

**West College Scotland**

**ESTATES COMMITTEE**

**TUESDAY 12 SEPTEMBER 2017 at 3.00 p.m. in  
Room 1, Abercorn Centre, Paisley Campus**

**AGENDA**

**Note:** All Committee members are invited to meet in the foyer of the Abercorn Centre at **2.15 p.m.** for a tour of the Inchinnan/Oakshaw buildings.

All members of the Board have been invited to attend the meeting of the Committee at **3.00pm** in order that there can be a full discussion of the Options Appraisal and Outline Business case for the Paisley campus.

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 30 May 2017  
Actions from the minutes Attached      NA  
Attached      NA
4. Matters arising  
(and not otherwise on the agenda)  
  
EM219.3 Clydebank District Heating System Verbal      AR  
EM219.2 The Hub, Dumbarton – Lease Agreement Verbal      AR  
EM219.1 Inchinnan/Oakshaw Project Verbal      AR/PT  
EM224 Estates Key Performance Indicators Verbal      AR

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

**Note:** Agenda items 8 and 9 are restricted as they are commercially sensitive.

5. Committee Remit, Membership and Dates of meetings Paper 5      GMcA
6. Monitoring of Regional Outcome Agreement Objectives Paper 6      DA
7. Emerging Opportunities Paper 7      DA
8. Options Appraisal & Outline Business Case - Greenock Verbal      DA
9. Options Appraisal & Outline Business Case – Paisley Paper 9      DA
10. Estates Maintenance Plan 2017 – 2022 Paper 10      AR/PT
11. Internal Audit Report – Estates and Asset Management Paper 11      DA/AR

- |  |          |    |
|--|----------|----|
| 12. Audit Scotland Report – Scotland's Colleges 2017 | Paper 12 | DA |
| 13. Strategic Risk Consideration                     | Paper 13 | AR |

**Items for Information**

- |                                  |          |    |
|----------------------------------|----------|----|
| 14. Schedule of Business 2017-18 | Paper 14 | AR |
| 15. Any other business           |          |    |

Next meeting: Tuesday 14 November 2017 at 4.00 p.m. at Finnart Street, Greenock Campus.

Gwen McArthur  
Secretary to the Committee

## ESTATES COMMITTEE

**MINUTES:** 30 May 2017

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

**Apology:** Andrew Hetherington

**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 Douglas Wilson (for the Secretary to the Committee).

### EM216 DECLARATION OF INTERESTS

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

### EM217 MINUTES

The minutes of the meeting held on 28 February 2017 were approved as a correct record. [REDACTED]

### EM218 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting. In addition, it was noted that the Chair was unable to attend the next meeting of the Sustainability Group but would be invited to its next meeting. **[Action: AR]**

### EM219 MATTERS ARISING

**.1 Inchinnan /Oakshaw Project - update (EM207)** - The Head of Estates provided a verbal update on the progress of the project [REDACTED]

[REDACTED] The first phase of the project was due to start on 5 June and it was anticipated that a significant amount of the project work would be done over the summer period with a completion date scheduled for October 2017. It is intended that there will be limited interruption to curricular activity. The Committee noted the update and that a further update would be provided to the next meeting. **[Action: PT]**

**.2 Dumbarton Hub – Lease Update (EM209)** - The Director of Finance and Estates provided a verbal update on ongoing negotiations with respect to [REDACTED] the lease of The Hub, High St, Dumbarton. The Committee noted the update and that further updates would be provided as required. **[Action: AR]**

**.3 Clydebank District Heating System – Update (EM215)** - The Director of Finance and Estates provided a verbal update on progress including the funding secured for the project by West Dunbartonshire Council. Discussions continued with the Council with respect to the project including issues with respect to procurement, supply and project timetable. The Committee noted the update and that the College continued to engage with partners on the development of a district heating system. This continued to be on an in principle basis and did not commit the College to participation. This Committee and the Finance and General Purposes Committee would continue to be kept updated on progress. **[Action: AR]**

**EM220 EMERGING OPPORTUNITIES (EM204)**

The Vice Principal Operations provided the Committee with a verbal 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:

- the leisure centre development at Queens' Quay, Clydebank and the future operating model for The Hub in Dumbarton
- continued engagement with Renfrewshire Council in terms of Paisley 2021 UK city of culture bid and ongoing discussions with the local community trust with respect to community arts and leisure proposals; and
- collaborative opportunities within Greenock [REDACTED]

The Committee noted the update and would continue to be provided with reports on emerging opportunities.

**EM221 GREENOCK OUTLINE BUSINESS CASE (EM213)**

The Vice Principal Operations provided the Committee with a verbal update on the outline business case for Greenock campus which had been submitted to the Scottish Funding Council (SFC). It was confirmed that all information requests of the College had been provided to the SFC and they had advised that a meeting was to be scheduled to consider next steps. An update would be provided to the next meeting of the Committee. **[Action: DA]**

**EM222 ROOM UTILISATION SURVEY (EM207)**

The Head of Estates provided the Committee with a summary of the principle findings of the room utilisation survey undertaken in March 2017. The surveys continued to be undertaken in accordance with the methodology recommended by the Scottish Funding Council and the information was required as part of any future estate planning.

It was acknowledged that the College now had space utilisation trend data for the last 4 years which showed a largely consistent trend across each campus. It was recognised that the College required to further consider how it could improve the utilisation of its facilities. Further discussions would be held with staff regarding how that may be progressed for 2017/18 academic year recognising that the current Inchinnan/Oakshaw project would have a positive impact on utilisation rates. The Committee noted the information and that it would continue to receive further updates.

### **EM223 ESTATES MAINTENANCE PLANS 2016-2021 (EM208)**

The Director of Finance and Estates provided an update on a range of estates management matters including the following:

- Scottish Funding Council (SFC) estate maintenance final funding settlement – the SFC had confirmed the final estates funding allocation for 2017/18 of £1.976m, a slight increase from the indicative 2016/17 funding allocation of £1.973M previously announced by the SFC – however this represents a significant reduction of £449,000 (18.5%) when compared to the final total allocation of £2.425m received during 2016/17.
- The estate maintenance funding continues to be allocated on an activity basis rather than on an as needs basis pending completion of a sector wide building conditions survey now scheduled to be completed by the SFC at end July 2017. The SFC has advised that it is their intention to use the results of this survey to inform estates maintenance funding from 2018/19.
- 5 year maintenance planning – the Committee were provided with details of the expenditure for 2016/17 and forecast expenditure for the 5 years until 2021/22. The forecast had been developed on the basis of no increase in SFC funding from 2017/18 levels and a reduction in the amount of cash resource (arising from net depreciation) that may be available to the College. The College would continue to engage with the SFC on all funding matters and continue to refine the maintenance plan based on estates needs against the limited available funding
- Carbon Management/Sustainability – an update was provided on current activities including the process for the preparation of the 2016/17 carbon management outcome report **[Action: AR]**

### **EM224 ESTATES PERFORMANCE INDICATORS (EM208)**

The Director of Finance and Estates provided an update on progress in developing estates performance indicators together with an update on progress made as part of a college benchmarking group.

In terms of performance information 4 key indicators had been developed – age of college estate, estates PIs, energy performance and carbon dioxide emissions and costs of running the college estate. In terms of the preparation of the college's corporate performance dashboard the Committee agreed that

the first 3 of those indicators should be incorporated into the dashboard for further consideration by the Board of Management. **[Action: AR]**

The Committee previously noted that the College had been invited to attend a benchmarking club which comprised 3 other colleges – Edinburgh, Forth Valley and Dundee and Angus colleges. The College continued to work with those colleges to develop standard and comparable performance indicators. Some initial data was provided in the report and work would continue to refine and develop this benchmarking information.

#### **EM225 MONITORING OF THE REGIONAL OUTCOME AGREEMENT OBJECTIVES (BM338)**

The Board of Management had agreed that each Committee should monitor progress on areas of the 2016/17 Regional Outcome Agreement (ROA) for which they had responsibility and provide a report on progress to the Board.

The Vice Principal Operations provided a report on the ROA process and asked the Committee to consider the progress that had been made in relation to those ROA areas for which this Committee had responsibility. Those related to:

- Development and approval of a Carbon Management Plan
- Approval of an Estates Strategy 2016-26
- Completion of an options appraisal and outline business case for Greenock campus
- Seeking significant investment for the Paisley estate and to progress an options appraisal and outline business case

The Committee agreed that effective progress had been made against each of the key ROA areas and this evaluation should be incorporated in the report to the Board of Management. **[Action: DA]**

#### **EM226 STRATEGIC RISK (EM210)**

The Committee noted the updated strategic risk register and endorsed the register for consideration by the Audit Committee and subsequently the Board. **[Action: AR]**

#### **EM227 PROPOSED COMMITTEE MEETINGS DATES 2017/18**

The Committee considered the proposed Committee dates for 2017/18 and approved those dates subject to the May 2018 meeting date being Tuesday 29 May 2018. **[Action: GMcA]**

#### **EM228 SCHEDULE OF BUSINESS 2016/17 (EM211)**

The Committee noted its Schedule of Business for 2016/17 including likely business to be dealt with at its first meeting of the 2017/18 academic year.

**EM229 NEXT MEETING**

Tuesday 12 September 2017 at 4.00 p.m. at the Greenock Campus.

DW/13.06.17/Final

## Estates Committee: Minutes of 30 May 2017

### Actions from the Minutes

<b>Date of Meeting</b>	<b>Min Ref</b>	<b>Matter for Action</b>	<b>Responsible Person</b>	<b>Action Taken</b>	<b>Timescale (where applicable)</b>
30 May 2017	EM217	Minutes of meeting held on 28 Feb 2017	G McArthur	Para EM204.1 to be redacted from public minute	Completed
	EM219.1	Inchinnan / Oakshaw Project, Paisley	P Thorne	Update on project implementation	September meeting
	EM219.2	The Hub, Dumbarton	A Ritchie	Update on proposal to serve notice of lease agreement for The Hub, High St, Dumbarton.	Future meeting
	EM219.3	Clydebank District Heating System	A Ritchie	Details on progress and development of full business case to be presented to committee and Board when available	Future meeting
	EM221	Greenock campus outline business case	D Alexander	Update to committee on SFC response to OBC	September meeting
	EM223	Carbon Management / Sustainability	A Ritchie	2016/17 carbon management outcomes report to be reported to committee	November meeting
	EM224	Estates Performance Indicators	A Ritchie	In terms of the college's corporate performance dashboard the committee agreed 3 KPIs for inclusion	Completed
	EM225	Regional Outcome Agreement – Committee agreed its position with respect to the ROA objectives	D Alexander	Incorporated in report to Board in June 2017	Completed



		relevant to it for inclusion in overall report on the ROA to go the meeting of the Board in June 2017			
	EM228	Committee meeting dates 2017/18	G McArthur	Agreed subject to May meeting be amended to Tuesday 29 May	Completed
	EM230	Paisley Campus outline business case	D Alexander	Update on outline business case to be provided to committee and a presentation to the October Board meeting	September meeting
		<b>Actions from previous minutes</b>			
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 to committee	Future meeting

DW/30.05.17

**TITLE: COMMITTEE REMIT, MEMBERSHIP AND DATES OF MEETINGS  
IN 2017/18**

**Background:** The Committee is invited to review its remit which is set out in the attached paper.

Discussion at the Corporate Development Committee on 5 September has led the Committee to propose an amendment to the wording of the Membership section so that 'other Board members can attend the meetings', with the approval of the relevant Committee Chair, and this is not just restricted to other Committee Chairs. Other Board Committees will be asked to consider this proposal as it would seem good practice.

The membership of the Committee and dates of meetings are also provided in the attached paper for information.

**Action:** The Committee is asked to consider its remit and the proposed amendment to the wording of the Membership section, and to note its membership and dates of meetings in 2017/18.

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

**Status:** Open

## **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.

Chairs of other Committees 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.

Approved by Board – 3 October 2016

## **Membership**

Nick Allan (Chair)  
Andrew Hetherington (Vice Chair)  
John McMillan  
Audrey Cumberford  
Keith McKellar (*ex officio*)

## **Attending Officers**

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

## **Dates of meetings in 2017/18**

12 September 2017 at Paisley Campus – starting at 3.00 p.m. with other Board members  
14 November 2017 at Greenock Campus  
27 February 2018 at Paisley Campus  
29 May 2018 at Clydebank Campus

All starting at 4.00 p.m. unless otherwise indicated.

GMcA/6.09.17

**TITLE: MONITORING OF REGIONAL OUTCOME AGREEMENT OBJECTIVES**

**Background:** The Board of Management have agreed that each sub-Committee should monitor progress on areas of the Regional Outcome Agreement (ROA) for which they have responsibility and provide a report to the Board in June 2018.

**Action:** The Estates Committee is asked to:

- note the background information provided in relation to the Regional Outcome Agreement process;
- note the key objectives of the 2017-2018 to 2019-2020 West College Scotland Regional Outcome Agreement; and
- consider and agree the processes in place to enable monitoring of required ROA outcomes and to support provision of the required report to the Board of Management in June 2018.

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

**Status:** Open

## **Monitoring of Regional Outcome Agreement Objectives**

### **1.0 Background**

1.1 Regional Outcome Agreements (ROAs) were introduced in 2012-13. They are intended to enable the Scottish Funding Council (SFC) to demonstrate the impact of the sector and its contribution to meeting Scottish Government priorities, and are required by the Financial Memorandum as a term of SFC grant. ROAs are intended to achieve this by building better relationships with colleges and key stakeholders to support:

- Increased accountability and confidence in the distribution of resources, ensuring that resources are targeted where there is greater need; and
- Continuous improvement, to maximise the impact on the learner, the employer and the economy.

1.2 The ROA process is intended to enable:

- Engagement, to ensure SFC decisions account for the context within which colleges operate, so that SFC can differentiate its approach where appropriate.
- Curriculum and investment planning based on economic, industry, labour market and demographic evidence.
- Consistent methods of operating, to ensure that a fair interpretation of college impact is made, and to enable the SFC to interpret impact consistently at a regional and national level.
- A means by which college regions can discuss with SFC their broader aspirations.

1.3 Ultimately the ROA is seen by the SFC to be a joint funding commitment in which each college sets out:

- The regional context within which a college region operates
- Outcomes and outputs a college region will deliver, mindful of this regional context, in response to Scottish Government priorities. In most instances these outcomes/outputs correspond to national performance measures, and include reference to a baseline position, current progress and a future ambition or target.

1.4 The current ROA was signed by West College Scotland on 6 July 2017, and agreed for a three year period (2017 – 2020). During this three year cycle the SFC issue updated annual guidance and ask that colleges undertake a ‘refresh’ of their 2017 – 2020 ROA each year rather than a rewrite.

### **2.0 Monitoring of Regional Outcome Agreement Objectives**

2.1 The objective of the West College Scotland ROA (attached) is to deliver the SFC national priority of:

*‘High quality learning and teaching - an outstanding system of learning that is accessible and diverse, where students progress successfully with the ability, ideas and ambition to make a difference.’*

The main outcomes required by SFC in support of this priority are:

- Access – a more equal society because learning is accessible and diverse, attracting and providing more equal opportunities for people of all ages, and from all communities and backgrounds.
- Quality – an outstanding system of learning where all students are progressing successfully and benefitting from a world-class learning experience, in the hands of expert lecturers delivered in modern facilities.
- Skills and Employability – a more successful economy and society with well prepared and skilled students progressing into jobs with the ability, ideas and ambition to make a difference.
- High Performing Institutions – a coherent system of high performing, sustainable institutions with modern, transparent and accountable governance arrangements. To ensure students are qualified and prepared for work and to improve and adapt the skills of the region's workforce.

2.2 Under the outcomes associated with *High Performing Institutions* (see Section 2.1, above) ROA guidance specifies that colleges should:

- contribute to the delivery of Climate Change (Scotland) Act 2009 targets for significantly reduced greenhouse gas emissions; and
- outline how they intend to achieve their 2020 target for carbon reduction

The West College Scotland approach and commitment to delivering these outcomes is detailed within pages 55 – 56 of the ROA.

2.3 In addition within pages 42 – 44 of the 2017-2020 ROA - under *Quality* outcomes - West College Scotland has also committed to:

- progressing the Greenock outline business case with the SFC, with a view to securing investment for the preferred option;
- completing an outline business case for the Paisley campus, with a view to securing the necessary investment for the preferred option; and
- continuing dialogue with the SFC in order to secure the level of in-year investment required to provide infrastructure, learning, teaching and working environments to meet 21<sup>st</sup> century need on an ongoing basis.

2.4 The remit of the Estates Committee includes responsibility for each of the ROA areas outlined within *Sections 2.2 and 2.3, above*. The Board of Management has agreed that each Board sub-Committee should monitor progress on areas of the Regional Outcome Agreement it is responsible for and provide a final report to the Board in June 2018. The Estates Committee is therefore invited to consider the processes in place to monitor progress against these outcomes and support provision of the agreed report to the Board of Management in June 2018. In considering this matter the Estates Committee may wish to note that the following matters are included within the Schedule of Business (*Agenda Item 14*) for 2017/18:



- An annual update report in relation to Estate Strategy 2016-2026 progress and outcomes;
- An annual update report in relation to 2016-2021 Carbon Management Plan progress and outcomes;
- Regular estates maintenance update reports; and
- A range of reports that provide updates on College management and development of the estate.

### **3.0 Conclusion**

3.1 The Estates Committee is asked to:

- note the background information provided in relation to the ROA process;
- note the key objectives of the 2017-2020 West College Scotland ROA; and
- consider and agree the processes in place to enable Estates Committee monitoring of required ROA outcomes and to support provision of the required report to the Board of Management in June 2018.

**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; 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 a number of meetings scheduled throughout 2017/18 in order to discuss areas of collaboration, integration and development. A number of ongoing initiatives and opportunities are being considered, including:

- the West College Scotland Paisley OBC and wider Renfrewshire Council development plans for the surrounding area;
- 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 the proposed Community Trust multipurpose arts venue and the possibility of introducing updated performing arts facilities within the Town Hall building;

- developing Scotland's' Young Workforce;
- Renfrewshire's Strategic Economic Framework – with a focus upon the impact of Brexit on the local economy and jobs; and
- local government and college sector funding settlements for 2017/18 and beyond.

2.1.2 Given the College's approach to carbon management, in late July 2016 the Chair of the Greener Renfrewshire thematic Board invited West College Scotland to become a member organisation. This is one of six thematic boards set up as part the Renfrewshire Community Planning Partnership structure, and the Board comprises a number of representatives from partner organisations across the local authority area. The board meets five times a year and West College Scotland attended the last meeting on 12<sup>th</sup> June 2017. The future format of this group is currently being debated by the CPP and the College is awaiting the outcome of this review.

### 2.1.2 *Possible Wider Paisley Developments*

Through ongoing dialogue with Renfrewshire Council in relation to the Paisley Town Centre Action Plan and the West College Scotland outline business case for Paisley – and the announcement by Chivas Brothers during December 2016 that they are vacating their site by 2019 - a number of possible wider developments have emerged within Paisley for consideration.



### 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. During the construction phase the College and Council worked together to maximise the benefits for students, including opportunities such as site visits, undertaking case studies and lectures being provided by project managers. This approach was recognised in February 2016 by Hub West, who published an article promoting the West Dunbartonshire Council/West College Scotland approach to generating community benefits from the project as an example of best practice. The facility is now operational, with the official opening ceremony taking place on 18 September 2017. Discussions are ongoing with the Council regarding future possible use of the facilities by WCS in undertaking curriculum delivery.
- District Heating System – the College continues to work with partners to progress a business case for this project which is intended to provide a heating system not only for Queens Quay but also the wider Clydebank community, and a meeting is currently being sought with representatives of West Dunbartonshire Council in order to discuss and seek clarification on the current project milestones and timelines. A verbal update in relation to the District Heating System project is provided under *Agenda Item 4* 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 been invited to join the Expansion Programme Board for the redevelopment and extension of the Hospital and a meeting will take place in September to discuss this further.

#### 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 4* 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 in the coming period to ensure our campus is a bridge to wider regeneration and development and to maximise the opportunities arising from the Queens Quay site.

■ [REDACTED]

■ [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

### 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 a West College Scotland option appraisal and outline business case for the Paisley estate;
- ongoing dialogue with Renfrewshire Council [REDACTED] 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 [REDACTED]

[REDACTED]  
[REDACTED]

**TITLE:**           **ESTATES MAINTENANCE PLANS 2017-2022**

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

- a) SFC Estate Maintenance Funding;
- b) 5 Year Maintenance Planning – including project prioritisation, projects currently being progressed and projects under consideration; and
- c) Carbon Management/Sustainability.

**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 has been kept updated on a regular basis regarding 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 estate maintenance funding for West College Scotland has been confirmed as £1.976m for 2017/18 - a reduction of £0.449m (18.5%) when compared to 2016/17 (£2.425m). It should be noted that the College received £2.6m in 2014/15. This settlement is at a time when it is recognised by the SFC that the overall West College Scotland estate is in a deteriorating condition and requires significant investment.

2.2 [REDACTED] ultimately the College was able to invest a total of £3.598m 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 reduction of £1.11m.

2.3 From discussions with the SFC the College understands the recent sector wide condition survey has been completed (see Agenda Item 12 – Audit Scotland Report – Scotland's Colleges 2017). This survey 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), and a formal outcome of the review is expected to be communicated to the sector prior to the conclusion of 2017. It is anticipated this survey outcome will then be used as a basis upon which the SFC will seek to prioritise estates investment across the college sector beyond 2017/18.

2.4 However given no outcome of the sector condition survey exercise has been provided at this time, the future estate maintenance planning detailed within this paper remains on the basis of the reduced 2017/18 allocation with no additional in year funding being assumed.



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

3.1

[REDACTED]

3.2 Given the revision to the SFC estate maintenance allocation from 2017/18 the College will continue to review the funding available against priority maintenance areas.

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 Survey.
  - The Committee have previously been advised that the Condition Survey undertaken 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.
- SFC Additional Funding:
  - There is no assumption of further additional funds being made available to the College at this stage.
- 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 utilisation of this cash is currently under discussion with the SFC but must be considered at risk. 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.
- 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
    - Estate maintenance costs which are incurred by the College.

- 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 a required area under the SFC Regional Outcome Agreement;
    - Teaching space improvements and equipment requests; and
    - Fire risk assessment improvements.
- (Projects under Consideration):
  - This section of Appendix 1 highlights 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 in the appendix.

3.4 Maintenance priorities regularly change as the overall estate continues to age and the level of backlog maintenance increases. The Estate 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 [REDACTED] the College is investing up to £100,000 towards the implementation of the approved Carbon Management Plan (CMP).

4.2 The CMP continues to be implemented with a number of activities being undertaken to continue the embedding the plan into the ethos of the College:

- Fan coil units were installed in Greenock as well as roof insulation over the summer to improve energy use;
- Sub meters at each campus are also currently being installed to allow more accurate utility readings;
- A number of light fittings have been upgraded across all 3 campuses;
- The Cycle Friendly Club will kick off in September starting in our Clydebank campus with the aim to roll it out College wide;
- Installation of electric car charging points at our Clydebank and Greenock campuses to replicate what is available at our Paisley campus;
- Energy Efficiency Workshop presented by Home Energy Scotland was run at each campus in CPD week;

- Sustainability Working Group meeting with various stakeholders within the College; and
- We have started the new academic year with various awareness campaigns with banners and announcements going out on the intranet.
- The College also continues to liaise with West Dunbartonshire Council in relation to the District Heating System in Clydebank, and further meetings are scheduled in relation to this project.

4.3 An update report on Year 1 of the College Carbon Management report and Estate Strategy will be provided at the next meeting.

## **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; and
- Continue to refine the College maintenance plan based on the estates needs set against the limited funding available.

## **6.0 Conclusion**

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

**TITLE: INTERNAL AUDIT REPORT: ESTATE AND ASSET MANAGEMENT**

**Background:** Scope

The College's estate is based across four main campuses in Paisley, Greenock and Clydebank, with assets managed through the College's Estate Strategy and consolidated within a single asset register.

It is important that the College's assets are efficiently and effectively managed and maintained to ensure they remain fit-for-purpose, provide value for money and support corporate objectives. In view of the challenging funding position, estates plans need to remain flexible to account for changes to available funding.

The internal auditors reviewed the processes for developing the Estate Strategy along with the governance arrangements in place to monitor progress against its objectives. They have not considered the affordability, budgeting, or business cases that support the Estate Strategy.

As part of their work they also reviewed the College's procedures, controls and recording of major assets including ICT equipment and other assets. This included consideration of asset maintenance to ensure assets are fit for purpose and included in an agreed maintenance / replacement cycle.

Conclusion

The internal auditors have gained assurance that the Estate Strategy and planning arrangements being developed by West College Scotland are generally robustly designed. They have identified several opportunities for improvement that will help to ensure that the Strategy will contribute towards the achievement of the College's strategic objectives. They have also noted areas where the College's asset management arrangements could be strengthened.

The report highlights a number of areas of good practice:

- The Board approved the Estate Strategy 2016 – 2026 in October 2016 that articulates a set of strategic objectives for the development of the College estate and sets out a clear vision for each College campus. The internal auditors have confirmed that the objectives of the Estate Strategy are consistent with the College's Corporate Strategy and that the objectives will be embedded in operations through the 2017/18 plan;
- The Estate Strategy has been developed through extensive engagement with internal and external stakeholders, including College staff, students and partners. This has included facilitation by external organisations such as the Scottish Futures Trust;
- The Estates Committee will receive an annual update on the Estate Strategy that will also provide an opportunity to review and refresh the content of the Strategy in line with developments over the past year; and
- The College has recognised its environmental responsibilities, and approved a Carbon Management Plan which sets out targets and planned actions with the aim of reducing the College's carbon footprint. The College has complied with its reporting responsibilities under the Climate Change (Scotland) Act 2009.

The internal auditors identified 4 areas for improvement (1 : Grade 1 and 3 : Grade 2 recommendations) which, if addressed, would strengthen the College's control framework. The recommendation cover:

- Although the frequency of progress reports on the Estate Strategy have been agreed with the Estate Committee, the content of those reports has not yet been finalised; and
- The College has no documented procedures setting out existing processes and controls relating to the management of the fixed asset register. In addition, they noted two areas that would be strengthened by the introduction of additional controls, being the additions and disposals processes.

The recommendations included in this report will be recorded in the Rolling Audit Action Plan to ensure that progress towards addressing these items is achieved.

**Action:** The Estate Committee is asked to note the content of this report and that the recommendations will be recorded within the Rolling Audit Action Plan.

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

**Status:** Open

**TITLE:** **AUDIT SCOTLAND REPORT – SCOTLAND’S COLLEGES 2017**

**Background:** Audit Scotland published their annual report of the college sector - *Scotland’s Colleges 2017* - on 22 June 2017. This provided an update on developments taking place within the College sector and, where possible, assessed their impact.

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

- the Audit Scotland report, and the recommendations arising from it; and
- whether any actions require to be progressed by the Estates Committee at this time based on the report findings.

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

**Status:** Open

## **Audit Scotland Report – Scotland’s Colleges 2017**

### **1.0 Background**

- 1.1 Audit Scotland published a report on 22 August 2017 – *Scotland’s Colleges 2017* (Appendix 1) – which provided an update on developments taking place within the college sector and, where possible, assessed their impact.
- 1.2 The methodology using in producing the Audit Scotland report, which focuses mainly upon the 2015-16 college year, involved:
- an analysis of information and data held by the Scottish Funding Council (SFC) including performance and activity data and communications with the sector;
  - interviews with a wide range of stakeholders. These included college principals, senior college finance staff, regional chairs, Colleges Scotland, college staff, student associations, the SFC and the Scottish Government.
  - analysis of relevant Scottish Government budget documentation and colleges’ audited accounts and auditors’ reports covering the financial period ending July 2016.
- 1.3 The report is structured into two parts, which are as follows:
- Part 1 – College Performance
  - Part 2 – College Finances

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

### **2.0 Key Messages**

- 2.1 The Audit Scotland report contains 5 key messages which can be summarised as follows:
- The college sector has continued to exceed the national target for learning but delivered slightly less activity in 2015-16 than in 2014-15.
  - Student numbers decreased slightly in 2015-16 and FTE is at its lowest since 2006-07. Both full-time and part-time numbers student numbers fell in 2015-16, with the latter decreasing at a greater rate.
  - Student attainment improved in 2015-16. The overall percentage of full-time further education students successfully completing their course increased in 2015-16 from 64% to 65%. Most full-time students continue to be satisfied with their college experience and at least 83% of students who achieve a qualification go on to a positive destination.
  - The financial health of the sector remains relatively stable but has deteriorated since 2014-15. The underlying sector deficit has increased to £8m (representing 1% of income) and colleges hold £11m less cash than in 2014-15.



- Total Scottish Government funding to the college sector will increase by 5% between 2015-16 and 2017-18, although the bulk of this increase relates to a capital project at a single college. Funding for running costs will increase by 1%, but colleges face a number of financial challenges. In particular it is estimated that implementing national bargaining for the college sector could cost around £80m.

2.2 Ultimately, in summary the Audit Scotland report concludes that *'the college sector continued to exceed targets for learning but faces financial challenges.'*

### 3.0 Recommendations

3.1 From these key messages, the Audit Scotland report provides 8 recommendations - 3 of which the Scottish Government and the SFC have been asked to take forward; 3 of which the SFC are asked to progress; and 2 of which are for colleges. These recommendations are detailed within the Summary section of the report and can be summarised as follows:

- 3 recommendations requiring action by the Scottish Government and the SFC:
  - model how changes in demography and school leaver destinations affect the ability of colleges to continue to meet the national learning activity target;
  - complete the national estate condition survey and use this as a basis to prioritise future capital investment; and
  - work with colleges to assess demand for college courses across Scotland, - in accordance with Audit Scotland's 2016 recommendation - in order to plan future education provision.
- 3 recommendations requiring action by the SFC:
  - Specify the adjustments that should be made to the financial position reported in college accounts, taking account of the approach Audit Scotland have adopted within their report, in order to reach an '*underlying financial position*' that reflects the immediate financial health of each college;
  - Require each college to include, within its accounts, the underlying financial position; and
  - Specify the common assumptions to be used by colleges when developing longer-term financial plans.
- 2 recommendations requiring action by colleges:
  - Prepare longer-term financial plans, as Audit Scotland recommended in 2016, in order to support financial decision-making that takes account of both immediate and future cost pressures; and
  - make agendas, supporting papers and minutes for Board and Committee meetings publicly available within appropriate timeframes.

- 3.2 Thus the report makes 8 recommendations with demand for courses; financial planning, strategy and pressures; and estate condition and capital investment being the key areas. Page 26 (sections 58 – 60 of the report) repeats a recommendation contained within the 2016 Audit Scotland review of the sector and states:

*'last year we highlighted that there was no national condition survey of the college sector estate on which to base capital allocations. The SFC is co-ordinating an exercise to determine the condition of the college estate – that is, all property that colleges own. It is due to be complete in July 2017, after which a national capital plan will be developed. This follows a recommendation in our report last year to determine the current condition of the college estate and prepare a plan to ensure that it is fit for purpose.'*

- 3.3 Thus the report recognises the challenges that colleges face in seeking to secure the necessary levels of investment in their estate, and recommends that the Scottish Government and Scottish Funding Council take action to address this.

#### **4.0 Conclusion**

- 4.1 As outlined above, the Audit Scotland report '*Scotland's Colleges 2017*' provides an update on the various developments taking place within the college sector, and where possible, seeks to assess their impact. The report also identifies key recommendations to be progressed.

- 4.2 The Estates Committee is therefore asked to consider:

- the Audit Scotland report, and the recommendations arising from it; and
- whether any actions require to be progressed by the Estates Committee at this time based on the report.

**TITLE: RISK MANAGEMENT – STRATEGIC RISK REGISTER**

**Background:** Under the Corporate Governance Code the Board of Management is tasked with setting the College’s risk appetite and ensuring that the framework of governance, risk management and control are in place to manage risk within this. The Estate Audit Committee remit includes: “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.”

This paper is designed to assist in fulfilling the above remit by presenting to the Estate Committee the considerations of the other Board sub-Committees and the College Senior Management Team regarding the strategic risk register.

**Action:** The Estate Committee is requested to review the strategic risk register and consider:

- Whether they are content with the risks included in the register;
- 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. Risk Management Strategy**

**1.1** The Strategic Risk Register was created as part of the development of the College Risk Management Strategy and has now been embedded for consideration as a standing agenda item at all Board and sub-Committee meetings.

**1.2** During the year the College Senior Management Team reviews the risks and mitigations on an ongoing basis to ensure that controls are in place and operating effectively.

## **2. Considerations of Board Sub-Committees and Senior Management Team**

**2.1** In reviewing the strategic risk register the Senior Management Team have taken into account feedback from previous Board sub-Committee meetings (up to June 2017) a summary of which is provided below.

### **a) Audit Committee - March 2017**

- i) On reviewing the Strategic Risk Register noted that the Finance and General Purposes Committee had been of the view that risk 3, the impact of SFC funding changes, should be rated a higher risk, if not the highest risk the College faced.

This risk was subsequently reviewed and at the current moment is the most significant risk faced by the College.

- ii) National Bargaining was also considered as potentially more material than other risks depending on how the national discussions progressed.

This risk is currently number 4 on the register due to the continuation of discussions with the Unions to resolve the related issues.

### **b) Audit Committee – June 2017**

- i) A draft publication scheme for Board and Committee papers - queried if the Strategic Risk Register should be published in its current format as it provided a significant amount of detailed information.

- ii) The audit strategy memorandum set out the significant risks identified by the External Auditors. National Bargaining had not been included in the risk section as no resolution had been reached on this matter. This would be reviewed prior to the start of the audit.
  - iii) Annual training on risk management should be carried out not just for staff but also for the Board and Committee members. It was agreed that this would be explored further.
- c) Estates Committee - February and May 2017
- i) At both meetings the Committee noted the updated strategic risk register and endorsed the register for further consideration.
- d) Finance and General Purposes Committee - March 2017
- i) The Committee was of the view that Risk 3, the impact of SFC funding changes, should be rated a higher risk and probably the top risk that the College faced.
- e) Finance and General Purposes Committee – June 2017
- i) The Committee considered the Strategic Risk Register. In discussion the Committee noted that the mitigating actions and controls had been reviewed and updated throughout the year to reflect the actions taken. The Committee had no further comment and noted the Strategic Risk Register.
- f) Learning, Teaching and Quality Committee – March and May 2017
- i) At both meetings the Committee noted the updated strategic risk register and endorsed the register for further consideration.

g) Organisational Development and HR Committee – May 2017

- i) The Committee considered the Strategic Risk Register. While the Committee agreed with the risks identified it remained of the view that some of these could be phrased in a different way to make the risks less technically focussed and more people-oriented so that it would be clear that matters relating to staff and students were included in the risk register. It was agreed that the Committee members give some further thought to this for the next meeting.

2.2 Following Board of Management meetings in March and June 2017 the Strategic Risk Register was updated to reflect the above considerations.

2.3 Based on previous Committee considerations the Senior Management Team have reviewed the register and would consider making the following changes:

- a) Inclusion of risk in regard to the General Data Protection Regulations (GDPR) which come into force in May 2018. It was noted that many of the GDPR's main concepts and principles are much the same as those in the current Data Protection Act (DPA), with which the College already complies with. However there are new elements and significant enhancements and it is likely the College will have to do some things for the first time and some things differently.

The risk has been initially included at (13) on the current register with a pre mitigation score of 9 - risk probability of 3 (possible) and impact of 3 (critical). However a review of mitigating actions revised the score to 6 - risk probability of 3 (possible) and impact of 2 (marginal) until the initial risk assessment process has been completed.

2.4 No further amendments were considered necessary.

### **3. Conclusion**

3.1 The Estates Committee is requested to review and approve the strategic risk register and consider:

- Whether they are content with the risks included in the register;
- 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 (CMAF) 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 embeded 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 the updated remit of the Committee and how the College management proposes to assist in fulfilling that remit. The report has been updated based on management's current knowledge in regard to each section.

**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 annual 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> </ul>	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 annual update</li> <li>• Room utilisation surveys</li> </ul>		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>• Annual update estate operational budget</li> </ul>	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>Reported as required</li> </ul>				
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 annual 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