

## **ESTATES COMMITTEE**

**MINUTES:** 12 September 2017

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

**Apology:** Audrey Cumberford

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

### **Attending by**

**Invitation:** Martin Hamilton, Director, Turner and Townsend Project Management; L Christie, Reiach and Hall (for items EM231, 232, 246 & 247).

### **EM231 DECLARATION OF INTERESTS**

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

### **EM232 MEETING OF BOARD MEMBERS TO DISCUSS CAMPUS DEVELOPMENT 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 Campus Development plans for the College. A note of this meeting is at Annex 1 and the outcomes of this discussion fed into the decisions taken by the Committee at its meeting – as noted later (Annex 1 is restricted as it contains commercially sensitive information).

### **EM233 MINUTES**

The minutes of the meeting held on 30 May 2017 were approved, subject to the correction of a minor typographical error at EM219.1 – the first sentence would now read 'The Head of Estates provided....'.

### **EM234 ACTIONS FROM THE MINUTES**

The Committee noted the actions taken since the last meeting and updates on the following matters:

**.1 Clydebank District Heating System – Update (EM219.3)** - the Director of Finance and Estates reported that he was continuing to engage with West Dunbartonshire Council on the development of the District Heating System. However, while the Council seemed to be moving ahead with its plans there had been little feedback regarding how the College could fit into this. The Committee was disappointed that there had been little feedback

provided as this could impact on the Carbon Management Plan for the College. The Director of Finance and Estates would continue to pursue the Council for feedback and would keep the Committee informed of progress.

**[Action: AR]**

**.2 Dumbarton Hub – Lease Update (EM219.2)** – it was noted that the College had now served formal notice to quit and would terminate its lease at the Hub, Dumbarton with effect from the end of January 2018. Discussions were currently underway with the landlord regarding what the College needed to do before leaving the building. The Committee would be kept informed of progress with these discussions.

**[Action: AR]**

**.3 Inchinnan /Oakshaw Project - update (EM219.1)** – the Chair of the Committee and Mr McMillan had toured the Inchinnan and Oakshaw buildings prior to the meeting and had been pleased with the refurbishment works that had been undertaken. The Head of Estates provided a verbal update on the progress of the project and confirmed that, of the 7 sub-projects involved, 4 were now complete, 2 others would be completed shortly, and 1 would be completed in a few weeks time. The remaining sub-projects had been delayed but were expected to be complete by Christmas with the new facilities open in January. This delay would not impact on the curriculum as the existing workshops were continuing to be used until the new facilities were ready. The whole project would be completed within the overall budget. The Committee welcomed this information and a further update would be provided to the next meeting.

**[Action: PT]**

#### **EM235 KEY PERFORMANCE INDICATORS (EM224)**

It was noted that the key estates performance indicators discussed at the last meeting had been provided to the Corporate Development Committee which would be reporting to the Board in October on the feedback obtained from all the Committees.

#### **EM236 REMIT, MEMBERSHIP AND DATES OF MEETINGS**

The Committee noted its remit, membership and dates of meetings for 2017/18. In considering its remit the Committee was of the view that, under the Membership section, an amendment could be proposed so that any Board member could attend the Committee meetings with the approval of the Committee Chair, rather than restrict it to the Chairs of other committees. The Committee, therefore

**RECOMMENDS** to the Board that the wording of the Committee Membership be amended so that it now reads

*'Other Board members can attend the meetings, with the approval of the Chair of the Estates Committee'* – as detailed in Annex 2 to the minutes.

**[Action:**

**GMcA]**

**EM237 MONITORING OF THE REGIONAL OUTCOME AGREEMENT (EM225; BM358)**

The Regional Outcome Agreement (ROA) for 2017/18 -2019/10 had been approved by the Board at its meeting on 27 March 2017 and submitted to the SFC. The Vice Principal Operations had provided a paper for the Committee setting out the key objectives of the ROA that related to the remit of this Committee and the processes in place to monitor the outcomes of these objectives. The Committee noted this information.

**EM238 EMERGING OPPORTUNITIES (EM220)**

The Vice Principal Operations provided the Committee with an update on a range of estates matters across the College's main campuses. The College had undertaken, and continued to undertake, a significant programme of engagement with partners in seeking to progress emerging estates opportunities and models. Specific updates were provided in relation to:

- i) Paisley Campus - continued engagement with Renfrewshire Council in terms of Paisley 2021 UK city of culture bid; and ongoing discussions regarding possible developments at the Chivas Brothers site and any potential opportunities for the College to be involved in these.
- ii) Clydebank Campus - the leisure centre development at Queens' Quay, Clydebank was now open and discussions were being held with the Council regarding what access the College might have in terms of undertaking curriculum delivery; discussions were also on-going with the Golden Jubilee National Hospital in progressing key partnership opportunities and the Vice Principal Operations had been invited to join the Expansion Programme Board for the redevelopment and expansion of the hospital.
- iii) Greenock Campus - discussions with the Greenock Morton Community Trust were continuing regarding the development plans for Cappielow Stadium and the surrounding area and the possible involvement of the College in these.

The Committee noted and welcomed the update on these developments and opportunities and supported the College team in taking these forward.

**EM239 ESTATES MAINTENANCE PLANS 2016-2022 (EM223)**

The Committee noted a report from the Director of Finance and Estates which provided an update in relation to the College Estates Maintenance Plan 2017-2022. The Committee was disappointed to note that SFC had confirmed the level of funding for the College in 2017/18 of £1.976M, which represented a reduction of £449k (18.5%) when compared with the previous year. The estates maintenance funding continued to be allocated on an activity basis rather than on a needs basis, pending completion of a sector wide building conditions survey being undertaken by the SFC. The SFC has advised that it

was their intention to use the results of this survey to inform estates maintenance funding from 2018/19, a move the College welcomed.

It was noted that the funding for 2017/18 was now fully committed. Information on projected future spend was noted, this having been included in the 5 year financial forecast submitted to the Board in June. The Committee was aware that the College was doing its best to meet the estates priorities despite the reduction in funding, but should there be a need for major expenditure over the next few years the College would have to take some very difficult decisions unless additional funding was forthcoming. The Committee was aware of the challenges facing the College and also that it was becoming more difficult to compete with other Colleges who had received significant investment in their estate.

**EM240 INTERNAL AUDIT REPORT: ESTATES AND ASSET MANAGEMENT**

The Committee considered the Internal Audit Report on Estates and Asset Management. This report highlighted areas of good practice and identified four areas for improvement which, once implemented, would strengthen the College's control framework. These had been built into the Rolling Audit Action Plan and their progress would be monitored by the Audit Committee. The Director of Finance and Estates informed the Committee that these points would be taken into account when reviewing the Estate Strategy for the next meeting. The Committee noted the report and welcomed the action proposed.

**[Action: AR]**

**EM241 AUDIT SCOTLAND REPORT 2017**

The Committee noted the Audit Scotland Report on Scotland's Colleges 2017 and the recommendations arising from it.

**EM242 STRATEGIC RISK (EM226)**

The Committee noted the updated strategic risk register.

**EM243 SCHEDULE OF BUSINESS 2016/17 (EM228)**

The Committee noted its Schedule of Business for 2017/18.

**EM244 CLADDING ON BUILDINGS**

The Committee noted that, in the light of the fire at the Grenfell Tower block in London, external consultants had been brought in to assess the external cladding on College buildings. This had shown that, for those buildings that did have external cladding, they were fully compliant with the safety specifications and a report had been made to SFC on this matter. However, further confirmation was being sought from the builders to ensure that they had made no changes to the specification of the cladding during the construction process. Once this information was available a further report would be made to the Committee. It was **agreed** that the Board should

receive a report on this matter at its next meeting.

**[Action: DA]**

**EM245 NEXT MEETING**

Tuesday 14 November 2017 at 4.00 p.m. at the Greenock Campus.

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## **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.

#### **2. Membership**

Membership of the Committee will comprise:

The Principal and three members of the Board of Management, one of whom will Chair.

Attending;

Vice Principal Educational Leadership  
Vice Principal Operations  
The Director of Finance and Estates  
Head of Estates

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee.

Other Board members can attend the meetings, with the approval of the Chair of the Estates Committee.

Committee members will be appointed to serve a four-year term, or for the period of their term of office.

The Chair of the Board of Management will be an *ex officio* member of the Committee

### **3. Frequency of Meetings**

The Committee will meet at least three times per year.

### **4. Quorum**

A quorum will be two members of the Board of Management.

### **5. Secretariat**

Secretary to the Board of Management.

Papers for meetings will be sent out 7 days in advance of meeting.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

### **6. Review**

This Remit will be subject to review annually.