

West College Scotland

ESTATES COMMITTEE

**TUESDAY 26 FEBRUARY 2019 at 3.30 p.m. in
Abercorn 2, Paisley Campus**

AGENDA

Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council, will attend to provide an update on estates matters

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 11 December 2018
Actions from the minutes Attached NA
Attached NA
4. Matters arising
(and not otherwise on the agenda)
 - .1 Disposal of Property at Drumry Road Verbal AR
 - .2 Clydebank District Heating System Verbal AR
 - .3 2019-20 SFC Funding Update Verbal DA

Main Items for Discussion and/or Approval

5. Emerging Opportunities Verbal DA
6. Outline Business Case - Greenock Update Report Paper 6 DA
To follow
7. Outline Business Case – Paisley Update Report Verbal DA
8. Centre for Performing Arts – Project Update and Approval Paper 8 DA/AR
9. Estates Maintenance Plans & Carbon Management Projects Paper 9 AR/PT
10. Strategic Risk Consideration Paper 10 AR
11. Modern Slavery Statement Paper 11 DA

Items for Information

12. Schedule of Business 2018-19 Paper 12 AR
13. Any other business

Next meeting: Tuesday 28 May 2019 at 4.00 pm, Cunard Suite, Clydebank Campus.

Gwen McArthur
Secretary to the Committee

ESTATES COMMITTEE

MINUTES: 11 December 2018

Present: Nick Allan (in the Chair),
Liz Connolly, John McMillan and Keith McKellar.

Apologies: Andrew Hetherington.

Attending: Jenifer Johnston (Board member), Mac Murray (Student President), David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates) and Gwen McArthur (Secretary to the Committee).

Attending by

Invitation: Jim McAloon, Strategic Lead, Regeneration, West Dunbartonshire Council;
Neil McDougall, Consultant Adviser.

EM305 WELCOME

The Chair welcomed Jenifer Johnston and Mac Murray, both Board members, Jim McAloon, from West Dunbartonshire Council, and Neil McDougall, Consultant Adviser to West Dunbartonshire Council, to the meeting.

EM306 DEVELOPMENTS AT QUEEN'S QUAY (EM295.1)

Jim McAloon, Strategic Lead, Regeneration, West Dunbartonshire Council, and Neil McDougall, Consultant Adviser to West Dunbartonshire Council, presented information to the Committee which outlined the future development plans for the Queen's Quay area and the wider town centre area in Clydebank. The Council had taken the feedback obtained from the Charette held in 2015 and used this information to produce a new vision for the future development of Clydebank. It was the main aim to develop a new civic centre for Clydebank as part of the Queen's Quay development, along with providing a range of other health, retail, leisure and residential facilities, and to better integrate this with the current shopping centre and wider area of Clydebank town centre. Improved infrastructure between Queens' Quay and the town centre, along with improved and better integrated travel links (involving both buses and trains), would be included as part of this overall development.

The Masterplan for Queen's Quay included the development of a Care Home and Day Care Centre along with a new Health Centre. An energy centre would be developed which would contain the district heating network systems which would provide a low carbon and cost efficient energy system for the area. A residential area would be developed, along with office, bar and restaurant facilities, with the ultimate aim being to develop an area where people would want to live and be close to a wide range of amenities. A range of other

developments were also being planned for the wider area in Clydebank in order to boost employment and promote the economic success of the area as a whole.

The Committee welcomed this presentation and the opportunities it would bring. The Chair thanked Mr McAloon and Mr McDougall for their very interesting presentation.

EM307 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.

EM308 MINUTES

The minutes of the meeting held on 11 September 2018 were approved.

EM309 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

EM310 VICE PRINCIPAL UPDATE AND EMERGING OPPORTUNITIES (EM295)

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

- .1 Clydebank** – the Committee welcomed the plans set out by West Dunbartonshire Council in their presentation to the Committee earlier in the meeting (see EM306 above) regarding their plans for Queens' Quay and the wider Clydebank area. This set a level of ambition that the College would be pleased to be part of and would continue to work with the Council as opportunities arose. The developments at Queen's Quay in particular would offer placement and employment opportunities for students.
- .2 Estates Funding** – it was noted that the Vice Principal Operations, Director of Finance and Estates and the Head of Estates would meet with appropriate staff of the SFC to discuss estates funding. The SFC had allocated estates maintenance funding on a different basis this year and the College was keen to understand the future basis for allocating estates funding across the sector. The Committee would be informed once further information was available.
- .3 Infrastructure Investment** – the Deputy First Minister had recently announced that £1bn would be identified for investment in public sector infrastructure over the next 10 years. However, no further information was available at this time and the detail behind this had still to be confirmed.

The Committee noted and welcomed the above information.

EM311 CLYDEBANK FUNCTIONAL SUITABILITY REVIEW (EM293.1)

The Head of Estates provided the Committee with an update on progress with the review of the longer term development of the Clydebank Campus. Feedback had been obtained from a staff consultation exercise which had identified some of the matters for consideration, including: the size and suitability of the teaching space; the lack of suitable storage space; the lack of student social space; and the disconnect between the main entrance and the management and meeting rooms space. A College Working Group would meet to consider these matters and to identify and develop ideas and opportunities for further improvements.

It was noted that the College had been utilising the facilities in the new leisure centre developed adjacent to the Campus. A view was emerging that the College could move all sports activities to the leisure centre which would free up space on the campus that could then be used for other purposes. Other potential opportunities for development had been identified which would meet some of the matters raised in the feedback obtained from staff so far. It was the intention to develop a Masterplan for the Campus which would then be open for consideration by the staff, students and Committee.

The Committee welcomed the information presented, the need for a Clydebank Masterplan, and the fact that it was being driven by a consultation process involving staff and students. However, there remained the issue of funding any developments identified. The consultation process would continue and the Committee would be kept informed of developments. **[Action: PT]**

EM312 ESTATES STRATEGY (EM252)

The Committee received an update on progress with the implementation of the Estate Strategy 2016-2026. It was pleased to note that good progress had been made in relation to all four strategic objectives and seventeen associated outcomes/indicators of success during the second year of implementation. Only one strategic outcome was recognised as red status, i.e. not achieving the progress required to date, and this related to 'the estate being fit for purpose and of an acceptable standard'. This was an on-going challenge to the College and would remain so until progress could be made in relation to the Outline Business Cases for both the Greenock and Paisley Campuses. The Committee noted Section 3 of the report which set out the key areas for progress/development in year 3 of the strategy.

The Committee welcomed this report and commended the Estates team for the progress made so far despite the challenges facing the College.

EM313 ESTATES UPDATE: MAINTENANCE FUNDING, KEY PERFORMANCE INDICATORS AND CARBON MANAGEMENT (EM293.3, 296)

The Director of Finance and Estates presented a report which provided an update on Estate Maintenance Funding, Key Performance Indicators (KPI's)

and Carbon Management/Sustainability initiatives. In particular the Committee noted the following information:

- i. Estate Maintenance Funding:** the plans for spending the [REDACTED] allocated by SFC to meet high priority maintenance needs had been submitted to the SFC as requested. To date no response had been received from the SFC.
- ii. Carbon Management and Sustainability:** the College had exceeded its target for carbon reduction. The original target had been to reduce carbon emissions by 10%, or 530 tonnes, by 2021. The report showed that the College had reduced its carbon emissions by 873 tonnes over the three years to the end of session 2017/18.
- iii. Benchmarking/Key Performance Indicators:** the report provided an update on the data obtained for the main KPI's. However, despite best efforts, there was a lack of appetite across the sector to produce benchmarking information in this area.

The Committee welcomed this report and congratulated the Team on exceeding the carbon reduction target.

EM314 ROOM UTILISATION SURVEY (EM279)

The Committee noted the report on the findings of the room utilisation survey conducted in November 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 the Clydebank and Paisley campuses, but had reduced at the Greenock Campuses. The Committee noted there were a number of reasons affecting this movement as the teaching pattern changed which affected how the space was being used. This was being monitored and opportunities to improve the room utilisation rate would be taken where possible. It was also noted that there was no sector wide benchmarking information available on room utilisation rates.

EM315 STRATEGIC RISK (EM297)

The Committee noted the Strategic Risk Register and had no additions or amendments to propose at this time.

EM316 PROPERTY LEASE UPDATE REPORT (EM276.3)

The Committee noted a report that provided an update in relation to College leasing arrangements. The Committee welcomed this report and thanked the Head of Estates for all his efforts in achieving this position.

EM317 SCHEDULE OF BUSINESS 2018-19 (EM299)

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

EM318 NEXT MEETING

The next meeting will be held on Tuesday 26 February 2019 at the Paisley Campus.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

Estates Committee: Minutes of 11 December 2018

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
11 Dec 2018	EM311 293.1 280	Clydebank Functional Suitability Review – Committee to be kept informed of developments	P Thorne		Future meeting
	EM319 304	Paisley New Street – discussions with SFC underway regarding the expenditure plans for high priority maintenance. Once outcome of these discussions was known Committee would be informed if plans for this project could progress	A Ritchie		Future meeting
	EM320 304	Greenock Outline Business Case – i.a series of actions was agreed and will be progressed; ii. Committee to be kept informed of progress and report on actions being taken to be made to Board	i.D Alexander A Ritchie ii. N Allan D Alexander	Board to be updated on actions and progress at its meeting on 4 February. Committee to be updated on progress at its next meeting	February meeting
	EM321 303	Paisley Outline Business Case – progress update to be provided to next meeting	L Connolly D Alexander S Graham		February meeting
		Actions from previous minutes			
11 Sep 2018	EM293.2 263.2	Clydebank District Heating System – Committee to be kept informed of progress	A Ritchie		Future meeting
	EM293.3 250.6	Estates Key Performance Indicators (KPI's) – report to be brought to next meeting	A Ritchie		Complete
	EM295 277	Emerging Opportunities: Clydebank – representative of West Dunbartonshire (WD)	D Alexander	Head of Regeneration Services at WD Council addressed December meeting	Complete

		Council to be invited to address next meeting on developments at Queen's Quay			
	EM302	Potential Opportunity at Greenock - Committee to be kept informed of developments	D Alexander		Future meeting
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
	EM287 209	Community Empowerment Plan - Committee to receive annual report on this matter	P Thorne		May 2019
15 Nov 2016	EM190.3	Cappielow area development, Greenock	D Alexander	Update report provided to committee at September 2018 meeting. Further updates will be provided as and when appropriate	Future meeting

GMCA/29.01.19

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 estates maintenance plans and use of in-year SFC funding to support this;
- Consider the intention to refresh the College building condition surveys which are now over 4 years old, in order to support the College Estate Strategy;
- To note the significant progress made by the College in reducing the level of carbon emissions;
- Consider the College Carbon Management Plan and the emission reduction targets; and
- Review and consider the overall report.

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

TITLE: STRATEGIC RISK REGISTER REVIEW

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

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

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

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

TITLE: MODERN SLAVERY STATEMENT

Background: The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps that it has taken to ensure there is no modern slavery in the organisation or its supply chains. The statement at Appendix A is made pursuant to the Modern Slavery Act 2015 and constitutes the College slavery and human trafficking statement for the financial year ending 31 July 2019.

The Board of Management considered and approved the statement at its February meeting. In considering the statement produced for the financial year ending 31 July 2019 the Board was aware that it covered a range of College activities and was consistent with policies already in place – for example the Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

While the College could not provide absolute assurance on this matter it did make clear what it expected from its suppliers and others that it did business with. The statement will be reviewed annually and any amendments made at that time to take account of wider contextual issues identified during the year. For the year ending 31 July 2019 the Board of Management has asked that Committees consider the statement in relation to the areas that fall within their remit.

Action: The Estates Committee is requested to review and consider the content of the statement in relation to the Committee remit.

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