increase of 4% in the following years
- Gas cost of £0.0209/kWh in the baseline year and an annual increase of 4% in the following years
- BAU consumption will increase by 2.5%
- Utility prices will increase by 4.0%
- Transport prices will increase by 2.5%
- Waste prices will increase by 3.0%
- Inflation will increase by 1% on an annual basis over the course of the 5 year plan.

### **External Funding**

The College will investigate the availability of external funding and where possible make application for further funding beyond any additional resource made available by the SFC. The following funds will be reviewed to assess potential bids:

a) Central Energy Efficiency Fund (CEEF)

CEEF was launched by the Scottish Government in 2004 for all local authorities and health boards to initiate energy efficiency and renewable projects. Given the status of the College as a non-departmental government body the ability of the College to access these funds or its replacement will be taken forward.

b) Salix Fund / Invest to Save Schemes

This is a UK Government backed loan fund that aims to increase capital investment in energy efficiency and the College has previously made use of this type of funding. Given the current status of the College we will need to establish whether this type of funding can be used by the College.

c) Other sources of funding

Funds are sometimes announced at short notice to support projects that help to deliver the UK and Scottish Government's carbon reduction agenda e.g. electric vehicle charging points. Additionally other funding vehicles require to be investigated by the College to maximise the future investment possibilities e.g. joint ventures.

To ensure that such opportunities are kept abreast of and given due consideration, regular communication between the College and agencies such as EUAC, Carbon Trust and local Community Planning Partners will be essential. This will be taken forward via the Carbon Management Group meetings at which funding will be a standing item.

## **Embedding Carbon Management across the College**

In addition to projects that directly deliver carbon saving, various enabling measures are in place to support current and future carbon reduction projects. The Carbon Management Maturity Matrix at Appendix B shows the different areas of embedding carbon management, our current level and what we plan to achieve during the next five years. This section describes the main activities and changes that will help us achieve this.

### **Corporate Governance of Strategies, Policies and Processes**

To ensure that carbon management becomes, and is maintained, as a college priority, it needs to be considered as part of all decision making. In particular we will:

- Look for senior endorsement and publication of the carbon management plan and carbon reduction target this will make the College's commitment clear and reinforces the need for action within the College
- Continue to report on the carbon reduction targets in our Regional Outcome Agreement
- Look to include carbon reduction in relevant policies including procurement, mileage rate, travel planning
- Look to include energy costs/carbon reduction in College strategic risk register if appropriate

### **Procurement**

Procurement is a key influence on some of the activities that fall within the scope of this Plan. As such, commitment has been made in the College Procurement Strategy to sustainable procurement, and this translates into measures embedded within the procurement process to reduce carbon emissions associated with the purchase of goods and services – for example, a requirement for information on potential supplier's environmental policies at the tendering stage and the rationalisation of the delivery journey.

### **Corporate Asset Management Planning**

Energy consumption in buildings accounts for the largest proportion of the College's carbon footprint. The College Estate Strategy 2016-2026 recognises the need to minimise carbon emissions..

### **Staff Travel Planning**

This is an area that the College requires to review as no particular individual has within their remit travel planning including amending the travel to work patterns other than by private car. While the biggest impact of this will be in relation to commuting patterns it is expected that business travel patterns will also benefit with the aim being to reduce inter campus travel, business travel and the increased use of non-car based travel.

### **Staff Awareness Raising**

Education is a crucial component of any agenda requiring behaviour change; staff buy-in, at all levels and in all areas of the College, will determine the success of this Plan, and achieving meaningful behaviour change requires participants to understand the importance of the carbon management agenda and be motivated to participate. The measures that will be taken to raise awareness will potentially include:

- Implementing an on-going behaviour change campaign
- Establishing a network of 'carbon champions' across the College to build engagement at the local level
- Inclusion of College's 'low carbon culture' in staff induction
- Monitoring of staff attitudes to carbon reduction through staff surveys



## **Programme Management of College Carbon Management Programme**

In order to ensure effective ownership and implementation of the Carbon Management Plan, it is important to have a fully defined governance structure and a clear outline of the practical arrangements for delivery.

### **Board Sponsor**

The Chair of the Estates Committee will champion the Carbon Management Plan and have oversight of the strategic direction of the project. This will ensure that the Carbon Management reduction commitment of the Board is given the status and priority required.

### **The Carbon Management Group (CMG)**

The Carbon Management Group (CMG) will have the responsibility for the strategic direction and implementation of the CMP. The CMG will be convened by the Sustainability Officer and will meet at least 3 times per year, with one to one meetings and informal liaison taking place between members throughout the year.

To support the group's activities quarterly consumption / emission figures will be analysed in detail to identify trends and anomalies. While CMG membership will to an extent be fluid the following staff have been identified as key members:

- Director of Finance and Estates
- Head of Estates
- Sustainability Officer
- Representative from Estates Manager
- Health and Safety Manager
- Staff representatives
- Student representatives
- Marketing and communications representative

Input from elsewhere in the College will be gained through the ongoing communications that CMG members have with other key staff. Minutes of the meetings of the CMG will be reported to the SMT and then to the Estates Committee via the Chair of that Committee.

## **Monitoring and Reporting**

This section describes actions we will take to improve the quality of our carbon emissions data and the data gathering process, and how we will measure and report on our progress. Robust data will provide us the basis to monitor and report on the results of our action and it will help to drive behaviour change.

Carbon data will be captured quarterly. We will capture and monitor building energy data along with capturing and monitoring fleet fuel data, waste data and travel information. Carbon data will be compiled for the purposes of reporting progress.

The following actions have been agreed with regards to further improving data and monitoring:

- Review of payroll system data to allow easier collation of intercampus and external travel patterns;
- Consideration of sub metering across all campuses to identify poorly performing buildings;
- Liaison with energy providers working towards the provision of electronic data half hourly where possible
- Template to be refined to allow easier reporting of data

We will report on progress of the carbon management plan to the CMG. This report will be used to report progress to the College Estates Committee.. The regular progress report will cover:

- (1) Action points from previous meetings
- (2) Update on carbon emissions
- (3) Update on legislative / reporting requirements
- (4) The progress of projects – use will be made of RAG reporting, allowing the reader to focus on helping the red projects
- (5) The top 5 risks / issues to the completion of the CMP

An annual report will be compiled, and this will provide an update on our progress in implementing the Carbon Management Plan. The report will be submitted to Board of Management and made publically available on the College website. The annual report will cover:

- (1) Action undertaken since the last annual report
- (2) Annual update on carbon emissions comparing to prior periods
- (3) Update on legislative / reporting requirements
- (4) The progress of projects – use will be made of RAG reporting, allowing the reader to focus on helping the red projects
- (5) The top 5 risks / issues to the completion of the CMP
- (6) Actions to be addressed in following year

## Appendix A      Definition template for Projects

<b>Project:</b>	<i>Paisley - Oakshaw Boiler Room Upgrade</i>
<b>Owner (person)</b>	<i>Head of Estates</i>
<b>Department</b>	<i>Paisley campus</i>
<b>Description</b>	<i>Aged boilers, calorifier and associated equipment pumps, pressurisation, BMS controls</i>
<b>Benefits</b>	<i>Financial savings: ~ £ 20,000</i> <i>Payback period: ~15 years</i> <i>CO<sub>2</sub> emissions reduction: ~100 tonnes of CO<sub>2</sub></i> <i>8% of target – the percentage of CO<sub>2</sub> saving target this project will annually contribute</i> <i>Carbon trust</i>
<b>Funding</b>	<i>Project cost :circa £300,000</i> <i>Source of funding: Scottish Funding Council(SFC)/ Other source</i> <i>Business case to be carried out from SFC –College Energy Efficiency Pathfinder (CEEP) report issued May 2016</i>
<b>Resources</b>	<ul style="list-style-type: none"> <li><i>External consultants to design and oversee project installation throughout</i></li> </ul>
<b>Ensuring Success</b>	<ul style="list-style-type: none"> <li><i>Funding requires to be sourced as feasibility study carried out indicating success of project</i></li> <li><i>Development of Estates Strategy will indicate whether investment in this building is to continue or to maintain status quo</i></li> <li><i>Principal risks: There are no principle risks to the project on the assumption that the funding can be sourced</i></li> </ul>
<b>Measuring Success</b>	<ul style="list-style-type: none"> <li><i>Installation of new boiler system and associated control systems</i></li> <li><i>Improved heating controls rather than current all or nothing approach</i></li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li><i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> <li><i>TBC</i></li> </ul> </li> </ul>
<b>Notes</b>	



Current WCS Assessment 15 / 35 – 43%	3	3	4	1	1	2	1
Projected Assessment In 5 years – 30 / 35 – 86%	5	4	5	4	4	4	4
	POLICY	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	PROCUREMENT	MONITORING & EVALUATION
5 BEST	<ul style="list-style-type: none"> <li>SMART Targets signed off by Cabinet &amp; linked to their priorities</li> <li>Carbon reduction target fully costed and underpinned by quantified projects</li> <li>Action plan contains clear goals &amp; regular progress reviews</li> </ul>	<ul style="list-style-type: none"> <li>CM is <b>full-time</b> responsibility of a <b>few</b> people</li> <li>CM integrated in responsibilities of <b>senior</b> managers</li> <li><b>Chief Executive / Principal</b> support</li> <li>Involvement of core operational staff in all Ministries</li> <li>Part of <b>all</b> job descriptions</li> </ul>	<ul style="list-style-type: none"> <li><b>Quarterly</b> or better collation of CO<sub>2</sub> scope 1 &amp; 2 emissions</li> <li>Systems being set up for scope 3</li> <li>Data <b>externally</b> verified</li> <li>M&amp;T in place for: <ul style="list-style-type: none"> <li>Buildings</li> <li>Waste</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Key staff given formal CM: <ul style="list-style-type: none"> <li>Induction and training</li> <li>Incentives</li> <li>Communications</li> </ul> </li> <li>CM matters <b>regularly</b> communicated to: <ul style="list-style-type: none"> <li>Full internal and external community, including the public</li> <li>Key partners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Granular &amp; effective</b> financing mechanisms for CM projects</li> <li><b>Finance representation on CM Team</b></li> <li><b>Whole life costing</b> embedded into procedures</li> <li><b>Ring-fenced fund</b> for carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li><b>Senior</b> purchasers consult &amp; adhere to sustainable procurement policy</li> <li>Sustainability integrated in <b>tendering &amp; evaluation</b> criteria</li> <li>Whole life costing</li> <li>Collaborative procurement</li> </ul>	<ul style="list-style-type: none"> <li>Senior management review CM process</li> <li>Core team regularly reviews CM progress and targets</li> <li>CM Plan and progress reports publically available</li> <li>Visible Cabinet level review</li> </ul>
4	<ul style="list-style-type: none"> <li>SMART Targets <b>developed and quantified</b> but not implemented</li> </ul>	<ul style="list-style-type: none"> <li>CM is <b>full-time</b> responsibility of an <b>individual</b></li> <li>CM integrated in to responsibilities of department <b>managers</b>, not all staff</li> </ul>	<ul style="list-style-type: none"> <li><b>Annual</b> collation of CO<sub>2</sub> emissions for: <ul style="list-style-type: none"> <li>Buildings</li> <li>Transport</li> <li>Waste</li> </ul> </li> <li>Data <b>internally</b> reviewed</li> </ul>	<ul style="list-style-type: none"> <li>All staff given CM: <ul style="list-style-type: none"> <li>Induction</li> <li>Communications</li> </ul> </li> <li>CM communicated to: <ul style="list-style-type: none"> <li>External community</li> <li>Key partners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Regular financing for CM projects</li> <li>Cost estimate complete for most projects</li> <li><b>Some</b> external financing</li> </ul>	<ul style="list-style-type: none"> <li>Environmental demands incorporated in tendering</li> <li>Familiarity with national and international best practice</li> <li><b>Whole life costing</b> for all major purchases</li> </ul>	<ul style="list-style-type: none"> <li><b>Core</b> team <b>regularly</b> reviews CM progress: <ul style="list-style-type: none"> <li>Actions</li> <li>Profile &amp; targets</li> <li>New opportunities quantification</li> </ul> </li> </ul>
3	<ul style="list-style-type: none"> <li><b>Draft</b> policy</li> <li><b>Reference</b> to Climate Change</li> <li>Carbon target set but not quantified</li> </ul>	<ul style="list-style-type: none"> <li>CM is <b>part-time</b> responsibility of a <b>few</b> people</li> <li>CM responsibility mainly with building managers only</li> </ul>	<ul style="list-style-type: none"> <li><b>Collation</b> of CO<sub>2</sub> emissions for limited scope i.e. buildings only</li> </ul>	<ul style="list-style-type: none"> <li><b>Environmental / energy</b> group(s) give ad hoc: <ul style="list-style-type: none"> <li>Training</li> <li>Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Ad hoc</b> financing for CM projects</li> <li>Limited task management</li> <li>No allocated resource</li> </ul>	<ul style="list-style-type: none"> <li><b>Whole life costing</b> occasionally employed</li> <li>Some <b>pooling</b> of environmental expertise</li> </ul>	<ul style="list-style-type: none"> <li>CM Team review aspects including: <ul style="list-style-type: none"> <li>Policies / Strategies</li> <li>Targets</li> <li>Action Plans</li> </ul> </li> </ul>
2	<ul style="list-style-type: none"> <li>No policy or target</li> <li>Carbon reduction <b>aspiration</b></li> </ul>	<ul style="list-style-type: none"> <li>CM is <b>part-time</b> responsibility of an <b>individual</b></li> <li>No departmental champions</li> </ul>	<ul style="list-style-type: none"> <li><b>No</b> CO<sub>2</sub> emissions data compiled</li> <li>Energy data compiled on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Regular poster/awareness campaigns</li> <li><b>Staff</b> given ad hoc CM: <ul style="list-style-type: none"> <li>Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>General sense of investment needed to reach target</li> <li>Limited task coordination <b>resources</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Green</b> criteria occasionally considered</li> <li>Products considered in <b>isolation</b></li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc reviews of CM actions &amp; progress</li> </ul>
1 WORST	<ul style="list-style-type: none"> <li>No policy</li> <li>No climate or carbon reference</li> </ul>	<ul style="list-style-type: none"> <li>No CM responsibility designation</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions not measured</li> <li>Estimated energy billing</li> </ul>	<ul style="list-style-type: none"> <li>No communication or training</li> </ul>	<ul style="list-style-type: none"> <li>No internal financing or funding for CM projects</li> </ul>	<ul style="list-style-type: none"> <li>No Green consideration</li> <li>No life cycle costing</li> </ul>	<ul style="list-style-type: none"> <li>No CM monitoring</li> </ul>

## Appendix C

## Risk Register

The risks associated with this plan have been categorised and scored in line with the College Risk Management Strategy. The Probability Impact score grid from this Strategy document is noted below for reference purposes:

Probability Impact Score Grid					
Almost Certain	6	6	12	18	24
Very Likely	5	5	10	15	20
Likely	4	4	8	12	16
Possible	3	3	6	9	12
Very Unlikely	2	2	4	6	8
Remote Chance	1	1	2	3	4
		1	2	3	4
		Negligible	Marginal	Critical	Catasrophic

No.	Description	Pre Mitigation			Mitigating actions	Post Mitigation		
		Probability	Impact	Score		Probability	Impact	Score
1	<b>Timing</b> If Carbon Management Plan is not completed on time and is not sustainable in its implementation and long term goals then projected carbon savings will not accrue within the expected timescale and could lead to failure of entire exercise	4	4	16	Liaise with SFC and other funders seeking to secure sufficient time and resource to support implementation of the plan.  Liaise with SFC regarding impact on ROA targets.	3	4	12
2	<b>Negative Financial Implications</b> If finance is not made available as required and there is resistance to the implementation of major schemes then the expected scope for carbon reduction will be greatly minimised	5	3	15	Ensure projects identified are approved by Finance. Early engagement with SFC and other funders to identify sources of funding.	5	3	15
3	<b>Resistance to Cultural change</b> The need to change behaviours with regard to energy efficiency in the workplace needs to be embraced. If behaviours do not change then the overall reduction in CO <sub>2</sub> e will be impacted on by 3-5% of the target.	4	2	8	Staff resource to engage early with staff, student and external groups  Liaise / lobby staff, colleagues and departments through Awareness Campaigns.	3	2	6
4	<b>Legislative Changes</b> Future legislative changes are likely to enhance opportunities both for investment and also technical improvement of buildings and related energy efficiency. If such initiatives are delayed or not undertaken, there may be less leverage to deliver required projects and associated change.	4	2	8	Ensure that legal requirements are communicated early and are understood by all participants.	2	2	4

No.	Description	Pre Mitigation			Mitigating actions	Post Mitigation		
		Probability	Impact	Score		Probability	Impact	Score
5	<b><i>Estates Interface</i></b> Estates Department to incorporate exemplar design business decisions into any future works programmes to ensure that potential Carbon Plan savings are not compromised.	3	3	9	Ensure Estates Department embed the Sustainable Building Design document into all design for new build and major refurbishments	3	3	9
6	<b><i>Staff Resource</i></b> If the Carbon Plan Management is to be delivered effectively the key personnel involved must be fully engaged and retained on the project.	3	3	9	Ensure succession planning is in place. Ensure PDP's/Objectives reflect the Carbon Management Team needs.	2	3	6



**TITLE:** **NOMINATIONS COMMITTEE**  
**Minutes of the meeting held on 23 August 2016**

**Background:** The minutes from the meeting of 23 August 2016 are attached. There are 2 recommendations for consideration and action:

**.1 NM44 Membership of Board and Committees: Succession Planning**

This will be discussed separately at Paper 8.1

**.2 NM46 Co-Opted Members**

The Committee

**RECOMMENDS** to the Board that the appointment process, role and responsibilities of co-opted members, as set out in the attached paper, be approved.

**Action:** The Board is invited to consider and approve these recommendations.

**Lead:** Keith McKellar, Chair, Board of Management

**Status:** Open

**WEST COLLEGE SCOTLAND**

**NOMINATIONS COMMITTEE**

**MINUTE:** 23 August 2016

**Present:** Keith McKellar (in the Chair)  
Mike Haggerty (except for NM44.1), Andrew Hunter, Maggie McManus,  
John McMillan (except for NM44.1), Alison Mitchell, Mark Newlands.

**Attending:** Gwen McArthur, Secretary to the Committee.

**Apologies:** Nick Allan, Joyce White.

**NM40 DECLARATION OF INTERESTS**

None.

**NM41 REMIT AND MEMBERSHIP (NM35)**

The Committee noted its remit and membership. It also **agreed** a minor amendment to the wording regarding membership of the Committee as follows:

**3. Membership**

**Delete:** 'There shall be a minimum of six Members of the Board of Management, including'

**Insert:** 'The membership shall be'.

**NM42 MINUTES**

The minutes of the meeting held on 19 May 2016 were approved.

**NM43 ACTIONS FROM THE MINUTES**

The Committee noted the actions taken since the last meeting.

**NM44 MEMBERSHIP OF BOARD AND COMMITTEES: SUCCESSION PLANNING (BM281.3; NM36.2)**

**.1 Proposed Extension of Current Appointments**

M Haggerty and J McMillan left the meeting for this discussion.

It was noted that there were 4 members of the Board whose current period of appointment would end in January 2017. All of these members were eligible for re-appointment, but one member, M McManus, had indicated that she was not seeking re-appointment. This meant that there were 3 members

whose appointment could be considered for extension: M Haggerty, A Hetherington and J McMillan.

The Chair informed the Committee that he had discussed continuing Board membership with each of the members during their annual review meeting. He was clear that each of these members had performed well during the year, had contributed to the work of the Board and the Committees and had taken part in development events. He was, therefore, proposing that the period of membership of each of these 3 members be extended for a further 4 years, i.e. to 31 January 2021. The Committee concurred with this and

**RECOMMENDS** to the Board that the period of membership of M Haggerty, A Hetherington and J McMillan be extended for a further 4 years to 31 January 2021. **[Action: KM]**

It was noted that any such extensions to Board membership were subject to both Board and Ministerial approval.

M Haggerty and J McMillan re-joined the meeting.

## **.2 Recruitment of New External Board Members**

At its last meeting the Committee had recommended to the Board that a recruitment process be initiated to seek a new external member. The Board had approved this at its meeting in June and the advertisement had been placed, with a closing date of 9 September 2016. The Committee noted the advertisement that had been issued, where this had been placed, the timetable for the process and the Information Pack that would be provided to applicants – all of this being consistent with the 'College Board Appointments: 2014 Ministerial Guidance'. It was also noted that 2 external Board members could now be recruited.

It was proposed that a Selection Panel be established to act on behalf of the Committee. This Selection Panel would be responsible for short-listing and interviewing the candidates and recommending appointments to the Board. The Committee

**RESOLVED** that

- i. a Selection Panel be established to act on its behalf to identify candidates to be nominated to the Board for appointment to Board membership;
- ii. the membership of this selection Panel be: K McKellar (Chair), M McManus, G McArthur and G Hunt (Independent Member).

The Committee also discussed the process to be used to ensure that any individuals selected met the 'fit and proper person' test. In addition to the

checks contained within the information pack the Selection Panel might consider exploring other matters with them, e.g. if they were currently the subject of disciplinary procedures, or under investigation.

The Committee **agreed** that, once the Board had approved the nominations, any appointment would be subject to satisfactory references and Ministerial approval. **[Action: KM; GMcA]**

**NM45 LEAVE OF ABSENCE: DEVELOPMENT OF POLICY (NM36.2)**

The Committee had considered that a policy on Leave of Absence for Board members should be developed in order to ensure equity and consistency in its application. However, before any such policy could be developed the Committee needed to consider the various factors that should be taken into account before any decision was taken. Such factors included:

- the reason for the leave of absence
- the length of the leave of absence being sought
- the need to maintain continuity of business.

The Committee was of the view that each case should be considered on its merits and the Chair could refer such cases to the Committee for decision. A draft policy, taking account of the points raised, would be produced for consideration at the next meeting. **[Action: GMcA]**

**NM46 CO-OPTED MEMBERS (NM37; 28)**

At its meeting in November the Committee had agreed a process for the appointment of co-opted members, and at its last meeting the Committee had discussed the role and responsibilities of co-opted members. The Committee now had before it a document that set out the appointment process, role and responsibilities of co-opted members. The Committee

**RECOMMENDS** to the Board that the appointment process, role and responsibilities of co-opted members, as set out in the attached paper, be approved. **[Action: KM]**

**NM47 ATTENDANCE AT MEETINGS IN 2015/16 (NM38)**

The Committee noted information on the attendance of members at the Board and the relevant Committee meetings in session 2015/16.

**NM48 RISK (NM39)**

In considering risk the Committee was aware of the need to maintain continuity of business and so it was essential that suitable individuals were recruited to join the Board in a timely manner. This meant that all necessary checks needed to be undertaken in the recruitment process to avoid any potential risk to reputation.

**NM49 TERMS AND CONDITIONS FOR APPOINTMENT OF BOARD MEMBERS**

The Committee noted that terms and conditions for the appointment of all Board members were being produced through the Good Governance Steering Group. A draft template of the terms and conditions being proposed was tabled for information. It was noted that these were unlikely to change in the future and that all colleges were being asked to use them.

The Committee **agreed** that these terms and conditions be issued along with the letter of appointment to all Board members when first appointed or when their appointment was extended. **[Action: GMcA]**

GMcA/6.09.16/Final Unapproved

## **CO-OPTED MEMBERS: APPOINTMENTS PROCESS AND ROLE DESCRIPTION**

The following information sets out the appointments process to be followed when identifying and nominating individuals for co-option to membership of Board Committees and provides a description of the role and responsibilities of co-opted members.

### **1. APPOINTMENTS PROCESS**

#### **1.1 Responsibility**

The Nominations Committee is responsible for ensuring that the membership of each of the Board Committees is such that the individual committees have the skills base and expertise needed in order to fulfil their remit. It is responsible for succession planning and for recommending to the Board of Management the appointment or re-appointment of co-opted members of its standing committees. It is also responsible for the induction, training, development and evaluation of members, including ensuring that an appraisal process for assessing the performance of co-opted members is developed and is consistent with that used for Board members.

### **2. Process for Identifying and Nominating Individuals to be Co-opted**

- 2.1 The Nominations Committee will review the membership of each of the Board's committees at least annually. In doing so it will consider if the membership represents the best mix of skills and expertise that the committee needs in order to fulfil its remit. The committee chairs will provide evidence to the Nominations Committee to confirm if this is the case or if there is a skills gap.
- 2.2 If the skills base is sufficient, then no further action is required.
- 2.3 If a skills gap is identified, then the Nominations Committee will consider how best to fill this gap. The Committee may decide:
  - To approach a known individual who has the skills and expertise that the committee requires; or
  - To advertise for a co-opted member.
- 2.4 In either case a Selection Panel will be established, comprising members of the Nominations Committee, including the chair of the committee in question. An external expert may be invited to join this Selection Panel if it is deemed appropriate. The Selection Panel will normally have (a minimum of) 2 members. The Selection Panel will report the outcomes of its findings to the Nominations Committee and, if satisfied, will recommend the appointment of the individual as a co-opted member of the committee in question.
- 2.5 The Nominations Committee will consider the recommendation from the Selection Panel, either at a meeting or by correspondence (email). If it is satisfied it will recommend the appointment to the Board.
- 2.6 Appointments will be made for a period of 1 year in the first instance and will be reviewed annually thereafter by the Nominations Committee, seeking input from the relevant Committee Chair.

### **3. Evaluation of Performance**

- 3.1 Co-opted Committee members will be subject to annual appraisal following a process similar to that for Board members.
- 3.2 This appraisal will be conducted by the Chair of the committee and a report on the outcome will be made to the Nominations Committee.
- 3.3 Re-appointment as a co-opted member will be subject to satisfactory performance.
- 3.4 If the Nominations Committee is satisfied it will recommend re-appointment of the co-opted member to the Board for approval.

## **2. ROLE AND RESPONSIBILITIES**

Within the context of the College and the Board, Co-opted members are appointed to supplement the membership of some of the Board Committees.

Co-opted members are recruited to membership of Committees to:

- provide particular skills and/or expertise that the Committee would benefit from in addition to the other Committee members; and/or
- to fill a skills/expertise gap in the membership. Given that there are a limited number of Board members, it is unrealistic to expect them to cover all skills sets that a range of committees might require.

Co-opted members are normally recruited on a similar basis as Board members, i.e.

- they have to apply and be interviewed by a Selection Panel before a recommendation to appoint can be made to the Board;
- they receive a letter of appointment setting out the period of appointment and requiring them to agree to abide by the Code of Conduct;
- they must pass a PVG Disclosure Scotland check;
- they must provide information for the Register of Interests;
- they are expected to undergo an annual appraisal which will be conducted by the Chair of the Committee;
- they have an induction and are encouraged to attend appropriate development and training.

Co-opted members are appointed for a period of 1 year at a time, up to a maximum of 8 years (which is consistent with the period of appointment available to Board members).

Co-opted members are expected to contribute to the work of the committee and to take part in the discussion and decision-making process. In meetings they will be treated as any other Board member except that they are not entitled to vote at meetings.

Co-opted member are expected to exhibit the same standard of behaviour as that of Board members and are required to sign their agreement to abide by the College's Code of Conduct.

Decisions taken by any committee are collective decisions. Co-opted members can, and indeed are encouraged, to contribute to the discussion of the matters under

consideration by the committee. Their contributions are valuable to the work of the committee.

Co-opted members are subject to the provisions of the same legislation as for Board members and may be removed from committees for the same reasons as for Board members – as set out in the Post 16 Education (Scotland) Act 2013.

GMcA/17.08.16



**TITLE:** **ESTATES COMMITTEE**  
**Draft Minutes of the meeting held on 13 September 2016**

**Background:** The draft minutes of the meeting held on 13 September 2016 are attached. There are a number of recommendations coming forward. However, some of these will have been dealt with at agenda item 12, these are:

- Estate Strategy 2016-26
- Carbon Management Plan 2016-21
- Options Appraisal and Business Case, Greenock
- Options Appraisal and Business Case, Paisley.

There is one further recommendation for consideration

**.1 EM173 Committee Remit and Membership**

The Committee

**RECOMMENDS** to the Board that its remit be amended by the inclusion of the following:

- g) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

As detailed in Annex 2 to the minutes.

**Action:** The Board is asked to consider and approve the proposed amendment to the Committee's remit.

**Lead:** Nick Allan, Chair of Estates Committee

**Status:** Open, except for items EM182, 183 and 184 which are deemed to be commercially sensitive.

**DRAFT**

**ESTATES COMMITTEE**

**MINUTES:** 13 September 2016

**Present:** Nick Allan (in the Chair), Audrey Cumberford, Andrew Hetherington, John McMillan, Keith McKellar.

**Attending:** David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates), Gwen McArthur (Secretary to the Committee).

**EM169 FUTURE ESTATES PLANS**

Immediately prior to the formal meeting of the Estates Committee a meeting was held with other members of the Board present to discuss the future Estates plans for the College. A note of this meeting is at Annex 1 and the outcomes of this discussion fed into some of the decisions taken by the Committee at its meeting – as noted below.

**EM170 DECLARATION OF INTERESTS**

Audrey Cumberford, John McMillan and David Alexander declared an interest as Trustees of the West College Scotland Foundation.

**EM171 MINUTES**

The minutes of the meeting held on 31 May 2016 were approved subject to the following amendment:

**EM168.1 Greenock Campus: Business Case Development, Options Appraisal**

[REDACTED]

**EM172 ACTIONS FROM THE MINUTES**

The Committee noted the actions taken since the last meeting.

- .1 Leased Properties Update (EM160.4)** – the Head of Estates provided the Committee with an update on the progress made in relation to properties the College leased. It was noted that:

- i. Barrhead Skills Centre – the dilapidations work were complete and the College had now vacated the property.

[REDACTED]

[REDACTED]

- .2 Community Empowerment (Scotland) Act 2015 (EM160.5)** – the College had responded to the Scottish Government's consultation on this legislation but had received no response to the points raised, nor had there been any further information released in relation to the implementation of this legislation. Once further information was available it would be brought to the Committee. **[Action: PT]**

- .3 Carbon Management Plan (EM162)** – the Carbon Management Plan had been revised in line with the decision of the Committee at its last meeting. This Plan had been discussed in the earlier meeting with other Board members present – see Annex 1 – where it had been supported. The Carbon Management Trust had also been consulted on the Plan and had confirmed they were satisfied with it. In light of this the Committee

**RECOMMENDS** to the Board that the Carbon Management Plan 2016-2021 be approved. **[Action: DA]**

- .4 Room Utilisation Survey (EM161)** – it was noted that the next Room Utilisation Survey would be conducted in November 2016. It had been the intention to undertake this exercise using the information captured in class registers. However, this information was recorded in 3 hour blocks, which might not capture the level of detail that the utilisation survey required. Alternative methods of conducting this survey were being considered and further information would be brought to the Committee when available.

**[Action: PT]**

- .5 District Heating System (EM160.6)** – it was noted that West Dunbartonshire Council and Dawn Developments were currently discussing how best to take this forward. The Director of Finance and Estates was waiting for further information following these discussions and he would keep the Committee informed of developments. **[Action: AR]**

#### **EM173 COMMITTEE REMIT AND MEMBERSHIP**

The Committee noted its membership and dates of meetings in 2016/17. In considering its remit the Committee proposed one addition to its remit. The Committee

**RECOMMENDS** to the Board that its remit be amended by the inclusion of the following:

- h) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

As detailed in Annex 2 to the minutes.

**[Action: GMcA]**

**EM174 MONITORING OF REGIONAL OUTCOME AGREEMENT (EM165)**

The Committee noted the information provided in relation to the Regional Outcome Agreement (ROA) process and the key objectives of the College for 2016/17. The Committee would continue to monitor the areas that it was responsible for, these being standing items on the Committee's agenda, and reports to the Committee would identify how these matters fitted into the ROA. The Committee minutes would provide information to the Board on these matters which would feed into the next update of the ROA, with a final report being provided to the Board in June 2017.

**[Action: DA]**

**EM175 STATEMENT OF STRATEGIC INTENT – EMERGING OPPORTUNITIES (EM145)**

The Vice Principal Operations provided the Committee with the following update, which confirmed the continuing emphasis on working with partners:

- .1 Paisley** – it was noted that the Executive Management Teams of the College and Renfrewshire Council would continue to meet on a regular basis to discuss areas of collaboration, integration and development. In relation to the proposed development of a Multipurpose Arts Venue in Paisley, it was noted that Renfrewshire Council would be including this proposal within a review of all arts and cultural venues which would be used to inform the Paisley 2021 UK City of Culture bid.

The Committee was pleased to note that discussions with the University of the West of Scotland were also taking place to explore potential areas for partnership and collaboration.

- .2 Clydebank** – the College continued to work in a partnership model with the local authority, healthcare, business and communities organisations. The construction of the new Leisure Centre at Queens Quay, adjacent to the College, was progressing and opportunities have been taken to maximise the benefits for students, e.g. arranging site visits during the construction phase and using the development as the subject of case studies for students.

The College continued to develop its partnership with the Golden Jubilee Foundation (which included the Golden Jubilee National Hospital) to identify opportunities for the future. The Committee noted the Memorandum of Understanding that had recently been signed between the two bodies in

order to facilitate collaboration and identify opportunities for both partners. The Committee welcomed this information.

- .3 Greenock** – the Committee noted the report on the outcomes of the Greenock Town Centre Charrette that had been hosted by Inverclyde Council in March 2016 and to which the College had contributed its views. The Committee was very disappointed to note that the Charrette Outcome report contained no reference to any of the proposals or views put forward by the College.

**EM176 ESTATE STRATEGY 2016-2026 (EM163)**

The Estate Strategy 2016-2026 had been discussed in the meeting immediately prior to this when other Board members had also been present – see Annex 1. The Committee reiterated its view that this was an excellent document that clearly set out the College's plans and aspirations for its future estate. It had been produced in such a way that it covered other, relevant areas, and fed into other reports which was welcome as this provided a broad overview of the way ahead. In light of the discussion that had taken place the Committee

**RECOMMENDS** to the Board that the Estate Strategy 2016-2026 be approved. **[Action: DA]**

The Committee thanked the Vice Principal Operations, the Vice Principal Educational Leadership, the Director of Finance and Estates, the Head of Estates and all the members of their teams who had worked so hard and had produced such an excellent strategy.

**EM177 ESTATES MAINTENANCE PLAN 2016-2021 (EM160.3)**

It was noted that the Scottish Government had awarded an additional £10M to the College Sector for estate maintenance and upgrade. No further information had been provided so it was not yet known how this additional funding would be allocated. It was noted that this was a one-off allocation for 2016/17 but it was welcomed by the sector.

The Committee was aware that the College had an ageing estate and that the recent estate condition survey, conducted in 2015, had shown that a total of £32.6M would be required over the next 10 years simply to maintain the estate. Aligned with this the estates maintenance funding allocated by SFC had reduced by over 40% in the past 2 years. The Committee was also aware that the funding provided through the estates maintenance budget covered more than just estate maintenance, it also included IT Infrastructure, other equipment requirements to support the curriculum, debt servicing, carbon management initiatives and other works. In 2016/17, once the prior commitments had been taken into account this left £183k for property maintenance and improvements, i.e. 12% of the available funds.

The Committee considered the paper setting out the key works/projects that required to be undertaken over the next 5 year period to 2021, the level of SFC estate maintenance funding available to the College over this period and the proposed maintenance plan for this period. It was noted that the Estate Strategy had not been available at the time the Condition Survey had been conducted in 2015 and so some of the priorities listed in this report would be revisited now that the strategy was prepared. The Committee welcomed this opportunity to revisit these priorities and was keenly aware of the need to improve the College estate, particularly as some neighbouring colleges now had new buildings which had the potential to attract students. The College needed to be able to compete and attract students.

The Committee noted the information provided, including the proposed College maintenance plan for the period to 2021. It would continue to monitor this matter and would be informed of any developments.

**[Action: AR]**

#### **EM178 AUDIT SCOTLAND REPORT**

The Committee noted the Audit Scotland Report on Scotland's Colleges 2016. This report provided an update on various changes that had taken place within the college sector and, where possible, had assessed their impact. West College Scotland had been referenced twice in the report: once to state that it was now the largest college in Scotland; and secondly to confirm that it was one of four colleges currently developing estate business cases with a view to bidding for capital funding.

In discussion it was noted that SFC and Colleges Scotland had established a Capital Working Group which was preparing an aspirational capital plan for the sector and as well as looking at possible investment in revenue projects. Mr Thorne, Head of Estates, was a member of this group, with the membership being a mix of estates and finance staff from across the sector.

#### **EM179 STRATEGIC RISK (EM164)**

The Committee noted the strategic risk register. It was **agreed** that some further consideration be given to the item on the Carbon Management Plan (Risk no. 5) as this matter had been considered again and steps taken to reduce the risk involved.

**[Action: AR]**

#### **EM180 SCHEDULE OF BUSINESS 2016/17**

The Committee noted its Schedule of Business for 2016/17.

#### **EM181 NEXT MEETING**

Tuesday 15 November 2016 at 4.00 p.m. at the Clydebank Campus.

## RESERVED BUSINESS

The following items are deemed to be restricted under the Freedom of Information Act as being commercially sensitive.

### EM182 INTERIM PROPERTY VALUATION REPORT

[REDACTED]

### EM183 GREENOCK CAMPUS: BUSINESS CASE DEVELOPMENT (EM168)

The Options Appraisal and Outline Business Case for development at the Greenock Campus had been discussed at the earlier meeting with other Board members present – see Annex 1. The Committee was pleased that the earlier meeting had been supportive and that this could now be progressed.

[REDACTED]

[REDACTED]

[REDACTED] in light of the available information and of the earlier discussion the Committee now

**RECOMMENDS** to the Board that Option 2, refurbishment of the current Greenock estate, be approved as detailed in the report. **[Action: DA]**

### EM184 PAISLEY CAMPUS: DEVELOPMENT OF OUTLINE BUSINESS CASE

As reported earlier, see Annex 1, the SFC had asked the College to conduct an Options Appraisal and develop a Business Case for the development of the Paisley Campus. The College welcomed this opportunity [REDACTED]

[REDACTED]

In looking at the current estate at the Paisley Campus it was noted that some of the buildings were relatively modern but some were very old and no longer fit for purpose. The College was clear that it wished to remain on the site at Renfrew Road and the Committee concurred with this. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

The Committee welcomed the opportunity to develop an options appraisal and business case for the Paisley campus and supported the idea of a phased approach to this development. It would be kept informed of progress.

**[Action: DA]**

GMcA/16.09.16 [REDACTED]



**DRAFT**

**Annex 1**

## **ESTATES FUTURE PLANS**

**Report from a meeting held on 13 September 2016 to discuss Estates Future plans.**

**Present:** Nick Allan (in the Chair), Audrey Cumberford, Mike Haggerty, Andrew Hetherington, Andrew Hunter, Keith McKellar, John McMillan

**Attending:** David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates), Gwen McArthur (Secretary to the Committee).

**Attending by**

**Invitation:** Martin Hamilton, Director, Turner & Townsend Project Management Ltd.

**Apologies:** Jim Hannigan, Jacqueline Henry, Jenifer Johnston, Lyndsay Lauder, Alison Mitchell, Mark Newlands, Joyce White.

## **FUTURE ESTATES PLANS**

### **1. BACKGROUND**

The Chair welcomed everyone to the meeting. This meeting had been organised to provide an opportunity to discuss the Estate Strategy, Carbon Management Plan and the development opportunities for the Greenock and Paisley campuses in more detail before these plans were presented to the Board at its next meeting for approval.

### **2. ESTATE STRATEGY 2016-26**

The Estate Strategy 2016-26 had been prepared following consultation within the College and with the Board and had drawn on information provided on the condition of the estate, the various surveys undertaken and the likely costs involved just to maintain the estate over the next 10 years. It also took account of the curriculum and technology drivers and the need to provide an estate that met both current and future requirements.

The current estate comprised a total of 17 buildings, 14 of which were operational. Of these operational buildings only 4 were under 20 years old. The condition and functional suitability of the buildings was no longer at the levels required and so there was, therefore, a need to address the challenges raised and to improve the use and utilisation of the buildings. The buildings condition survey had shown that the College needed to invest £33M in its estate over the next 10 years just to

maintain the buildings. However, in light of the changes in the sector the College was no longer permitted to generate surpluses or take out loans and so was dependant on the Scottish Funding Council (SFC) for funding. The College was also working with community partners and other stakeholders to identify opportunities and to help secure investment in projects.

The Estate Strategy 2016-26 identified 4 key strategic objectives:

**1 – Suitability** - the need to provide spaces and places that meet 21<sup>st</sup> century teaching, learning and support service needs and enable provision of high quality commercial operations;

**2 – Scale** - the need to ensure that the scale of the College estate is appropriate in size and configuration, exploring opportunities to collaborate and share, responding to new demands and reviewing space requirements on an on-going basis;

**3 – Flexibility** – to develop and maintain a flexible and efficient estate that can be configured to suit different teaching and learning styles and approaches, and through use of technology help generate engaging, exciting and innovative learning opportunities;

**4 – Sustainability** – to address our climate change responsibilities and achieve carbon reduction by consideration and analysis of the environmental impact of our activities, undertaking an inclusive approach that will involve staff, students, partners and communities.

The Vice Principal Operations highlighted how these objectives would be achieved.

The meeting welcomed the Estate Strategy 2016-26 and would support the recommendation that this be approved by the Estates Committee and the Board before forwarded to the SFC.

### **3. CARBON MANAGEMENT PLAN 2016-21**

The Carbon Management Plan 2016-21 had been approved by the Estates Committee at its last meeting and had been endorsed by the Carbon Management Trust. It was a key Regional Outcome Agreement commitment and was required to support any estates business cases. This Plan included a commitment to reduce the carbon footprint of the College by 10% by 2021.

In presenting this Plan the Vice Principal Operations drew attention to the central themes of the Plan and the key projects to be undertaken. A total investment of £65k was committed to support this plan which should achieve £49k annual savings. Further projects had been identified and were currently being considered. The meeting welcomed the Carbon Management Plan which had already been approved by the Estates Committee and would support its approval at the next Board meeting before being forwarded to the SFC.

### **4. GREENOCK CAMPUS – OPTIONS APPRAISAL AND BUSINESS CASE**

The Vice Principal Operations, Director of Finance and Estates and the Head of Estates had undertaken extensive work to identify and evaluate a range of options for the Greenock campus. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The meeting supported the findings of the Options appraisal and the development of the business case, to proceed with Option 2 the refurbishment of the current Greenock estate, and would support the recommendation to the Estates Committee and the Board that these be approved for submission to the SFC.

#### **5. PAISLEY CAMPUS – OPTIONS APPRAISAL AND BUSINESS CASE**

The SFC had recently agreed that the College should progress an options appraisal and business case to develop the Paisley Campus.

As the College had only recently been notified of this potential opportunity the appraisal was at an early stage. However, the College was aware of the need to move quickly and already had a significant amount of information on the condition of the estate at Paisley. This information was being used to identify the priorities and to develop a business case. The College was clear that it wished to retain the

site at Renfrew Road and develop this. This site would lend itself to a phased development approach and an initial discussion with the SFC had taken place to clarify if such an approach would be acceptable. Early indications were positive and so the College was progressing on this basis. It was noted that more information would be available by the time of the Board meeting in October and a report would be made to this meeting.

The meeting supported the development of an Options appraisal and business case for the Paisley campus as outlined above.

## **6. CONCLUSIONS**

The information provided by the Vice Principal Operations and his team was welcomed. The view was expressed that this was a comprehensive and substantial piece of work which provided invaluable information that could be shared not only with SFC, but with other partners and potential funders as appropriate.

It was acknowledged that the College was in a potentially strong position and should push ahead with the plans to develop both the Greenock and Paisley campuses so that these could be approved and submitted to SFC for consideration. The Audit Scotland Report on Scotland's Colleges 2016 confirmed that West College Scotland was 1 of only 4 colleges in Scotland that were currently undertaking a comprehensive review of their estate.

Overall the meeting confirmed support for

- The Estate Strategy 2016-26
- The Carbon Management Plan 2016-21
- The Options Appraisal and Business case for Greenock
- The development of an options appraisal and business case for Paisley.

In conclusion the meeting thanked the Vice Principal Operations, the Director of Finance and Estates, the Head of Estates and their staff, plus the external advisers, who had worked so hard to provide the information necessary to produce the excellent documentation now in place.

## **Annex 2**

### **West College Scotland**

### **Board of Management**

### **Estates Committee**

#### **Statement of Purpose**

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Estates Committee will be to ensure the College manages and develops its estate in line with the agreed Estates Strategy, taking account of any guidance issued by the Scottish Government and the Scottish Funding Council.

#### **1. Remit**

The remit of the Estates Committee is:

- a) To ensure that the College maintains a comprehensive register of land and buildings.
- b) To ensure that the College manages and develops its estate to meet its overall needs efficiently and effectively, taking account of any guidance relating to estate management, option and investment appraisal and private finance.
- c) To ensure the development and review of the College's Estate Strategy takes place regularly.
- d) To ensure that the College maintains its estate in accordance with a planned maintenance programme, consistent with its Estates Strategy and associated financial projections.
- e) To ensure that the correct procedures are followed in respect of the disposal of Exchequer funded assets.
- f) To have an awareness of local, national and global environmental issues and in doing so strive to ensure, sustain and improve the environment.
- g) *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

**TITLE:** MEMBERSHIP, PROPOSED SCHEDULE OF BUSINESS AND DATES OF MEETINGS IN 2016/17

**Background:** I have attached the following information which the Board is asked to note:

1. A list showing the current membership of the Board and Committees – see Annex 1.
2. The proposed Schedule of Business for 2016/17 – see Annex 2.
3. Dates of meetings in 2016/17 – see Annex 3.
4. A list showing the current membership of the Board – see Annex 4.

**Action:** The Board is asked to note this information.

**Lead:** Gwen McArthur, Secretary to the Board

**Status:** Open

**Annex 1**

**Board and Committee Membership 2016/17**

<b>Name</b>	<b>Board</b>	<b>Audit</b>	<b>Corp Dev't</b>	<b>Estates</b>	<b>Finance &amp; GP</b>	<b>LTO</b>	<b>OD&amp;HR</b>	<b>Nominations</b>	<b>Remuneration</b>
Keith McKellar	X (C)		x	x	x	x	x	X (C)	X
Audrey Cumberford	x		x	x	x	x	x		
Paul McFarlane	x					x			
Alison Mitchell	x					x		x	
Nick Allan	x			x (C)				x	x
Mike Haggerty	x					x (C)		x	x
Jim Hannigan	x		X (VC)				x		
Jacqueline Henry	x					x (VC)			
Andrew Hetherington	x	x		x					
Jenifer Johnston	x		x						
Lyndsay Lauder	x						x		
Maggie McManus	x				x		x (C)	x	X (C)
John McMillan	x	x (C)		x				x	x
Mark Newlands	x		x (C)					x	x
Joyce White	x				x (C)			x	x
Vacant	x								
Andrew Hunter, Student President	x					x		x	
Moses Apiliga Student Vice President	x								
Robin Downie (co-opted)		x							
Stephen Vere (co-opted)		x							
Wilma Bain (co-opted)						x			

## DRAFT SCHEDULE OF BUSINESS 2016/17

## BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
<b>3 October 2016 Clydebank Campus</b>	<p><b>Main items of business</b>  Estate Strategy and Carbon Management Plan  Options Appraisal and Outline Business Case for Greenock  Board Membership  External Review of Effectiveness of Governance  Audit Scotland Report  Merger Evaluation Report</p> <p><b>Committee reports</b>  Estates; Nominations Committee; Remuneration Committee</p>	<b>20 September</b>
<b>5 December 2016 Paisley Campus</b>	<p><b>Main items of business</b>  Review of Regional Outcome Agreement  Key Performance Indicators  Annual Quality Report to SFC  Review of Risk Management Strategy and Strategic Risk Register</p> <p>Financial Statements for the year ending 31 July 2016  Report from External Auditor  Annual Report from Audit Committee  Annual Report from Internal Audit</p> <p><b>Committee reports</b>  Audit; Corporate Development; Estates; Finance &amp; General Purposes;  Learning, Teaching &amp; Quality; Organisational Development &amp; HR</p>	<b>23 November</b>
<b>30 January 2017 Greenock Campus</b>	<p><b>Main items of business</b>  Report on Effectiveness of Governance  Board Development Action Plan</p>	<b>18 January</b>



	<b>Committee Reports</b> Audit; Corporate Development; Learning, Teaching and Quality	
<b>27 March 2017</b> <b>Clydebank Campus</b>	<b>Main items of business</b> Transfer to Foundation  <b>Committee Reports</b> Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	<b>15 March</b>
<b>19 June 2017</b> <b>Paisley Campus</b>	<b>Main items of business</b> Annual Review of Corporate Plan 2015-2020 Budget 2017/18 and Financial Strategy (including Budget for Students Association) Board Development Action Plan HR Annual Report Committee Reports on Progress against Regional Outcome Agreement  Schedule of Business 2017/18 Dates of meetings in 2017/18  <b>Committee reports</b>  Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	<b>7 June</b>

## Dates of Meetings in 2016/17

Committee	August	September	October	November	December	January	February	March	April	May	June
<b>BOARD</b> Mondays at 4.00 p.m.			3 3.00 p.m. C		5 P	30 G		27 C			19 P
<b>Audit</b> Thursdays at 4.00 p.m.			6 2.00 p.m. P		12 C			9 P		25 P	
<b>Joint Audit &amp; Finance</b>				22 4.00 p.m. C							
<b>Finance and GP</b> Tuesdays at 4.00 p.m.		27 CANCELLED C		22 2.00 p.m. C				7 C			6 C
<b>Corporate Development</b> Tuesdays at 4.00 p.m.			25 P		13 P		21 P			16 P	
<b>Estates</b> Tuesdays at 4.00 p.m.		13 3.00 p.m. G		15 C			28 P			30 G	
<b>OD&amp;HR</b> Wednesdays at 4.00 p.m.		14 CANCELLED P		16 P			15 P			17 P	
<b>LTQ</b> Wednesdays at 4.00 p.m.			12 G		7 P			1 C		24 G	

**NOTE:** the venue for the Board and some Committee meetings will alternate between different campuses as indicated above.

C = Clydebank; G = Greenock; P = Paisley.

**WEST COLLEGE SCOTLAND**

**BOARD OF MANAGEMENT**

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management 'shall consist of no fewer than 15 nor more than 18 members'. The current membership is:

**Chair**

Keith McKellar

**Vice Chair**

Maggie McManus

**Principal**

Audrey Cumberford (*ex officio*)

**Teaching staff – 1 elected**

Paul McFarlane

**Non-Teaching staff – 1 elected**

Alison Mitchell

**Students Association (2)**

Andrew Hunter

Moses Apiliga

**Non-Executive Members**

Nick Allan

Mike Haggerty

Jim Hannigan

Jacqueline Henry

Andrew Hetherington

Jenifer Johnston

Lyndsay Lauder

John McMillan

Mark Newlands

Joyce White

Vacant

**In Attendance**

Stephanie Graham, Vice-Principal Educational Leadership

David Alexander, Vice-Principal Operations

Liz Connolly, Vice-Principal Corporate Development  
Gwen McArthur, Secretary to the Board

GMcA/revised 14.09.16