

**West College Scotland**

**ESTATES COMMITTEE**

**TUESDAY 14 NOVEMBER 2017 at 4.00 p.m. in  
Ardgowan 4, Greenock Campus**

**AGENDA**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 12 September 2017  
Actions from the minutes Attached      NA  
Attached      NA
4. Matters arising  
(and not otherwise on the agenda)
  - .1 EM172.4      Room Utilisation Verbal      PT
  - .2 EM219.3      Clydebank District Heating System Verbal      AR
  - .3 EM219.1      Inchinnan/Oakshaw Project Verbal      AR/PT
  - .4 EM 223      Cladding on College Buildings Verbal      PT
  - .5 EM 224      Estates Performance Indicators Verbal      AR

**Main Items for Discussion and/or Approval**

**Note:** Agenda item 10 is restricted as it is commercially sensitive.

5. Emerging Opportunities Paper 5      DA
6. Estate Strategy 2016 – 2026 – Progress Update Paper 6      DA/AR
7. Scottish Funding Council – Backlog Maintenance and Building  
Condition Studies Paper 7      DA/PT
8. Estates Maintenance Plans & Carbon Management Projects  
2017–2022 – Update Paper 8      AR/PT
9. Leased Property – Annual Update Paper 9      PT
10. Catering and Cleaning Services Paper 10      DA
11. Strategic Risk Consideration Paper 11      AR

**Items for Information**

12. Internal Audit Plan 2017/18 Paper 12      AR

13. Schedule of Business 2017/18

Paper 13 AR

14. Any other business

Next meeting: Tuesday 27 February 2018 at 4.00 p.m. at the Paisley Campus.

Gwen McArthur  
Secretary to the Committee

## Estates Committee: Minutes of 12 September 2017

### Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
12 Sept 2017	EM234.1 219.3	Clydebank District Heating System – feedback from Council to be sought	A Ritchie		November 2017 meeting
	EM234.2 219.2	Dumbarton Hub: Lease Update – Committee to be kept informed of progress as College leaves building	A Ritchie		November 2017 meeting
	EM234.3 219.1	Inchinnan/Oakshaw Project – further update to be provided to next meeting	P Thorne		November 2017 meeting
	EM236	Remit – minor amendments to be recommended to Board	G McArthur	Amendments approved by Board at its meeting on 9 October 2017	Complete
	EM240	Internal Audit Report: Estates and Asset Management – recommendations for improvement to be taken into account in review of Estates Strategy	A Ritchie	Review of Estates Strategy to be brought to November meeting	November 2017 meeting
	EM244	Cladding on Buildings – report to be provided to Board at its next meeting	D Alexander	Report provided to Board at its meeting on 9 October 2017	Complete
	EM247 230	Paisley Campus: Options Appraisal and Outline Business Case – recommendations to be made to Board	D Alexander	Board approved the recommendations at its meeting on 9 October 2017 and case submitted to SFC for consideration and support	Complete
		<b>Actions from previous minutes</b>			
30 May 2017	EM221	Greenock campus outline business case	D Alexander	Committee updated on progress with discussions with SFC and SFT at	Future meeting

				September meeting. Discussions are continuing and Committee will be kept informed of progress	
	EM223	Carbon Management / Sustainability	A Ritchie	2016/17 carbon management outcomes report to be reported to committee	November meeting
28 Feb 2017	EM209	Community Empowerment (Scotland) Act 2015 - implementation	P Thorne	As the legislation comes into force the College would continue to monitor the implications and report back to Committee as appropriate.	Future meeting
15 Nov 2016	EM190.3	Cappielow area development, Greenock	D Alexander	Update report provided to committee at September meeting. Further updates will be provided as and when appropriate	Future meeting

GMCA/26.10.17

## 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. [REDACTED]

### 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...'. [REDACTED]

### 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. [REDACTED]

████████████████████ 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 ██████████ 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) [REDACTED]

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.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

GMcA/25.09.17/Final

**TITLE:** EMERGING OPPORTUNITIES

**Background:** The purpose of this paper is to provide the Estates Committee with an update in relation to emerging opportunities.

**Action:** The Estates Committee is asked to review and consider:

- progress to date in considering emerging estates opportunities and models with partners;
- the current position in relation to College Outline Business Cases for Greenock and Paisley; and
- the direction of travel, engagement and next steps associated with these opportunities going forward.

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

**Status:** Open

## Emerging Opportunities

### 1.0 Background

1.1 The West College Scotland Statement of Strategic Estates Intent was 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, 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 recognise and respond to the differing needs of each community that we serve.

1.2 The West College Scotland Estates Strategy 2016–2026, approved by the Board of Management on 3 October 2016, recognises the Statement of Intent principles in the solutions for development that are proposed. The Strategy sets out:

- the fundamental needs of the College in an estates context;
- what the College expects from its estate; and
- the focus and direction of travel.

1.3 This paper provides an update in relation to progression and consideration of emerging estates models with partners.

## 2 Emerging Opportunities – Progress, Approach and Engagement to Date

### 2.1 Paisley

#### *Renfrewshire Council*

2.1.1 The Executive Management Teams of West College Scotland and Renfrewshire Council continue to meet on a regular basis and have periodic meetings scheduled throughout 2017/18 in order to discuss areas of collaboration, integration and development. A number of initiatives and opportunities are considered at these meetings with the current focus being upon:

- the West College Scotland Paisley Outline Business Case (OBC) and wider Renfrewshire Council development plans for the surrounding area – a detailed updated in relation to this is provided below (*Section 2.1.3*);

- Paisley’s 2021 UK City of Culture bid and the associated ongoing review of performing arts and cultural facilities within Paisley, which includes consideration of a proposed Community Trust multipurpose arts venue.

2.1.2 The College remains a member of the Greener Renfrewshire thematic Board, which is one of six thematic boards set up as part the Renfrewshire Community Planning Partnership structure and comprises a number of representatives from partner organisations across the local authority area. West College Scotland attended the last meeting of the thematic board on 12 June 2017. The future format of this group is currently being considered by the Community Planning Partnership and the College is awaiting the outcome of this review.

2.1.3 *West College Scotland Outline Business Case and Wider Council Development Plans*

A number of emerging matters over the recent period - which have given rise to consideration of possible wider developments within Paisley - have been the subject of ongoing dialogue with Renfrewshire Council:

- the announcement by Pernod Richard that they intend to vacate their Chivas Brothers site next to the College’s Paisley Campus by 2020;
- the Paisley Town Centre Action Plan;
- the Council’s review of the local development plan for the area incorporating the Paisley campus; and
- the West College Scotland OBC for Paisley.

[Redacted text block]

[Redacted text block]

[Redacted text block]

The Vice Principal Operations also attended a meeting to discuss the future of the Chivas site, the Council's review of the local development plan and the College outline business case for Paisley on 23 November 2017 with the Alasdair Morrison, Acting Director of Development and Karen Jackson, Scottish Government Team Leader, Economic Development.

[REDACTED]

#### West College Scotland – Paisley Campus Outline Business Case

The West College Scotland OBC for the Paisley Campus was approved by the Board of Management for submission to the SFC on 9 October 2017. The SFC have acknowledged receipt of the OBC and advised they will meet the College to discuss this further once the document has been subject to detailed review. The College has asked for this meeting to take place at the SFC's earliest possible convenience given the need for significant investment within the Paisley estate as soon as possible.

The College has also continued to meet with senior officials of Renfrewshire Council in order to discuss the Paisley Outline Business Case, and in particular how this may integrate with the Paisley Town Centre action plan and the Council's review of the local development plan which covers the Paisley Campus. A meeting on 24 October 2017 with senior Council officers attended by the Vice Principal Operations, Director of Finance and Resources and Head of Estates along with WCS technical advisors gave particular consideration to matters associated with site access, car parking and connectivity to/from the town centre. It was agreed that further meetings would take place going forward in order to consider these matters as the OBC progresses.

### **2.1.3 Clydebank**

2.2.1 In seeking to progress emerging estates opportunities within Clydebank, the College recognises the need to work closely in a partnership model with the local authority, healthcare, business and communities. The aim of this model is to create a joined up approach to investment in the local environment and infrastructure, which will ensure our campus is a bridge to required wider regeneration and development, contributing to a successful town centre.

### **2.2.2 Queens' Quay Development**

Engagement has been ongoing with partners in relation to immediate and wider developments that may arise within the Queens' Quay area, with the following being of particular recent focus:

- Clydebank Leisure Centre - The construction of a new £22m four storey Leisure Centre at Queens Quay, which includes a 25 metre swimming pool, teaching pool, leisure pool, café, multi-purpose sports hall, five-a-side football courts, fitness suite and dance studio. This facility is now operational, with the official opening ceremony taking place on 18 September 2017. The College is currently delivering some aspects of the 2017/18 sports curriculum using these new facilities and this will be kept under review in considering levels of usage for 2018/19 and beyond.
- District Heating System – A meeting is currently being sought with representatives of West Dunbartonshire Council in order to discuss and seek clarification on the current district heating system project milestones and timelines. A verbal update in relation to the District Heating System project is provided under *Agenda Item 4 (Matters Arising)* of this meeting.

### 2.2.3 *Key Partners Strategic Dialogue – Golden Jubilee National Hospital*

As previously advised to the Estates Committee, the potential for greater partnership working between West College Scotland and the Golden Jubilee National Hospital has been recognised in a Memorandum of Understanding (MOU) which was formally signed by both organisations on 23 June 2016.

A Project Manager has been appointed by the Hospital to assist in progressing key partnership opportunities, and the senior management teams of West College Scotland and the Golden Jubilee National Hospital have continued to meet in order to progress priorities, with a key area of ongoing discussion being the provision of training and development in support of the Hospital's workforce development plan and possible placement and employment opportunities for College students.

In addition, the Vice Principal Operations has now joined the Expansion Programme Board for the redevelopment and extension of the Hospital and attended a meeting on 26 October 2017 which considered the programme plan required in order to submit a business case for the project. The next Programme Board meeting will take place on 29 November 2017 with meetings planned on a monthly basis thereafter. The Programme Director has agreed to attend a meeting of the College Senior Management Team on 12 December 2017 in order to discuss the project and consider ways in which the College might work with the Hospital in progressing this.

### 2.2.4 *West Dunbartonshire Council*

The College continues to work with the Council in relation to the 'The Hub' facility in Dumbarton, and a full update on this is provided under *Agenda item 9 (Leased Property – Annual Update)* at this meeting.

Another key area of consideration is the transport and parking arrangements surrounding the Clydebank campus and College representatives attended an event

to discuss this on 12 September 2017. The College will continue to discuss these matters with the Council in the coming period.

- 2.2.5 The College will continue to work with partners within West Dunbartonshire to ensure our campus is a bridge to wider regeneration and development and to maximise the opportunities arising from the Queens Quay site.

### 2.3 *Greenock*

[REDACTED]

#### 2.3.2 Greenock Outline Business Case

The College business case for development of the Greenock Campus was submitted to the SFC in October 2016. Dialogue has remained ongoing with the SFC in relation to the proposed College option over the course of the last year, however to date there has been no agreement on the next steps required in order to secure the significant levels of investment required to provide 21<sup>st</sup> century facilities and infrastructure. The College has continued to engage with the SFC and Scottish Futures Trust (SFT) in particular over the recent period in seeking to progress matters and a full update will be provided at this meeting.

### 3.0 **Conclusion**

- 3.1 The College has undertaken, and continues to undertake, a significant programme of engagement with partners in seeking to progress emerging estates opportunities and models. Key next steps include continued engagement with partners in relation to:

- progression of the West College Scotland outline business cases for the Greenock and Paisley estate;
- ongoing dialogue with Renfrewshire Council and Chivas Brothers regarding the possible wider development opportunities within Paisley;
- immediate, medium and long term opportunities that may/will arise from development of Queens Quay, with a particular focus upon the district heating system and partnership working with the Golden Jubilee National Hospital; and
- collaborative opportunities within Greenock, with a particular focus on the sporting and educational facilities being considered as part of the emerging development being proposed for Cappielow Stadium and the surrounding area.



**TITLE: ESTATE STRATEGY 2016-2026 – PROGRESS UPDATE**

**Background:** The West College Scotland Estate Strategy 2016-2026 was approved by the Board of Management for submission to the Scottish Funding Council on 3 October 2016.

This paper provides an update on:

- progress of the Estate Strategy and outcomes achieved during the first year of implementation; and
- key outcomes for year 2 of the Estate Strategy

**Action:** The Estates Committee are requested to review and consider:

- progress made in implementing the first year of the Estate Strategy 2016-2026; and
- the key outcomes detailed for year 2 of the Estate Strategy.

**Lead:** David Alexander, Vice Principal Operations  
Alan Ritchie, Director of Finance and Estates

**Status:** Open

## Estate Strategy 2016-2026 – Progress Update

### 1.0 Background

1.1. The West College Scotland Estate Strategy 2016-2026 was recommended for approval by the Estates Committee on 13 September 2016. The Strategy was subsequently approved by the Board of Management for submission to the Scottish Funding Council on 3 October 2016.

1.2. The Estate Strategy sets out a purpose and identity based on three fundamental principles:

- staying relevant to the needs of our communities
- taking a key role in shaping successful places
- making a difference by being leaders

1.3. In support of these principles, the Estate Strategy encompasses four strategic objectives, which are as follows:

#### Objective 1 - Suitability

*To provide spaces and places that meet 21<sup>st</sup> century teaching, learning and support service need and enable provision of high quality commercial operations.*

#### Objective 2 - Scale

*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 requirement on an ongoing basis.*

#### Objective 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.*

#### Objective 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 our staff, students, partners and communities.*

1.4. These Estate Strategy Objectives are intended to be achieved through the delivery of eighteen associated outcomes/indicators of success. The Strategy Principles, Objectives and Outcomes are summarised within Appendix 1.

1.5. This report provides a progress update in relation to the four objectives and eighteen outcomes/indicators of success during year one of the Estate Strategy implementation within Appendix 2.

## 2.0 Estate Strategic Objectives – Progress Update

2.1 As can be seen from Appendix 2, the College believes that progress has been made in relation to all 4 strategic objectives and seventeen of the associated eighteen outcomes/indicators of success during the first year of Estate Strategy implementation, given that outcomes have been assessed as follows:

- 14 of the 18 Strategy outcomes are recognised as having achieved progress to the point anticipated;
- 3 of the 18 Strategy outcomes are recognised as having achieved some progress, with further work required; and
- 1 of the 18 Strategy outcomes is recognised as requiring progress which has not been achieved to date.

The one intended outcome which is recognised as not having achieved required progress to date relates to Objective 1, Suitability – *the estate being fit for purpose and of an acceptable standard* – and this is considered to be a significant ongoing challenge given that half of College buildings require major upgrading and/or replacement. The outline business case (OBC) documents submitted to the SFC for Greenock and Paisley require to be given approval by the SFC to progress to full business case stage and ultimately to implementation in order for this to be addressed and the required progress achieved.

2.2 It should also be noted that in addition to this progress report, the following are in place to enable the Estates Committee to monitor progress against Estate Strategy outcomes on an ongoing basis:

- The Estates Committee Schedule of Business is aligned to the Estate Strategy;
- KPIs have been agreed with the Board of Management;
- ROA outcomes are monitored on an ongoing basis; and
- Benchmarking with partner colleges has been initiated, for further progression during year 2 of the Strategy.

2.3 In addition to the Estate Strategy Objectives and associated outcomes it should also be noted there are a number of other measures against which estates delivery and performance are measured on a continuous basis, including:

- Meeting budgetary and procurement requirements – ensuring achievement of value for money;
- Achieving project delivery outcomes;
- The operational planning process; and
- Audit reviews.

- 2.4 Robust risk management processes are also in place with key risks and mitigations considered at each meeting of the Estates Committee. It is therefore considered that a strong framework is in place to support monitoring of Estate Strategy outcomes and provide a basis upon which year 2 outcomes can be assessed.

### 3.0 Estate Strategy Year 2 – Key Outcomes

In progressing Year 2 vimplementation of the Estate Strategy the following are seen as key outcomes:

- Objective 1 – Suitability – the College will:
  - seek SFC approval to move to a full business case process for development of the Greenock and Paisley campuses;
  - continue to engage with the SFC in relation to the methodology for allocation of in-year estate maintenance funding;
  - undertake an ongoing review of leased properties, with an annual update to be provided to the Estates Committee;
  - ensure estate development projects will result in better teaching space or improved staff working areas;
  - undertake a post occupancy evaluation of the Oakshaw/Inchinnan project being undertaken on the Paisley Campus;
  - complete a functional suitability review of the Clydebank Campus;
  - implement a new estates department helpdesk for the 2018-19 session;
  - continue to work with partner agencies to ensure the College estate remains legally compliant;
  - vacate The Hub facility in Dumbarton; and
- Objective 2 – Scale – the College will:
  - ensure that all estates projects continue to support changing curriculum need and evolving technology;
  - ensure estates projects recognise SFC space standards as a baseline for any development proposals;
  - progress demolition of houses on the Paisley campus
- continue to work with partners in relation to space and place collaboration and in the development and delivery of OBCs for Greenock and Paisley.

- Objective 3 – Flexibility – the College will:
  - continue to undertake bi-annual utilisation surveys of the College estate
  - seek to improve utilisation of existing space;
  - ensure that in implanting Estate Strategy outcomes, projects continue to recognise the aims and objectives of the IT Strategy and vice versa – there is clear integration between these two strategies;
  - ensure projects deliver improved teaching and learning facilities where possible involving the students in the design process; and
  - ensure estate developments improve spaces occupied by College staff and students.
  
- Objective 4 – Sustainability – the College will:
  - invest up to £100,000 per annum from estate maintenance funding towards sustainable carbon reduction projects;
  - make improvements in environmental performance in order to reduce the level of CO2 emissions to the required levels agreed in the ROA with the SFC by 2021;
  - to continue to seek further external funding to supplement the College allocation of funding; and
  - look to develop already establish relationships with both internal and external stakeholders to ensure West College Scotland is recognised as positively addressing climate change commitments.

As outlined above, development of benchmarking will also be progressed in order to enable the College to form a greater understanding of best practice in estate management across the sector and to further evidence to the SFC the need for significant investment within the College estate.

#### **4.0 Conclusion**

4.1 The Estates Committee are requested to review and consider:

- progress made in implementing the first year of the Estate Strategy 2016-2026; and
- the key outcomes detailed for year 2 implementation of the Estate Strategy.

**TITLE: SCOTTISH FUNDING COUNCIL (SFC) – BACKLOG MAINTENANCE AND BUILDING CONDITION STUDIES**

**Background:** The SFC has undertaken a desktop study of backlog maintenance and building condition for each college in Scotland in response to recommendations made in the Audit Scotland Report – *Scotland's Colleges 2017*. SFC have advised that this information will form a key part of the future decision making process in allocating future recurrent estate maintenance funding and in assessing the priority need for significant capital investment.

This report updates the Estates Committee as to the current status of the survey information and outlines the next steps the College will take following receipt of the draft desktop survey reports.

**Action:** The Committee is asked to consider the content of the report.

**Lead:** David Alexander, Vice Principal Operations  
Peter Thorne, Head of Estates

**Status:** Open

## 1. Introduction

- 1.1 West College Scotland previously undertook a full estate condition survey, the outcome of which was reported to the Estates Committee in September 2015, with the results used to inform the College Estate Strategy 2016-2026, approved by the Board of Management in October 2016.
- 1.2 The Audit Scotland report – *Scotland’s Colleges 2017* - made the recommendation that the Scottish Government and SFC should ‘*complete the national estate condition survey and use this as a basis to prioritise future capital investment.*’
- 1.3 In addressing this recommendation the SFC engaged Gardner and Theobald (G&T) to carry out the survey.
- 1.4 The approach undertaken by the surveying team was, firstly, to issue a questionnaire that asked a number of questions on the condition of each college estate. Once returned, the questionnaires were analysed and the results used to determine which colleges and campuses should be surveyed.
- 1.5 The rationale applied was as follows:
- Those college campuses with a major capital project completed in the last 3 years were excluded from the exercise on the grounds that their condition could be considered ‘as new’,
  - Those colleges with existing condition survey information less than 5 years old were included in the exercise and the consultants used that existing information.
  - Those colleges with condition survey information more than 5 years old, or colleges with little or no available condition information, received a site visit.
- 1.6 As West College Scotland had already undertaken a detailed campus by campus survey this information was supplied to G&T to allow them to make an accurate assessment of the requirements of the College.

## 2. Outcome

2.1

[REDACTED]

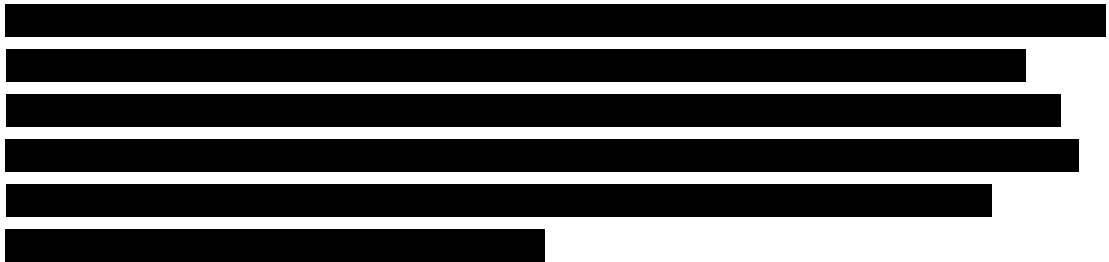
■ [REDACTED]

[REDACTED]

■ [REDACTED]

2.2 The survey considered the nature and scale of works needed to bring the existing estate to a well maintained condition, known as Condition B - generally sound, wind and watertight and to a state whereby existing defects are not significantly worsening or compounding.

2.3 The backlog figures within the report [REDACTED] for each campus represent the minimum investment required to make good the existing estate. [REDACTED]



2.4 The report provides an analysis of the costs not just by condition but also by priority (timescales for undertaking the work), categorisation (legislation, backlog and lifecycle) and elemental (building fabric or mechanical and electrical).

2.5 The reports contains detailed information and the SFC have requested that the College check the report content is consistent with College information and by Friday 3 November 2017, with any detailed feedback to be made by Friday 17 November 2017. The SFC intend publishing the full report once the data validation exercise is complete.

[REDACTED]

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

[REDACTED]



2.8 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**3. Next Steps**

3.1 Given it has been advised by the SFC that this information will be a key component in any future decisions taken to allocate capital funding and estate maintenance funding the College will continue to engage with the SFC and their advisors [REDACTED]  
[REDACTED]  
[REDACTED] To date College discussions in this regard remain ongoing.

3.2 The College will continue to engage with both the SFC and their advisors in order to ensure that the final report is representative of the requirement for significant investment in the estate of West College Scotland. A further update will be provided to the Estate Committee at the next meeting.

**TITLE:**           **ESTATES MAINTENANCE PLANS 2017-2022 AND CARBON MANAGEMENT**

**Background:** This report provides the Estates Committee with an update in relation to the College Estate Maintenance Plan 2017 to 2022 and specifically:

- SFC Estate Maintenance Funding;
- 5 Year Maintenance Planning – including projects currently being progressed and under consideration; and
- Carbon Management/Sustainability initiatives.

**Action:**           The Estates Committee is requested to review and consider the report.

**Lead:**             Alan Ritchie, Director of Finance and Estates

**Status:**           Open

## **1. Introduction**

1.1 The Estates Committee is updated at each meeting in relation to estate maintenance funding, developments and projects. This report updates the Committee on:

- developments concerning the funding of estate maintenance;
- estate maintenance planning; and
- carbon management/sustainability.

## **2. SFC Funding**

2.1 The level of SFC estate maintenance funding for West College Scotland for 2017/18 is £1.976m - a reduction of £0.449m (18.5%) when compared to 2016-17 (£2.425m). It should be noted that the College received £2.6m of SFC estate maintenance funding in 2014-15. This reduced level of 2017/18 funding comes at a time when it is recognised by the SFC that the West College Scotland estate is in a deteriorating condition and requires significant investment.

2.2 As Appendix 1 outlines, ultimately the College was able to invest a total of £3.598m to maintain the estate during 2016-17 (£2.425m SFC estates maintenance and £1.172m of cash arising from net depreciation) – whereas for 2017/18 the amount available is expected to be £2.488m (£1.976m SFC estates maintenance and £0.512m cash arising from net depreciation) – so ultimately an overall anticipated reduction of £1.11m

2.3 An analysis of condition surveys undertaken in relation to West College Scotland properties has now been provided by the SFC's property advisors, Gardner and Theobald, and is subject to ongoing review and discussion, as outlined under Agenda Item 7 (Scottish Funding Council – Backlog Maintenance and Building). The Gardner and Theobald/SFC review is designed to assess the level of maintenance spend required to bring the College estate up to Condition B (sound, operationally safe and exhibiting only minor deterioration) This analysis is being undertaken for all College estate across Scotland and will enable the SFC to meet a key recommendation arising from Audit Scotland reviews of the sector over the previous two years, this being to have an understanding of the nature, scale and prioritisation of investment required. The College remains hopeful that the survey outcomes will be used as a basis upon which the SFC will seek to prioritise estates investment across the college sector from 2018/19.

2.5 However given there is no outcome of the sector condition survey exercise the future College estate maintenance planning detailed within this paper remains on the basis of the reduced 2017-18 allocation.

### 3. Estate Maintenance Plans – 2016 to 2022

3.1 [REDACTED]

3.2 Given the lower level of SFC estate maintenance funding from 2017-18 the College will continue to review the resource available against priority maintenance areas on an ongoing basis.

3.3 [REDACTED]

- SFC Estate Maintenance Funding:
  - The level of funding has been assumed to remain constant throughout the forecast period, using 2017-18 funding levels as a basis. This is not sufficient to cover the costs indicated within the College Condition Surveys.
  - The Estates Committee have previously been advised that the Condition Surveys undertaken for College properties in 2015 identified the need to invest £33m in the Estate over the next 10 years. A total of £25.8m was required to bring the portfolio up to Condition B over a 5 year period, with an average of £1.7m per annum being required to maintain it at that level over the next 5 years. These surveys and the required level of investment are currently subject to discussion with the SFC's property advisors, Gardner and Theobald.
  
- Cash Available for Other Priorities (depreciation funding):
  - The amount of cash resource (arising from net depreciation) that may be available for the College to utilise in relation to estates priorities is less certain. The use of these funds is subject to agreement with the SFC and there is a possibility they may require this funding to be set against other cost pressures [REDACTED]
  
- Committed Expenditure:
  - The College requires to commit to certain expenditure items from the funding it receives in line with budget requirements:
    - Maintenance funds are committed against ICT expenditure given it is a strategic priority for the College;

- Interest on loans is in line with previous years and an required use of the funding; and
  - The requirement for increased levels of SFC estate maintenance funding continues to accelerate as the age of the buildings increases and investment remains at reduced levels.
- Overall Expenditure:
    - The expenditure outlined within this section relates to priorities/projects identified within the Estate Strategy regarding:
      - Carbon Management Planning and projects - which is required as an objective under the College's Regional Outcome Agreement with the SFC;
      - Building projects – which include the demolition of the Inchinnan building and the dilapidated houses situated on the Paisley Campus; development of an assessment suite in Greenock and overall campus maintenance; and
      - Fire risk assessment improvements.

It should be noted that at this time the College is unable to allocate funding towards teaching space improvements and additional equipment requests during 2017-18 given the priority need to maintain the College estate and infrastructure in an operational condition. However this will be kept under review throughout the year with funds being released in order to meet these priorities if at all possible.

- (Projects under Consideration):
  - [REDACTED] areas where it has been identified through condition surveys and review of estate need funding could be required to be expended in future years. Whilst none of the works are deemed as critical at this point it should be noted that there remains little scope to cover large possible costs such as boiler failures which are not included. The College maintenance budget which is set annually is fully committed and any large scale unanticipated reactive cost will require funding to be diverted from other projects.

3.4 Maintenance priorities regularly change as the overall estate continues to age and the level of backlog maintenance increases. The Estates Department maintains a rolling programme of planned preventative maintenance across all plant and equipment and will reprioritise budget cover as required.

#### 4. Carbon Management/Sustainability Update

4.1 A number of initiatives are being progressed across a range of areas in order to achieve College Carbon Management Plan outcomes, including:

- Carbon Management Plan Projects
- Waste and Recycling Management
- Transport
- Energy Efficiency Awareness Campaigns
- West College Scotland Sustainability Working Group
- Annual Climate Change Reporting

An update in relation to each of these areas is provided within the following sections.

#### 4.2 2016/17 CMP Projects

████████████████████ the College invested £40,000 in relation to implementation of the Carbon Management Plan during 2016-17 to support projects including:

- Installation of Circosense pumps at the Clydebank campus – which ensure hot water is drawn only when required;
- Installation of electric sub meters at the Paisley campus and a gas sub meter at Clydebank in order to monitor the Circosense performance; and
- The Building Management System (BMS) at both Greenock Finnart and Waterfront Campuses were upgraded in order to increase energy efficiency.
- The remainder of the £40,000 was expended on awareness campaigns / training events across all the College campuses.

#### 4.3 2017/18 CMP Projects

The College is now planning to invest up to £100,000 towards the implementation of the approved Carbon Management Plan (CMP) during 2017/18, with projects including:

- The replacement of heating fan coil units / controls at the Greenock Waterfront Campus to enable better direction of heat to areas as required and reduce energy consumption ██████████;
- Lighting upgrades across all campuses, replacing florescent tubes with LED lighting ██████████;
- Replacement of the overhead TV lighting system in the TV studio at Finnart campus. This equipment is old and not cost effective. With a replacement system this will be far more energy and cost efficient, ██████████  
████████████████████;

- The Clydebank District Heating System continues to be pursued with West Dunbartonshire Council now taking the lead in regard to this project; and
- The remainder of the funding has yet to be allocated and will be subject to review by the Sustainability Group including the College contribution towards the installation of electric charging points [REDACTED].

#### 4.4 Waste and Recycling Management

In order to achieve CMP outcomes the College has committed to taking forward a number of waste and recycling management initiatives during 2017/18, including:

- The College being a member of the Waste Management Topic Support Network, where colleges and universities come together to share their knowledge and experience on waste management and recycling;
- The College is required to comply with The Code of Practice on Litter and Refuse (COPLAR). This means that the College must keep its land clear of litter and refuse and to keep its roads clean. There are 5 grades from 'A' to 'F', with 'A' reflecting that no litter or refuse is present and F that potentially dangerous materials need to be removed as early as practicable. Using photographic descriptions provided the College have assessed our land to be a grade B;
- 'Recycle Your Cup' campaign – the College purchased 300 re-useable WCS branded cups per campus and provided these to staff and students free of charge. When re-used these cups entitle the user to a 10p reduction in the price of their purchase; and
- Recycle Week - a marketing campaign was run with staff and students using a toolkit from Zero Waste Scotland.

#### 4.5 Transport

The College is undertaking a range of transport related initiatives, including:

- is a member of the Travel and Transport Network Group, where colleges and universities come together to share their knowledge and experience on this subject;
- secured a bid of £7,500 (which is 50% of the overall cost) from the Energy Saving Trust the College is looking at installing electric car charging points at the Clydebank and Greenock campuses to complement those already in place at the Paisley campus;
- launched the Cycle Friendly Club marketing campaign during September 2017, with the College purchasing a number of bikes for loan to staff and students;

- secured a £7,000 grant from Cycling Scotland to be used for cycle initiatives, with the intention being to promote cycling to work. A Cycle Officer Intern, who is employed by Bright Green Business, has also been appointed to work with West College Scotland 3 days a week during 2017/18 in order to help run and co-ordinate this project; and
- is currently investigating the Car Club initiative in order to determine if this is likely to reduce staff travel in their own cars. The initiative looks to purchase pool cars for use by staff on short journeys.

#### 4.6 Energy Efficiency Awareness Campaigns

Energy awareness is a key aspect of the College CMP and initiatives during 2017/18 include:

- A publicity campaign was launched on the College intranet encouraging energy efficiency, and this was supported by Home Energy Scotland presented information stalls at the Paisley Campus;
- An Energy Efficiency Workshop 'Living a Low Carbon Lifestyle' was presented by Home Energy Scotland at each campus during August 2017. The aim is to run this workshop again next year;
- In partnership with The Carbon Trust the College has launched 'Empower', an engagement tool created by The Carbon Trust which enables staff to navigate through a virtual tour of their workplace learning about the potential cost savings through low and no cost energy savings measures; and
- The forthcoming launch of a Christmas switch off/shut down campaign to engage the staff and students to switch off, unplug and shut down as much as they can before finishing up for the festive season.

#### 4.7 West College Scotland Sustainability Working Group

The Sustainability Working Group is scheduled to meet on a quarterly basis during 2017/18. The meeting on 14 September involved a presentation from Environmental Association for Universities and Colleges (EAUC). The presentation included to role of EAUC across the sector and what support it can access for members. The next meeting in January 2018 aims to focus upon sustainable travel and the use of car clubs and electric cars, with a presentation to be delivered by Enterprise Car Club.

- 4.8 The Annual Climate Change Report for 2016-17 is due for submission to Sustainable Scotland Network (SSN) with a deadline of 30 November 2017. The final report will show the following data in relation to carbon emissions for WCS:

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Target	18-19 Target	19-20 Target	20-21 Target
Gross carbon footprint	5,300	5,133	4,859	4,800	4,750	4,700	4,650
Reduction		(167)	(274)	(159)	(50)	(50)	(50)
Reduction (%)		3	5	3	1	1	1
Cumulative Reduction (%)		3	8	11	12	13	15



## **5. Next Steps**

### **5.1 The College will:**

- Continue to engage with the SFC regarding the use of estates maintenance funding and in relation to any future allocations and the basis of these;
- Liaise with the SFC in relation to the prioritisation of net depreciation funding;
- Continue to refine the College maintenance plan based on the estates needs set against the limited funding available; and
- Continue to progress a comprehensive range of projects and initiatives in progressing delivery of the College Carbon Management Plan.

## **6.0 Conclusion**

### **6.1 The Estates Committee is requested to review and consider the Estates Maintenance Plans 2017 – 2022 report.**

**TITLE:** STRATEGIC RISK CONSIDERATION

**Background:** To provide an overview of the College Strategic Risk Register and overall risk management arrangements.

**Action:** The Estate Committee is requested to review and approve the Strategic Risk Register and consider:

- Whether they are content with the risks included;
- The risk rating both pre and post mitigation;
- Whether any of the risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

**Lead:** Alan Ritchie, Director of Finance and Estates

**Status:** Open

## **1. Strategic Risk Register**

1.1 The Strategic Risk Register is attached for Estate Committee consideration. The Register shows the 16 strategic risks currently under review by the Board of Management of which 3 are currently classified as high risk, 12 are rated as medium risk and 1 as low risk on a post mitigating basis.

1.2 The current high risks are considered to be:

- 1) Impact of SFC funding changes including credit, European, ELS, student support and estates maintenance funding.
- 2) Failure to secure estates capital funding for future investment or refurbishment.
- 3) Business cases for the development of the estate are delayed, impacting upon ability of College to recruit students/retain staff.

The SMT have reviewed the Strategic Risk Register and will continue to update the mitigating actions during the year.

1.3 As part of the ongoing development of College risk management systems the following training will be carried out for both Board members and staff during the coming period:

- A Board of Management session facilitated by Mott MacDonald to review the College Risk Management Strategy along with a reassessment of the overall risk appetite of the Board; and
- College Heads of Department will undergo an introduction to risk management as part of the development of the operational planning process;

## **2. Conclusion**

2.1 The Estates Committee is requested to review and approve the Strategic Risk Register and consider:

- Whether they are content with the risks included;
- The risk rating both pre and post mitigation;
- Whether any of the risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

## WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2017/18

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	1,2,3,11	Impact of SFC funding changes including credit, European, ELS, student support and estates maintenance funding.	5	4	20	1) Financial scenario planning undertaken along with development of 5 year financial plan 2) Robust budgetary / forecasting including production of monthly management accounts 3) Estates Strategy including objective to improve / rationalise the College estate 4) Commercial Development Group reporting to Corporate Development Committee. 5) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing needs 6) Significant work undertaken to embed Workforce Planning into College operations / planning. Positive internal audit report highlighting solid base position. 7) On going discussions and modelling with SFC. 8) Active involvement in external review groups - Credit review, Access and Inclusion, Rural and remoteness Premium and Student Funding.	4	4	16	VP Operations / VP Educational Leadership
2	1,2,3,11	Failure to secure estates capital funding for future investment or refurbishment.	5	4	20	1) Approved Estate Strategy which has been subject to positive review by internal audit. 2) Continued engagement with SFC regarding the basis of the funding methodology for the allocation of estate maintenance resource. 3) Participation in SFC/sector Capital Working Group 4) Submission of Outline Business Case for Greenock campus to SFC; awaiting review. 5) Development of draft Outline Business Case for the future development of the Paisley campus.	4	4	16	VP Operations
3	1,2,3,11	Business case for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) Approved Estate Strategy (ES) highlights required estate investment for consideration by SFC and Scottish Government. ES submitted to SFC for consideration. 3) Option Appraisal and Outline Business Case considering future options for College estate in Greenock submitted to the SFC. 4) Outline Business Case for College estate in Paisley now concluded for review and submission to SFC. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions re SFC estates maintenance allocation methodology and capital allocations.	4	4	16	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
4	3, 11	Impact and outcomes of National Pay Bargaining for both teaching and support staff	6	3	18	<ul style="list-style-type: none"> <li>1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC).</li> <li>2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining under ongoing discussion with the SFC.</li> <li>3) Planning for impact of industrial action, with specific strike business continuity plans in place.</li> <li>4) Local trade union negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations.</li> <li>5) Robust college sector and WCS communication plan.</li> <li>6) Local workforce planning arrangements subject to positive internal audit review (May 2017)</li> </ul>	6	2	12	Principal
5	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement objectives	5	3	15	<ul style="list-style-type: none"> <li>1) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees.</li> <li>2) Detailed Curriculum Development Planning and review process.</li> <li>3) Ongoing engagement with SFC in relation to ROA outcomes.</li> <li>4) Involvement with SFC advisory group on 'One Plus'</li> <li>5) Blended approach to delivery of teaching and learning including distance and online learning.</li> <li>6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.</li> </ul>	4	3	12	VP Educational Leadership
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	<ul style="list-style-type: none"> <li>1) Business Continuity Plans in place with planning for specific threats.</li> <li>2) Communications to staff of procedures to be followed in the event of an incident.</li> <li>3) Effective estate security procedures.</li> <li>4) Adequate insurance cover.</li> <li>5) Embedding of risk assessments.</li> <li>6) Planned preventative measures in place, including alarms.</li> </ul>	3	3	9	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
7	2, 9, 11	Unable to develop and commence the implementation of an Estates Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	<ul style="list-style-type: none"> <li>1) Estate Strategy 2016-2026 approved by Board of Management October 2016 and submitted to SFC.</li> <li>2) Plans to improve infrastructure and equipment are in place.</li> <li>3) Minimise possibility of unplanned closures through regular maintenance of physical assets.</li> <li>4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities.</li> <li>5) Condition survey work undertaken to assist with identification of areas of investment .</li> <li>6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to developed the College Estate Strategy 2016-26.</li> </ul>	3	3	9	VP Operations
8	3, 4, 11	Inability to maintain good staff relations	4	3	12	<ul style="list-style-type: none"> <li>1) Internal audit report on Workforce Planning indicated sound building blocks.</li> <li>2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College.</li> <li>3) Developed procedures for staff engagement / negotiations</li> <li>4) "Ask Audrey" staff engagement session and staff surveys undertaken.</li> <li>5) Local trade union negotiation committees in place for teaching and support staff and meet on an ongoing basis</li> </ul>	3	3	9	Principal
9	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	<ul style="list-style-type: none"> <li>1) Detailed teaching resource planning through use of curriculum mapping tool (CMAP).</li> <li>2) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.</li> <li>3) Itrent HR and Payroll software developed to provide staff data and reports.</li> <li>4) Professional Development Policies are aligned to strategic priorities.</li> <li>5) Roll out of CPD review process now underway and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff.</li> <li>6) Internal audit reviewed workforce planning as part of 2016/17 audit plan.</li> </ul>	3	3	9	VP Educational Leadership VP Operations
10	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan (CMP) resulting in negative publicity for College.	3	3	9	<ul style="list-style-type: none"> <li>1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to SFC.</li> <li>2) Specific resource - staff and funding - allocated to allow CMP to be implemented.</li> <li>3) Creation of Sustainability Group involving staff and student representatives.</li> <li>4) CMP Plan and targets will be kept under review and revised should further funding become available.</li> </ul>	2	3	6	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes	4	3	12	<ul style="list-style-type: none"> <li>1) IT Strategy, Policies / Procedures and system access processed in place.</li> <li>2) Staff and student feedback and evaluation procedures in place.</li> <li>3) IT Contingency Plan in place with regular review.</li> <li>4) Embedded IT incident review process.</li> </ul>	3	2	6	VP Operations
12	5, 6, 8, 11	Inability to specify, deliver and implement effectively an approach to generation of alternative income	3	3	9	<ul style="list-style-type: none"> <li>1) Development of strong partnerships with local employers and stakeholders.</li> <li>2) Development of operation plans.</li> <li>3) Adaption of course portfolio to meet student / employer needs.</li> <li>4) Financial strategy and financial planning.</li> <li>5) Review of resources required within Curriculum Development Planning procedure.</li> <li>6) Annual financial target is agreed and closely monitored by the Corporate Development Committee.</li> <li>7) Commercial Development Group reporting to Corporate Development Committee.</li> </ul>	3	2	6	VP Corporate Development
13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	<ul style="list-style-type: none"> <li>1) External briefings provided to SMT on principles and practicalities of implementing GDPR.</li> <li>2) Establishment of College working group on implementation of GDPR requirements. This group will have oversight of the information risk assessment process.</li> <li>3) Update reports to SMT and OD&amp;HR Committee on progress made.</li> <li>4) Active engagement across the College to ensure collaborative approach to addressing issues raised.</li> <li>5) Data Protection concepts and principles already embedded within the operations of the College.</li> <li>6) Working with other Colleges to pool resources and minimise duplication of effort.</li> </ul>	3	2	6	Principal
14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	<ul style="list-style-type: none"> <li>1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken.</li> <li>2) Level of investment at a stage where no material impact on activities.</li> <li>3) Knowledge base within current staff to be able to identify issues.</li> </ul>	3	2	6	VP Operations
15	1, 3, 5, 8	Investment plans do not reflect future requirements. Sector and/or market expectations do not materialise or are markedly different resulting in changes to future delivery plans.	3	3	9	<ul style="list-style-type: none"> <li>1) Developed environmental scanning process in place</li> <li>2) Operational planning process in place linked to resource requests.</li> <li>3) Detailed resource allocation process and ability to address ad hoc requests.</li> </ul>	2	3	6	VP Educational Leadership VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
16	9, 10, 11	Failure to analyse and respond effectively to changes such as ONS implications, net depreciation / resource impact, year end and insurance	3	2	6	1) Participation in a number of sector working groups. 2) Established team and knowledge base to allow impact of changes to be assessed. 3) Developed budget / forecasting models. 4) Further areas of review expected - commercial insurance, financial year end, allocation of cash arising from net depreciation - WCS represented on sector Financial Directors group in order to provide input to these key areas of consideration.	1	2	2	VP Operations



# STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

**Risks - Probability x Impact Score Grid**

<b>Almost Certain 6</b>	6	12	18	24
<b>Very Likely 5</b>	5	10	15	20
<b>Likely 4</b>	4	8	12	16
<b>Possible 3</b>	3	6	9	12
<b>Very Unlikely 2</b>	2	4	6	8
<b>Remote Chance 1</b>	1	2	3	4
	<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>

**TITLE:** SCHEDULE OF BUSINESS 2017-18

**Background:** This paper outlines how the Schedule of Business for 2017-18 enables the Estates Committee to fulfil its remit.

**Action:** The Committee is requested to note the content of the report.

**Lead:** Alan Ritchie, Director of Finance and Estates

**Status:** Open

REMIT	DELIVERABLES			
	12/9/17	14/11/17	27/2/18	8/5/18
a) <i>To ensure that the College maintains a comprehensive register of land and buildings.</i>				
<ul style="list-style-type: none"> <li>• Full valuation of land and buildings (5 yrs.)</li> <li>• Internal Audit report on Asset Management</li> </ul>	Y			Y
b) <i>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.</i>				
<ul style="list-style-type: none"> <li>• Estate Strategy – Progress Update</li> <li>• Paisley Options Appraisal/OBC Update</li> <li>• Greenock Options Appraisal/OBC update</li> <li>• Emerging Opportunities Report</li> <li>• Property lease update / annual report</li> <li>• Performance Indicators</li> <li>• Regional Outcome Agreement monitoring</li> <li>• Cleaning and Catering review</li> </ul>	Y Y Y Y	Y Y Y Y Y	Y Y Y	Y Y Y Y
c) <i>To ensure the development and review of the College's Estate Strategy takes place regularly.</i>				
<ul style="list-style-type: none"> <li>• Estate Strategy – Progress Update</li> <li>• Room utilisation surveys</li> </ul>		Y Y	Y	Y
d) <i>To ensure that the College maintains its estate in accordance with a planned maintenance programme, consistent with its Estates Strategy and associated financial projections.</i>				
<ul style="list-style-type: none"> <li>• Estate Maintenance update</li> <li>• Inchinnan/Oakshaw Project</li> <li>• SFC Condition survey report</li> <li>• Annual update – Estates operational budget</li> </ul>	Y Y	Y Y Y	Y Y Y	Y

REMIT	DELIVERABLES			
	12/9/17	14/11/17	27/2/18	8/5/18
e) <i>To ensure that the correct procedures are followed in respect of the disposal of Exchequer funded assets.</i>				
<ul style="list-style-type: none"> <li>Update on disposal of College property at Drumry Road, Clydebank</li> </ul>		Y	Y	Y
f) <i>To have an awareness of local, national and global environmental issues and in doing so strive to ensure, sustain and improve the environment.</i>				
<ul style="list-style-type: none"> <li>Carbon Management Plan (CMP) – Progress Update</li> <li>Update on implementation of CMP projects</li> </ul>	Y	Y	Y	Y
g) <i>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.</i>				
<ul style="list-style-type: none"> <li>Review of Strategic Risk Register</li> </ul>	Y	Y	Y	Y