

**West College Scotland**

**ESTATES COMMITTEE**

**TUESDAY 10 September 2019 at 4.00 p.m. in  
Abercorn 1, Paisley Campus**

**AGENDA**

**The meeting will commence with a presentation on Paisley Town Centre Vision from Alasdair Morrison, Head of Regeneration at Renfrewshire Council.**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 28 May 2019  
Actions from the minutes Attached      NA  
Attached      NA
4. Matters arising  
(and not otherwise on the agenda)
  - .1 Clydebank District Heating System Update Verbal      AR
  - .2 Disposal of Property – Drumry Road Verbal      AR

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

**Agenda item 11 and 14 are deemed to be reserved business under the Freedom of Information Act as being commercially sensitive**

5. Committee Membership, Remit and Meeting Dates Paper 5      GM
6. Emerging Opportunities Verbal      DA
7. Monitoring of Regional Outcome Agreement Paper 7      DA
8. Inchinnan/Oakshaw Post Occupancy Review Paper 8      PT
9. Outline Business Case - Greenock Update Report Paper 9      DA
10. Outline Business Case – Paisley Update Report Verbal      DA
11. College Leasing Arrangements – Annual Update Paper 11      PT
12. Clydebank Campus Masterplan Report Paper 12      PT
13. Estates Maintenance Plans & Carbon Management Projects Paper 13      AR
14. Catering and Cleaning Services Paper 14      DA

15. Strategic Risk Consideration Paper 15 AR

**Items for Information**

16. Audit Scotland – Scotland's Colleges 2019 Paper 16 DA

17. Schedule of Business 2019-20 Paper 17 AR

18. Any other business

Next meeting: 10 December 2019, Ardgowan 4, Greenock Campus

Gwen McArthur  
Secretary to the Committee

## ESTATES COMMITTEE

**MINUTES:** 28 May 2019

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

**Apologies:** Liz Connolly, Keith McKellar, 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).

### **EM336 DECLARATION OF INTERESTS**

John McMillan declared an interest as a Trustee of the West College Scotland Foundation. David Alexander 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.

### **EM337 MINUTES**

The minutes of the meeting held on 26 February 2019 were approved.

### **EM338 ACTIONS FROM THE MINUTES**

The Committee noted the actions taken since the last meeting, and particularly the following:

- .1 Scottish Funding Council (SFC) Funding for 2019-20 (EM326.3)** – the Vice Principal Operations presented a paper showing the SFC funding allocation for 2019-20. This showed that overall the College would receive a reduction of 3.23% over the previous year's allocation. This was mainly due to a significant reduction in the level of funding in support of estates life cycle maintenance and also for high priority maintenance. The funding allocated for estates life cycle maintenance was insufficient to meet the operational costs of the College and so discussions with the SFC were underway to seek agreement on how estates priorities for 2019-20 could be met given the funding provided. The funding allocation overall would be challenging for the College, and there would be a funding gap ██████████ in session 2019-20 which would need to be addressed. While the SFC had informed the College that investment in the Greenock and Paisley Campuses was a high priority there was no funding available at present to meet these costs. The Committee expressed its disappointment at this position.
- .2 Greenock – Potential Opportunity (EM302)** – the Committee was aware that, earlier in the session, the College had been approached by Riverclyde homes regarding the possibility of collaboration in relation to use of the Waterfront site. However, the Committee noted that this opportunity had now passed.
- .3 Clydebank District Heating System (EM326.2)** – it was noted that the Director of Finance and Estates had sought further information from West Dunbartonshire Council on the College's possible involvement with this project. He was still waiting for feedback which would be brought to the Committee once it was available. **[Action: AR]**

**EM339 VICE PRINCIPAL UPDATE AND EMERGING OPPORTUNITIES (EM327)**

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. The focus recently had been on developing the Outline Business Cases for both the Greenock and Paisley Campuses. The Committee also noted the following information:

- .1 **Clydebank** – it was noted that the Vice Principal Operations and Head of Estates were continuing to meet with representatives of the Golden Jubilee Hospital to discuss opportunities for joint working/collaboration. The new Chief Executive of the Hospital had asked to meet with the Vice Principal Operations to discuss the Memorandum of Understanding. Further information would be brought to the Committee once available.  
**[Action: DA]**
- .2 **Greenock** – it was noted that discussions regarding possible developments at the Cappielow area of Greenock had now ceased.
- .3 **Paisley** – the Vice Principal Operations reported that Alastair Morrison, Head of Regeneration at Renfrewshire Council, was currently running a series of stakeholder meetings to discuss developments in Paisley town centre and Glasgow airport development plans. Mr Morrison had indicated that he would be happy to attend a meeting to update the Committee on the various developments being planned. It was **agreed** that Alastair Morrison be invited to attend the next meeting of the Committee to discuss these plans.  
**[Action: DA]**

The Committee noted and welcomed the above information.

**EM340 ROOM UTILISATION SURVEY (EM314)**

The Committee noted the report on the findings of the room utilisation survey conducted in March 2019. The paper also provided the data gathered from the previous room utilisation surveys that had been conducted over the past 3 years for comparative purposes. This showed that the average room utilisation had increased overall across the College, but that this was due mainly to the increase in utilisation at the Paisley campus. There had been a decrease in average room utilisation at the Clydebank and Greenock Campuses since the last survey conducted in November 2018. The Committee noted that this was continuing to be monitored.

**EM341 ESTATES MAINTENANCE PLANS AND CARBON MANAGEMENT PROJECTS (EM328)**

The Director of Finance and Estates presented a report which provided an update on Estate Maintenance Plans and Funding and Carbon Management/Sustainability projects. In particular the Committee noted the following information:

- i. **Estate Maintenance Plans:** the Committee noted the progress made with the estates projects agreed for 2018-19. Most of these were well underway with some being complete. In relation to the plans for 2019-20, the Committee was disappointed at the significant reduction in SFC funding to support this. There was a significant need to invest in the estate, which the SFC was well aware of, however, the funding provided was much

reduced for next session. Priority would be given to meeting all essential operational and maintenance needs with the remaining balance being used to fund specific projects. The indicative projects proposed for 2019-20 were noted.

- ii. **Carbon Management and Sustainability:** the Committee was aware that the College had exceeded its target for carbon reduction. The College was continuing to promote actions to reduce its carbon footprint and improve sustainability, with these actions being recognised by the Environmental Association for Universities and Colleges (EAUC). It was noted that a new waste management and recycling contract was now in place which should provide further improvements. The College continued to engage with the Students Association on these matters also.
- iii. **Estates Performance Indicators and Benchmarking:** the College was part of the Smaller Institutions Sustainability Group which had been formed to allow colleges and smaller universities to share best practice. Attempts had been made to agree on performance indicators to be used and for institutions to share this data. However, the data was never fully collated across all members of the group and so the information obtained was of limited use. No sector data in relation to estates performance indicators/usage was currently collated and shared by the SFC so the College required to adopt this approach. The College would continue to participate in the group and try and get meaningful information on agreed performance indicators. The Committee noted this information.

**EM342 MONITORING OF REGIONAL OUTCOME AGREEMENT OBJECTIVES (EM282)**

The Committee noted the report showing how the objectives relevant to its remit contained in the Regional Outcome Agreement (ROA) had been met during the year. The Committee was satisfied with the progress made.

**EM343 STRATEGIC RISK (EM329)**

The Director of Finance and Estates provided the Committee with an update on the changes made to the Strategic Risk Register in light of the recent review conducted by the SMT. It was noted that the SMT had been of the view that risk 15, which related to carbon management, could be removed from the risk register as the College had achieved its reduction target early. The SMT had also proposed that risk 2 and risk 9 should be combined as they both related to the delivery of the estate strategy. The Committee supported this view and

**RECOMMENDS** to the Board that

- i. Risks 2 and 9 be combined as they both related to the delivery of the estate strategy;
- ii. Risk 15, relating to carbon management, be removed from the risk register as the College had already exceeded its target. **[Action: AR]**

**EM344 COMMUNITY EMPOWERMENT ANNUAL UPDATE (EM287)**

The Head of Estates reported that, during the period 1 April 2018 to 31 March 2019, the College had not received any requests to transfer assets under the Community Empowerment legislation.

**EM345 RENFREWSHIRE COUNCIL LOCAL DEVELOPMENT PLAN UPDATE**

The Committee noted information on the Local Development Plan prepared by Renfrewshire Council which had implications for the College's Renfrew Road campus. It

was agreed that the detail contained within the Local Development Plan did not require a formal response from the College.

**EM346 DRAFT SCOTLAND'S LEARNING ESTATE STRATEGY**

The Committee noted a report on the work undertaken by the Scottish Government in collaboration with COSLA regarding the development of a Learning Estate Strategy: Connecting People, Places and Learning. This was still in draft form and the final report was awaited.

**EM347 INFRASTRUCTURE COMMISSION FOR SCOTLAND**

The Committee noted a report on the work being undertaken by the Infrastructure Commission for Scotland. This Commission had recently issued a call for evidence and contributions. Colleges Scotland had prepared a draft response on behalf of the sector and the College had indicated its support for this response. The Committee noted this information.

**EM348 SCHEDULE OF BUSINESS 2018-19 (EM331)**

The Committee noted its Schedule of Business for 2018-19 and planned business for 2019-20.

**EM349 DATES OF MEETINGS IN 2019-20**

The Committee **agreed** that it would meet on the following dates in session 2019-20

- Tuesday 10 September 2019 at the Paisley Campus
- Tuesday 10 December 2019
- Tuesday 3 March 2020
- Tuesday 26 May 2020

The meetings will continue to be held at 4.00 p.m. and venues have still to be confirmed for some of the meetings.

**EM350 NEXT MEETING**

The next meeting will be held on Tuesday 10 September 2019 at the Paisley Campus.

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GMCA/4.06.19/Final



**TITLE:** COMMITTEE REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2019/20

**Background:** The Committee is invited to review its remit, which is set out in the attached paper, and consider if any amendments should be made. .

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

**Action:** The Committee is asked to consider its remit and to note its membership and dates of meetings in 2019/20.

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

**Status:** Open

## **West College Scotland**

### **Board of Management**

#### **Estates Committee**

#### **Statement of Purpose**

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Estates Committee will be to ensure the College manages and develops its estate in line with the agreed Estates Strategy, taking account of any guidance issued by the Scottish Government and the Scottish Funding Council.

#### **1. Remit**

The remit of the Estates Committee is:

- a) To ensure that the College maintains a comprehensive register of land and buildings.
- b) To ensure that the College manages and develops its estate to meet its overall needs efficiently and effectively, taking account of any guidance relating to estate management, option and investment appraisal and private finance.
- c) To ensure the development and review of the College's Estate Strategy takes place regularly.
- d) To ensure that the College maintains its estate in accordance with a planned maintenance programme, consistent with its Estates Strategy and associated financial projections.
- e) To ensure that the correct procedures are followed in respect of the disposal of Exchequer funded assets.
- f) To have an awareness of local, national and global environmental issues and in doing so strive to ensure, sustain and improve the environment.
- g) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

#### **2. Membership**

Membership of the Committee will comprise:

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

Attending;

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

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

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

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

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

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

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

The Committee will meet at least three times per year.

### **4. Quorum**

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

### **5. Secretariat**

Secretary to the Board of Management.

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

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

### **6. Review**

This Remit will be subject to review annually.

Approved by Board – 9 October 2017

## **MEMBERSHIP 2019/20**

<b>Membership</b>	<b>Date appointed</b>	<b>Date re-appointed</b>	<b>End date</b>
Nick Allan, Chair	1.02.15	1.02.19	31.01.23
Liz Connolly, Principal	1.09.18		
Andrew Hetherington, Vice Chair	1.02.15	1.02.17	31.01.21
John McMillan	1.02.15	1.02.17	31.01.21
Keith McKellar, <i>Ex officio</i>	4.03.14	3.03.18	2.03.20

### **Attending Officers**

David Alexander, Vice Principal Operations

Stephanie Graham, Vice Principal Educational Leadership

Alan Ritchie, Director of Finance and Estates

Peter Thorne, Head of Estates

Gwen McArthur, Secretary to the Committee

### **DATES OF MEETINGS 2019/20**

10 September 2019 at the Paisley Campus

10 December 2019 at the Greenock Campus

3 March 2020 at the Clydebank Campus

26 May 2020 at the Paisley Campus

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

GMcA/26.08.19

**TITLE:** **OUTLINE BUSINESS CASE – GREENOCK UPDATE REPORT**

**Background:** The paper provides an update on issues relating to the Outline Business Case for the redevelopment of the Greenock Campus.

**Action:** The Estates Committee is requested to note the contents of this report.

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

**Status:** **Open**

## 1. Background

- 1.1 The Inverclyde Local Development Plan (LDP) sets out the Council's strategy, policies and proposals for the use of land and buildings within Inverclyde and together with the 'Clydeplan' Strategic Development Plan, is the document the Council uses to determine planning applications and provide advice on development proposals.
- 1.2 The LDP comprises a Written Statement and Proposals Maps which are available to view/download from the Council's website: <https://www.inverclyde.gov.uk/planning-and-the-environment/planning-policy/development-planning/ldp>
- 1.3 The LDP is complemented by a number of Supplementary Guidance documents which are currently at a draft stage. These are:
- Enabling Development
  - Energy
  - Priority Places
  - Planning Application Advice Notes
- 1.4 As reported to the Estates Committee in May 2019 the approval process for the Inverclyde Local Development Plan (LDP) had now concluded. The formal examination process had resulted in limited change to the LDP and the amendments sought by the College have largely not been accepted.
- 1.5 A copy of the final LDP is attached at Appendix A and was adopted by the Council on 26 August 2019.
- 1.6 An update on the process and progress made regarding the Outline Business Case for the redevelopment of the Greenock Campus will be provided at the meeting.

## 2 Conclusion

- 2.1 The Estates Committee is requested to note the contents of this report.

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

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

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

- note the background information provided in relation to the Regional Outcome Agreement process;
- note the key objectives of the West College Scotland Regional Outcome Agreement, which covers the period to 31 July 2020; and
- consider and agree the processes in place to enable monitoring of required ROA outcomes and to support provision of the required report to the Board of Management.

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

**Status:** Open

## Monitoring of Regional Outcome Agreement Objectives

### 1.0 Background

1.1 Regional Outcome Agreements (ROAs) were introduced in 2012-13. They are intended to enable the Scottish Funding Council (SFC) to demonstrate the impact of the sector and its contribution in meeting:

- Scottish Government priorities as set out in the Scottish Economic Strategy; and
- The Scottish Government programme as detailed within the document 'A Nation with Ambition: The Government's Programme for Scotland'.

ROAs are also required by the Financial Memorandum as a term of SFC grant and are intended to build better relationships between the SFC, colleges and key stakeholders to support:

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

1.2 The ROA process is intended to enable:

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

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

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



- 1.4 The current College ROA was finalised following the SFC 2019-20 final funding announcement on 17 May 2019 and covers the period until 31 July 2020. The ROA was confirmed as agreed by the SFC on 29 July 2019.

## 2.0 Monitoring of Regional Outcome Agreement Objectives

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

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

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

- Access – a more equal society because learning is accessible and diverse, attracting and providing more equal opportunities for people of all ages, and from all communities and backgrounds.
  - Quality – an outstanding system of learning where all students are progressing successfully and benefitting from a world-class learning experience, in the hands of expert lecturers delivered in modern facilities.
  - Skills and Employability – a more successful economy and society with well prepared and skilled students progressing into jobs with the ability, ideas and ambition to make a difference.
  - High Performing Institutions – a coherent system of high performing, sustainable institutions with modern, transparent and accountable governance arrangements. To ensure students are qualified and prepared for work and to improve and adapt the skills of the region's workforce.
  - Innovation – greater innovation in the economy – a national culture of enterprise and innovation, leading to a more productive and sustainable economy.
- 2.2 Under the outcomes associated with *High Performing Institutions* ROA guidance specifies that colleges should:
- contribute to the delivery of Climate Change (Scotland) Act 2009 targets for significantly reduced greenhouse gas emissions; and
  - outline how they intend to achieve their 2021 target for carbon reduction.

The West College Scotland approach and commitment to delivering these outcomes is detailed within the ROA.

2.3 In addition, within the ROA under *Quality Outcomes*, West College Scotland has also committed to:

- progressing the Greenock outline business case with the SFC, with a view to securing investment for the preferred option;
- progressing the outline business case for the Paisley campus, with a view to securing the necessary investment for the preferred option; and
- continuing a dialogue with the SFC to secure higher levels of in-year estate maintenance investment to provide the necessary infrastructure, learning, teaching and working environments to meet 21st century need on an ongoing basis.

2.4 The remit of the Estates Committee includes responsibility for each of the ROA areas outlined within *Sections 2.2 and 2.3, above*. The Board of Management has agreed that each Board Committee should monitor progress on areas of the Regional Outcome Agreement it is responsible for and provide a final report to the Board. The Estates Committee is therefore invited to consider the processes in place to monitor progress against these outcomes and support provision of the agreed report to the Board of Management. In considering this matter the Estates Committee may wish to note that the following matters are included within the Schedule of Business (*Agenda Item 16*) for 2019-20:

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

### **3.0 Conclusion**

3.1 The Estates Committee is asked to:

- note the background information provided in relation to the ROA process;
- note the key objectives of the West College Scotland Regional Outcome Agreement, which covers the period to 31 July 2020; and
- consider and agree the processes in place to enable Estates Committee monitoring of required ROA outcomes and to support provision of the required report to the Board of Management.

**TITLE:** INCHINNAN / OAKSHAW PROJECT - POST OCCUPANCY REVIEW REPORT

**Background:** This paper provides a Post Occupancy Review following completion of the Inchinnan/Oakshaw Project approved by the Estates Committee and Board of Management.

**Action:** The Estates Committee is requested to note the content of the report and the recommendations to be taken forward.

**Lead:** Peter Thorne, Head of Estates

**Status:** Open

## **1. Project Background and Description**

- 1.1 This paper presents a Post Occupancy Review undertaken by the College following the completion of the Inchinnan / Oakshaw Project approved by the Estates Committee and Board of Management.
- 1.2 The review consisted of reviewing all written information received concerning the project together with information collated from discussions/interviews with users and key stakeholders including the project management team and teaching staff and students.
- 1.3 The areas reviewed were:
  - Purpose and scope of project
  - The procurement processes
  - Building user feedback
  - Stakeholder participation
  - Project management

## **2. Purpose and Scope of the Project**

- 2.1 The Paisley campus Inchinnan North Building was previously used for the delivery of a variety of courses relating to joinery, bricklaying, gas engineering, painting and decorating and graphic arts.
- 2.2 A feasibility study was undertaken in 2016 as the building roof covering had failed, the learning environment was considered as poor and the building was not considered to be fit for purpose.
- 2.3 The Estates Committee approved a budget of ██████ to facilitate the relocation of the construction and engineering curriculum delivered within the Inchinnan North building to the ground floor of the Oakshaw Building. In addition, part of the interior of the Inchinnan South building was to be refurbished to allow its continued use as a joinery project space and a joinery bench workshop.
- 2.4 As with all significant projects the works required could not be undertaken within the summer holiday period and so it was decided to split the project into seven separate sub projects, each with its own design team and contractor. All projects included minor fabric repairs, an element of reconfiguration; the installation of upgraded heating, small power and lighting; redecoration and floor finishes. Some aspects of the project also included relocating machinery, teaching equipment and furniture.
- 2.5 The works were phased to accommodate curriculum delivery requirements and this approach had the added benefit of spreading the programme, cost and construction risk.

2.6 The expected and actual outcomes of the project were as follows:

**a) Expected Outcome**

Refurbished and remodelled workshops would accommodate engineering, plumbing, painting & decorating, brickwork and joinery teaching activities;

**Actual Outcome**

Engineering and Plumbing

Comprised the remodelling of two adjacent workshops to provide plumbing facility that simulated the working environment with individual booths completed with live drainage and water supplies to replicate domestic arrangements.

Painting and Decorating

This part of the curriculum was relocated to the redundant gymnasium and was completed on schedule allowing the curriculum to be delivered from the start of the 2018-19 year. The project included creation of individual booths to simulate domestic accommodation with coombe ceilings.

Brickwork

The project combined of two former workshops to create a large open plan area with ancillary accommodation for the delivery of brick work.

Joinery Project Area

This part of the project resulted in the relocation of the joinery project area in the Inchinnan North Building to refurbished accommodation in the Inchinnan South Building.

Joinery Machine Shop and Bench area

This was the largest and most challenging phase of the overall project. It resulted in combining several large internal spaces and then subdividing the area to suit teaching requirements; the installation of specialist dust extraction equipment as well as the relocation of existing wood working machinery from the Inchinnan North Building.

External works

The project refurbished a redundant external storeroom to accommodate the pan mill mixer, (a large cement mixer used by brickwork) and the creation of an external storage compound for brick and roofing materials and the relocation of several steel storage containers to more effective positions.

**b) Expected Outcome**

Workshop accommodation would be fit for purpose and facilitate an enhance learning experience

**Actual Outcome**

Further detail on the achievement of this outcome can be found in section (3) – user satisfaction.

**c) Expected Outcome**

Alternative accommodation would allow a more efficient utilisation of the available space; and

**Actual Outcome**

The College has reported twice a year to the Estates Committee on the utilisation of space across the College. In relation to the Paisley campus the overall utilisation in November 2017 was 17.0% and by March 2019 has risen to 19.7%. Whilst there are several factors leading to this increase the reduction in space the main ones are the demolition of the Inchinnan North Building is a significant factor along with the improved use of the Oakshaw teaching spaces.

**d) Expected Outcome**

The Inchinnan North Building would be demolished.

**Actual Outcome**

The Inchinnan North Building was demolished in October 2018. The vacated space is currently being utilised as additional car parking thereby addressing one of the issues highlighted in previous student surveys.

- 2.7 The project followed the College’s capital project procedures with the establishment of a Project Group which met at appropriate times to receive progress reports and give approvals for the key stages. The Group was chaired by the Director of Finance and Estates and members included:
- Director of Finance and Estates
  - Head of Estates
  - Finance representative
  - Teaching Head of Sector and/or Curriculum Quality Leaders for the areas concerned
  - The Capital and Projects Manager supported by external consultant.
- 2.8 The Project Group provided update and progress reports to the Estates and to the Finance and General Purposes Committees.

### **3. User Satisfaction**

- 3.1 Project user satisfaction has been gauged from discussions with the staff and students who are now utilising the areas either constructed or refurbished as part of the overall project. During discussions the following areas were covered:
- Satisfaction with specific areas delivered as part of the project and overall impact of the project
  - Accessibility
  - Room temperature
  - Distraction from noise
  - Lighting conditions, natural and artificial
  - Data connectivity at the workspace
  - AV equipment in teaching/lecture rooms
- 3.2 The responses from the staff and students that engaged in the process showed a good level of satisfaction with the outcomes from the project. A number of students commented upon the lack of provision of social space for the 'dirty trades' whereby they are required to take off their overalls before going somewhere to rest and eat. Changing areas were created after the completion of the project to allow students to safely store their dirty overalls prior to going to the refectory area. There was a general satisfaction with access to the new areas. The responses to cleanliness vary but with no wholly negative comments being made.
- 3.3 The areas where the greatest level of dissatisfaction has been noted related to distraction from noise and temperature and this is supported by the level of comments made by staff and students on these issues. Temperature, both too hot and too cold, are always issues in any building. Where possible heating systems were upgrade as part of the refurbishment works carried out. Ventilation was improved where possible by fixing broken windows and vents. Generally lighting conditions are considered satisfactory with users considering that the audio-visual equipment works well and consider data connectivity to be well provided.
- 3.4 Resulting from the various discussions some matters arising have been highlighted and these have been grouped under the following headings and are considered in more detail under *Section 4*, below:
- Design Issues
  - Budget and Cost Management
  - Building Performance
  - Construction Issues
  - Project Management

### **4. Design Issues**

#### Overall Design

- 4.1 Planning the scope and agreeing the detailed requirements for any project is often seen by the end users as being additional to their normal duties. This can often make time commitment to the project challenging as it progresses. However, the need for this ongoing engagement- and consistency and continuity of who is involved - is essential given that signed Statement of User Requirements are the basis of the instruction to the project team.

However, there are often gaps in understanding about what is required, or sometimes the implications of what is being requested.

- 4.2 *Recommendation (1) - The User Group need to be represented by a single point of contact from the earliest stages through to completion. This person will act as a conduit, and a filter for the many competing requests and requirements that are likely to arise. Constant communication is crucial to the success of any project and the user representative needs enough authority to make decisions, and enough time allocated to the role, to ensure that all parties are fully informed.*
- 4.3 *Recommendation (2) – Ensure that the end user representatives understand early in the project their role and the time commitment involved to ensure a successful project. The staff allocated to this task should be given the authority to make the necessary decisions and communicate these to the relevant staff.*
- 4.4 *Recommendation (3) – Ensure that more time is allocated to the overall project timeline at the start of the project to assist end users to understand their requirements when formulating the Statement of User Requirements.*

#### Balancing Design with Preferred Products/Specification

- 4.5 The architectural brief required the areas to be designed to a high quality and this has been achieved to great effect considering the budgetary constraints. The design team look to balance innovation and design flair with fitness for purpose when selecting building components. Following design, construction and initial occupation, the building thereafter requires regular and effective maintenance to ensure its longevity.
- 4.6 *Recommendation (4) - The early involvement of the teaching team through the end user representative would be advantageous in helping them have a better understanding of the systems and allow a relationship to be established with the Design Team to allay any concerns.*

### **5. Budget and Cost Management**

- 5.1 The project was completed within the agreed [REDACTED] budget.
- 5.2 Due to the age of the buildings into which the various stages of the project were being placed, cost plans were generally higher than the available initial construction budget (circa 5 – 10%). When tenders were received, they were also higher than the pre tender estimate resulting in a value engineering exercise having to be undertaken to bring costs down. The overall approach has provided a cost-effective project which is believed to generally to meet the end users and College requirements.
- 5.3 *Recommendation (5) - Pre tender estimates should be kept within 5% of the construction budget but this guidance should be regularly reviewed in relation to the economic climate and inflation current at the time. All projects plans should include both programme and budget contingencies.*



## **6. Building Performance**

- 6.1 The installation of the local extraction system has proven to be complex. The system was installed in the joinery workshop area to allow local extraction from several pieces of equipment. Initial delays were caused due to a change in the layout being negotiated with the design team. This resulted in a review being undertaken of the initial design to accommodate the revised layouts and specific requirements of the machinery involved.
- 6.2 The extraction system whilst operational and provides what the users require, is noisier when in operation than originally intended. A few end users have commented upon this fact during the review process. The College is therefore continuing to be engaged with both the design team and the main contractor to establish if further works can be undertaken to damp down the noise created.
- 6.3 *Recommendation (6) - Consultants appointed on future projects should have robust quality control and design monitoring procedures in place to help prevent post completion modifications having to be made.*
- 6.4 *Recommendation (7) - The level of noise reported on the mechanical services aspect of this project is being further investigated. If noise complaints continue to be received, then it is suggested that an external engineer be appointed to carry out a review of the systems installed.*

## **7. Construction Issues**

- 7.1 The early involvement of the contractor and positive relationship with the College and consultants has ultimately led to a successful project. Some problems were experienced during construction but none that lead to the project being halted. The College did not appoint a Clerks of Works to monitor and check the quality of workmanship on site. The review process concluded that the contractor's quality assurance procedures negated the need for a Clerks of Works. The right contractor's team needs to be appointed to ensure effective working relationships are developed. It worked well on this project, although some minor comments have been made regarding the commissioning stage.
- 7.2 *Recommendation (8) - The procedures for appointing contractors appear to work well and should continue, ensuring good working relationships with the contractor are developed along with checking of contractors' quality assurance procedures at tender stage.*

## **8. Project Management**

- 8.1 Management of a building project with highly complex and sophisticated services and multi user clients demands a high level of expertise and leadership from the in-house Project Manager.

- 8.2 Evidence from the staff feedback records a level of satisfaction of the service provided by the Estate Team with communication with the user clients demonstrated during the project. However, a single point of contact for the users would be welcomed by the Project Management team as a conduit for the diverse range of request from the users.
- 8.3 The internal Project Manager's role is a complex one with a key area consisting of communicating/reporting internally and creating the interface between the users and the consultant design team. The internal Project Manager should also have the authority to step in to assist in decision making and conflict resolution when necessary.
- 8.4 The Estate Team including the Project Manager is seen as an educated client with a large amount of embedded knowledge and understanding of what is needed to complete a project at many levels of operation. Throughout the project there was a good relationship with the main contractor and the internal Project Manager who provided an effective communication link between users and the Design Team. Having this single point of contact has been a contributing factor to the success of the project.
- 8.5 *Recommendation (9) – The College should continue to consider the disaggregation of large programme of refurbishment work. This will allow unforeseen works and or delays to be accommodated without negatively impacting the overall programme requirements.*
- 8.6 *Recommendation (10) - 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 is always difficult and communication with all stakeholders is fundamental to success.*

## **9. Conclusion**

- 9.1 The Post Occupancy Report on the Inchinnan / Oakshaw project provides an oversight of a project from which several recommendations can be applied to future activities. The project was completed in line with the approved budget and to the general satisfaction of the end users, both staff and students.
- 9.2 The Estates Committee is requested to note the content of the report and the recommendations to be taken forward..

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

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

- SFC Estate Maintenance Funding;
- College estate maintenance planning; and
- Carbon management and sustainability.

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

- Note the update provided in relation to the College 2018-19 estates maintenance plans and allocation of 2018-19 SFC estates maintenance funding;
- Note the intended use of 2019-20 SFC estates maintenance funding;
- Note the continued progress made by the College in addressing climate change commitments; and
- Review and consider the overall 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;
- College estate maintenance planning; and
- Carbon management and sustainability.

## 2. SFC Estate Maintenance Funding

### 2018-19 Projects

2.1 The 2018-19 SFC funding announcement confirmed West College Scotland would receive:

- £1,181,794 for life cycle maintenance, a reduction of £794,000 when compared to 2017-18. As previously reported to the Estates Committee the reduction in lifecycle estates maintenance funding means the College has been required to utilise the full amount simply to meet operational estates maintenance and bank interest costs.
- £3,003,981 for high priority maintenance based on the national sector condition survey review undertaken by the SFC and published in December 2017.
  - *Appendix A* shows the latest position reported to the SFC as to the utilisation of these funds. As can be seen the College has fully committed this 2018-19 SFC funding, although a proportion will be expended during 2019-20.
  - The proforma at *Appendix A* was returned to the SFC on 14 August 2019; at this time no feedback has been received from the SFC.
  - Most of the major projects are now complete with a number due for completion over the coming period including:
    - Passenger Lifts – Finnart Street – the contract for these works commenced and the project is due for completion in early September 2019
    - Estate Condition Survey – The on-site survey works have been completed and the initial results have been received by the College. The reports are now being considered by the College and will be reported to the next Estates Committee meeting. This will then be used as the basis for updating the College Estate Strategy in 2020.

- 2.2 The project to relocate the activity undertaken at the Centre for Performing Arts from New Street to the Renfrew Road campus continues to be progressed and represents most of the unspent / committed funding as at 31 July 2019. The original plan had been for the activity at New Street to be moved onto the Renfrew Road campus on a phased basis during 2019-20. However, it is now considered more beneficial to student teaching and learning that the New Street activity is wholly transferred at the same time in order to avoid disruption to New Street classes. Student and staff will therefore move into the newly refurbished building during the summer of 2020.

### **2019-20 Projects**

- 2.3 The 2019-20 SFC funding announcement confirmed that the College will receive:
- Lifecycle maintenance funding of £821,000 - a decrease of £360,794 when compared to 2018-19 (31%).
    - As previously reported to the Estates Committee the reduction in lifecycle estates maintenance funding means the College requires to utilise the full amount as a contribution meeting operational estates maintenance which are forecast to be approximately £1.2m for 2019-20.
    - With operational estate maintenance costs anticipated to be £1.2m for 2019-20, the College has been required to find a further £0.4m of additional efficiencies in order to meet the 2019-20 operational estate needs.
  - Priority maintenance funding of £1,710,000 - a decrease of £1,293,981 when compared to 2018-19 (43%).
    - Several priority works have already been identified as requiring funding during 2019-20 including:
      - Works to the Oakshaw Building in Paisley;
      - Window replacement programme in Greenock;
      - Abercorn roof repairs in Paisley; and
      - Maintenance and repair work across all campuses.
    - The results of the updated WCS estate condition surveys which are being undertaken will be considered in terms of any required revisions to the 2019-20 plan when these are available. Appendix B provides a summary of 2019-20 project areas identified at this time.
- 2.4 Discussions have been ongoing with the SFC on the use of the funds in 2019-20 to ensure that the needs of the College are addressed from both an operational and maintenance perspective. On-going discussions have been positive, and the College will continue to engage with the SFC on this matter.

### 3. Carbon Management and Sustainability

3.1 The SFC Regional Outcome Agreement, under the outcomes associated with High Performing Institutions, specifies that colleges should:

- contribute to the delivery of Climate Change (Scotland) Act 2009 targets for significantly reduced greenhouse gas emissions; and
- outline how they intend to achieve their 2021 target for carbon reduction.

3.2 The environment in which the College operates presents challenges and opportunities in seeking to meet the Climate Change Duties placed upon the organisation by the Climate Change (Scotland) Act 2009. The College Carbon Management Plan 2016-2021 (CMP) confirms a commitment to sustainability and details an action plan to reduce the College carbon footprint that will enable legislative requirements to be met and ROA outcomes to be achieved.

3.3 The CMP set a target of a 10% reduction in CO2 emissions, 530 tonnes, by 2021, however this is predicated on increased levels of investment in the College estate and so is a challenging target. The table below sets out the achievements of the College to date along with its targets for the coming years. The College position is reported annual in November to the Scottish Government.

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Target	19-20 Target	20-21 Target
Gross carbon footprint	5,300	5,384	4,845	4,830	4,805	4,785	4,770

3.4 In seeking to reduce CO2 levels the College continues to progress its involvement in the development of a District Heating System for the Clydebank campus. Queens' Quay in Clydebank will become the first zero carbon 2050 compliant community in the UK when the water-based District Heating System is installed. If the project is successful it is estimated that 400 to 500 tonnes of CO2 per annum could be saved by the Clydebank campus.

3.5 The College Sustainability Officer has continued to embed the CMP into operational activity and raise the profile of the College's sustainability agenda with external stakeholders. The College approach to carbon reduction requires the support and participation of staff, students and community partners more widely, and on-going reflection as to how this can be encompassed within all areas of activity.

- 3.6 Noted below are several of the steps which have been taken to ensure that the College can deliver the ROA outcomes and legislative requirements.

#### **The Green Gown Awards UK and Ireland**

- The College has been selected as finalists for the work it has undertaken with AC Whyte to develop and promote 'The Eco Thermal Insulation Skills Academy'.
- The award ceremony is taking place in Scotland for the first time and to be held at the Glasgow Science Centre on the 26 of November 2019
- This good news shared via EAUC website, the College sustainability page and sustainability newsletter.

#### **Waste and Recycling**

- The implementation of the new waste contract commenced 24 of June across all campuses.
- Next stage will be to provide upgraded internal bins and clearer signage to allow for more of the general classroom and office waste to be recycled.
- During September / October the College will launch 'The bin the bin' campaign as part of Climate Change week.

#### **Engagement**

- The 2019-20 schedule of events and initiatives can be found at Appendix C and includes:
  - Working with the new Student Association staff to explore joint working opportunities and plan further activities for 2019-20
  - Engagement with EAUC, SFC and UWS as to how these organisations can further support the College to address the ongoing sustainability challenges faced by the College;
  - College Sustainability Group - The focus this year will be on changing attitudes and behaviour and engaging with staff and students through various campaigns on waste, energy, travel and paper savings.

### **5. Next Steps and Conclusion**

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

- Continue to engage with the SFC regarding the allocation and application of SFC lifecycle and high priority estates maintenance funding;
- Progress estates projects for 2019-20, and will revise these as required as information from the ongoing/updated WCS estate condition surveys become available; and
- Continue to positively address the climate change challenges faced by the College and progress sustainability initiatives.

5.2 The Estates Committee is requested to:

- Note the update provided in relation to the College 2018-19 estates maintenance plan and allocation of 2018-19 SFC estates maintenance funding;
- Note the intended use of 2019-20 SFC estates maintenance funding;
- Note the continued progress made by the College in addressing climate change commitments; and
- Review and consider the overall report.



**TITLE: RISK MANAGEMENT - 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 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. The College Strategic Risk Register is subject to ongoing review by the Board of Management and 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 College Strategic Risk Register was approved at the June 2019 Board of Management meeting:

- Accepting the proposed adjustments to the Register following the Committee review process; and
- Noted the inclusion of direction of travel arrows for each risk identified.
- Noted that the Register would not show much change over the short term as it was a forward-looking document.

### Development of the College Risk Strategy

- 2.3 The Board of Management risk management action plan has been implemented over the course of the previous year with the following actions remaining:

- The introduction of a target risk score

The Audit Committee view was that further development and integration of existing risk management processes was required prior to this matter being taken forward. This action will continue to be reviewed over the course of 2019-20

- Revisions to the Strategic Risk Register following finalisation of the College Corporate Plan

The Strategic Risk Register has been aligned with the new College Corporate Plan. The initial alignment will be considered by Board Committees as part of the upcoming cycle of Committee meetings.

- The introduction of a formal risk management appetite statement  
The Board of Management has previously considered that further information around risk and opportunity across a range of College activities might help provide a better understanding of the risk management appetite. The October 2019 Board of Management meeting will commence with an externally facilitated session designed to inform the Board on the various options in relation to the development of a risk appetite statement. The objective of the session is to develop a risk appetite statement for incorporation into the overall Risk Management Strategy.

### **3. Conclusion**

3.1 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 progress made in further developing the College Risk Management framework.



# Strategic Risk Register

## Strategic Risk Register Dashboard Report

Risk register review period:

Aug-19

Board / Committee review period:

Sep-19

Top 5 Risks Post Mitigation					
Ref	Risk	Movement	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 3	Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements	↔	5	4	20
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	↔	4	4	16
WCS 16	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.	↔	5	3	15
WCS 4	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	↔	4	3	12

  

### Movement in Risk Scores

Risk Score	Sep-19	Jun-19
24	1	1
20	1	1
16	1	1
15	1	1
12	4	4
9	3	3
6	3	3

The most significant risk faced by the College continues to be the volatility of SFC funding.

Continued delays to the business cases for the development of the College estate has moved up the risk register based on the latest developments in Renfrewshire and Inverclyde. This risk is closely linked to the next highest risk which is the failure to secure adequate maintenance funding.

The impact of the UK exit from Europe continues to be a significant risk faced by the College as the level of uncertainty continues.

### WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER

Risk No.	Risk Reference	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
1	WCS 1	1.1 1.3 3.1 3.4	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 2019-20 final SFC funding received 17 May 2019. This shows a level of core funding which is not greater than in 2018-19; 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) 2019-20 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transformation Plan submitted to SFC in order to address future financial challenges. Following submission of revised plan in November 2018 the College continues to engage with the SFC on the implementation of the plan. 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) Financial modelling of next 5 years being undertaken based upon SFC FFR assumptions. Allows the College to identify funding gap and to continue to take necessary steps to address the gap. 7) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 8) Robust monitoring of current and future curriculum delivery plans (CMAF) including staffing requirements. 9) Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding.	6	4	24	24	↔	VP Operations / VP Educational Leadership
2	WCS 3	1.2 3.1 3.3 3.4	Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements	6	4	24	1) The College continues to actively engage with SFC, SFT and other key stakeholders re investment and in relation to implementation of national estate condition survey review and future direction of travel. 2) Approved Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Draft Outline Business Case for Paisley estate submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC 5) Inverclyde local development plan now finalised leading to restrictions on future College developments on preferred site. College continues to engage with partners to find suitable way forward. 6) 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. 7) 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. 8) Ongoing engagement with SFC	5	4	20	16	↔	VP Operations

Risk No.	Risk Reference	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
3	WCS 2	1.1 1.2 2.3 4.1	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) 2019-20 SFC funding for estates has seen a reduction in lifecycle maintenance and priority maintenance funding. The continued reduction in lifecycle maintenance does present an operational challenge 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 2019-20. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. Implications of recently published Inverclyde local development plan now being considered and College is engaging with 5) Outline Business Case for Paisley submitted to the SFC and feedback received from the SFC. Discussion with partner organisations remains ongoing.in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC. 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	16	↔	VP Operations
4	WCS 16	1.3 2.2 3.1 3.4	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.	5	3	15	1) College undertaken review of possible impacts of Brexit on operations. Output has been discussed at senior management level and with relevant Board Committees. To note potential impact on EU funded programmes (Modern and Foundation Apprentices). 2) The College is a member of a sector 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 ESF funding is due to end.	5	3	15	15	↔	Principal
5	WCS 4	1.2 2.1 3.2 3.4	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	5	4	20	1) Positive engagement with SFC in relation to ROA development and monitoring for current and future years. 2) Effective internal monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees. 3) Good working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit. 5) Blended approach to delivery of teaching and learning including 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. 7) The Board of Management considered the College ROA during the meeting in March 2019, and considered the outcomes that will be delivered at that time. The ROA 2019-20 was submitted to the SFC and subsequently approved on 29 July 2019.	4	3	12	12	↔	Principal

Risk No.	Risk Reference	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
6	WCS 5	1.1 1.2 1.3 3.4	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. National Bargaining funding distribution for 2019-20 amended in year and agreed with Colleges Scotland and the Scottish Funding Council. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. 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 including liaison with Student Association on impact on students. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018). 8) Support staff pay award until September 2019 been settled.	6	2	12	12	↔	Principal
7	WCS 6	1.1 2.1 3.3 4.2	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 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) College has achieved Cyber Essentials Plus accreditation as required.. 5) College Digital Strategy has been reviewed by SMT and sets out digital ambitions for the College. To be presented to the Board for approval in coming period. 6) Funding bid developed based for submission to SFC to ensure IT systems are fit for purpose. Initial discussions have been held with SFC on IT condition survey and College offered to be model for such a survey. 7) College HR department providing support to staff undertaking national support staff job evaluation, with role profile documentation to be completed by 28 June 2019.	4	3	12	12	↔	VP Operations
8	WCS 15	1.1 2.1 3.4 4.3	Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	4	4	16	1) Transformation Plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the 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. 5) College on track to meet financial objectives outlined in the plan during 2018-19. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures have been published and have crystallised the financial challenges faced by the College. No guidance on future years.	3	4	12	12	↔	Principal



Risk No.	Risk Reference	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
9	WCS 9	1.2 1.3 3.4	Inability to maintain positive staff relations	4	3	12	1) Approved Workforce Plan in place to address Audit Scotland recommendations. 2) Internal audit on internal communications reported that that the College had effective internal communication channels to staff and students 3) Clear procedures for communication and engagement with Trade Unions and College staff. 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. 6) College is supportive of staff involvement in national job evaluation scheme and has open dialogue with Unions as to how staff can be supported.	3	3	9	9	↔	Principal
10	WCS 11	1.1 2.3 3.1 3.2	Ability to generate consistent levels of alternative income or to grow alternative income streams.	4	3	12	1) Alternative Income Strategy currently under development in response to requirements of Transformation Plan objectives. Strategy will be subject to review by Corporate Development Committee. 2) Annual financial budget agreed and monitored by the Corporate Development Committee. 3) Strong partnerships with local employers and stakeholders. 4) Operation planning process used to identify potential opportunities for income growth. 5) Adaption of course portfolio to meet student / employer needs. 6) Financial strategy and planning in place to address resource needs and redirect as required. 6) Review of resources required within Curriculum Development Planning procedure. 7) Commercial Development Group meets bi-monthly to review and address challenges of delivering alternative income.	3	3	9	6	↔	VP Educational Leadership
11	WCS 7	1.2 3.4	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Business Continuity webpage created to inform all staff and stakeholders of College approach to business continuity planning. 2) Business Continuity Plan available to relevant staff on OneDrive along with associated documents to assist during any incident (including creation of "battle boxes"). 3) College has achieved Cyber Essentials Plus accreditation and has in place IT recovery plans as part of overall business continuity planning process. 4) Training and scenario planning sessions undertaken on a quarterly basis with involvement from both teaching and support staff. Externally facilitates and lessons learned shared with staff. 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.	3	3	9	9	↔	VP Operations

Risk No.	Risk Reference	Strategic Objective	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
12	WCS 10	1.3 2.3	Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	4	3	12	1) College Workforce Plan and associated reporting requirements approved by the Board of Management. 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 including an establishment report. 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 2018-19 audit plan. Internal audit recommendations were subject to final report from OD&HR Committee to the Audit Committee in May 2019 allowing the closure of the issues raised. 8) Staff skills survey being developed to allow the College to identify and address future skills gaps.	3	2	6	6	↔	Principal
13	WCS 13	3.4 4.1	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) Data Protection Officer (DPO) appointed in compliance with legislative requirement. DPO is part of shared services agreement allowing the College to work collaboratively with other institutions. 2) DPO is undertaking review of departmental compliance with data legislation and addressing issues as required. Reports provided to working group on progress and issues identified / rectified. 3) College has a working group covering GDPR and data management issues with involvement from senior staff. The Group has oversight of the information risk assessment process. 4) Data Protection concepts and principles embedded within the operations of the College.	3	2	6	6	↔	Principal
14	WCS 14	1.2 3.4	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 stage to address any issues in advance of project start date. 2) Staff resource increased during 2018-19 to address the significant increase in level of expenditure and complexity of projects being undertaken. 3) Well embedded project / estate team with knowledge base that allows issues to be identified and addressed. 4) use of external professional advisors to provide oversight and critical review of proposed activities / plans.	3	2	6	6	↔	VP Operations

## Corporate Strategy 2019-2025

Priorities		Objectives	
(1) Personalisation	We will deliver the skills solutions that employers are looking for and the learning outcomes that students want,	1.1	Developing Bespoke solutions, Fast
		1.2	Raising Aspirations and Enabling Students to achieve outcomes
		1.3	Recruiting and Retaining Talented People
(2) Collaboration	We will build the immersive relationships and make the connections that enhance value for	2.1	Creating Learning Pathways
		2.2	Immersive Partnerships
		2.3	Delivering Inclusive Growth
(3) Agile and Adaptive	We will develop the capability to respond to shifts in demand and seize new opportunities quickly' putting in place specialist delivery capabilities.	3.1	Developing new income opportunities
		3.2	Developing the Market
		3.3	Utilising Specialist Capabilities
		3.4	Managing for Resilience
(4) Digital	We will ensure that the College has the digital capacity and capabilities to deliver in a modern economy.	4.1	Using Data
		4.2	Inspirational Learning
		4.3	Developing the skills base

**Tolerance Matrix and Scoring Grid**

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>

**Risk Score - Direction of Travel**

- ↔ Post mitigation risk score after review has remained static compared to the last time the register was reviewed.
- ↑ Post mitigation risk score after review has increased compared to the last time the register was reviewed.
- ↓ Post mitigation risk score after review has reduced compared to the last time the register was reviewed.

**TITLE:                   AUDIT SCOTLAND REPORT – SCOTLAND’S COLLEGES 2019**

**Background:**        Audit Scotland published their annual report of the college sector - *Scotland’s Colleges 2019* – on 4 June 2019. This provided an update on developments taking place within the College sector and, where possible, assessed their impact.

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

- the Audit Scotland Report and the recommendations arising from this;
- whether there is a need to revise/update the College risk register in light of the report recommendations; and
- whether any actions require to be progressed by the Audit Committee at this time based on the Report.

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

**Status:**             Open

## 1. Background

- 1.1 Audit Scotland published a report on 4 June 2019 – *Scotland's Colleges 2019* (Appendix A) – which provided an update on developments taking place within the college sector and, where possible, assessed their impact.
- 1.2 The methodology using in producing the Audit Scotland report, which focuses mainly upon the 2017-18 college year, involved:
- Analysing relevant Scottish Government budget documentation, colleges' audited accounts and auditors' reports covering the financial periods ending July 2018.
  - Analysing information held by the SFC, including financial, performance and activity data.
  - Interviewing Colleges Scotland, student unions, trade unions, the SFC and the Scottish Government.
  - Analysing data that we requested from colleges' external auditors.
- 1.3 The report is structured into two parts, which are as follows:
- Part 1 – Financial Health
  - Part 2 – Performance
- 1.4 The key messages and recommendations arising from each of these parts are outlined within the report Summary.

## 2. Key Messages

- 2.1 The Audit Scotland report contains 5 key messages which can be summarised as follows:
- The college sector reported a small, but improved, underlying financial surplus in 2017-18. Colleges are operating within an increasingly tight financial environment and the sector-wide position masks particular financial challenges for some colleges. The gap between colleges' income and expenditure is widening and this is forecast to continue, with 12 incorporated colleges forecasting recurring financial deficits by 2022-23.
  - Colleges face increasing cost pressures. The increase in Scottish Government revenue funding for 2019/20 covers only the additional costs of harmonising pay and conditions across the sector (excluding cost of living increases and increases in employers' pension contributions).

- Current Scottish Government capital funding of £21m falls short of the estimated £99m (life cycle and high priority maintenance) costs of maintaining the college sector estate. The report recognises that the Scottish Government capital funding is insufficient to address colleges' maintenance requirements. The report highlights that estate funding is needed for the maintenance and improvement of College buildings and investment in digital infrastructures. In 2019/20 estate maintenance funding for the sector has fallen to £47.6m (2018-19: £76.7m). After specific capital commitments - including Forth Valley College's new campus are excluded - the SFC is allocating £21 million to address lifecycle and backlog maintenance needs within the college sector against a calculated annual lifecycle/high priority maintenance cost of approximately £100m identified in the 2017 SFC national estates condition survey. The report notes that the Scottish Government is working with the Scottish Futures Trust and the SFC to identify an appropriate funding model for future investment in the college estate.
- The proportion of non-government income that colleges generate has reduced over time, and cash balances and money held by arm's-length foundations has reduced.
- Student numbers increased, and the sector exceeded its learning activity targets. Over the past three years, colleges have been providing less learning to students aged 16-24 and more to students aged 25 and over. Colleges are widening access to disabled, ethnic minority and care-experienced students. After several years of increasing learning delivered to students from deprived areas, the proportion of learning delivered to this group fell slightly in 2017-18.
- There is considerable variation across colleges in terms of student attainment and retention and those going on to positive destinations. Average attainment rates for students in full-time education have remained relatively static in recent years. The attainment rate for full-time further education, at 66 per cent, is some distance from the Scottish Funding Council's (SFC) target of 75 per cent by 2020-21. Attainment gaps still exist for students from the most deprived areas, students with disabilities and for care-experienced students.
- There is scope for the SFC to work with individual colleges and their boards to improve financial planning and to achieve greater transparency in the sector's financial position. The SFC can also be more transparent in how it reports colleges' performance against outcome agreements and student satisfaction data. The SFC has agreed aspirational and stretching targets with colleges in their latest outcome agreements. Based on recent performance trends, achieving some of these targets will be very challenging for colleges.

- 2.2 West College Scotland is referenced within the Audit Scotland report in relation to the following:

Exhibit 6 - Financial indicators

This exhibit summarises the College financial position when compared to other colleges in the sector. The College stands out as having a break-even underlying operating position (required by SFC); a reasonable cash balance and therefore a positive net assets position.

Paragraph 43 – Attainment Targets

Only two college regions met overall attainment targets. West College Scotland met all four targets with Highlands and Islands region meeting both targets for further education.

Exhibit 18 - Performance indicators for full-time further education in colleges

This exhibit presents several performance indicators and is ranked according to the proportion of students from the most deprived areas (Glasgow Kelvin College having the highest proportion). The performance indicators include attainment rates, retention rates, positive destinations and satisfaction levels.

Paragraph 50

The College is referenced for lead involvement in a project which has considered ways of improving attainment and retention

### **3. Audit Scotland Report - Recommendations**

- 3.1 From these key messages, the Audit Scotland report provides 12 recommendations for action by:

- Colleges – 3 recommendations
- College and regional boards – 2 recommendations
- SFC – 4 recommendations
- The Scottish Government and the SFC – 3 recommendations

- 3.2 These recommendations are detailed within the Summary section of the report and are as follows:

- Colleges – 3 recommendations
  - agree their underlying financial position with the SFC prior to finalising their accounts
  - improve data collection and response rates for student satisfaction and publish results
  - use *How good is our college?* effectively to drive improved performance and enhance the quality of service provision



- College and regional boards – 2 recommendations
  - agree medium-term financial plans that set out the mitigating actions to ensure their college's financial sustainability
  - submit agreed medium-term financial plans to the SFC along with financial forecast returns (FFRs)
- SFC – 4 recommendations
  - work with colleges to agree their underlying financial position prior to finalising their accounts
  - require colleges to submit medium-term financial plans to support FFRs in assessing financial sustainability across the sector
  - publish college region performance against all outcome agreement measures
  - publish good-quality student satisfaction data for every college
- The Scottish Government and the SFC – 3 recommendations
  - agree and publish a medium-term capital investment strategy that sets out sector-wide priorities
  - review whether targets for college provision and student outcomes, including for students from deprived areas, remain relevant and realistic, based on current performance trends
  - work with colleges to deliver the necessary improvements in performance to meet agreed outcome agreement targets

#### **4. Conclusion**

- 4.1 As outlined above, the Audit Scotland report '*Scotland's Colleges 2019*' provides an update on the various developments taking place within the college sector, and where possible, seeks to assess their impact. The report also identifies key recommendations to be progressed.
- 4.2 The Estates Committee is therefore asked to consider:
- the Audit Scotland Report, and the recommendations arising from it;
  - whether there is a need to revise/update the College risk register in light of the report recommendations; and
  - whether any actions require to be progressed by the Estates Committee at this time based on the Report.

**TITLE:** SCHEDULE OF BUSINESS 2019-20

**Background:** This paper outlines how the Schedule of Business for 2019-20 enables the Estate Committee to fulfil its remit.

**Action:** The Estate Committee is requested to note the content of the 2019-20 report.

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

**Status:** Open

REMIT	DELIVERABLES			
	10-9-19	10-12-19	3-3-20	26-5-20
a) <i>To ensure that the College maintains a comprehensive register of land and buildings.</i>				
<ul style="list-style-type: none"> <li>• 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>• Clydebank Campus – development of masterplan</li> <li>• Emerging Opportunities report</li> <li>• College leasing arrangements - annual report</li> <li>• Leasing arrangements approval</li> <li>• Performance Indicators / benchmarks</li> <li>• Regional Outcome Agreement monitoring</li> <li>• Report on Paisley (CPA) relocation project (contained within the Estate Maintenance report for Sept 2019)</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> <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>		<p>Y (Nov '19)</p>	<p>Y</p>	<p>Y (March '20)</p>

REMIT	DELIVERABLES			
	10-9-19	10-12-19	3-3-20	26-5-20
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>Review of Updated College Estates Condition Survey</li> <li>Annual update – estates operational budget</li> </ul>	Y Y	Y  Y Y	Y  Y	Y
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		
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