



## ESTATES COMMITTEE

**MINUTES:** 11 September 2018

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

**Apologies:** Keith McKellar.

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

### **EM290 WELCOME**

The Chair congratulated Liz Connolly on her appointment as Principal and welcomed her to the meeting.

### **EM291 DECLARATION OF INTERESTS**

John McMillan and David Alexander declared an interest as Trustees of the West College Scotland Foundation. David Alexander also declared an interest as a member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC's Audit and Compliance Committee.

### **EM292 MINUTES**

The minutes of the meeting held on 29 May 2018 were approved.

### **EM293 ACTIONS FROM THE MINUTES**

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

- .1 Clydebank Functional Suitability Review (EM280)** – it was noted that the Working Group to consider the longer term development of the Clydebank Campus had not been set up yet due to the summer break. However, this would be actioned shortly and a report brought to the next meeting.  
**[Action: PT]**
- .2 Clydebank District Heating System (EM263.2)** – the Director of Finance and Estates updated the Committee on progress with this development. West Dunbartonshire Council was the lead for this project and had contacted the College, as one of the interested parties in drawing heat from this system, to arrange a meeting to discuss this further. The Committee would be kept informed of progress.  
**[Action: AR]**
- .3 Estates Key Performance Indicators (EM250.6)** – The Director of Finance and Estates informed the Committee that further consideration had been given

to some of the key performance indicators (KPI's) that other organisations used. However, none of these had proved suitable for use by the College and so it was decided that the College would use its own internal KPI's as previously agreed. A report would be brought to the next meeting. **[Action: AR]**

**.4 Disposal of Property at Drumry Road (EM276.2)** – it was noted that the Scottish Funding Council (SFC) had confirmed that the Scottish Government had given approval for the College to dispose of the property at Drumry Road and it would be permitted to retain the receipt for this to be used to fund other estates requirements. However, the College was still waiting for official confirmation from the Government.

**Secretary's Note:** subsequent to the meeting the letter from the Government was received which confirmed that the College could dispose of the property and retain the receipt to fund other estates projects.

**EM294 REMIT, MEMBERSHIP AND DATES OF MEETINGS 2018-19**

The Committee **approved** its remit and noted its membership and dates of meetings for 2018-19.

**EM295 EMERGING OPPORTUNITIES (EM277)**

The Vice Principal Operations provided the Committee with an update on a range of estates matters. The College had undertaken, and continued to undertake, a significant programme of engagement with partners in seeking to progress emerging estates opportunities and models.

**.1 Clydebank** – the Committee was aware that West Dunbartonshire Council was undertaking a significant development programme at Queens' Quay on a site adjacent to the College. It was **agreed** that the Vice Principal Operations investigate the possibility of a representative from the Council attending the next meeting to inform the Committee of the nature and scale of this programme. **[Action: DA]**

**.2 Paisley** – it was noted that discussions with Renfrewshire Council were continuing regarding possible opportunities for partnership projects. However, the College had already prepared its outline business case for the development of the Paisley Campus which had been submitted to SFC.



The Committee noted and welcomed the update on these developments and opportunities and supported the College team in continuing to work with partners in taking these forward.

**EM296 ESTATES MAINTENANCE PLANS 2018-2023 AND CARBON MANAGEMENT (EM281)**

The Committee noted a report which provided an update on Estate Maintenance Funding, the College's Estates Maintenance Plan 2018-2023 and progress with Carbon Management/Sustainability initiatives. The Director of Finance and Estates presented a paper showing the proposed allocation of the funding available for 2018-19. SFC had allocated £1.182M for estates maintenance and an additional £3.004M to be used to address 'high priority maintenance'. The information presented assumed that this additional funding was for 2018-19 only as there was no indication from SFC that the College would receive any such funding in subsequent years.

It was noted that the bulk of the estates maintenance allocation of £1.182M would be used to meet operational estate requirements and bank interest costs in 2018-19, with a small sum of £64k remaining being used to support carbon management planning. The Committee noted the planned expenditure of £3.004M for 'high priority maintenance'. These plans had to be confirmed before the end of March 2019 and completed over the summer months of 2019. The Committee welcomed and supported these plans.

**EM297 STRATEGIC RISK (EM283)**

The Committee considered the Strategic Risk Register and noted that there had been no change to the risk profile but the mitigations had been updated in light of the actions taken over the summer months. The Committee noted the strategic risk register and had no additions or amendments to propose.

**EM298 AUDIT SCOTLAND REPORT – SCOTLAND'S COLLEGES**

The Committee noted the Audit Scotland Report.

**EM299 SCHEDULE OF BUSINESS 2018-19 (EM286)**

The Committee noted its Schedule of Business for 2018-19.

**EM300 NEXT MEETING**

The next meeting will be held on Tuesday 11 December 2018. The venue would be confirmed later.

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## Estates Committee: Minutes of 11 September 2018

### 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>
11 Sep 2018	EM293.1 280	Clydebank Functional Suitability Review – Working Group to conduct this review to be set up and report to be provided	P Thorne		December meeting
	EM293.2 263.2	Clydebank District Heating System – Committee to be kept informed of progress	A Ritchie		Future meeting
	EM293.3 250.6	Estates Key Performance Indicators (KPI's) – report to be brought to next meeting	A Ritchie		December meeting
	EM295 277	Emerging Opportunities: Clydebank – representative of West Dunbartonshire (WD) Council to be invited to address next meeting on developments at Queen's Quay	D Alexander	Head of Regeneration Services at WD Council invited to address next meeting	December meeting
	EM301 289	Greenock Outline Business Case (OBC) – Board asked to approve revised Greenock OBC and to be submitted to SFC once Inverclyde Council confirms support for this development	D Alexander	Board approved revised Greenock OBC at its October meeting Report on progress with Inverclyde Council to be provided to next meeting	December meeting
	EM302	Potential Opportunity at Greenock – Committee to be kept informed of developments	D Alexander		Future meeting
	EM303 289	Paisley Outline Business Case (OBC) – Committee to be kept informed of progress	D Alexander		Future meeting
	EM304	Paisley New Street – plans for future of this building to be brought to next meeting	P Thorne		December meeting

		<b>Actions from previous minutes</b>			
29 May 2018	EM278 263.3	Inchinnan/Oakshaw project – post occupancy review to be conducted in February 2019 and outcomes reported to Committee	P Thorne		May 2019
	EM281 265,269 253	Estates Maintenance Plans 2017-2022 & Carbon Management Plans – Vice Principal Operations to seek approval from SFC to proceed with College spending plan	D Alexander	Update to be provided at next meeting	Complete
	EM287 209	Community Empowerment Plan – Committee to receive annual report on this matter	P Thorne		May 2019
	EM264	Disposal of Property at Drumry Road – Committee to be kept informed of progress with this	A Ritchie	Report provided to September 2018 meeting. Property sold (EM293.4)	Complete
15 Nov 2016	EM190.3	Cappielow area development, Greenock	D Alexander	Update report provided to committee at September 2018 meeting. Further updates will be provided as and when appropriate	Future meeting



**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:

- Estate Strategy progress and outcomes achieved during the second year of implementation; and
- the intended key outcomes for year 3 of the Estate Strategy.

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

- progress made in implementing the second year of the Estate Strategy 2016-2026; and
- the key outcomes for year 3 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. Background

1.1 The West College Scotland Estate Strategy 2016-2026 was approved by the Board of Management in October 2016 and subsequently submitted to the Scottish Funding Council.

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 four Estate Strategy Objectives are intended to be achieved through the delivery of seventeen 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 seventeen outcomes/indicators of success during year two of the Estate Strategy implementation, with Appendix 2 providing a summary update for each area.

## 2. Estate Strategic Objectives – Progress Update

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

	Year 1	Year 2
Actions are complete. Outcome achieved	0	2
Progress achieved to point anticipated by year 2 of the Strategy	13	12
Some progress achieved during first 2 years of the Strategy with further work required	3	2
Progress required however not achieved to date	1	1
<b>Total number of objectives</b>	<b>17</b>	<b>17</b>

2.2 From the table above, it can be seen that there are 2 outcomes where progress is assessed as being of amber status. The 2 outcomes concerned relate to the same area, and are as follows:

- (9) Continuously review space standards in line with sector requirements.
- (11) Strive to increase the utilisation of space.

For these outcomes while some progress has been made in addressing utilisation across College campuses further progress is required.

2.3 The one intended outcome which is recognised as not having achieved required progress to date (red) 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 to progress to full business case stage with the SFC and ultimately to implementation in order for this to be addressed and the required progress achieved.

2.4 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; and
- Regional Outcome Agreement (ROA) outcomes are monitored on an ongoing basis.

2.5 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

2.6 Robust risk management processes are also in place with key risks and mitigations considered at each meeting of the Estates Committee.

2.7 The College therefore considers that a strong framework is in place to support the monitoring of Estate Strategy implementation and provide a basis upon which outcomes can be assessed.

### 3. Estate Strategy Year 3 – Key Outcomes

In progressing Year 3 implementation of the Estate Strategy the following are seen as key areas for progress/outcomes:

- Objective 1 – Suitability – the College will:
  - continue to engage with the SFC to ensure that the methodology for the allocation of annual estates maintenance funding and high priority maintenance funding is directed towards the areas of greatest need across all campuses;
  - engage further with the SFC in seeking to gain approval to move to full business cases for development of the Greenock and Paisley campuses;
  - [REDACTED]
  - continue to review the use of leased properties, with an annual update to be provided to the Estates Committee;
  - ensure estate development projects result in improved teaching space and/or staff working areas;
  - undertake a post occupancy evaluation of the Oakshaw/Inchinnan project;
  - continue to develop a masterplan for the Clydebank campus based on the initial functional suitability review carried out in 2017-18;
  - dispose of the residential property at Drumry Road, Clydebank;
  - engage with West Dunbartonshire and Inverclyde Councils to secure long term agreements for the provision of sports facilities to support curriculum delivery; and
  - continue to work with partner agencies as required to ensure the College estate remains legally compliant.

- Objective 2 – Scale – the College will:
  - ensure all estates projects continue to support changing curriculum need and evolving technology;
  - ensure all estates projects acknowledge the accommodation space standards recommended by the SFC as a baseline for any development proposals;
  - [REDACTED]
  - [REDACTED]
  - 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 implementing the Estate Strategy and delivering outcomes projects are integrated with the aims and objectives of the IT Strategy and vice; and
  - ensure projects deliver improved teaching and learning facilities where possible involving the students in the design process.
  
- Objective 4 – Sustainability – the College will:
  - continue to engage with the SFC as to the most effective use of both lifecycle and high priority maintenance funding;
  - continue to invest in sustainable carbon reduction projects utilising external funding where possible;
  - make improvements in environmental performance in order to reduce the level of CO2 emissions by 2021 to the levels agreed in the ROA with the SFC;
  - consolidate waste management contracts across the College, including implementing a uniform recycling and waste management system;
  - continue to engage with Sustainable Scotland Network to refine the annual public sector climate change report;
  - continue to seek external funding to supplement College resource in progressing sustainability and carbon reduction projects; and
  - further develop relationships with internal and external stakeholders to ensure West College Scotland is recognised as positively addressing climate change commitments.

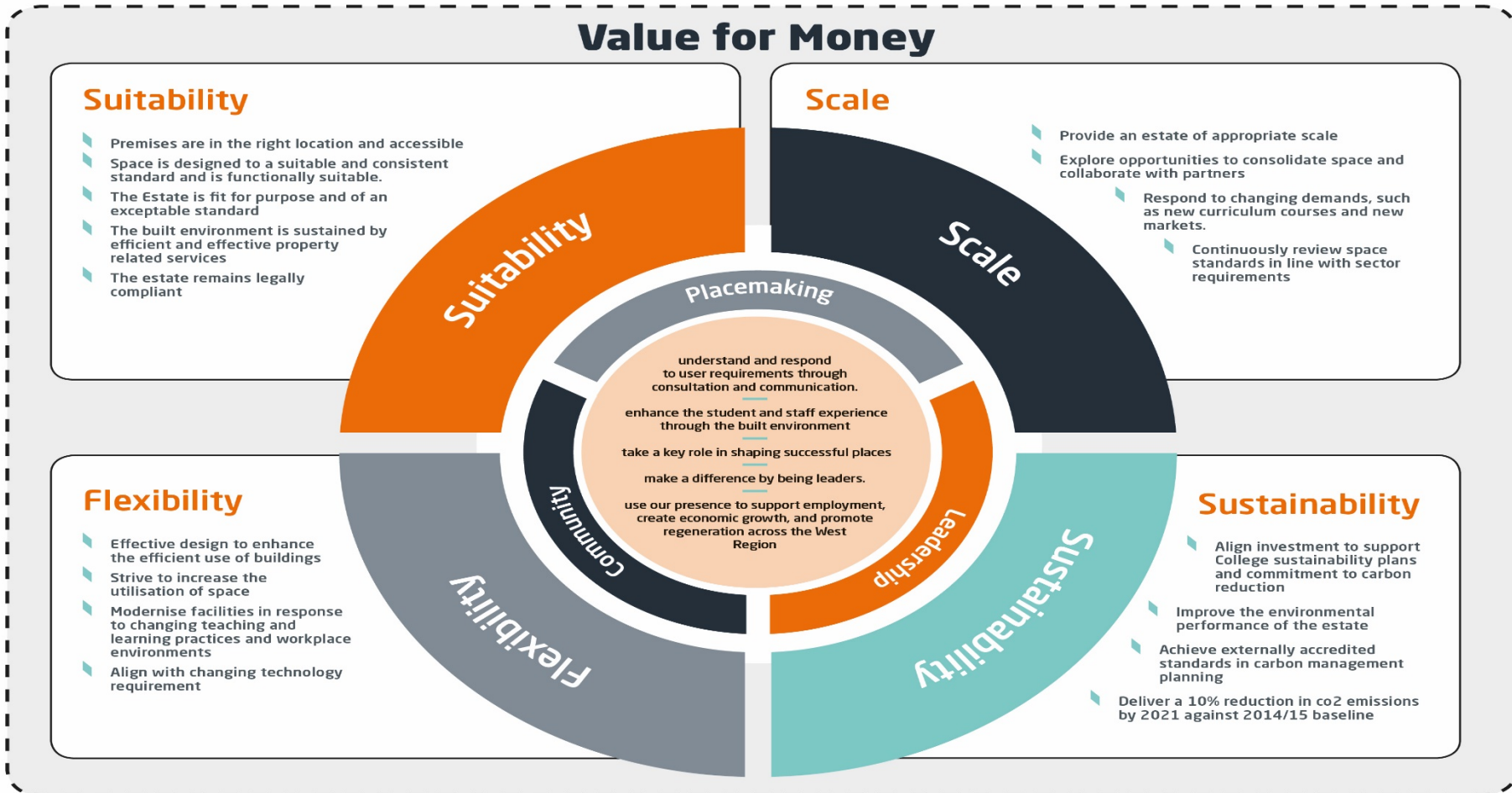
Development of benchmarking will also look to be progressed in order to enable the College to form a greater understanding of best practice in estate management across the sector and to further evidence to the SFC the need for significant investment within the College estate.

## **4.0 Conclusion**

4.1 The Estates Committee are requested to review and consider:

- progress made in implementing the second year of the Estate Strategy 2016-2026; and
- the key outcomes detailed for year 3 implementation of the Estate Strategy.

## Appendix 1 – Estate Strategy Principles, Objectives and Outcomes



**TITLE:** ESTATES UPDATE - MAINTENANCE / KPIs / CARBON MANAGEMENT

**Background:** This report provides the Estates Committee with an update in relation to:

- SFC Estate Maintenance Funding;
- Carbon management and sustainability;
- Annual public sector climate change reporting;
- Annual estate running costs; and
- Benchmarking

**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 kept updated on matters relating to estate maintenance funding, developments and projects on an ongoing basis. This report provides the Committee with a current update on:

- SFC Estate Maintenance Funding;
- the College Estate Maintenance Plan 2018 to 2023;
- carbon management and sustainability;
- annual public sector climate change reporting;
- annual estate running costs; and
- benchmarking/KPIs

## **2. SFC Estate Maintenance Funding**

2.1 On 18 May 2018 SFC issued circular SFC/AN/09/2018 – Announcement of Outcome Agreement Funding for Colleges – Final Allocations for 2018-19. This circular provided the final SFC decisions on college outcome agreement funding for 2018-19. The announcement confirmed West College Scotland would receive:

- £1,181,794 for life cycle maintenance, a reduction of £0.794m when compared to the 2017-18 level of funding; and
- £3,003,981 for high priority maintenance, a new category of allocation based on the national sector condition survey review undertaken by the SFC and published in December 2017

2.2 As previously reported to the Estates Committee the reduction in lifecycle estates maintenance funding means the College is required to utilise the full amount simply to meet operational estates maintenance and bank interest costs. From 2018-19 onwards IT infrastructure investment – a core requirement - will now be funded from the College net depreciation resource.

2.3 The College has continued to engage with the SFC in order to fully identify and agree the priority areas of expenditure that are able to be undertaken utilising the high priority maintenance funding. The SFC have advised at this stage that the College should not plan for a repetition of the very high priority maintenance funding in 2019-20. The College is meeting with the SFC in December to discuss what the sector estates funding methodology might be for 2019-20 along with how the funding could be better targeted towards those areas of greatest need.

2.4

- 2.4 The College was recently requested to provide an update on how it intends to spend the high priority maintenance funding. A copy of the return made to the SFC is attached at Appendix A for Committee information. The College has indicated that it will have committed all available funding prior to 31 March 2019 and has made the SFC aware that while committed it may be that an element of the funding will not be able to be expended until after the end of July 2019. This is due to the timing of the works being undertaken during the summer holiday period which means the final payments will not be made to contractors until after July 2019.
- 2.5 The College continues to address all legislative and safety requirements through the allocated planned and reactive maintenance budgets.

### **3. Carbon Management and Sustainability**

- 3.1 The College allocates funding towards the implementation of the agreed and approved Carbon Management Plan (CMP). Since the last report the College has been involved in a number of actions to promote and address the College carbon reduction commitments including:

#### **Waste and Recycling**

- 3.2 The amount of carbon dioxide created by waste is the next largest contributor to the College output after utilities. The College Sustainability Group is currently focusing attention on reviewing the waste streams cross all campuses with a view to issuing a tender for waste services in December 2019.
- 3.3 The objective of this is to:
- Consolidate the service with one provider across the College;
  - Deliver a more efficient waste service;
  - Encourage and enable the College to improve the level of recycled waste; and
  - Standardise waste reporting.

#### **Promotion of Sustainability**

- 3.4 The College continues to update the sustainability portal on the intranet with minutes of meetings, announcements and events. The work of the Sustainability Group will be further highlighted with an article in “Westworld” to promote the sustainability portal and to encourage a switch off campaign.

- 3.5 Staff and students are being encouraged to put forward ideas for the upcoming Green Gown Awards via the portal and it is anticipated that for the first time the College will make an entry for an award in 2019.

### **Cycling Projects**

- 3.8 The College was successful in obtaining funding from Cycle Scotland of £1,375. This will be used to fund further 'Dr Bike' sessions and a bike maintenance course for the Cycling Officer to pass on the skills to staff and students
- 3.9 An application has been submitted for Cycle Friendly Campus Funding [REDACTED] to buy 20 bike pods for Greenock and improve signage across the College.
- 3.10 The College is working with UWS to gain Cycle Campus Friendly Award during 2019.

### **Other Projects**

- 3.11 In addition to the ongoing work to upgrade the lighting infrastructure across the campuses the College is also investigating the following initiatives:

#### **Active Travel Project**

Grants of up to £50,000 are available from Smarter Choices, Smarter Places (SCSP) to encourage and promote active travel cross campus and work with community partners. The College has also submitted a proposal to Smarter Choices, Smarter Places (SCSP) to recruit an Active Travel Coordinator. The role would look to work with key partners in the surrounding areas to develop and build a travel hub.

#### **Water Grant Project**

- Tap Water Awards is a grants programme that aims to help schools/colleges provide access to mains drinking water on campus while reducing the use of plastic bottled waters. Grants are available for between £300 and £3,000.
  - As several mains fed water machines have already been installed across the College it is proposed to install machines in the College Taste cafes which would offer a healthy and free choice to staff and students while reducing single-use plastics.
- 3.12 The College continues to discuss with the SFC the composition of current and future funding to support carbon management and sustainability. If the funding conditions remain unchanged going forward then it will prove challenging for the College to be able to continue to make the required level of investment to deliver carbon management and sustainability plans.

#### **4. The Annual Climate Change Report for 2017-18**

- 4.1 The Climate Change Act places duties on public bodies with respect to climate change and Section 44 of the Act places duties on public bodies relating to climate change, which requires them to:
- contribute to carbon emissions reduction targets;
  - contribute to climate change adaptation; and
  - to act sustainably.
- 4.2 As part of the above duties, the College submitted on 27 November 2018 its' third Annual Climate Change Report, covering the year to 31 July 018, in advance of the 30 November deadline. The report highlighted the progress made by the College in reducing the level of carbon dioxide it releases and the projects undertaken during the year.
- 4.3 The level of carbon dioxide released by the college is calculated in three stages
- a) The College collates detailed data over the past year in relation to utility usage, travel, waste and projects undertaken.
  - b) This data is then classified as either:
    - Scope 1 emissions - are direct emissions from owned or controlled sources.
    - Scope 2 emissions - are indirect emissions from the generation of purchased energy.
    - Scope 3 emissions - are all indirect emissions (not included in scope 2) that occur within the reporting organisation.
  - c) The usage data is then multiplied by an emission factors, which are updated annually. This update is due to improvements and changes to the methodologies used in deriving the factors – for example - electricity grid factor fluctuates annually due to changes in the fuel mix at power stations and the proportion of imported electricity. Since the College started reporting, the emission factor has remained the same or decreased which has helped to contribute towards the overall positive results below.

4.4 The table below shows the 2017-18 outcome compared to the previous years. The project and estate works carried out during the year have contributed towards the continued reduction on the amount of carbon emitted by the College.

Reference Year	Scope 1 (Gas)  tCO2e	Scope 2 (Elec)  tCO2e	Scope 3 (Water, Travel and Waste)  tCO2e	Total  tCO2e	Cumulative Movement  tCO2e
Baseline	2,243	2,870	190	<b>5,303</b>	
Year 1 – 15/16	2,391	2,463	277	<b>5,133</b>	<b>(170)</b>
Year 2 – 16/17	2,265	1,959	635	<b>4,859</b>	<b>(444)</b>
Year 3 – 17/18	2,325	1,562	543	<b>4,430</b>	<b>(873)</b>

4.5 The above table shows that the College has reduced the level of carbon dioxide emissions by 873 tonnes or 16.5% during the year to 31 July 2018. The target for the Carbon Management Plan (CMP) was to achieve a 10% reduction or 530 tonnes by 2021. The College has therefore exceeded its CMP target.

4.6 Without significant investment in the College physical infrastructure it will provide challenging to continue to record material reductions in CO2 emissions going forward.



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## **7. Next Steps**

### **7.1 The College will:**

- Continue to engage with the SFC regarding the allocation of the life cycle and high priority estates maintenance funding;
- Continue to refine the College maintenance plan for a 5 year period based on the assumptions / principles issued by the SFC; and
- Look to establish if there is any appetite within the sector to reinvigorate the benchmarking exercise and also raise this issue with the SFC;
- Continue to engage with the SFC on funding available to support carbon management and sustainability plans.

## **8.0 Conclusion**

8.1 The Estates Committee is requested to review and consider this report.

**TITLE: STRATEGIC RISK REGISTER REVIEW**

**Background:** Under the Corporate Governance Code the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper presents the College Strategic Risk Register for the consideration of the Estates Committee.

**Action:** The Estates Committee is requested to review and approve the College Strategic Risk Register and in doing so consider:

- The risks included in the register;
- The revised risk rating both pre and post mitigation;
- Whether any other risks should be considered for removal;
- Whether any new risks should be considered for inclusion; and
- The further development of the College risk management framework

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

**Status:** Open

## 1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy was approved by the Board of Management and the College Strategic Risk Register is subject to ongoing review by all Board of Management Committees with oversight being provided by the Audit Committee.

## 2. College Strategic Risk Register Update

- 2.1 Each Board Committee is requested to review the risks included within the register; the risk ratings both pre and post mitigation; whether any other risks should be considered for removal; and whether any new risks should be considered for inclusion.
- 2.2 The Board of Management is due to review the attached College Strategic Risk Register on 10 December 2018. Due to the timing of this any discussion arising at the Board of Management meeting is unable to be taken into account within this paper; however, a verbal update will be provided.
- 2.3 The Senior Management Team have made the following amendments to the Strategic Risk Register:

- **Risk 1 (WCS 1) – SFC Funding.** It was felt that the focus of this risk required review and updating. The risk has therefore been amended from:

*Negative impact of SFC funding changes including core-grant-in-aid, Credit model; reduction in European funding; changes in One Plus activity; changes to levels of student support funding; and impact of estates maintenance funding methodology.*

to

*Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding; and estates maintenance.*

The overall risk score both pre and post mitigation remains the same as in the previous risk register update.

- **Risks 2 (WCS 2) / 3 (WCS 3) / 4 (WCS 4), 5 (WCS 5) and 6 (WCS 6)**

The profile of these risks has remained unchanged. A number of mitigating factors have been updated to account for the outcome of recent or ongoing matters. The risk scores both pre and post mitigation remain unchanged.

- **New Risk - Risk 7 (WCS 15) – Transition Plan**

Given the prominence of the College Transition Plan with the Scottish Funding Council and the integral nature of the achievement of the planned savings/efficiencies in creating a sustainable College, the failure to achieve the objectives of the Plan have been included in the risk register, with this risk being defined as follows:

*Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".*

Failure to deliver on the objectives of the plan in 2018/19 has been evaluated as 16 (Probability 4 – Impact 4), recognising the impact that this would have on the sustainability of the College in future years. The SMT believe that the actions taken to date will allow the plan objectives to be achieved hence the post mitigation score has been set at 12 (Probability 3 – Impact 4).

- **New Risk – Risk 8 (WCS 16) - Brexit**

The SMT consider that the uncertainty surrounding the potential impact on the College sector of Brexit requires to be recognised in the risk register. This has already been highlighted by the Board of Management, which has set up a working group to consider the likely impact upon the College. This risk has been defined as follows:

*Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).*

The pre mitigation score has been set at 15 (Probability 5 - Impact 3) which reflects the view that there will be an impact upon the College from Brexit, with any loss of credit activity and associated income which is currently received being of particular significance. Although the College is taking a number of mitigating actions the ability of the College to influence the probability of the risk or to manage the impact is low, so the post mitigating score has not been changed at this time.

- **Risk 13 was 10 (WCS 10) – Workforce Planning**

The work undertaken by the College following the internal audit report has resulted in a comprehensive Work Force Plan. The register has a post mitigation score of 9 (Probability 3 – Impact 3), it should be noted that there still are a number of work force variables which will require to be addressed in the coming year – voluntary severance, structural changes and transition planning – that may require this risk to be revisited in the near future.

2.4 The overall risk profile of the College has changed with the introduction of one risk with a score of 15 (risk 8) and the increase in the number of risks with a score of 12. This is representative of the challenging operating environment in which the College finds itself.

2.5 There are a number of challenges facing the College which have been highlighted as part of the Estates Committee agenda that members may wish to consider in reviewing the risk register:

- Future use of Clydebank campus following the functional suitability study;
- Status and likelihood of successfully converting current outline business cases for redevelopment of Greenock and Paisley to full business cases in the near future;
- Challenge facing the College from realignment of estate maintenance funding; and
- Asset utilisation trends.

### **3. Further Development of the College Risk Management Framework**

3.1 The Board of Management were requested to consider the following issues at their December meeting and any amendments to the College Risk Management Strategy will be implemented following that meeting:

1) **The introduction of a formal risk management appetite statement**

The College is proposing the addition of a risk appetite statement and diagram to the Strategic Risk Register to assist Board members and College staff to assess the risks that they are reviewing.

- 2) Revisions to the Strategic Risk Register from updating of Corporate Plan  
The updated Corporate Plan will require the College to update the Strategic Risk Register due to the changes in Strategic Priorities. This will be undertaken once the revised Corporate Plan has been agreed and approved by the Board of Management.
  
- 3) The introduction of a target risk score  
At this stage a target risk score has not been introduced and this will be given further consideration in the coming period.
  
- 4) Prioritisation of risk management on Board and Committee Agendas  
Risk management is now prioritised on all Board and Committee agendas.

#### **4. Conclusion**

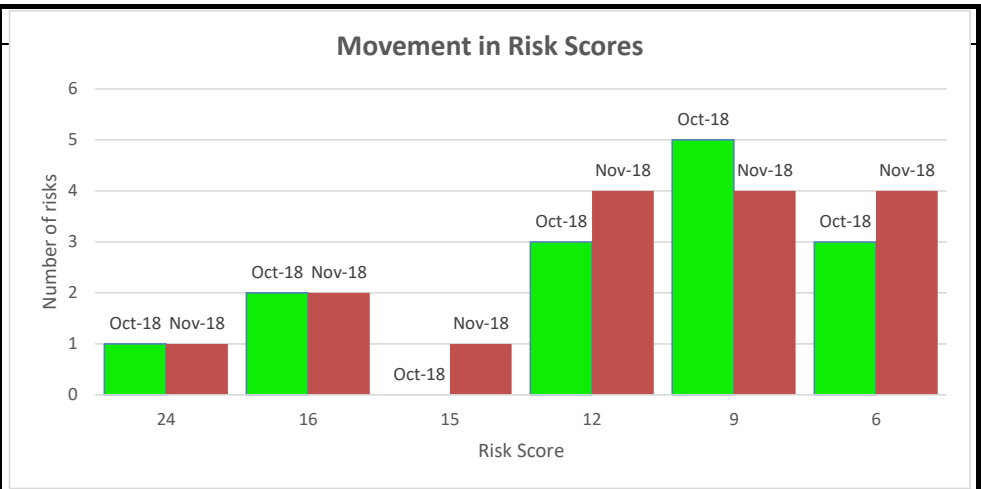
4.1 The Estates Committee is requested to review and approve the Strategic Risk Register and consider:

- The risks included in the register;
- The revised risk rating both pre and post mitigation;
- Whether any other risks should be considered for removal;
- Whether any new risks should be considered for inclusion; and
- The further development of the College risk management framework.

## Strategic Risk Register Dashboard Report

Risk register reference date: Oct-18  
 Board / Committee review date: Nov-18

Top 5 risks this period				
Ref	Risk	Probability	Impact	Score
WCS 1	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	4	4	16
WCS 3	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	4	4	16
WCS 4	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	4	3	12
WCS 5	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	2	12



Risk 1 in relation to the volatility of SFC funding remains as the most significant risk faced by the College.

As can be seen from the above graph the higher rated risks have not changed in the last quarter. The risks associated with Brexit (risk 8) has been included in the register with a risk score of 15. The risk associated with delivery of the College Transition Plan has also been added into the register at risk 7.



### WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

Risk No.	Risk Reference	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	WCS 1	1,2,3,11	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24	1) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is not greater than in 2017-18; a reduction in the level of activity the College will be required to deliver; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement. 2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transition Plan created in conjunction with SFC to address future financial challenges. Initial version of Plan submitted to SFC in August 2018 with further update provided to SFC in November 2018 following on from Board of Management consideration in October 2018.. 4) Robust financial forecasting including production and review of monthly management accounts. 5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding.  6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 7) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 8) Significant work undertaken to embed Workforce Planning into College operations / planning. 9) Active College representation and involvement in external SFC review groups - funding methodology, Director of Finance network; credit review; access and inclusion; rural and remoteness premium; and student funding.	6	4	24	VP Operations / VP Educational Leadership
2	WCS 2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee. 2) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business Case (Greenock) updated following SFC feedback approved by Board of Management in October 2018. Implications of recently published Inverclyde local development plan now being considered and College is engaging with local councillors..  5) Outline Business Case (Paisley) submitted to the SFC and feedback received. OBC amended and discussion with partner organisations on-going. Intention is to re-submit OBC (Paisley) in 2019. 6) SFC have issued the outcome of a national College estate condition survey. College has discussed and obtained agreement with SFC as to how the 2018-19 high priority maintenance funding will be applied.	4	4	16	VP Operations

Risk No.	Risk Reference	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	
3	WCS 3	1,2,3,11	Business cases 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) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Outline Business Case for College estate in Greenock and Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and College has updated both OBS documents. Implications of recently published Inverclyde Local Development Plan now being considered. Updated OBC documents are expected to be submitted to the SFC during 2018-19. 4) 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. 5) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations. 6) Ongoing engagement with SFC in relation to implementation of national estate condition survey review and future direction of travel.	4	4	16	VP Operations
4	WCS 4	1, 3, 5, 6	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	5	4	20	1) Improving working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 2) Continued engagement with SFC over likely impacts of "intensification of ROA objective monitoring" for current and future year delivery and funding. 3) 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. 4) Detailed curriculum development planning and review process which has been subject to review by internal audit. 5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	4	3	12	VP Educational Leadership

Risk No.	Risk Reference	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	
5	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining subject to ongoing discussion with the SFC. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. Further information and understanding of how this will be funded beyond 2018-19 is required. 4) Business Continuity Planning considers impact of industrial action, with specific plans in place. 5) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 6) Robust college sector and WCS communications plan. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018). 8) Support staff pay award for 2018/19 has now been settled.	6	2	12	Principal
6	WCS 6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is therefore ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process. 5) Review of College cyber resilience undertaken and significant work carried out to ensure college gains Cyber Essentials Plus accreditation by required deadline in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy. 7) Funding bid developed based on above work for submission to SFC to ensure IT systems are fit for purpose.	4	3	12	VP Operations
7	WCS 15	1,2,3,11	Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".	4	4	16	1) Transition plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Transition Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place.	3	4	12	Principal

Risk No.	Risk Reference	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	
8	WCS 16	1, 3, 5, 6, 11	Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).	5	3	15	1) Board of Management has established a working group to review the available data on the impact of Brexit and to make recommendations to the Board. 2) College is a member of a Colleges Working Group on Brexit allowing access to latest intelligence specific to the College sector. 3) Close liaison with SFC on future funding arrangements post 2021 when current funding due to end. 4) SMT briefing paper discussed and checklist of likely impacts being completed to identify potential risk areas.	5	3	15	Principal
9	WCS 8	2, 9, 11	Unable to develop and commence implementation of an Estate Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 approved by Board of Management and submitted to SFC and now being implemented. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) College wide condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to develop and implement the College Estate Strategy 2016-26. 7) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Discussions with the SFC on nature of spend under high priority maintenance and agreement reached on areas of priority spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19.	3	3	9	VP Operations
10	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report (June 2018) on Workforce Planning confirmed substantial progress made in addressing Audit Scotland recommendations. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement and negotiations. 4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis	3	3	9	Principal

Risk No.	Risk Reference	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	WCS 11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	1) Development of strong partnerships with local employers and stakeholders. 2) Operation planning process used to identify potential opportunities for income growth. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and planning in place to address resource needs and redirect as required. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee.	3	3	9	Principal
12	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Internal audit report on Business Continuity Planning highlighted areas for development. Action has been taken to address the audit recommendations with update provided to Audit Committee. 2) Internal audit have carried out IT security health check with aim of preparing the College to answer requirements of Governments Cyber resilience Strategy. Action plan in place to address recommendations made. 3) Incident response plan has been updated and communicated to all relevant staff. 4) Effective estate response procedures to incidents. 5) Adequate insurance cover to assist in recovery after an incident. 6) Risk assessment process well embedded at strategic level now being further embedded at operational level. Review of risk appetite undertaken by Board and SMT. 7) Planned preventative maintenance regime in place including fire and intruder alarms. 8) Engagement of external consultancy support to assist with addressing requirements of cyber resilience action planning and implementation.	3	3	9	VP Operations
13	WCS 10	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	1) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and Payroll software developed to provide staff data and reports. 5) Professional Development Policies are aligned to strategic priorities. 6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff. 7) Internal audit reviewed workforce planning as part of 2017-18 audit plan.	3	2	6	VP Educational Leadership VP Operations

Risk No.	Risk Reference	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	
14	WCS 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	1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group has oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach to addressing issues raised. 5) Data Protection concepts and principles already embedded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of effort. 7) Data protection Officer appointed to the College.	3	2	6	Principal
15	WCS 12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions.	2	3	6	VP Operations
16	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 2) Level of investment at a stage where no material impact on activities. 3) Knowledge base within current staff to be able to identify issues.	3	2	6	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 2018-19

**Background:** This paper outlines how the Schedule of Business for 2018-19 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			
	11/9/18	11/12/18	26/2/19	28/5/19
a) <i>To ensure that the College maintains a comprehensive register of land and buildings.</i>				
<ul style="list-style-type: none"> <li>Valuation reported to May 2018 meeting - further updates provided as required by Committee</li> </ul>				
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 progress update</li> <li>Paisley Outline Business Case update</li> <li>Greenock Outline Business Case update</li> <li>Emerging Opportunities report</li> <li>Property lease update / annual report</li> <li>Performance Indicators / benchmarks</li> <li>Regional Outcome Agreement monitoring</li> </ul>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>
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 survey</li> </ul>		Y	Y (November 2018)	Y (March 2019)
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 post occupancy review</li> <li>Annual update – estates operational budget</li> </ul>	Y	Y	Y	Y

REMIT	DELIVERABLES			
	11/9/18	11/12/18	26/2/19	28/5/19
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> <li>Update on other disposals as required</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> <li>Annual Scottish Government Sustainability Reporting Requirements Update</li> <li>Estate Strategy Progress Update – includes annual review of College Carbon Management and Sustainability Plan</li> </ul>	Y Y	Y Y Y	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