

**West College Scotland**

**ESTATES COMMITTEE**

**TUESDAY 11 SEPTEMBER 2018 at 4.00 p.m. in  
Cunard Suite, Clydebank Campus**

**AGENDA**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 29 May 2018  
Actions from the minutes Attached      NA  
Attached      NA
4. Matters arising  
(and not otherwise on the agenda)
  - EM263.2 Clydebank District Heating System Verbal      AR
  - EM250.6 Estates Key Performance Indicators Verbal      AR
  - EM276.2 Disposal of Property at Drumry Road Verbal      AR

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

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

5. Committee Remit, Membership and Dates of meetings Paper 5      GMcA
6. Monitoring of Regional Outcome Agreement Objectives Paper 6      DA
7. Emerging Opportunities Verbal      DA
8. Options Appraisal & Outline Business Case - Greenock Paper 8      DA  
To follow
9. Options Appraisal & Outline Business Case – Paisley Verbal      DA
10. Estates Maintenance Plan 2018 – 2023 Paper 10      AR/PT
11. Strategic Risk Consideration Paper 11      AR

**Items for Information**

12. Audit Scotland Report – Scotland's Colleges 2018 Paper 12      DA
13. Schedule of Business 2018-19 Paper 13      AR
14. Any other business

Next meeting: Tuesday 11 December 2018 at 4.00 p.m, in Ardgowan 4, Finnart Street, Greenock Campus.

Gwen McArthur  
Secretary to the Committee

## ESTATES COMMITTEE

**MINUTES:** 29 May 2018

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

**Apologies:** Audrey Cumberford, Stephanie Graham, Keith McKellar.

**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).

### **EM274 DECLARATION OF INTERESTS**

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

### **EM275 MINUTES**

The minutes of the meeting held on 27 February 2018 were approved, subject to the following addition:

#### **EM269 Estates Maintenance Plans 2017-2022 and Carbon Management**

ii) Carbon Management/Sustainability – the following sentence is to be added in at the end of the paragraph:

“The Chair informed the Committee that he would be attending the next meeting of the College Sustainability Group.”

### **EM276 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 (EM263.1)** – the Finance and General Purposes (FGP) Committee had recommended to the Board that the Catering and Cleaning Services should remain in-house and be reviewed again in 2020. The Board had agreed with this proposal at its meeting in March.
- .2 Disposal of Property at Drumry Road (EM264)** – it was noted that the College was still awaiting approval from the Scottish Funding Council (SFC) to dispose of this property.
- .3 Leased Property (EM263.4)** – it was noted that the College was still awaiting the final invoice for the completion of the works at the property at High Street, Dumbarton. The Committee was pleased that the total costs would come within

the overall budget for this project. It was **agreed** that this matter was now complete and could be removed from the actions list. **[Action: GMcA]**

**EM277 EMERGING OPPORTUNITIES (EM266)**

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 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.

**EM278 INCHINNAN /OAKSHAW PROJECT (EM263.3)**

The Committee had undertaken a tour of the refurbished areas in the Oakshaw building immediately prior to the meeting. The Committee was pleased with the completed works and the increased flexibility that this provided in delivering the curriculum. It was noted that this project had been delivered within budget, although it had taken slightly longer than originally anticipated. However, the lessons learned during this project would be useful for future projects. The next stage would be to demolish the Inchinnan North building over the summer period. A post-occupancy review would be conducted in February 2019.

**EM279 ROOM UTILISATION SURVEY (EM268)**

The Committee noted the report on the findings of the room utilisation survey conducted in March 2018. 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 all 3 campuses, although there were still opportunities to improve further. The Committee welcomed this information.

**EM280 CLYDEBANK FUNCTIONAL SUITABILITY REVIEW**

The Committee considered a report which provided information on a functionality review of the Clydebank campus. The Clydebank campus was now 10 years old and the Head of Estates and his team had conducted this review to ensure that it was still fit for purpose. Feedback from users had been sought as part of this review which showed that the majority of users were satisfied with the accommodation. However, there had been some comments on improvements that could be considered.

The Committee was aware that the Estate Strategy that had been developed in 2016 had rated this building as being in good condition and, therefore, no significant works were required at that time. This remained the case but maintenance and improvement requirements were regularly identified and required to be addressed as appropriate in order to ensure the building

remained in a suitable condition. Some areas for improvement had been identified that could be addressed in the short term and these would be implemented during the course of the year. However, some matters relating to future use of space and how it was modelled had been raised and these had been discussed by the Senior Management Team (SMT). SMT had agreed to establish a Working Group to look at the longer term development of the Clydebank campus. It was **agreed** that the Committee would be updated on progress at a future meeting. **[Action: PT]**

## **EM281 ESTATES MAINTENANCE PLANS 2017-2022 AND CARBON MANAGEMENT (EM265, 269)**

### **.1 Funding Allocation from SFC for 2018-19**

The Vice Principal Operations provided the Committee with an overview of the final funding allocations from SFC for 2018-19. This showed a significant change from the initial funding allocations that had been released earlier in the year. It was noted that

- There would be an overall reduction in credit activity of 1.9% compared to 2017-18.
- While the College had received an overall increase in the level of resource much of this funding was related to specific purposes, such as the additional █████ for high priority estates maintenance, which had to be spent in a particular way.
- The above two factors meant that there was an overall reduction in core operational SFC funding levels.
- While the College would receive additional funding of █████ for high priority estates maintenance, the funding for operational maintenance had been reduced by 40%. Previously operational maintenance funding had been used for front line expenses, including the provision of ICT infrastructure and kit.
- Net depreciation funding, which had previously been applied to meet key priority areas, would now require to be applied to meet core operational costs including ICT and annual pay uplifts.

The Committee was disappointed at the level of funding provided and noted that a number of other colleges were also facing similar financial challenges. It was also noted that it was not known at this stage if the additional funding for high priority estates maintenance would continue, or if it was for this year only. Discussions with SFC were continuing in order for the College to better understand the funding position not just for the coming session but for the longer term. It was vital that the College had a sustainable operational cost base for the future.

### **.2 Estates Maintenance Plans and Carbon Management Projects 2018-23**

The Committee noted a report which provided an update on Estate Maintenance Funding, the College's Estates Maintenance Plan 2018-2023 and progress with Carbon Management/Sustainability initiatives. The Director of Finance and Estates provided information showing the data SFC used and the

funding they had allocated to each of the College campuses. It was noted that the SFC had based their funding allocation on the data obtained from the condition survey to identify the high priority areas. However, this information had been gathered some time ago and some of these areas had already been addressed. The College was keen to allocate these funds to meet other current high priority projects and a preliminary discussion with the SFC had taken place to explore the options open to the College.

The Committee noted the approach that had been adopted in forming plans showing how the College wished to spend the funding available. This plan would allow the College to fund high priority areas but also allow some flexibility in case other high priority costs/projects were identified in the course of the year, e.g. asbestos removal. It was noted that funding for College carbon management/sustainability projects during 2018-19 was still to be agreed from the level and nature of resource that had been made available by the SFC.

The Committee **agreed** the high priority areas as identified in the College spending plan and noted that the Vice Principal Operations would meet with the SFC to discuss this and seek approval to proceed. **[Action: DA]**

#### **EM282 MONITORING OF REGIONAL OUTCOME AGREEMENT**

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 welcomed the progress made.

#### **EM283 STRATEGIC RISK (EM270)**

The Committee noted a copy of the information that Mott MacDonald had provided at the Risk Management Training Workshop on 26 March 2018.

The Committee considered the Strategic Risk Register which had been revised in light of the recent workshop held with Mott MacDonald. A dashboard had been added to the front page, a referencing system had been introduced and risk graphs had been included. Also the risk register had been updated recently by the Senior Management Team (SMT). In light of the recent funding announcement from SFC, Risk 1 now had a higher risk rating than before and steps were being taken to mitigate the risk involved. Consideration would also be given to setting out a risk appetite statement for the College and further information on this would be brought through the Committees next session.

The Committee noted the strategic risk register and had no additions or amendments to propose.

#### **EM284 DATES OF MEETINGS IN 2018/19**

The Committee **agreed** that it would meet on the following dates in session 2018/19:

11 September 2018 at the Clydebanks 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.

**EM285 LAND AND BUILDING VALUATION REPORT**

The Committee noted the Land and Building Valuation Report that had been produced by Ryden for the College.

**EM286 SCHEDULE OF BUSINESS 2017-18 (EM272)**

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

**EM287 COMMUNITY EMPOWERMENT ACT (EM209)**

The Head of Estates informed the Committee that the College had not received any requests to transfer assets. The Committee would, in the future, receive an annual report on this matter. **[Action: PT]**

**EM288 NEXT MEETING**

The next meeting would be held on Tuesday 11 September 2018 at the Clydebank Campus.

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GMCA/7.06.18/Final

## Estates Committee: Minutes of 29 May 2018

### Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
29 May 2018	EM278 263.3	Inchinnan/Oakshaw project – post occupancy review to be conducted in February 2019 and outcomes reported to Committee	P Thorne		May 2019
	EM280	Clydebank Functional Suitability Review – Committee to be updated on progress at a future meeting	P Thorne		Future meeting
	EM281 265,269 253	Estates Maintenance Plans 2017-2022 & Carbon Management Plans – Vice Principal Operations to seek approval from SFC to proceed with College spending plan	D Alexander	Update to be provided at next meeting	September meeting
	EM287 209	Community Empowerment Plan – Committee to receive annual report on this matter	P Thorne		May 2019
	EM289 266	Paisley and Greenock Outline Business Cases – update on progress to be provided to Board at its June meeting	D Alexander	Update provided to June Board meeting	Complete
		<b>Actions from previous minutes</b>			
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	Complete
	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	P Thorne	Tour held and final report provided	Complete



		meeting and tour of new facility to be organised for Committee			
	EM264	Disposal of Property at Drumry Road – Committee to be kept informed of progress with this	A Ritchie	College still waiting for a response from SFC	September 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 March meeting. Committee informed of SFC final funding allocations for 2018-19 at its May meeting	Complete
	EM268 250.2	Room Utilisation – report on March survey to be brought to next meeting	P Thorne	Report provided to Committee at its May meeting	Complete
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

GMCA/27.06.18/updated 13.08.18

**TITLE: COMMITTEE REMIT, MEMBERSHIP AND DATES OF MEETINGS  
IN 2018/19**

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

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 2018/19.

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

**Status:** Open

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

**Background:** The Board of Management have agreed that each sub-Committee should monitor progress on areas of the Regional Outcome Agreement (ROA) for which they have responsibility and provide a report to the Board in June 2019.

**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 in June 2019.

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

**Status:** Open

**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 2018 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

**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 to the Estates Committee the considerations of the College Senior Management Team (SMT) in relation to the College Strategic Risk Register.

**Action:** The Estates 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.

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

**Status:** Open

**TITLE:** **AUDIT SCOTLAND REPORT – SCOTLAND’S COLLEGES 2018**

**Background:** Audit Scotland published their annual report of the college sector - *Scotland’s Colleges 2018* – on 21 June 2018. This provided an update on developments taking place within the College sector and, where possible, assessed their impact.

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

- the Audit Scotland report, and the recommendations arising from it;
- 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.

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

**Status:** Open

**TITLE:** SCHEDULE OF BUSINESS 2018-19

**Background:** This paper outlines how the Schedule of Business for 2018-19 enables the Estates Committee to fulfil its remit.

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

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

**Status:** Open