

Items for Information

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|---|----------|----|
| 14. Renfrewshire Council - Local Development Plan Update | Paper 14 | PT |
| 15. Draft Scotland's Learning Estate Strategy: Connecting People, Places and Learning | Paper 15 | DA |
| 16. Infrastructure Commission for Scotland – Initial Call for Contributions | Paper 16 | PT |
| 17. Schedule of Business 2018-19 | Paper 17 | AR |
| 18. Proposed Committee Meeting Dates 2019-20 | Paper 18 | GM |
| 19. Any other business | | |

Next meeting: Tuesday 10 September 2019 at 4.00 p.m. Venue to be confirmed.

Gwen McArthur
Secretary to the Committee

ESTATES COMMITTEE

MINUTES: 26 February 2019

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

Apologies: Keith McKellar.

Attending: Jenifer Johnston (Board member), John Leburn (Board Member), David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Black (Director of IT – for items EM322- 324 only), Peter Thorne (Head of Estates) and Gwen McArthur (Secretary to the Committee).

Attending by

Invitation: Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council (for EM324 only).

EM322 WELCOME

The Chair welcomed to the meeting: Jenifer Johnston and John Leburn, both Board members; David Black, Director of IT; and Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council.

EM323 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.

EM324 ESTATE AND INFRASTRUCTURE INVESTMENT

Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council, had been invited to attend the meeting to discuss estate and infrastructure investment. His presentation included the following information:

- The SFC had conducted a national college sector condition survey in 2017 to provide a baseline report on the sector's estate. The findings of this survey helped inform the discussions with the Scottish Government and provided a headline figure of some ██████ required for investment. It also confirmed that 70-75% of the sector was in good condition. The strategy adopted by the SFC was to target very high priority needs. The SFC was aware that neither Inverclyde nor Renfrewshire had received significant investment for some time and were now regarded as high priority.
- Mr Kirkwood outlined the SFC's methodology and approach to in-year estates funding. Distribution was based on addressing backlog requirements and supporting lifecycle costs, but this funding was also used to meet on-going costs associated with college new builds previously

delivered under the Scottish Government's Non-Profit Distributing model. The information from the national 2017 college sector building condition survey undertaken by the SFC was being used less to inform the 2019-20 distribution of funding but it would still be used for the current round of allocations. However, Mr Kirkwood stressed the importance of colleges ensuring that they maintained up-to-date information on the condition of their estate as this would still be taken into account when considering future investment. It was noted that the funding available to support estates maintenance was declining. The SFC was aiming to issue the 2019-20 indicative budget allocations to the sector by the end of the week.

- It was acknowledged that the SFC maintenance funding available was not sufficient to meet the investment required in ICT and colleges were having to use other funds to meet the costs involved. The SFC were seeking to commission a 'state of the nation' report on ICT needs for the college sector in 2019 and indicated that consideration was being given as to whether this might be undertaken by JISC (the Joint Information and Systems Committee). Consideration would also be given to how any information obtained from this might then be used by the SFC in future spending review discussions. It was noted that the new University of the West of Scotland (UWS) build at Hamilton had the ICT infrastructure built into the plans for the new building from the outset, which was the approach that the SFC would like to see in all major estates developments. West College Scotland was aware of the need to provide a suitable digital environment for students but currently did not have sufficient funds to meet its ambitions for this.
- Mr Kirkwood outlined the approval process for new build projects. Once beyond the outline business case stage then Ministerial approval would be required for all subsequent approval stages.
- The current model being considered for the financing of large scale college refurbishments or new builds was the Mutual Investment Model (MIM) which had been used in Wales. The Scottish Futures Trust (SFT) was currently investigating the MIM model to determine if it could be adapted for use in Scotland. While the procurement model for MIM in Scotland might be agreed soon there was, currently, no funding to support it. However, the SFC was still seeking business cases from colleges as they needed to demonstrate that there was a demand for such investment. It was noted that the Scottish Government preferred collaboration models where possible. It was also noted that the market preferred new builds rather than refurbishment projects.

The Committee welcomed the information provided by Mr Kirkwood. While the College would continue to develop its business cases for investment it would also welcome a further understanding of the MIM model from the SFC going forward as this continued to be developed by the SFT. The Committee was also aware of the issues that could arise when entering into collaborative projects but acknowledged this was an aspect the College required to engage with. However, ultimately it was agreed that the need for investment in the estate

and ICT was compelling and would inform the business cases presented to the SFC for consideration.

On behalf of the Committee the Chair thanked Martin Kirkwood for his presentation.

EM325 MINUTES

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

EM326 ACTIONS FROM THE MINUTES

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

.1 Disposal of Property at Drumry Road (EM293.4) – it was noted that discussions with the current tenant were on-going. If he declined to purchase the property on a basis acceptable to the College then it would be put on the open market for sale. The Committee would be kept informed of progress.

[Action: AR]

.2 Clydebank District Heating System (EM306, 293.2) – it was noted that no further information had been provided by West Dunbartonshire Council on the College's possible involvement with this project. Further information would be provided to the Committee once it was available.

[Action: AR]

.3 Scottish Funding Council (SFC) Funding for 2019-20 (EM310.2) – the Vice Principal Operations informed the Committee that the SFC had not released information on the budget allocation to the College for 2019-20. It was anticipated that this information would be made available shortly.

.4 Infrastructure Investment (EM310.3) – at the last meeting it was noted that the Deputy First Minister had announced that █████ would be identified for investment in public sector infrastructure over the next 10 years. It was now being advised that this investment would be for schools only.

EM327 VICE PRINCIPAL UPDATE AND EMERGING OPPORTUNITIES (EM310)

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 Paisley – the Principal and Vice Principal Operations had recently attended a meeting which had been organised by Renfrewshire Council and involved a range of organisations to discuss the subject of 'Paisley Town Centre Visioning'. This meeting had considered the Council's aspirations for developing Paisley

town centre. This work was being jointly funded by the Scottish Government and the Council. It was considered that Paisley should have an advantage as it had both a University and a College in its town centre and it should build on this. A further meeting of this group would take place in March to consider this matter and the Committee would be kept informed of developments.

[Action: LC; DA]

.2 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 and further information would be brought to the next meeting. **[Action: DA]**

.3 Greenock – it was noted that Morton FC had pulled back from discussions regarding developments at the Cappielow area of Greenock due to on-going changes in operation within the club. However, it was hoped that discussions with the club would resume later in the year.

The Committee noted and welcomed the above information.

EM328 ESTATES MAINTENANCE PLANS AND CARBON MANAGEMENT PROJECTS (EM313)

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 underway and those that were still to be initiated. The Committee was pleased to note that the plans to move the Centre for Performing Arts from Paisley town centre to the College's Paisley Campus were already taken into account in the estates maintenance spending plans. As was the decision to conduct an update building condition survey for the College estate. This latter project would update the College's database on its estate and help support the case for funding being made to the SFC.
- ii. Carbon Management and Sustainability:** the Committee was pleased to note that the College had exceeded its target for carbon reduction. The original target had been to reduce carbon emissions by 10% by 2021. However, the College had already achieved a reduction of 17.2%. It was proposed that consideration be given to revising the carbon reduction target to 20% over the current planning period to 2021 as it was considered that this would be achievable. The Committee congratulated the Team on exceeding the carbon reduction target and **approved** the revised 20% target for the period to July 2021.

EM329 STRATEGIC RISK (EM315)

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

EM330 MODERN SLAVERY STATEMENT (BM516(v))

In order to comply with the Modern Slavery Act 2015 a statement setting out the steps that the College was taking to ensure that there was no modern slavery in the College or its supply chain had been prepared and had been considered by the Board at its last meeting. The Board had approved this statement and had asked each of the Committees to consider this in relation to the areas that fell within their remit. It was noted that the College would be asking any supplier and/or contractor who wanted to work with the College to confirm that they met the requirements of this statement and the legislation. The Committee welcomed this approach.

EM331 SCHEDULE OF BUSINESS 2018-19 (EM317)

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

EM332 NEXT MEETING

The next meeting will be held on Tuesday 28 May 2019 at the Clydebank Campus.

RESERVED BUSINESS

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Estates Committee: Minutes of 26 February 2019

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
26 Feb 2019	EM326.1 293.4	Disposal of Property at Drumry Road – Committee to be informed of progress with disposal of property	A Ritchie		May meeting
	EM326.2 306 293.2	Clydebank District Heating System – further information to be provided to Committee once available	A Ritchie		Future meeting
	EM327	Vice Principal Update – i. Paisley – Committee to be kept informed of developments relating to 'Paisley Town Centre Visioning'; ii. Clydebank – Committee to be kept informed of opportunities for collaboration/joint working with Golden Jubilee Hospital	L Connolly D Alexander D Alexander		May meeting May meeting
	EM295.3 190.3	iii. Greenock: Cappielow area	D Alexander	iii. Discussions regarding developments at Cappielow area of Greenock on hold at present	Future meeting
	EM333 320 301	Greenock OBC – Board to be made aware of Committee decision to wait for feedback from the Reporter and from the SFC	A Hetherington	Board was informed of this decision at its meeting on 25 March 2019 and supported it	Complete
	EM334 321	Paisley OBC – College to discuss opportunities for collaboration through West Hubco and to keep Committee informed of developments	L Connolly D Alexander		May meeting

	EM335 319	Centre for Performing Arts – recommend to Board approval of the project to move the Centre to refurbished accommodation on the Paisley Campus and other associated moves	A Hetherington	Board approved this project at its meeting on 25 March 2019.	Complete
		Action from previous minutes			
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	Committee agreed to move out of New Street building (EM335) and project to move the Centre for Performing Arts to the Paisley campus approved by Board at its meeting on 25 March 2019	Complete
11 Sep 2018	EM302	Potential Opportunity at Greenock (Riverside Homes) – 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

TITLE: ROOM UTILISATION SURVEY – MARCH 2019

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 March 2019.

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

Lead: Peter Thorne, Head of Estates

Status: Open

TITLE: **DISPOSAL OF PROPERTY – DRUMRY ROAD UPDATE**

Background: The purpose of this paper to provide the Estates Committee with an update in relation to the sale of the property held by the College at Drumry Road, Clydebank.

Action: The Estates Committee is requested to consider and approve the proposed sale methodology of property at Drumry Road.

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

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;
- Carbon management and sustainability; and
- Bench marking and performance indicators.

Action: The Estates Committee is requested to:

- Note the update provided in relation to the College 2018-19 estates maintenance plans;
- Note the intended use of the 2019-20 estates maintenance funding;
- Note the continued progress made by the College in addressing its climate change commitments;
- Note the update on benchmarking across the sector and the work undertaken by the College; and
- Review and consider the overall report.

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

TITLE: MONITORING REGIONAL OUTCOME AGREEMENT OBJECTIVES

Background: The Board of Management agreed that each Board 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 on the progress made in relation to these areas of the ROA.

Action: The Estates Committee is asked to:

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

Lead: David Alexander, Vice Principal Operations

Status: Open

TITLE: RISK MANAGEMENT - STRATEGIC RISK REGISTER AND RISK APPETITE UPDATE

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 proposed changes to 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



Strategic Risk Register
2018/19

Strategic Risk Register Dashboard Report

Risk register reference date:

May-19

Board / Committee review date:

May-19

Top 5 Risks Post Mitigating Action				
Ref	Risk	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	Business cases for development of estate are continually delayed, impacts 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

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 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 2018-19

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	WCS 1	1,2,3,11	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 indicative SFC funding received 28 February 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) 2018-19 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. Initial version of Plan submitted to SFC in August 2018 with further update provided to SFC in November 2018 following on from Board of Management consideration in October 2018. 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 (CMAP) 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	VP Operations / VP Educational Leadership
2	WCS 3	1,2,3,11	Business cases for development of estate are continually delayed, impacts 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. 7) Ongoing engagement with SFC	5	4	20	VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	WCS 2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee. 2) 2019-20 indicative 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	VP Operations
4	WCS 16	1, 3, 5, 6, 11	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	Principal
5	WCS 4	1, 3, 5, 6	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 updated College ROA during the meeting in January 2019, and considered the outcomes that will be delivered at that time. The ROA will be further considered once the 2019-20 SFC final funding is confirmed, with a final version agreed with SFC prior to summer 2019.	4	3	12	VP Educational Leadership

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
6	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining 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	Principal
7	WCS 6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is 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 required Cyber Essentials Plus accreditation in accordance with Scottish Government guidelines. 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.	4	3	12	VP Operations
8	WCS 15	1,2,3,11	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	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
9	WCS 8	2, 9, 11	Unable to develop and commence implementation of an Estate Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 approved by Board of Management and submitted to SFC and now being implemented. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) College wide condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to develop and implement the College Estate Strategy 2016-26. 7) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Discussions with the SFC on nature of spend under high priority maintenance and agreement reached on areas of priority spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 8) Board of Management Estates Committee consider progress in implementing the Estate Strategy on an ongoing basis, with an annual review undertaken to demonstrate progress achieved.	3	3	9	VP Operations
10	WCS 9	3, 4, 11	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	Principal
11	WCS 11	5, 6, 8, 11	Failure to implement strategic objectives in relation to delivery of non-SFC income	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	VP Educational Leadership

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
12	WCS 7	2, 11	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	VP Operations
13	WCS 10	3, 4,	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 are subject to final report from OD&HR Committee to the Audit Committee in May 2019 to allow 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	Principal
14	WCS 13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) 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	Principal
15	WCS 12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC. The Board of Management Estates Committee also consider progress made in implementing the CMP on an ongoing basis, with a formal annual review undertaken. 2) Specific resource—staff and funding—allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions.	2	3	6	VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
16	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at 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	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

Risks - Probability x Impact Score Grid

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

TITLE: RENFREWSHIRE COUNCIL - LOCAL DEVELOPMENT PLAN UPDATE

Background: The purpose of this paper to provide the Estates Committee with a summary of the status of the Renfrewshire Council Local Development Plan review process and its' implications for the future development of the College's Renfrew Road campus.

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

Lead: Peter Thorne, Head of Estates

Status: Open

TITLE: SCOTLAND'S LEARNING ESTATE STRATEGY – CONNECTING PEOPLE, PLACES AND LEARNING

Background The purpose of this paper is to provide an update to the Estates Committee on the work being undertaken by the Scottish Government in collaboration with COSLA and other partners to develop and jointly publish a Learning Estate Strategy.

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

Lead: David Alexander, Vice Principal Operations

Status: Open

TITLE: THE INFRASTRUCTURE COMMISSION FOR SCOTLAND - INITIAL CALL FOR CONTRIBUTIONS

Background: The purpose of this paper to advise the Estates Committee of the work being undertaken by the Infrastructure Commission for Scotland and the response submitted on behalf of the sector by Colleges Scotland.

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

Lead: Peter Thorne, Head of Estates

Status: Open

TITLE: SCHEDULE OF BUSINESS 2018-19

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

The schedule has been expanded to include an indication of the potential business to be undertaken in 2019/20 for consideration by the Committee. Where the deliverable has been annotated with a 'Y' it is intended that the Committee will receive a report at each meeting. If a report is to be brought to a specific meeting an indicative date has been included.

Action: The Estate Committee is requested to:

- a) note the content of the 2018-19 report; and
- b) consider if there are any other matters that it wishes to be considered during 2019-20

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

TITLE: **PROPOSED COMMITTEE DATES OF MEETINGS IN 2019/20**

Background: Consideration has been given to the meeting dates for next session, 2019/20. It is proposed that the Committee follow a similar pattern to this year and meet 4 times during the session and on each of the campuses. The suggested dates for next year are:

- Tuesday 10 September 2019 (at Greenock Campus?)
- Tuesday 10 December 2019 (at Paisley Campus?)
- Tuesday 3 March 2020 (at Clydebank Campus?)
- Tuesday 26 May 2020 (at Paisley Campus?)

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

The proposed schedule for Board and Committee meeting dates in 2019/20 is attached for information.

Action: The Committee is asked to consider and agree the proposed meeting dates for next session.

Lead: Gwen McArthur, Secretary to the Committee

Status: Open

Dates of Meetings in 2019/20

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			7 G		9 P		3 P	23 C			15 P
Audit Thursdays at 4.00 p.m.		5			12			12		21	
Joint Audit & Finance				19 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		3(?) 24		19 2.00 p.m.				10			2
Corporate Development Tuesdays at 4.00 p.m.			22				18			5	
Estates Tuesdays at 4.00 p.m.		10			10			3		26	
OD&HR Wednesdays at 4.00 p.m.		18		6			12			13	
LTD Wednesdays at 4.00 p.m.				13 C			26 P			20 G	

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

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

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