

West College Scotland

ESTATES COMMITTEE

**TUESDAY 29 MAY 2018 at 4.00 p.m. in
Room 2, Abercorn Centre, Paisley Campus**

AGENDA

Tour: All Committee members are invited to meet in the Main Reception, Renfrew Building at 3.00 p.m. for a tour of the Inchinnan/Oakshaw buildings

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 27 February 2018
Actions from the minutes Attached NA
Attached NA
4. Matters arising
(and not otherwise on the agenda)
 - .1 EM263.1 Catering and Cleaning Services Review Verbal DA
 - .2 EM264 Disposal of property at Drumry Road Verbal AR
 - .3 EM263.4 Leased Property Update – Dumbarton High Street Verbal PT

Main Items for Discussion and/or Approval

5. Paisley & Greenock Outline Business Cases Verbal DA/AR
6. Emerging Opportunities Verbal DA
7. Inchinnan/Oakshaw Project Paper 7 PT/AR
8. Room Utilisation Survey – March 2018 Paper 8 PT
9. Clydebank Functional Suitability Paper 9 PT
10. Estates Maintenance Plans & Carbon Management Projects
2018–2023 – Update Paper 10 AR
11. Monitoring of Regional Outcome Agreement Objectives Paper 11 DA
12. Strategic Risk Consideration Paper 12 AR
13. Proposed Committee Meeting dates 2018/19 Paper 13 GM

Items for Information

14. Land and Building Valuation Report Paper 14 AR

15. Schedule of Business 2017/18 Paper 15 AR

16. Any other business

Next meeting: Tuesday 11 September 2018 at the Clydebank Campus.

Gwen McArthur
Secretary to the Committee

ESTATES COMMITTEE

MINUTES: 27 February 2018

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

Apologies: John McMillan, Audrey Cumberford, Stephanie Graham.

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

EM261 DECLARATION OF INTERESTS

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

EM262 MINUTES

The minutes of the meeting held on 14 November 2017 were approved.

EM263 ACTIONS FROM THE MINUTES

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

.1 Catering and Cleaning Services (EM260) – at the last meeting it had been agreed that the Finance and General Purposes (FGP) Committee would receive a review of the Catering and Cleaning Services. The FGP Committee would meet the following week and a further update would be provided to the Board of Management and Estates Committee thereafter. **[Action: DA]**

.2 Clydebank District Heating System (EM250.3) – the Director of Finance and Estates reported that West Dunbartonshire Council would be taking the lead in relation to the installation of a District Heating System. Plans to install the power plant infrastructure on land adjacent to the Clydebank Campus of the College had now been approved and work had commenced. The Council hoped to have the infrastructure in place by September 2018. The College would not be an investing partner in this project but consideration was now being given to the College becoming a customer. However, no information was available yet on the date the heat would become available or the potential costs involved. It was likely to be early 2019 before this information would be available. The Committee welcomed this information and would be kept informed of progress. **[Action: AR]**

.3 Inchinnan /Oakshaw Project - update (EM250.4) – the Head of Estates provided a progress report on the Inchinnan/Oakshaw refurbishment

project. It was noted that the final phase of this project was almost complete with only a few last details to be finished. Students would start being taught in this new facility the following week. The Committee was pleased to note that the project was almost complete and that it would come within budget. A final report would be provided to the next meeting. It was **agreed** to hold the next meeting of the Committee at the Paisley Campus in order to enable members to undertake a tour of the new facilities arising from the Inchinnan/Oakshaw project. **[Action: PT]**

.4 Leased Property (EM259) – it was noted that the lease of the property at High Street, Dumbarton, had now come to an end and the College had vacated the building. The finalisation of dilapidation costs was almost complete and should be within the budget allocated for this. A final report would be made to the next meeting. **[Action: PT]**

EM264 DISPOSAL OF PROPERTY AT DRUMRY ROAD

It was noted that, within the College Estate Strategy, it was the aim to dispose of this property. To date two independent valuations had been carried out on the property at Drumry Road, Clydebank. There was currently a tenant in this building. Discussions with the tenant were continuing regarding the possible sale of the property. It was also noted that discussions with SFC had been on-going for some time so that the College could dispose of this property and, if possible, retain the receipts from the sale of this building. The Committee would be kept informed of the outcome of these discussions. **[Action: AR]**

EM265 2018/19 SFC FUNDING UPDATE

The Vice Principal Operations informed the Committee that the SFC had issued its funding allocations to the sector earlier in the day. The Committee noted a brief overview of the funding position but was aware that this had still to be analysed in detail. It was noted that the College would receive £1.193M for estates maintenance in 2018/9, plus £3.004M capital funding for high priority maintenance. This latter sum had been calculated on the basis of need based on the information SFC had obtained in their estate condition survey conducted of the sector in 2017 (see also EM267 below). The Committee welcomed this information and noted that consideration would be given to how best to invest this funding taking account of the College's Estate Strategy and the condition survey data in order to ensure that the College achieved the best return for its funding. Further discussions with SFC would also be held in order to better understand the basis of the funding allocation made by SFC and what this funding could be used to support within the College. It was noted that the Vice Principal Operations and the Director of Finance and Estates would seek clarity from the SFC and further analyse the information available in order to provide a report to the Board at its meeting in March. **[Action: DA; AR]**

EM266 EMERGING OPPORTUNITIES (EM251)

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. Specific updates were provided in relation to:

- i) **Paisley Campus** – discussions were continuing with Renfrewshire Council on a range of matters and particularly in relation to their development and regeneration plans for the area round the College. It was noted that Chivas Brothers had indicated that they were keen to ensure that when they left their site it would be compatible with the College's plans for the campus development. A further meeting with the Council and local partners would be held in March to consider the local development plan.

The Committee was also pleased to note that the new National Manufacturing Institute for Scotland (NMIS) would be built at a site in Inchinnan, with Strathclyde University as the anchor university. Discussions were on-going regarding the College being the anchor college for this Institute. The College was keen to be involved with this development and would shortly be meeting with a range of interested parties to discuss potential opportunities.

The Committee noted that discussions had been held with staff from SFC to discuss the Outline Business Case for the Paisley Campus development. SFC had asked for some further information which would be provided to them. The Committee would receive this additional information at its next meeting. **[Action: DA]**

- ii) **Clydebank Campus** – it was noted that discussions were on-going with the Golden Jubilee National Hospital in order to progress key partnership opportunities. The College also continued to work with West Dunbartonshire Council on a number of matters including the Queens Quay development.

- iii) **Greenock Campus** – a revised Outline Business Case (OBC) for the Greenock Campus was being developed for submission to the SFC. This revised case was based on developing the campus at the waterfront site and would also take into account the additional information that the SFC had requested be included in the revised OBC for Paisley. The Committee was pleased to note that the College had received a letter from the SFC confirming their commitment to the development at Greenock. The Committee would receive the revised information at its next meeting.

[Action: DA]

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.

EM267 SCOTTISH FUNDING COUNCIL: BACKLOG MAINTENANCE AND BUILDING CONDITION STUDIES (EM253)

The Committee noted the information published by the SFC following their survey of backlog maintenance and building conditions for each of the Colleges in Scotland. This information showed that West College Scotland was in greatest need of investment in the sector and, within that, the Greenock Campus was in greatest need of investment. It was hoped that this would help the College secure future funding from the SFC to improve the overall estate holding. The Committee would be kept informed of developments.

EM268 ROOM UTILISATION (EM250.12)

The Committee noted the report on the findings of the room utilisation survey conducted in November 2017. This showed that the College still had some work to do in order to improve room utilisation rates. The Committee was pleased that the College now had data for room utilisation over a 3 year period which would be useful for comparative and benchmarking purposes. It was noted that the next room utilisation survey would be undertaken during the week beginning 19 March 2018 and a report would be brought to the next meeting.

[Action: PT]

EM269 ESTATES MAINTENANCE PLANS 2017-2022 AND CARBON MANAGEMENT (EM254)

The Committee noted a report which provided an update on Estate Maintenance Funding, the College's Estates Maintenance Plan 2017-2022 and progress with Carbon Management/Sustainability initiatives. In particular the following was noted:

- i) **Estate Maintenance Funding** - the College had allocated a total of £2.788M in 2017/18, which represented a reduction of £810k (22.5%) from the previous year. Consideration was now being given to the funding available for 2018/19, which SFC had just announced would be £1.193M for estates maintenance and £3.004M for high priority maintenance, and how best to allocate this (see also EM265 above). The Committee was aware of the challenges facing the College and noted the update on progress with the Estate Maintenance Plans 2017-2022.
- ii) **Carbon Management/Sustainability** – it was noted that £100k would be invested in the implementation of the Carbon Management Plan in 2017/18. The College had recently completed and submitted its Annual Climate Change Report for 2016/17. This showed that, to date, the College had achieved a cumulative saving of 8.4% in its carbon footprint. The Committee welcomed this information which showed that the College was making good progress towards achieving its target of a 10% reduction in its carbon footprint by 2021.

- iii) **Annual Operational Budget** – the Committee noted the operating costs for the Estates Department over the 3 year period 2015/16 – 2017/18. However, it was noted that while the College was keen to engage in developing sector-wide benchmarking information on estates performance, no progress had been made with this as there was little consensus across the sector on the approach to be taken nor was there a central database of such information.

EM270 STRATEGIC RISK (EM255)

The Committee noted the strategic risk register which had been updated following detailed consideration by the Senior Management Team (SMT). The Committee **agreed** that it supported the changes proposed by the SMT and that strategic risks 2 and 3 should remain separate on the risk register.

[Action: AR]

EM271 COLE REPORT – INDEPENDENT INQUIRY INTO THE CONSTRUCTION OF EDINBURGH SCHOOLS

The Committee noted the Cole Report on the Independent Inquiry into the construction of Edinburgh Schools and the broader implications the findings of this report had for the college sector.

EM272 SCHEDULE OF BUSINESS 2016/17 (EM257)

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

EM273 NEXT MEETING

It was **agreed** that the next meeting would be held on Tuesday 29 May 2018 at the Paisley Campus. The meeting would begin with a tour of the Inchinnan/Oakshaw development at 3.00 p.m. and the formal meeting would begin at 3.30 p.m.

Estates Committee: Minutes of 27 February 2018

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
27 Feb 2018	EM263.1 260	Catering & Cleaning Services – report to be provided to next meeting	D Alexander	Finance & General Purposes Committee recommendations approved at Board meeting on 26 March 2018	May meeting
	EM263.2 250.3	Clydebank District Heating System – Committee to be kept informed of progress and provided with information on costs once available	A Ritchie	It is likely to be early 2019 before any further information is available.	Early 2019
	EM263.3 250.4	Inchinnan/Oakshaw Project – final report to be brought to next meeting and tour of new facility to be organised for Committee	P Thorne	Tour organised for 3.00 p.m. on 29 May 2018	May meeting
	EM263.4 259	Leased Property – final report on property at High Street, Dumbarton to be provided to next meeting	P Thorne		May meeting
	EM264	Disposal of Property at Drumry Road – Committee to be kept informed of progress with this	A Ritchie		May meeting
	EM265	2018/19 SFC Funding Update – further information to be sought from SFC and a report to be provided to Board at its March meeting	D Alexander A Ritchie	Report provided to Board at its meeting on 26 March 2018 but further information from SFC still being sought	May meeting
	EM266 251 221	Emerging Opportunities i.Paisley Campus – additional information on OBC provided to SFC to be brought to next meeting	D Alexander		May meeting

		ii. Greenock Campus – revised OBC being developed and to be brought to next meeting			
	EM268 250.2	Room Utilisation – report on March survey to be brought to next meeting	P Thorne		May meeting
	EM270 255	Strategic Risk – Committee agreed changes to be made to Strategic Risk register	A Ritchie	Revised Strategic Risk Register approved at Board meeting on 26 March 2018.	Complete
		Actions from previous minutes			
14 Nov 2017	EM253	SFC Backlog Maintenance and Building Condition Studies – discussions with SFC regarding content of report to continue and Committee to be informed of outcome	D Alexander P Thorne	Update provided to February meeting – discussions with SFC continuing (EM267)	May meeting
28 Feb 2017	EM209	Community Empowerment (Scotland) Act 2015 – implementation	P Thorne	As the legislation comes into force the College would continue to monitor the implications and report back to Committee as appropriate.	Future meeting
15 Nov 2016	EM190.3	Cappielow area development, Greenock	D Alexander	Update report provided to committee at September 2017 meeting. Further updates will be provided as and when appropriate	Future meeting

TITLE: Inchinnan – Oakshaw Project Report

Background: The purpose of this paper to provide the Estates Committee with a completion report following conclusion of the Inchinnan/Oakshaw project at the Paisley Campus. This project saw part of the construction curriculum transferred from the Inchinnan North building to the Oakshaw building.

Action: The Committee is asked to consider the report and the next steps outlined.

Lead: Peter Thorne, Head of Estates

Status: Open

1. Background

- 1.1 The Inchinnan building on the College's Paisley Campus was previously used for the delivery of a variety of courses relating to joinery, bricklaying, gas engineering, painting and decorating and graphic arts.
- 1.2 The building was constructed around 40 years ago and suffers from extensive water ingress. The external fabric and the internal environment were extremely poor and a substantial investment would have been required simply to maintain the building, with more extensive funding required beyond this to upgrade or replace the facility.
- 1.3 In May 2016 the College initiated a feasibility study which demonstrated that it would be possible to accommodate the majority of the construction curriculum, delivered within the Inchinnan North building, to the ground floor of the Oakshaw building. The project to undertake these works was approved by the Estates Committee and the Board of Management and a budget of £1.5m was agreed.
- 1.4 The expected outcomes of this project were that:
 - the Inchinnan North building would be vacated;
 - new workshops would be created to accommodate engineering and plumbing in the Oakshaw building;
 - part of Inchinnan South would be refurbished to create a joinery project space; and
 - those parts of the curriculum associated with joinery, bricklaying and painting and decorating, previously delivered from Inchinnan North, would be delivered from purpose built and fit for purpose accommodation in the Oakshaw building by March 2018.

2. Scope of the Project

- 2.1 The project comprised the phased remodelling of the Oakshaw building to accommodate those parts of the curriculum associated with joinery, bricklaying and painting and decorating. New workshops were also created to accommodate engineering and plumbing.
- 2.2 Part of the interior of the Inchinnan South building was refurbished to allow its continued use as a joinery project space and a Joinery bench workshop.
- 2.3 In order to create sufficient space within the Oakshaw building the project also include works to facilitate the relocation of the curriculum previously delivered to some of the College's inclusion students.
- 2.4 The organisation and management of the project envisaged the appointment of multiple design teams; detailed design work; obtaining tenders and the implementation of the construction work. Where possible existing equipment was to be relocated although it was expected that some new equipment would be required or that current equipment would require to be brought up to modern standards.

3. Outcome

- 3.1 The project has now been completed and the refurbished accommodation is being used by students and staff. The objectives stated in 1.4 have all been achieved.
- 3.2 Inchinnan North is currently being cleared and demolition will begin in July 2018 for a 10 week period. Once the demolition company has been appointed the College will work with them to minimise the impact of the works on College operations -if possible demolition will commence earlier and maybe for a shorter period of time. It is intended to remove the building leaving the concrete slab in place. This will allow for future storage or parking to be considered and will reduce down the demolition costs.
- 3.3 The project team encountered and overcame a number of challenges the main lessons learned are noted below.
- 3.4 The project has been completed within the budget of £1.5m

4. Lessons Learned

- 4.1 Some of the lessons learned from this phased project are as follows and will be discussed during the tour:
 - Create and operate a consistent meeting cycle

A meeting schedule for the Project User Group was agreed and in place, however at times the attendance was not as required. Going forward any project will reflect on this in considering the frequency and timing of meetings, and the necessary attendees, with the need to operate with a key user group point of contact being key. Constant communication is crucial on a phased construction project so the contractors understand what needs to happen to respect campus activities. A significant piece of learning is to ensure that the content of the user department brief is more fully understood by the users of the proposed facilities at an early enough stage to accommodate the inevitable changes to the project.
 - Effective and inclusive space planning

One other lesson we have noted is that the project team doesn't live in the spaces that they are trying to relocate or create. Input from the user group is critical whilst at the same time noting that they may not understand what they are being asked or asking for. A construction project can also be stressful and unsettling for the users, because they often haven't been through a significant project that affects their day-to-day responsibilities. One lesson learned was that some of the initial moves were too much for the users to work with. Partway through the design phase the project was amended to retain the Inchinnan South building to accommodate the user needs.

- Be prepared to flex timelines

Delays are often inevitable part of a multi-phased project in an old building, and so the need to be prepared to amend intended timelines should always be borne in mind. The project team worked with the curriculum departments to adjust the timelines. This close working was particularly visible during the commissioning of the joinery workshop.

The potential for delay requires to be communicated to the user departments at an early stage and “what if” scenarios planned for. The management of expectations will always be difficult but this can have a negative effect if a phase of works are not completed on time for whatever reason. This lesson is clearly linked to the meeting timetable and good communications with all stakeholders.

4.2 The College will use the above lessons when planning future projects.

5. Conclusion and Next Steps

5.1 The project has been completed as required within the approved budget of £1.5m.

5.2 Two areas of activity related to this project will now be progressed going forward:

- The demolition of the Inchinnan North building, which is currently being cleared and demolition will commence over the summer period; and
- A Post Occupancy Evaluation Review will be undertaken at the end of February 2019 and reported to the following Estates Committee meeting

5.3 The Estates Committee is asked to note the content of the report and the intended next steps.

TITLE: CLYDEBANK FUNCTIONAL SUITABILITY REVIEW

Background: The purpose of this paper is to provide the Estates Committee with an overview and update of the functional suitability work which has been undertaken at the Clydebank campus.

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

Lead: Peter Thorne, Head of Estates

Status: Open

1. Background

- 1.1 The College Estate Strategy 2016-2026 included an assessment of the functional suitability of all the College buildings and within this detailed definitions of the categories can be found. (Section 5 with a detailed assessment included at Appendix 4).
- 1.2 Functional suitability is a comparative measure of whether accommodation is fit for its' intended purpose. It considers a range of interrelated factors which when considered holistically, provide an indication of the suitability of the accommodation to support its existing function. The factors which have been considered include the location, layout and internal environment, the flexibility and servicing, legislative compliance, energy performance and user perception.
- 1.3 Within the Strategy, the Clydebank Campus was graded as 1 which is defined as "The building fully supports current functions. There are no negative impacts upon the functions taking place in the space. (The space is highly suitable for current functions)."
- 1.4 Even though the initial assessment was a grade 1 there is a need for the College to keep this under review, and College staff are of the view that there are improvements that could be made to the overall use of the building. Combined with the stated intention of the College to retain the campus it was considered appropriate to carry out a more detailed review of the functional suitability of the campus.

2. Clydebank Campus Report

- 2.1 The report at Appendix A presents the methodology used in arriving at the results which included a number of discussions with staff who work at the campus.
- 2.2 The report highlights that:
 - The majority of users were satisfied with the quality and location of their learning and physical environment and felt that the accommodation was generally fit for its intended purpose;
 - A number of individuals felt that their accommodation could be improved by making relatively minor adjustments to the layout of the equipment or furniture within their rooms; and

- Several staff felt that the learning spaces were too small for the size of class groups that they were expected to accommodate and that timetabling could be improved to ensure a better match between class groups and the size of the allocated room.
- 2.3 Of the general comments made lack of storage was a common theme and one which can be addressed in the short term without a significant financial cost.
- 2.4 There are other areas where the College will need to review the future requirements for space and how that space is modelled. The report highlights the desire for more space in the Construction Department, and the possibility of making better use of the new West Dunbartonshire Sports facilities, which would then free up space for alternative uses within the Clydebank Campus building. Discussions have been ongoing with West Dunbartonshire Council in relation to extended use of the new sports facilities and a more detailed update on this is provided under Agenda Item 10 (*Estates Maintenance Plans Update*).
- 2.5 The report also looks at the overall building and the issue of heat and wind infiltration are highlighted as concerns for users. The College will engage with SFC to determine whether some of these issues may be addressed through use of the high priority maintenance funding received from 2018-19.
- 2.6 The report concludes with a recommendation that the College should consider reviewing the current system of timetabling and allocating rooms/space, to determine whether centralised system of timetabling and room allocation may assist in addressing some issues. The report also recommends that the College considers various design and layout issues in creating the future Masterplan of the Clydebank campus.

3. Next Steps

- 3.1 The report was discussed by the Senior Management Team in April. The SMT recognised that there are a number of areas which could be addressed in the short term and have undertaken to address these matters.
- 3.2 The SMT also recognise the need to create a Masterplan for the Clydebank Campus as it forms part of the long term Estate Strategy for the College. It has therefore been agreed that a Working Group will be established by the SMT to assess what the future use of the space at the campus should look like.

TITLE: **ESTATE MAINTENANCE AND CARBON MANAGEMENT 2018-2023**

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

- SFC Estate Maintenance Funding;
- the College Estate Maintenance Plan 20178 to 2023, including projects currently being progressed and projects under consideration;
- carbon management and 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 is being kept updated in relation to estate maintenance funding, developments and projects on an ongoing basis. This report further updates the Committee on:

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

2. SFC Estate Maintenance Funding 2018-19

2.1 On 27 February 2018 the SFC issued circular SFC/AN/06/2018 – Outcome Agreement Funding for Colleges – Indicative Allocations for 2018-19. The circular provided the initial SFC decisions on indicative outcome agreement funding for colleges in 2018-19.

2.2 On 18 May 2018 SFC subsequently issued circular SFC/AN/09/2018 – *Announcement of Outcome Agreement Funding for Colleges – Final Allocations for 2018-19*. This circular provided the SFC's final decisions on college outcome agreement funding for 2018-19. The announcement reflected final funding decisions based on a further letter of ministerial guidance sent on 4 April 2018, which reiterated and emphasised the Scottish Government's high level strategic objectives.

2.3 The key points contained within the final 2018-19 funding announcement were that total funding of £39.4m has been made available in order to meet sector estate needs. The £39.4m consists of:

- £12.5m to meet college lifecycle maintenance, allocated on the basis of credit activity targets; and
- a further £26.9m to meet the very high priority backlog maintenance requirements as informed by the sector condition survey published on 22 December 2017.

- 2.4 An detailed analysis of final 2018-19 SFC funding is provided at Appendix A, however the table below summarises the level of estates funding available to the College and provides a comparison over the recent three year period:

	Final 2016-17 £'000	Final 2017-18 £'000	Final 2018-19 £'000	Movement 16-17 to 18-19 £'000
a) Lifecycle maintenance	1,484	1,976	1,182	(794)
b) In year allocation of lifecycle maintenance	942	0	0	
Subtotal lifecycle maintenance	2,426	1,976	1,182	(1,244)
c) Net depreciation funds allocated to estates maintenance	1,172	829	0	(1,172)
d) High priority maintenance	0	0	3,004	3,004
TOTAL	3,598	2,805	4,186	588

3. Estate Maintenance Plans - 2017 to 2022

- 3.1 Appendix B provides detail on the actual estate maintenance expenditure for 2016-17 and the forecast expenditure for 2017-18.
- 3.2 To date when this report has been presented to the Estates Committee a projection has been provided which outlines how the College intends to utilise SFC estates maintenance for the next 5 year period. However the SFC final funding announcement has a number of implications for the College which are highlighted in the following sections.

(a) Lifecycle Maintenance Funding

The reduction in lifecycle maintenance funding of £0.794m has meant that the College has had to reprioritise how it intends utilising this funding. The College has previously utilised this funding to support planned and reactive maintenance costs, the interest payable on loan funding for previous campus developments and investment in the College IT estate.

However in 2018-19 the reduction in operational SFC estates maintenance funding means that the College will require to utilise this amount in simply to meet operational estates maintenance and bank interest costs, and IT infrastructure investment will now require to be met from net depreciation funding.

(b) In year Redistribution of Funding

The College received additional funding in 2016-17 which enabled the College to invest in the Inchinnan / Oakshaw project. Looking forward and from discussions with the SFC the availability of any further additional funding is remote and therefore has not been factored into the College planning processes.

(c) Net Depreciation Funding

Prior to 2018-19 the College has been able to allocate an element of net depreciation funding towards estate related investment. Over the course of 2016-17 and 2017-18 this investment has amounted to £2m of funding. A significant proportion of this investment was directed towards the Inchinnan / Oakshaw project with the remainder being invested in development of teaching spaces and equipment.

The elements upon which the College can expend net depreciation funding are limited and range from repayment of bank loans to support for student funding. With the changes to the SFC funding allocation for 2018-19 the College will now require to use funds arising from net depreciation in order to meet core operational running costs. The funds will be used to repay historical bank loans, invest in the College IT infrastructure and meet costs associated with the ongoing national pay negotiations. This will mean that funds arising from net depreciation will not be a source of investment for the College estate going forward.

(d) High Priority Maintenance

The College has received funding of £3m towards high priority maintenance expenditure in 2018-19. The funding guidance issued by the SFC in relation to this included the following conditions:

‘For this year, a significant proportion of your allocation was based on the gross cost of the ‘very high priority’ backlog maintenance identified in the recently completed estate condition survey. For information, ‘very high priority’ backlog maintenance was defined by the consultants who undertook the work as:

Works required immediately or within 1 year to repair, wholly or partially, or replace elements, building fabric or M&E service, which have already failed or are at risk of imminent and unpredictable failure’.

For FY 2018-19, therefore, our assumption is that you will use your allocation for these purposes. Our intention will be to request reports following the end of FY 2018-19 on how the ‘very high priority’ backlog elements have been addressed using these funds.

Given the specific nature of these funds, failure to use the funds for the intended purpose, without a clear rationale as to why, will result in claw back.'

- 3.3 The College received the table at Appendix C from the SFC which shows how they translated the MAMG College condition survey reports into the proposed levels of very high priority estates maintenance funding. As can be seen from the table, the amount of high priority works required by the College was £3,595k. In discussion with the SFC it transpires that the total amount of funding available to the sector was then allocated on a pro rata basis. In addition the SFC noted that funding had been allocated to buildings which the College were in the process of closing i.e. Inchinnan North and houses.
- 3.4 Initial discussions have been held with the SFC on the methodology to be employed in allocating the funding towards the high priority items. One issue to note is that the condition survey was undertaken over 4 years ago and as such the College need for certain maintenance items has been either addressed or overtaken. In addition the College has in a number of instances implemented the objectives of the Estate Strategy:
- The College has transferred activity from Inchinnan North to the Oakshaw building which means that the Inchinnan North building no longer requires investment. The survey allocated £548k of funding to that building;
 - The two vacant houses are scheduled for demolition and therefore do not require investment with the survey allocating £297k of investment in these properties; and
 - The transfer of activity from Barshaw to Oakshaw building has resulted in no funding being required for the Barshaw building (SFC allocated £94k) but increased funding being required for the development of the Abercorn building.
- 3.5 The College has also taken a number of decisions in regard to the operations being undertaken at its campuses primarily in relation to the delivery of learning and teaching. At the Clydebank campus the West Dunbartonshire Council sports centre has now fully opened and during 2017-18 the College has made some use of the facilities offered by the centre. The centre offers state of the art facilities which are superior to those the College is currently capable of providing. The partnership between the council and the College therefore offers our students the opportunity to learn on up to date equipment and in a live environment. Discussion have taken place with the local council about developing a more formal arrangement going forward which will benefit both the College and the local council. It is anticipated that for 2018-19 the College will look to enter into a licence to occupy arrangement with the local council similar to that which is already operated in Paisley.

- 3.6 The College has reviewed the detailed condition survey reports and reviewed each campus to confirm what additional works require to be undertaken that were not included in the original survey as being required at that time. For example, asbestos related works were not included within the original survey brief as these were expected to be developed from the specific asbestos surveys carried out by the College and met from operational SFC estates maintenance funding - however as noted above this funding is now fully committed for 2018-19.
- 3.7 Appendix D presents a summary of the level of investment required across all the College campuses as detailed in the Estate Strategy. This is then compared to the level of investment highlighted by the SFC as high priority and finally to the intended expenditure for 2018-19. A detailed schedule is attached on a building by building basis.
- 3.8 The College now intends to finalise the agreement of the 2018-19 plan for very high priority maintenance works with the SFC. In doing so this will seek to establish agreement with the SFC on the application of funding prior to this being utilised. Following agreement of the 2018-19 principles, the College will continue to seek an understanding from the SFC as to whether a comparable level of expenditure will be made available for subsequent years, and this will enable a detailed plan for investment across the campuses to be established and reported to the Estates Committee.

4. Carbon Management/Sustainability Update

- 4.1 As can be seen from Appendix B the College has invested up to £100,000 towards the implementation of the approved Carbon Management Plan (CMP). During 2017-18 the funding is being used to carry out the following works / projects:

Energy Efficiency

- Heating fan coil units / controls have been replaced at the Waterfront Campus allowing better direction of heat to required areas thereby reducing energy consumption.
- Lighting upgrades across all three campuses continue replacing florescent tubes with LED lighting – the car park lighting in Clydebank car park was recently upgraded.
- The upgrading of the old lighting system in the TV studio at Finnart campus is currently being undertaken. The replacement system will be more energy efficient with a saving of approximately £4,000 per annum anticipated.
- The Clydebank District Heating System continues to be pursued with West Dunbartonshire Council taking the lead with regard to this project.

Waste and Recycling Management

- The College remains a member of the Waste Management Topic Support Network, where colleges and universities come together to share their knowledge and experience on this subject.

- Working Group is being established to look at waste management and to implement uniform waste procedures/bins etc. across all campus by December 2018.
- A 'Recycle Your Cup' campaign was launched in October 2017, with the distribution of 900 Ecoffee cups across the College campuses.

Transport

- The College secured 50% funding from The Energy Saving Trust and has installed electric car charging points at the Clydebank and Greenock campuses.
- The Cycle Friendly Club has been re-launched in February 2018 with a new cycle officer in place who has been doing E-bike trials to raise awareness of the club.
- The College continues to investigate the possibility of a Car Club initiative with Enterprise Cars, which has the aim to reduce staff travel using their own cars.

Staff/Student Awareness Campaigns

- The Sustainability Working Group continues to meet each quarter with various internal and external stakeholders taking part.
- The Smaller Institutions Sustainability Group, which the College is part of, met in April 2018 to carry start preparations for the annual Climate Change Report 2018.
- Sustainability webpage is scheduled to be operational by the end of May and will be a good platform for engaging with the wider College. It is our plan to encourage thoughts and ideas from staff and students and to use it as a platform for sharing sustainability news, initiatives and achievements throughout the College. It will also include Sustainability Policy, events & Cycling Club information.
- CPD workshops in Waste Training delivered by Inverclyde Council have been arranged to be deliver to staff along with "Love Food Hate Waste" workshops which will be delivered cross campus in June as part of CPD week.

- 4.2 A further issue to be discussed with the SFC is the future funding of carbon management and sustainability. If the funding conditions relating to the very high priority maintenance expenditure do not allow such expenditure to be allocated the College will require to seek to fund this activity from other sources.

5. Next Steps

5.1 The College will:

- Continue to engage with the SFC regarding the methodology and allocation of the high priority estates maintenance funding including funding for asbestos works, carbon management and additional resource to deliver the plan;
- Continue to refine the College maintenance plan for a 5 year period based on the principles agreed with the SFC; and
- Continue to engage with the Smaller Institutions Sustainability Group to develop a set of estate related benchmarks.

6.0 Conclusion

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

TITLE: MONITORING OF 2017-18 REGIONAL OUTCOME AGREEMENT OBJECTIVES

Background: The Board of Management agreed that each Board sub-Committee should:

- monitor progress on areas of the 2017-18 Regional Outcome Agreement (ROA) for which they have responsibility; and
- provide a report to the Board of Management on the progress made in relation to these areas of the 2017-18 ROA.

Action: The Estates Committee is asked to:

- note the background information provided in relation to the Regional Outcome Agreement process; and
- consider the progress that has been made in relation to those 2017-18 ROA areas for which the Estates Committee has responsibility in order to provide an update to the Board of Management.

Lead: David Alexander, Vice Principal Operations

Status: Open

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 Outcome Agreement 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 2017-18 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 2017-18 ROA 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 The Estates Committee meeting which took place on 12 September 2017 agreed that the key areas of ROA responsibility for 2017-18 related to:

- Contributing to the delivery of Climate Change (Scotland) Act 2009 targets by achieving carbon reduction targets;
- 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 21st century need on an ongoing basis.

2.3 In considering this matter the Estates Committee may wish to note that the following matters have been encompassed within the Schedule of Business (*Agenda Item 15*) during 2017/18:

- An annual update report in relation to Estate Strategy 2016-2026 progress and outcomes;
- An annual update report in relation to College Carbon Management Plan progress and outcomes;
- Regular updates in relation to progression of the Greenock and Paisley outline business cases with the SFC;
- Regular estates maintenance and carbon management 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 consider the progress that has been made in relation to the above areas of the 2017-18 ROA for which it has responsibility in order to provide an update report to the Board of Management.

TITLE: STRATEGIC RISK REGISTER

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 to the Estate Committee the considerations of the College Senior Management Team (SMT) in relation to the College Strategic Risk Register along with a summary of the recent Board of Management training session on risk appetite.

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

- The risks included in 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.

The Estate Committee is asked to note and consider the outcomes of the risk workshop and the next steps associated with these.

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 is subject to ongoing review by the Audit Committee.

2. Considerations of the Senior Management Team

- 2.1 The Board of Management approved the current version of the risk register at its meeting in March 2018 and a copy is provided with this report (Appendix A).
- 2.2 Since that meeting the College Senior Management Team (SMT) has carried out a periodic review of the College strategic risk register. From this review, Risk 1 has been amended, with the risk probability (previously 5 pre-mitigation and 4 post-mitigation) being amended to 6 following the SFC indicative funding announcement, with this resulting in an overall risk rating of 24. The mitigations in relation to Risk 3 (Business Cases for Development of the Estate) have also been revised to reflect the fact that ongoing discussions with the SFC and wider partners are continuing and revised OBCs are now intended to be submitted later in 2018.
- 2.3 In a number of instances the mitigating risk controls and actions taken have also been updated to take account of items such as the SFC indicative funding announcement and ongoing engagement with the SFC. Following on from the recent Board of Management risk training session an addition has also been made to the risk register in the form of a risk score unique identifier.
- 2.2 The Strategic Risk Register is therefore presented to the Committee for review. The considerations of this Committee will be consolidated along with the feedback from the other Board Committees during the forthcoming round of meetings.

3. West College Scotland Risk Management Training and Assurance

- 3.1 The College engaged Mott MacDonald to undertake a facilitated workshop with the Board of Management on the 26 March 2018 which aimed to:
- Supplement previous risk management training provided to the Board through a refresh presentation on the Risk Management Strategy including worked through examples and the recording of any changes required to the Colleges current operating environment; and
 - Facilitate a discussion on risk appetite in recognition that this may have altered from previous developed Strategy. Through this process the College may identify risks which may previously have been tolerable but which it now considers to be adverse to. This may result in a proposed update to the risk scoring parameters.
- 3.2 A copy of the Mott MacDonald slide presentation is attached for reference purposes at Appendix B.
- 3.3 The main outputs from the session included the following:

- The review of the current Risk Management Strategy indicated that the current approach and process is felt to be adequate based on the operating environment within which the College currently functions.

It was noted that the College is currently updating its Corporate Plan and the output from this exercise will require to be incorporated into the Risk Management Strategy and Strategic Risk Register. The attendees noted the linkage between the Corporate Plan and Strategic Risk Register and felt that any further development of the risk strategy, risk register and overall risk approach required to be undertaken in conjunction with the impending revision of the Corporate Plan.

- The embedding of the Risk Management Strategy had progressed well over the previous period and this embedding was to be further supplemented by workshops with senior College staff. The development of the Operational Planning process would assist with this embedding process from a bottom up perspective.
- The current risk scoring matrix was one that the College understood and was comfortable using and therefore is suitable for use going forward. Other options were considered but the current approach was considered the most appropriate at this stage.
- Consideration to be given to the introduction of:
 - A specific reference being applied to each risk which is maintained regardless of position on the risk register.
 - A Dashboard Report at the start of the Strategic Risk Register. This was felt to add value to the process by clearly identifying the high level risks faced by the College along with movements. However the attendees noted that its introduction should not detract from a detailed review and understanding of the individual risks. An initial summary example of this has been included with the risk register report tabled at this meeting.
 - A further True Risk score which would aim to identify where the College aims to be in the future in relation to the particular risk. Whilst this was seen as a positive step it was felt to be a development for future consideration given where the College is currently placed on its risk management journey.

- The introduction of a risk appetite statement was considered as a positive step as it allows users to understand the nature of the risks the College is willing to accept or where action should be taken to mitigate the risk. It was agreed this statement should be linked to the updated Corporate Plan and will be reviewed once the Plan has been finalised.
- The Board were also asked to consider the positioning of the consideration of risk within any agendas. It was noted that there are pros and cons with having risk as an agenda item early in the agenda, later in the agenda and/or at both the start and end of the agenda. Attendees agreed that individual Board sub-committees should seek to adopt an approach which met their requirements.

3.4 The workshop concluded that good progress has been made on integrating risk management into the operations of the College. The Board of Management continues to own and discuss the direction of travel for risk management in the College.

3.5 A number of recommendations were considered by the attendees for implementation in conjunction with development of the updated Corporate Plan including:

- The introduction of a formal risk management appetite statement;
- Revisions to risk appetite rating of Corporate Strategic Objectives;
- The introduction of a “true” target risk score; and
- Prioritisation of risk management on Board and Committee agendas.

4. Conclusion

4.1 The Estate 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; and
- Whether any new risks should be considered for inclusion.

4.2 The Estate Committee is also asked to note and consider the outcomes of the risk workshop and the next steps associated with these.

Strategic Risk Register Dashboard Report

Risk register reference date:

May-18

Committee review date:

24-May-18

Top 5 risks this period					Risk Register Values												
Ref	Risk	Probability	Impact	Score													
WCS 1	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.	6	4	24	<p>Number of Risks</p> <table border="1"> <thead> <tr> <th>Score</th> <th>Number of Risks</th> </tr> </thead> <tbody> <tr> <td>24</td> <td>1</td> </tr> <tr> <td>16</td> <td>2</td> </tr> <tr> <td>12</td> <td>3</td> </tr> <tr> <td>9</td> <td>5</td> </tr> <tr> <td>6</td> <td>3</td> </tr> </tbody> </table> <p>Risk 1 has been amended, with the risk probability (previously 5 pre-mitigation and 4 post-mitigation) being amended to 6 following the SFC indicative funding announcement, with this resulting in an overall risk rating of 24.</p> <p>The mitigations in relation to Risk 3 (Business Cases for Development of the Estate) have also been revised to reflect the fact that ongoing discussions with the SFC and wider partners are continuing and revised OBCs are now intended to be submitted later in 2018.</p>	Score	Number of Risks	24	1	16	2	12	3	9	5	6	3
Score	Number of Risks																
24	1																
16	2																
12	3																
9	5																
6	3																
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													

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2017-18

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	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.	6	4	24	1) 2017/18 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 2) Detail of 2018/19 indicative SFC funding received on 27 February 2018. This indicates 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 is also awaiting an understanding of the impact and outcomes arising from the national appeal process for WCS promoted staff. Thus the College will face a number of financial challenges arising from this. 3) Robust forecasting including production and review of monthly management accounts. 4) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 5) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 6) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 7) Significant work undertaken to embed Workforce Planning into College operations / planning. 8) On going discussions with SFC combined with modelling of financial and delivery scenarios. 9) Active College representation and involvement in external SFC review groups - Director of Finance network; Credit review; Access and Inclusion; Rural and remoteness Premium; and Student Funding.	6	4	24	VP Operations / 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	
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 Year 1 implementation update provided to Board of Management Estates Committee. 2) 2018/19 indicative 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. Initial discussions have been had with the SFC on nature of spend under high priority maintenance heading. Further work to be done to establish what funding can be spent on. 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) College working with the SFC to review Outline Business Case for Greenock. Discussions being progressed with Inverclyde Council as to nature of future development. 5) Outline Business Case for the development of the Paisley campus submitted to the SFC. Feedback from the SFC in relation to the OBC received in February 2018 and work is now ongoing to progress this to agreed completion. 6) SFC have issued the outcome of a national College estate condition survey. College requires further understanding from the SFC as to how this will be used to inform the prioritisation and funding of major college sector infrastructure projects.	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) Option Appraisal and 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 now working through making necessary changes and liaising with partners as required. College also meeting with Inverclyde Council in seeking to progress Greenock plans and liaising with the SFC and SFT on next steps regarding this. Revised OBCs are expected to be submitted to the SFC in late summer 2018. 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 under ongoing discussion with the SFC. 3) 2018/19 Indicative SFC funding included an allocation in order to meet the initial costs of national bargaining. However 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 (May 2017) - with a follow up review planned during 2018.	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 with a plan in development to secure Cyber Essentials Plus accreditation by October 2018 in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy with assistance from external organisations. 7) Development of funding bid based on above work for submission to SFC to ensure IT systems are fit for purpose.	4	3	12	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	
7	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 being taken to address the audit recommendations with updates being 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
8	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. 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 indicative 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. Initial discussions have been had with the SFC on nature of spend under high priority maintenance heading. Further work to be done to establish what funding can be spent on. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018/19.	3	3	9	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	
9	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report on Workforce Planning confirmed positive outcomes based on Audit Scotland guidance. 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
10	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 2016/17 audit plan. Action plan developed to address recommendations made. Follow up audit of work carried out planned as part of 2017/18 work.	3	3	9	VP Educational Leadership VP Operations
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	VP Corporate Development

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	
12	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
13	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 will have 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.	3	2	6	Principal
14	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

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

TITLE: PROPOSED DATES OF MEETINGS IN 2018/19

Background: Consideration has been given to the schedule of meetings for the Board and its committees in session 2018/19. The Committee is asked to note that it is proposed that it meet on the following dates in 2018/19:

11 September 2018 at the Clydebank Campus
11 December 2018 at the Greenock Campus
26 February 2019 at the Paisley Campus
28 May 2019 at the Clydebank Campus

All Tuesdays starting at 4.00 p.m.

The proposed schedule of Board and committee meeting dates for 2018/19 is attached for information.

Action: The Committee is asked to consider and agree these dates.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

Dates of Meetings in 2018/19

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			8 C		3 P		4 G	25 P			17 P
Audit Thursdays at 4.00 p.m.		6			13			14		23	
Joint Audit & Finance				20 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		25		20 2.00 p.m.				5			4
Corporate Development Tuesdays at 4.00 p.m.			23				19			7	
Estates Tuesdays at 4.00 p.m.		11 C			11 G		26 P			28 C	
OD&HR Wednesdays at 4.00 p.m.		12		7			13			15	
LTD Wednesdays at 4.00 p.m.			24 C				20 P			22 G	

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

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

TITLE: SCHEDULE OF BUSINESS 2017-18

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

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

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

REMIT	DELIVERABLES			
	12/9/17	14/11/17	27/2/18	29/5/18
a) <i>To ensure that the College maintains a comprehensive register of land and buildings.</i>				
<ul style="list-style-type: none"> Update on valuation of land and buildings (5 yrs.) Internal Audit report on Asset Management 	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"> Estate Strategy – annual progress update Paisley Options Appraisal/OBC update Greenock Options Appraisal/OBC update Emerging Opportunities report Property lease update / annual report Performance Indicators / benchmarks Regional Outcome Agreement monitoring Cleaning and Catering review 	Y Y Y	Y Y Y Y Y Y	Y Y Y Y	Y Y Y Y
c) <i>To ensure the development and review of the College's Estate Strategy takes place regularly.</i>				
<ul style="list-style-type: none"> Estate Strategy – Progress Update Room utilisation survey 		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"> Estate Maintenance update Inchinnan/Oakshaw project SFC condition survey report Annual update – estates operational budget Update on cladding in public sector buildings Cole Report Outcomes 	Y Y	Y Y Y	Y Y Y Y	Y Y

REMIT	DELIVERABLES			
	12/9/17	14/11/17	27/2/18	29/5/18
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"> Update on disposal of College property at Drumry Road, Clydebank 		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"> Carbon Management Plan (CMP) – Progress Update Update on implementation of CMP projects 	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"> Review of Strategic Risk Register 	Y	Y	Y	Y