

West College Scotland

ESTATES COMMITTEE

TUESDAY 27 FEBRUARY 2018 at 4.00 p.m. in
Room 116 (Estates Room), Renfrew Building, Paisley Campus

AGENDA

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 14 November 2017
Actions from the minutes Attached NA
Attached NA
4. Matters arising
(and not otherwise on the agenda)
 - .1 EM 250.3 Clydebank District Heating System Verbal AR
 - .2 EM 250.4 Inchinnan/Oakshaw Project Verbal PT
 - .3 EM 259 Lease property – High Street Dumbarton Verbal PT
 - .4 EM 260 Catering and Cleaning Review Verbal DA
 - .5 Disposal of property at Drumry Road Verbal AR
 - .6 2018-19 SFC Funding Update Verbal DA

Main Items for Discussion and/or Approval

5. Emerging Opportunities Paper 5 DA
6. SFC College Sector Estates Condition Survey Paper 6 DA
7. Room Utilisation Survey – November 2017 Paper 7 PT
8. Estates Maintenance Plans & Carbon Management Projects
2017–2022 – Update Paper 8 AR
9. Strategic Risk Consideration Paper 9 AR
10. Cole Report Paper 10 DA

Items for Information

11. Schedule of Business 2017/18 Paper 11 AR
12. Any other business

Next meeting: Tuesday 29 May 2018 at 4.00 p.m. at the Clydebank Campus.

Gwen McArthur
Secretary to the Committee

ESTATES COMMITTEE

MINUTES: 14 November 2017

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

Apologies: Audrey Cumberford, Andrew Hetherington, 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).

EM248 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).

EM249 MINUTES

The minutes of the meeting held on 12 September 2017 were approved, subject to an amendment to Annex 1. In Annex 1, 3 Paisley Campus, paragraph 1, second sentence should be amended to read: "It was noted that the College was having to take short term decisions....".

EM250 ACTIONS FROM THE MINUTES

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

.1 Community Empowerment (Scotland) Act 2015 (EM209) - the Head of Estates reported that the College had not received any requests from external bodies/parties regarding the use of any College facilities or possible transfer of assets. Having recently attended a seminar on the topic he was also able to report that, to his knowledge, no college in Scotland had received any such request. The situation would continue to be monitored and the Committee would be informed if any such requests were received in the future.

.2 Room Utilisation (EM222) – it was noted that the first part of the twice-yearly survey of room utilisation had been conducted the previous week. The Head of Estates informed the Committee that he had received the preliminary results the previous day and a report would be brought to the next meeting.

[Action: PT]

.3 Clydebank District Heating System (EM234.1) – the Director of Finance and Estates reported that West Dunbartonshire Council continued to progress the installation of a District Heating System. A planning application to install the power plant on land adjacent to the Clydebank Campus of the College had

been submitted for approval. The College was still waiting for feedback from the Council regarding any involvement the College could have with this project. The Committee was disappointed and concerned that there had been no response from the Council on this matter. The College was keen to work with West Dunbartonshire Council and this project was considered to be a high priority for the College, particularly as it would help achieve the targets set in the Carbon Management Plan. The Director of Finance and Estates would continue to seek to progress matters with the Council and would keep the Committee informed of progress. **[Action: AR]**

.4 Inchinnan /Oakshaw Project - update (EM234.3) – the Head of Estates provided a progress report on the Inchinnan/Oakshaw refurbishment project. It was noted that, of the 7 sub-projects involved, 5 were now complete; the sixth would be completed before Christmas; and the seventh was a project to create external storage area which was currently out for tender. The Head of Estates was confident that the project would be completed within the overall budget. The Committee welcomed this information and a further update would be provided to the next meeting. **[Action: PT]**

.5 Cladding on College Buildings (EM244) – the firm of architects that had investigated this matter on behalf of the College had confirmed that they were of the view there was no reason to suspect that the original specification had been changed and that the cladding used complied with all safety requirements. Not only had they reviewed the original specification for the buildings, but they had followed up with individual contractors involved in the projects as far as they could. The Committee noted that the architects report had been submitted to SFC. While there remained an element of risk associated with this matter the Committee was of the view that the College had done all it could to satisfy itself that the cladding was safe and indeed had gone beyond what other institutions had done. This would be reported to the Board for information. **[Action: NA]**

.6 Estates Performance Indicators (EM235) – it was noted that the Corporate Development Committee was developing appropriate key performance indicators (KPI's) for the College. It was noted that each Committee had developed KPI's relevant to their area which might not be included in the Board level KPI's. A further report from the Corporate Development Committee would be made to the Board in February.

EM251 EMERGING OPPORTUNITIES (EM238, 246, 247)

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

- i) Paisley Campus** – discussions had been held with Renfrewshire Council on a number of matters and particularly in relation to their development plans for the area. Discussions regarding possible developments at the Chivas Brothers site continued and it was noted that a meeting would be held with a range of partners on 17 November to discuss this matter further. There was, as yet, no clear view of how this site would be developed in the future once Chivas Brothers relocated. Talks had also been held with the University of the West of Scotland regarding the development of an Innovation Centre, which was included within the Outline Business Case for the development of the Paisley Campus which had been submitted to SFC. SFC had acknowledged receipt of this Outline Business Case and talks between the College and the SFC were continuing.
- ii. Clydebank Campus** – it was noted that the College was delivering some aspects of the 2017/18 sports curriculum at the new leisure centre development at Queens' Quay, Clydebank. Discussions were also on-going with the Golden Jubilee National Hospital in progressing key partnership opportunities and the Vice Principal Operations had now joined the Expansion Programme Board for the redevelopment and expansion of the hospital. The Programme Director for this project would be addressing the College Senior Management Team at its meeting on 12 December 2017 to discuss this project and ways in which the College could work with the Hospital in progressing this.
- ii) Greenock Campus** - discussions with the Greenock Morton Community Trust were continuing regarding the development plans for Cappielow Stadium and the surrounding area and the possible involvement of the College in these. The Committee was aware that the Outline Business Case for the development of the Greenock Campus had been submitted to SFC more than a year ago and, to date, SFC had not confirmed how, or if, the College could proceed with these plans. Numerous discussions with various interested parties, including Inverclyde Council and Scottish Futures Trust, had been held but SFC were continuing to seek more information on a number of strategic matters. The Committee was disappointed that this was taking so long to reach a decision and supported the College Team in continuing to maintain the Campus until a decision was reached.

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.

EM252 ESTATE STRATEGY 2016-2026: PROGRESS REPORT (EM191)

The Committee received an update on progress with the implementation of the Estate Strategy 2016-2026. It was pleased to note that progress had been

made in relation to all 4 strategic objectives and 17 of the associated 18 outcomes/indicators of success during the first year of implementation. The 1 strategic outcome that had been recognised as not achieving the progress required to date related to 'the estate being fit for purpose and of an acceptable standard'. This was an on-going challenge to the College and was the main reason behind the development of Outline Business Cases for both the Greenock and Paisley Campuses. The case for support had been made to the SFC and a decision was awaited. In the meantime the College was doing the best it could with the limited funding available to it to maintain the buildings at an acceptable standard.

In discussion it was noted that:

- While other reports had shown there was still some further investment required in IT infrastructure this report showed that Estates had engaged with the IT Team to deliver the facilities and estates developments undertaken during the previous year to support the needs of the College;
- Key performance indicators had been identified for the Committee;
- It was noted that sector benchmarking was not in place across the sector. The Principal intended to raise this matter with Colleges Scotland to determine if progress could be made;
- Circosense pumps had been installed at the Clydebank Campus and, so far, appeared to be working well and reducing costs. It was the intention to install them in some buildings on the Paisley Campus next.

The Committee noted the report and welcomed the progress made in implementing the Estate Strategy.

EM253 SCOTTISH FUNDING COUNCIL: BACKLOG MAINTENANCE AND BUILDING CONDITION STUDIES

It was noted that SFC had undertaken a desktop survey of backlog maintenance and building conditions for each of the Colleges in Scotland. Gardner & Theobald had been engaged by SFC to conduct this survey who had, in turn, subcontracted the work to MAMG. The information provided by MAMG had been issued to the College for verification. The information in the report would be used to inform the SFC's decision-making and funding methodologies for the future.

The Committee was disappointed by the initial report provided as it did not include all the buildings of the College nor did it appear to include costs associated with redevelopment or enhancement of the estate, and other information, including professional fees, VAT and contingencies. This had already been raised with SFC but there had been no further contact from Gardiner & Theobald so far. The College had been asked to confirm agreement with the SFC by 17 November in relation to this exercise but could not do so until all the information was provided and the College was satisfied with it and had an understanding of how any costs had been arrived at. The Committee

was disappointed that the report was incomplete and supported the Estates Team in their discussions with SFC. It was hoped that a satisfactory outcome could be reached soon. The Committee would be informed of the outcome of these discussions. **[Action: DA; PT]**

EM254 ESTATES MAINTENANCE PLANS 2017-2022 AND CARBON MANAGEMENT (EM239, 223)

The Committee noted a report which provided an update in relation to the College Estates Maintenance Plan 2017-2022 and included an update on Carbon Management/Sustainability initiatives. The 5 year Maintenance Funding plan showed that, due to the level of funding provided by SFC, the available funds in 2017/18 were having to be directed to support the high priority and essential estates maintenance areas of expenditure. This meant that, at this moment, there was no funding available to support teaching space improvements or equipment upgrades in 2017/18. However, if further funding became available during the course of the year then the funding plans could be revisited. The 5 year Maintenance Funding Plan income and expenditure was included in the Management Accounts that would be considered by the Finance and General Purposes Committee and the Board. This showed that the condition of the current estate was now impacting on teaching and learning.

The Committee was advised that the College had to submit the Annual Climate Change Report to the Scottish Government by the end of the month. While the College was making good progress to reduce its carbon footprint over the next 5 years, this would become harder with each year that passed unless there was significant investment in the College estate. The College had already raised this with SFC.

The Committee noted the report and supported the Estates Team in their efforts.

EM255 STRATEGIC RISK (EM242)

The Committee noted the updated strategic risk register. In discussion the Committee was of the view that some of the mitigating actions at Risks 2 and 3 should be updated as further actions had been taken. However, this did not affect the overall scores attributed to these risks. **[Action: AR]**

EM256 INTERNAL AUDIT PLAN 2017/18

The Committee noted the Internal Audit Plan 2017/18.

EM257 SCHEDULE OF BUSINESS 2016/17 (EM243)

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

EM258 NEXT MEETING

Tuesday 27 February 2018 at 4.00 p.m. at the Paisley Campus.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Estates Committee: Minutes of 14 November 2017

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
14 Nov 2017	EM250.2 222	Room Utilisation – report to be brought to next meeting	P Thorne		February meeting
	EM250.3 234.1, 219.3	Clydebank District Heating System – continue to seek feedback from the Council	A Ritchie		February meeting
	EM250.4 234.3 219.1	Inchinnan/Oakshaw Project – further update to be provided to next meeting	P Thorne		February meeting
	EM250.5 244	Cladding on College Buildings – report to be provided to Board at its next meeting	N Allan	Report provided to Board at its meeting in December.	Complete
	EM253	SFC Backlog Maintenance and Building Condition Studies – discussions with SFC regarding content of report to continue and Committee to be informed of outcome	D Alexander P Thorne		February meeting
	EM255	Strategic Risk – updates to be made to risk register	A Ritchie	Strategic Risk Register updated as discussed	Complete
	EM259 234.2 219.2	Leased Property Annual Update – discussions with Council regarding the Hub in Dumbarton continuing	P Thorne		February meeting
	EM260	Catering and Cleaning Services – FGP Committee to progress and Estates Committee to receive update later in session	D Alexander		May meeting
		Actions from previous minutes			
12 Sept 2017	EM240	Internal Audit Report: Estates and Asset Management – recommendations for improvement to be taken into	A Ritchie	Committee Reviewed Estates Strategy at its November meeting	Complete

		account in review of Estates Strategy			
30 May 2017	EM221	Greenock campus outline business case	D Alexander	Committee updated on progress with discussions with SFC and SFT at September meeting. Discussions are continuing and Committee will be kept informed of progress	Future meeting
	EM223	Carbon Management / Sustainability	A Ritchie	2016/17 carbon management report provided to November meeting	Complete
28 Feb 2017	EM209	Community Empowerment (Scotland) Act 2015 - implementation	P Thorne	As the legislation comes into force the College would continue to monitor the implications and report back to Committee as appropriate.	Future meeting
15 Nov 2016	EM190.3	Cappielow area development, Greenock	D Alexander	Update report provided to committee at September meeting. Further updates will be provided as and when appropriate	Future meeting

GMcA/10.01.18

TITLE: **EMERGING OPPORTUNITIES**

Background: The purpose of this paper is to provide the Estates Committee with an update in relation to emerging opportunities.

Action: The Estates Committee is asked to review and consider:

- progress to date in considering emerging estates opportunities and models with partners;
- the current position in relation to College Outline Business Cases for Greenock and Paisley; and
- the direction of travel, engagement and next steps associated with these opportunities going forward.

Lead: David Alexander, Vice Principal Operations

Status: Open

TITLE: SFC COLLEGE SECTOR ESTATES CONDITION SURVEY

Background: The SFC has undertaken a desktop study of backlog maintenance and building condition for each college in Scotland in response to recommendations made in the Audit Scotland Report – *Scotland's Colleges 2017*.

This report updates the Estates Committee on the content of the *SFC College Sector Estates Condition Survey* report and outlines the steps the College will take following receipt of the circular and report.

Action: The Estates Committee is asked to consider the content of the report.

Lead: David Alexander, Vice Principal Operations

Status: Open

TITLE: ROOM UTILISATION

Background: The purpose of this paper to provide the Estates Committee with a summary of the principle findings of the room utilisation survey undertaken in November 2017.

Action: The Committee is asked to consider the content of the report.

Lead: Peter Thorne, Head of Estates

Status: Open

TITLE: ESTATE MAINTENANCE AND CARBON MANAGEMENT 2017-22

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

- SFC Estate Maintenance Funding
- the College Estate Maintenance Plan 2017 to 2022 including projects currently being progressed and projects under consideration;
- carbon management/sustainability; and
- the estates annual operating budget.

Action: The Estates Committee is requested to review and consider the report.

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

TITLE: STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper presents to the Estates Committee the considerations of the College Senior Management Team (SMT) in relation to the College Strategic Risk Register.

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

- The risks included in the register;
- The risk ratings both pre and post mitigation;
- The removal of risks 14;
- 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: COLE REPORT - INDEPENDENT INQUIRY INTO THE CONSTRUCTION OF EDINBURGH SCHOOLS

Background: The purpose of this report is to:

- provide the Estates Committee with awareness of the recommendations arising from the Cole Report; and
- outline the considerations of the College in responding to the report.

Action: The Estates Committee is requested to consider this report.

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

TITLE: SCHEDULE OF BUSINESS 2017-18

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

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

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open