

**West College Scotland**

**ESTATES COMMITTEE**

**TUESDAY 10 December 2019 at 4.00 p.m. in  
Ardgowan 4, Greenock Campus**

**AGENDA**

Janet Campbell, HMI for the College, will be attending the Committee as an observer.

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 10 September 2019  
Actions from the minutes Attached NA  
Attached NA
4. Matters arising  
(and not otherwise on the agenda)
  - .1 Disposal of Property – Drumry Road Verbal AR

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

**Agenda item 8 is deemed to be reserved business under  
the Freedom of Information Act as being commercially sensitive**

5. Emerging Opportunities Verbal DA
6. Outline Business Case Update Report Verbal DA
7. Estate Conditions Update Report Paper 7 PT
8. Centre for Performing Arts Update Report Paper 8 AR
9. Leasing of WDC Sports Centre Paper 9 PT
10. Room Utilisation Report Paper 10 PT
11. 2018-19 Climate Change Report Paper 11 AR
12. Estates Maintenance Plan & Sustainability Update Report Paper 12 AR
13. Catering and Cleaning Services Report Paper 13 AR
14. Strategic Risk Consideration Paper 14 AR

**Items for Information**

15. Schedule of Business 2019-20

Paper 15      AR

16. Any other business

Next meeting: 3 March 2020, Cunard Suite, Clydebank Campus

Drew McGowan  
Secretary to the Committee

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## Estates Committee: Minutes of 10 September 2019

### Actions from the Minutes

| Date of Meeting | Min Ref             | Matter for Action  | Responsible Person        | Action Taken   | Timescale (where applicable) |
|-----------------|---------------------|--|---------------------------|--|------------------------------|
| 10 Sep 2019     | EM358.1<br>339.1    | Golden Jubilee Hospital, Clydebank – Hospital and College to explore reaching a strategic partnership arrangement. Committee to be kept informed of developments | D Alexander               | Updates to be provided as appropriate  | December 2019 meeting        |
|                 | EM359               | Committee Membership – Board to consider appointing Jenifer Johnston to this Committee   | G McArthur                | Board approved the appointment of J Johnston to Estates Committee at its meeting on 7 October 2019                             | Complete                     |
|                 | EM362<br>311        | Clydebank Campus Masterplan Report – copies of powerpoint presentation to be circulated to Committee members   | P Thorne                  | Presentation circulated to all members   | Complete                     |
|                 | EM368               | Education Scotland – Janet Campbell, HMI for the College, to attend next meeting in December   | S Graham                  |  | December 2019 meeting        |
|                 | EM370<br>351<br>333 | Greenock Outline Business Case – Board to be informed of current situation at its October meeting  | L Connolly<br>D Alexander | Board discussed this matter at its meeting on 7 October 2019   | Complete                     |
|                 | EM372               | Catering and Cleaning Services Review – a report on progress with this matter to be provided at the next meeting   | D Alexander               |  | December 2019 meeting        |
|                 |                     | <b>Action from previous minutes</b>  |                           |  |                              |
| 28 May 2019     | EM338.1<br>326.2    | Clydebank District Heating System – further information to be provided to Committee once available   | A Ritchie                 | Committee updated at September 2019 meeting – still waiting for further information from West Dunbartonshire Council (EM358.2) | Future meeting               |

|                |                       |   |                           |   |                |
|----------------|-----------------------|---|---------------------------|---|----------------|
|                | EM339.2               | Vice Principal Update: Paisley - Head of Regeneration at Renfrewshire Council to be invited to next meeting                                       | D Alexander               | Head of Regeneration attended September meeting and gave presentation on developments (EM356) | Complete       |
|                | EM352<br>334          | Paisley OBC – College to continue collaborative discussions and to progress dialogue with UWS regarding possible opportunities for collaboration. | L Connolly<br>D Alexander |   | Future meeting |
| 11 Dec<br>2018 | EM311<br>293.1<br>280 | Clydebank Functional Suitability Review – Committee to be kept informed of developments   | P Thorne                  | Committee received report on progress at its September 2019 meeting (EM362)                   | Complete       |
| 29 May<br>2018 | EM278<br>263.3        | Inchinnan/Oakshaw project – post occupancy review to be conducted in February 2019 and outcomes reported to Committee                             | P Thorne                  | Post Occupancy Review report provided to September 2019 meeting (EM361)                       | Complete       |

GMcA/14.10.19

**TITLE: CENTRE FOR PERFORMING ARTS UPDATE REPORT**

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**Status: Restricted**

## 1. The Current Estate

1.1 The Centre for Performing Arts (CPA) is situated at the junction of New Street and High Street within Paisley Town Centre where the College delivers curriculum relating to music, theatre and dance. The building is a multi-occupied Victorian property that was built around 1907 and is currently owned by the YMCA. The College occupies space arranged over the ground, first, second and third floors with approximately 400 students (equivalent to approximately 3% of the overall College teaching delivery) and 20 staff using the facility on an annual basis.

1.2 The detail of the current leasing arrangements that the College has in relation to New Street can be summarised as follows:

### YMCA

- The current passing rent is £46,000 with an annual increase in line with RPI. The agreement requires the YMCA to undertake or arrange several services on behalf of the tenant and to recover the costs from the College. These services include the running and management of the facility; utility costs and the maintenance of a range of services in respect of the heating and hot water installations, lifts, fire alarm, CCTV and intruder alarm systems. This arrangement typically costs the College a total of approximately £115,000 per year.
- The College has served the YMCA with notice that it intends to quit the property as from 17 April 2020. The College is currently discussing with the YMCA the opportunity to extend this period to 31 July 2020 to support delivery of all 2019-20 teaching commitments from the New Street building.

### Newcastle Building Society

- This arrangement started in 2009 for a period of one year, at a rent of £3,600 per annum and continues by a process of tacit relocation.
- The College has given notice of our intention to vacate the premises by the end of August 2020

In total the CPA therefore costs £118,600 to lease and run on an annual basis.

1.3 The College Estate Strategy 2016-26 detailed the poor state of the New Street building, both externally and internally, and assigned a C- (operational but major repair or replacement needed soon) condition rating in 2015. In addition, the building has been classified as level three (the space is generally unsuitable for current functions) in relation to its functional suitability.



- 1.4 The benefits from the project remain as per the original business case, and these are summarised below:
- The College will exit from the poorest element of its current teaching and learning estate at New Street;
  - Teaching and learning activity which is currently divorced from the main Paisley Campus will now be integrated onto one site allowing students and staff to access the full range of services which are not currently available to them;
  - Up to £1.4m will be invested within the Paisley campus to develop teaching and learning facilities for approximately 400 students;
  - Staff workroom and staffroom facilities will be improved;
  - Teaching areas will be remodelled to better utilise the space available to the College and improve the learning and teaching experience of students; and
  - A cost saving and reduction in overall estates running costs will be realised in 2020-21 with the termination of the lease at New Street.
- 1.5 Since the last report to the Estates Committee the condition of the building has deteriorated further. In September 2019 the internal ceiling in one of the drama rooms came down. This failure started in one corner of the room and eventually the whole ceiling had to be pulled down to make it safe. It was agreed that this required to be rectified and so the area was cleared of teaching activity. The College agreed with the YMCA to replace the ceiling in order to ensure that teaching could continue within the affected room. The intention was that the cost of the replacement ceiling would be recovered either from a rent reduction or as part of the agreement of dilapidations.
- 1.6 At this time the YMCA's attention was drawn to several cracks in the walls in and around the affected drama room and on the floor below. The YMCA undertook an investigation into the cause of these cracks and in October 2019 informed the College that further investigatory works were required. Until such time as the cause of the cracks could be established the College was advised by the YMCA not to occupy four teaching rooms and one staff room in the area around where the initial ceiling issue had occurred.
- 1.7 Based on this the College initiated its Business Continuity Plan and has successfully migrated the teaching activities associated with these four rooms to several locations including space in the University of West of Scotland, a local dance studio and theatre space provided by PACE (a local theatre company).
- 1.8 This transfer of activity has left music sound production and dance activities remaining within the CPA. These activities are carried out in a part of the building unaffected by the defects noted above. The College has sought and gained assurance from the YMCA that the areas where teaching continues to be delivered are safe to occupy. The College has also engaged the services of its own professional advisors to assess the situation and they are content that the area affected does not represent a risk to the continued use of the CPA.

- 1.9 The YMCA has instructed a contractor to undertake works to rectify the issue causing the cracks in the walls. The College has requested sight of the nature of these works and the likely costs involved.
- 1.10 Over the course of several meetings with the Chair and Treasurer of the YMCA, the College has been informed verbally that the YMCA may view the College to be liable for the cause of the cracking. The YMCA are linking the cracking in the walls to works undertaken by Reid Kerr College in mid 2009 when the College took possession of the building as a teaching centre. As part of the 2009 works two rooms were joined together and a steel beam was inserted as part of these works. The YMCA contends that the steel beam is either not enough sufficiently robust to take the required load and/or has been poorly installed. The College is awaiting written confirmation from the YMCA professional advisors. Once this written advice is received, the College will look at the veracity of the claims against our own professional and legal advice.
- 1.11 The College has brought to the attention of the YMCA that the lease agreement currently in place between the two organisations, dated January 2019, is the primary agreement. This lease agreement has a detailed schedule of conditions and initial advice from the College legal advisors is that the College does not have any liability regarding this matter.
- 1.12 The College is awaiting confirmation of the YMCA position along with the professional advice that they are basing their opinion on. At the time of writing this report this information has not been received. The College is therefore working with the teaching and learning staff in the remaining portion of the CPA to establish a contingency plan should the teaching activity they are continuing to deliver from the centre be interrupted by the works. The overall project to relocate all existing teaching and learning activity which has been taking place at the New Street building to the main Paisley Campus on Renfrew Road is therefore proceeding as previously approved and will alleviate this situation on a permanent basis from summer 2020.

## **2. New Street to Paisley Campus - Project Delivery and Timescale**

- 2.1 Recognising that the overall project has many separate but inter-related parts and to minimise the risk to the overall completion the project it was agreed that it would be undertaken in phases. This was to allow those parts which can be progressed to be undertaken in advance of those where the design is more complex.
- 2.2 An internal project group was established comprising in members of the curriculum teams, estate department and senior management team in considering solutions for New Street. The project owner is Peter Thorne (Head of Estates) with the project sponsor is Alan Ritchie (Director of Finance and Estates).

- 2.3 Each of the agreed phases has had a design team and contractors engaged to work on the specific phases. Each phase to date has involved the development of a client brief and statement of user requirements and the preparation of concept designs for each of the proposed spaces. These have indicated the desired space planning / room layouts and the location of all specialist furniture and equipment.
- 2.4 The teaching departments have been involved in the design of the space they will be occupying in order to ensure that current levels of delivery will be maintained, and the space will support high quality teaching and learning. A copy of the intended layout of the Inchinnan building is attached at Appendix A for reference.
- 2.5 This has been a complex project to manage given the competing demands of both current Inchinnan building user departments and those that will be moving into the building from the CPA. The original plan had involved several phases and over the development phase of the project these phases have been refined to arrive at the current masterplan. The plan has been based upon the teaching department requirements and the ability to deliver these requirements within the confines of the current teaching delivery.
- 2.6 The table below highlights the key stages for the delivery of the overall project:

| Phase                                  | Stage   | Description  | Status   |
|--|---|--|--|
| Clearance of Inchinnan building        | 1) Transfer of fine arts teaching   | These activities to be moved to new location in Oakshaw corridor               | Complete September 2019  |
|  | 2) Transfer of gas training facility  | These activities to be moved to new facilities in Clydebank and Greenock       | Scheduled for completion December 2019                             |
|  | 3) Transfer of teaching rooms   | To be accommodated within the current Paisley estate                           | Complete – September 2019  |
|  | 4) Transfer of project joinery activity   | To transfer to Oakshaw corridor space  | Complete November 2019   |
| Repairs to Inchinnan building external | 1) To replace roof lights and make good roof area                                   | To ensure that the building is wind and water tight for the foreseeable future | On site and due for completion February 2020                       |
| Main works contract                    | 1) To carry out the necessary works to enable the CPA to move in the summer of 2020 |  | Due to commence February 2020 (20 weeks) with completion July 2020 |

| Phase                                      | Stage   | Description | Status   |
|--|---|-------------|--|
| Transfer activity from CPA to Renfrew Road | 1) Transfer of current teaching activity to Renfrew Road site |             | Due to commence July 2020 and ready for teaching August 2020 |
|  | 2) Closure of CPA   |             | Summer 2020  |

### 3. Cost Budget

3.1 The Board of Management approved an overall budget of up to £1.4m and the detail of the budget has been refined as a result of:

- Implementation of the end user department requirements;
- Implementation of building structural surveys; and
- The outcomes from the tender processes.

3.2 As the Committee will be aware the contract for the main element of the works to be undertaken was proposed at the December 2019 board meeting. The result of this tender is incorporated in the table below which summarises the overall project budget:

|  | Budget Cost      | Forecast Cost    |
|--|------------------|------------------|
|  | £                | £                |
| Professional fees  | 195,000          | 169,000          |
| Inchinnan South building including teaching areas                | 918,000          | 1,074,000        |
| Dilapidations and relocations costs                              | 120,000          | 20,000           |
| Contingency  | 167,000          | 127,000          |
| <b>Total all inclusive budget inc works fees, VAT, furniture</b> | <b>1,400,000</b> | <b>1,390,000</b> |

3.3 Given the complexity of the project the overall Board of Management approved budget remains challenging but based upon the current estimated costs it appears to be achievable. There remains a contingency element of funding within the budget, but the College anticipates utilising this element of funding in full.

3.4 As noted above the College remains in discussion with the YMCA as to the level of dilapidations it is likely to incur. Currently the College does not intend expending any funds on dilapidation costs and the Estates Committee will be kept updated on the progress of the discussions with the YMCA.

3.5 The funding for the project continues to be allocated from SFC estates maintenance funding and this approach has been approved by the Scottish Funding Council.

#### 4. Project Risks

4.1 The following risks continue to be identified as having a potential impact upon the project:

| Risk   | Potential Impact  | Mitigating Actions  |
|--|---|---|
| Changes to brief and/ or scope of works  | Agreed plans require review and amendment.<br><br>Cost and time implications. | Change control procedure enforced to provide auditable process.   |
| Department direct purchase equipment.<br><br>Failure to co-ordinate M&E design, failure to order on time lead times                                      | Delay, extra cost from post contract change                                   | Agreement with users on equipment to be transferred and M&E requirements.<br>Equipment purchases to be controlled centrally.  |
| Neighbouring departments - dust, noise and the proximity of the works to students  | Stoppages to construction due to complaints / delay costs.                    | Management issue of main contractor's site logistics and communication with staff involved across all departments   |
| Programme – the tendering contractors may indicate the proposed construction area phasing arrangements may not be achievable with the durations allowed. | Additional time taken to complete the works and disruption to the users       | Management to meet with contractors to make them aware of the timescales. If needed will re-sequencing the phasing arrangements.<br>Revised programme will be agreed with user's post-contract award. |
| Noise and vibration during to the works disrupts teaching  | In loss of revenue, college reputation, estates reputation                    | Information on noise mitigation to be included in tenders. Phases being managed with the contractor / users.  |

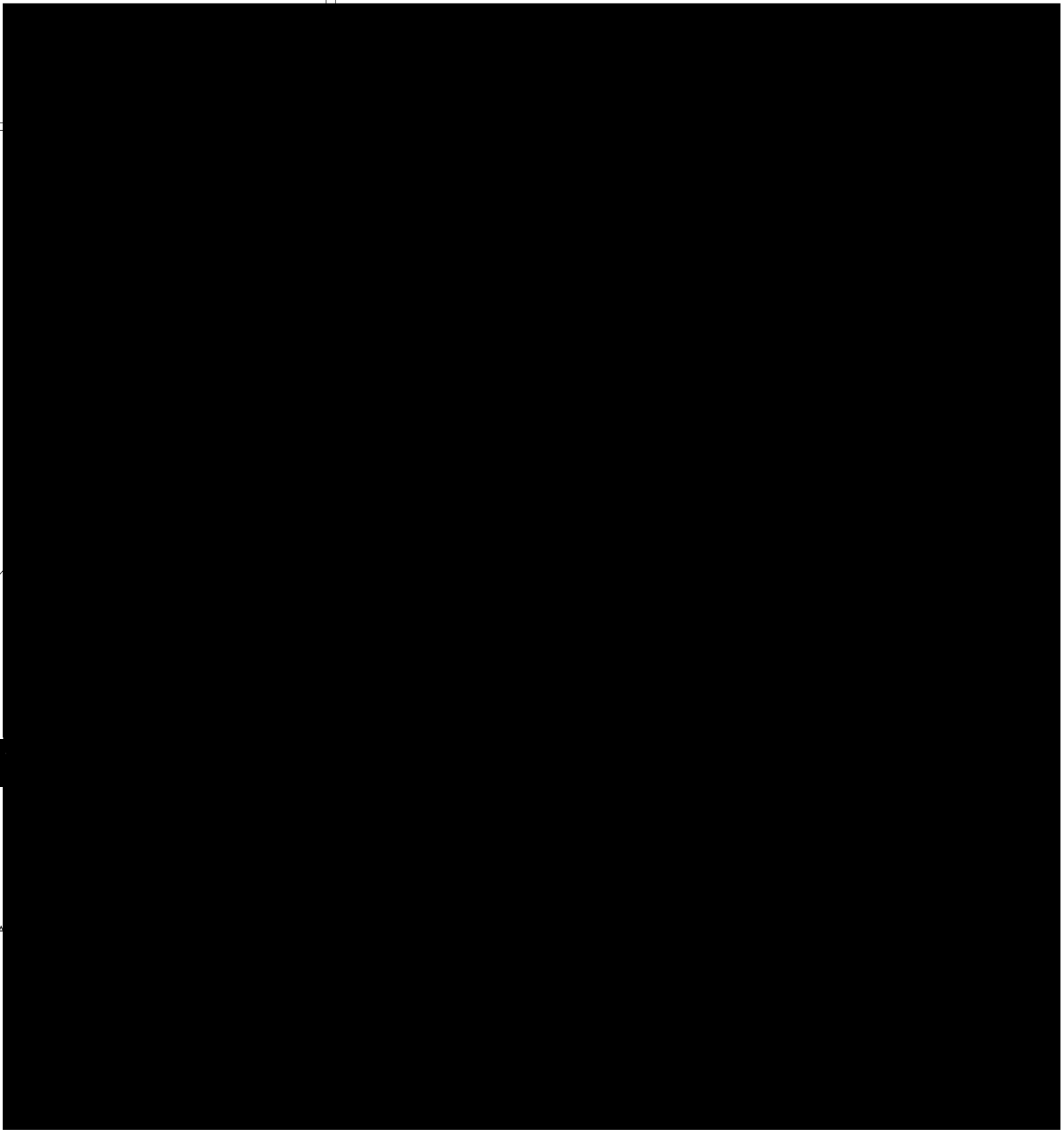
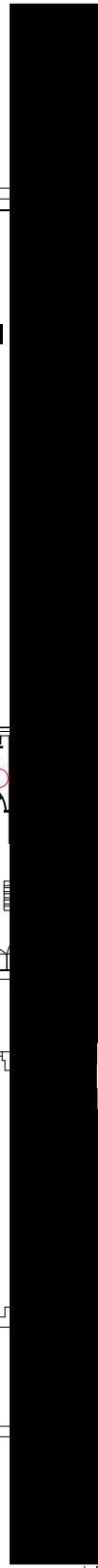
| Risk                                      | Potential Impact   | Mitigating Actions   |
|---|--|--|
| Tender values exceed the allocated budget | Additional time taken to rework layouts and find cost savings<br><br>Timetable for project completion is not achieved leading to delay in delivery of teaching | Budget includes contingency element which will allow a degree of flexibility during the project execution. |

4.2 A post occupancy evaluation will be undertaken within 12 months of the project completion date and reported to the Estate Committee in accordance with the commitment made within the College Estate Strategy 2016 – 2026 for projects of this scale. It is anticipated that these and other lessons will be incorporated into this report.

## 5. Conclusion

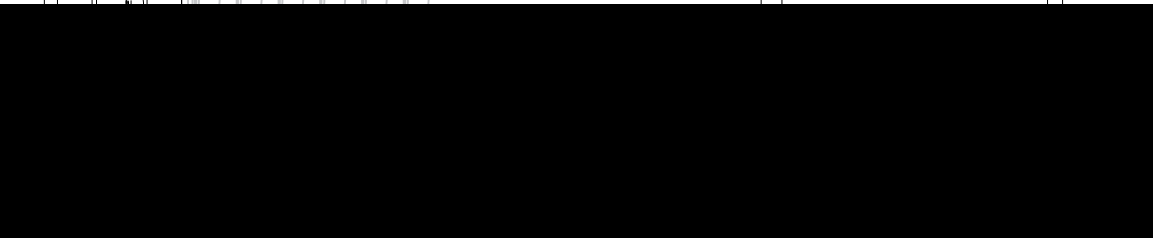
5.1 The Estates Committee is requested to:

- Note and consider the current status of the YMCA building, the actions being undertaken by the College associated with this and the ongoing negotiations with the YMCA regarding the repairs; and
- Consider the project update provided in relation to the New Street project previously approved by the Estates Committee, Finance and General Purposes Committee and the Board of Management.

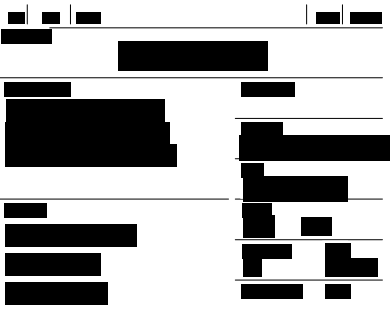


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Main Entrance



SCOTLAND



**TITLE:** LEASING OF WEST DUNBARTONSHIRE LEISURE TRUST SPORTS CENTRE

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**TITLE:** ROOM UTILISATION SURVEY – NOVEMBER 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 November 2019.

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

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

**Status:** Open

## **1. Introduction**

- 1.1 To support the College business cases and to inform future investment in, or replacement of, accommodation there is a need to demonstrate the use being made of existing facilities. The College therefore undertakes bi-annual room utilisation surveys in November and March each year. This report summarises the outcome of the survey of all teaching and learning spaces that was carried out during the week commencing 11 November 2019.
- 1.2 Room utilisation surveys have been undertaken bi-annually during each of the 5 preceding years. The results of the previous survey data are included with this report at Appendix 1.

## **2. Context**

- 2.1 The SFC requires that as a part of any business case for capital investment the College demonstrates how existing facilities are utilised. The results of the November 2019 utilisation survey, allied with the outcomes of the utilisation surveys previously undertaken, therefore provide the College with trend data over a period that can be used to:

- Support the measures that will be taken to improve the productivity of our existing accommodation; and
- Inform and support the requirement for new / replacement accommodation.

## **3. Methodology**

- 3.1 The College utilisation surveys are undertaken on a consistent basis in accordance with the methodology recommended by the SFC within their '*Guide to the Efficient Management of Space in Scotland's Colleges*' (GEMS) published in 2010. This requires a physical count of the number of students within each of the teaching and learning spaces throughout the College, during every hour between 9am and 5pm Monday to Friday. By combining the number of people using the room, how frequently the room is used, and the capacity of the room, we can determine the utilisation, which is then expressed as a percentage.
- 3.2 The November 2019 survey was undertaken on behalf of the College by an external supplier. This information was then analysed and interpreted in accordance with the SFC methodology by the Head of Estates.

#### 4. November 2019 Room Utilisation Survey - Outcomes

4.1 The survey found that the average utilisation across all campuses during November 2019 was 13.1%, which compares with a utilisation level of 14.9% for November 2018. The November 2019 utilisation results are summarised below along with the outcomes of similar surveys since 2016:

|                        | November 2019 | Average over prior 3 years | November 2018 | November 2017 | November 2016 |
|------------------------|---------------|----------------------------|---------------|---------------|---------------|
| Campus                 | %             | %                          | %             | %             | %             |
| Clydebank              | 15.6          | 15.9                       | 18.5          | 14.6          | 14.6          |
| Greenock               | 8.1           | 9.6                        | 8.2           | 10.1          | 10.6          |
| Paisley                | 15.5          | 15.2                       | 18.0          | 13.8          | 14.0          |
| <b>College Average</b> | <b>13.1</b>   | <b>13.5</b>                | <b>14.9</b>   | <b>12.9</b>   | <b>13.1</b>   |

4.2 The survey data in the table above for the Paisley campus does not include the Oakshaw upper floors, Moorcroft Sports Centre nor the Ferguslie Community Centre and this is consistent with the data approach undertaken in relation to previous surveys. As outlined in paper 8 the College has taken the decision to relocate the teaching activity carried out at its New Street campus from summer 2020. The New Street campus has therefore not been included in the data set for November 2019 and the prior years data has been amended to remove New Street in order to provide comparable figures.

4.3 Taking an average across the prior three years as a comparative figure the utilisation at Clydebank and Paisley has remained relatively stable with a slight fluctuation in utilisation. The utilisation of the Greenock estate is approximately 8% in November 2019 which compares to an average of over 9% for the prior three years.

4.4 The amount of teaching space at both the Clydebank and Greenock campuses has remained the same across the four surveys noted in the above table. The Paisley campus has seen a reduction of 2,917 square metres in available space since November 2016 which will have impacted the utilisation figures across the above reporting period.

4.5 Appendix 1 provides further detail and indicates the utilisation during the November Survey over the last 4 years.

## 5. Commentary

5.1 The College on average uses the rooms it has available almost 50% of the time they are available. As shown in the table below there are some differences between the frequency of use across the campuses with Clydebank at 49%, which is just slightly under the average of 51%; Paisley at 59% is a slight increase on the average of 57%; whilst Greenock (both Finnart Street and Waterfront campuses) are at 41% compared to an average of 44% over the last three years.

| Frequency of Use     | Clydebank<br>% | Paisley<br>% | Greenock<br>% | Total<br>%  |
|----------------------|----------------|--------------|---------------|-------------|
| <b>November 2019</b> | <b>49.0</b>    | <b>58.5</b>  | <b>41.0</b>   | <b>47.4</b> |
| Three-year average   | 50.8           | 57.3         | 43.5          | 50.0        |
| November 2018        | 51.9           | 59.9         | 46.9          | 52.9        |
| November 2017        | 51.2           | 58.5         | 39.4          | 49.7        |
| November 2016        | 49.3           | 53.4         | 44.1          | 47.5        |

5.2 The capacity, average, maximum and minimum number of students each day at each campus is as follows:

|                                   |          | Clydebank | Greenock | Paisley | Total |
|-----------------------------------|----------|-----------|----------|---------|-------|
| <b>Student Capacity</b>           |          | 2,047     | 2,357    | 2,650   | 7,054 |
| <b>Average number of students</b> |          |           |          |         |       |
|                                   | Nov 2019 | 534       | 361      | 689     | 1,584 |
|                                   | Nov 2018 | 580       | 368      | 812     | 1,760 |
|                                   | Nov 2017 | 520       | 430      | 712     | 1,662 |
|                                   | Nov 2016 | 520       | 424      | 739     | 1,683 |
| <b>Maximum number of students</b> |          |           |          |         |       |
|                                   | Nov 2019 | 1,018     | 603      | 1,240   | 2,861 |
|                                   | Nov 2018 | 964       | 612      | 1,265   | 2,841 |
|                                   | Nov 2017 | 804       | 762      | 1,246   | 2,812 |
|                                   | Nov 2016 | 836       | 723      | 826     | 2,385 |
| <b>Minimum number of students</b> |          |           |          |         |       |
|                                   | Nov 2019 | 345       | 190      | 394     | 929   |
|                                   | Nov 2018 | 318       | 251      | 474     | 1,043 |
|                                   | Nov 2017 | 261       | 282      | 253     | 796   |
|                                   | Nov 2016 | 245       | 197      | 562     | 1,004 |



- 5.3 The average number of students using College accommodation each day remains variable. There continues to be a trend of reduced usage of the available space on a Wednesday afternoon and all day during a Friday as outlined by the following table:

|                          | Monday | Tuesday | Wednesday | Thursday | Friday |
|--------------------------|--------|---------|-----------|----------|--------|
| Activity by day – Nov 19 | 20%    | 24%     | 21%       | 20%      | 15%    |
| Activity by day – Nov 18 | 21%    | 23%     | 21%       | 20%      | 15%    |

- 5.4 The surveys undertaken to date, demonstrate that there continue to be opportunities to improve the utilisation of College learning spaces:

- Through reviewing the overall space available;
- By reviewing how the College matches the size of class groups to the size of the available accommodation; and
- By timetabling curriculum activity more evenly across the working week.

- 5.5 The results of the room utilisation surveys continue to be shared and discussed with teaching and learning staff to consider whether any improvements in utilisation might be achieved by these means.

- 5.6 The College is investigating the possibilities of utilising the student system data to carry out future room utilisation surveys. Should this not prove feasible a further room utilisation survey is planned for March 2020 utilising the current methodology.

## 6. Conclusion

- 6.1 The College now has space utilisation trend data available that covers the period March 2013 to November 2019. The most recent survey confirms that our utilisation at both the Clydebank and Paisley campuses remains consistent whereas at Greenock the trend continues to show a reduction.

- 6.2 The College continues to consider what scope there might be for improving the utilisation of College facilities, and discussions continue to take place with teaching and learning staff regarding approaches that might be taken during the rest of 2019-20 and in preparation for 2020-21.

- 6.3 The outcome of the recent survey and acknowledgement of the established trend will be used to support future capital investment and divestment where required.

- 6.4 The Committee is asked to consider the content of the report.

Appendix 1

| <b>West College Scotland</b>            |               | <b>Nov-19</b>        |                             | <b>Nov-18</b>        |                             | <b>Nov-17</b>        |                             | <b>Nov-16</b>        |                             |
|---|---------------|----------------------|-----------------------------|----------------------|-----------------------------|----------------------|-----------------------------|----------------------|-----------------------------|
| <b>Room utilisation Survey analysis</b> |               | <b>Utilisation %</b> | <b>Teaching Area in SQM</b> | <b>Utilisation %</b> | <b>Teaching Area in SQM</b> | <b>Utilisation %</b> | <b>Teaching Area in SQM</b> | <b>Utilisation %</b> | <b>Teaching Area in SQM</b> |
| <b>Nov-19</b>                           |               |                      |                             |                      |                             |                      |                             |                      |                             |
| <b>Clydebank Campus</b>                 |               | 15.6%                | 8,322                       | 18.5%                | 8,322                       | 14.6%                | 8,322                       | 14.6%                | 8,322                       |
|   |               | <b>15.6%</b>         | <b>8,322</b>                | <b>18.5%</b>         | <b>8,322</b>                | <b>14.6%</b>         | <b>8,322</b>                | <b>14.6%</b>         | <b>8,322</b>                |
| <b>Finnart Street Greenock</b>          |               | 8.3%                 | 7,157                       | 8.6%                 | 7,157                       | 8.8%                 | 7,157                       | 12.2%                | 7,157                       |
| <b>Waterfront Campus, Greenock</b>      |               | 7.9%                 | 1,440                       | 7.7%                 | 1,440                       | 11.4%                | 1,440                       | 9.0%                 | 1,483                       |
|   |               | <b>8.1%</b>          | <b>8,597</b>                | <b>8.2%</b>          | <b>8,597</b>                | <b>10.1%</b>         | <b>8,597</b>                | <b>10.6%</b>         | <b>8,640</b>                |
| <b>Paisley Campus</b>                   |               |                      |                             |                      |                             |                      |                             |                      |                             |
|   | Abercorn      | 20.1%                | 324                         | 33.6%                | 324                         | 9.6%                 | 220                         | 12.7%                | 220                         |
|   | Barshaw       |                      | 0                           | 0.0%                 | 0                           | 12.6%                | 306                         | 15.9%                | 306                         |
|   | ICE           | 21.0%                | 1,838                       | 20.1%                | 1,838                       | 15.9%                | 1,838                       | 19.6%                | 1,838                       |
|   | Inchinnian    | 4.6%                 | 225                         | 22.3%                | 738                         | 8.9%                 | 2,528                       | 10.3%                | 2,805                       |
|   | Oakshaw       | 13.4%                | 1,563                       | 15.3%                | 1,563                       | 10.2%                | 1,563                       | 6.0%                 | 1,461                       |
|   | Renfrew       | 12.6%                | 1,640                       | 13.3%                | 1,640                       | 17.1%                | 1,640                       | 17.3%                | 1,779                       |
|   | Renfrew North | 21.2%                | 4,180                       | 21.3%                | 4,180                       | 22.6%                | 4,180                       | 16.4%                | 4,278                       |
| <b>New Sreect</b>                       |               |                      |                             |                      |                             |                      |                             |                      |                             |
|   |               | <b>15.5%</b>         | <b>9,770</b>                | <b>18.0%</b>         | <b>10,283</b>               | <b>13.8%</b>         | <b>12,275</b>               | <b>14.0%</b>         | <b>12,687</b>               |
| <b>College Average Utilisation =</b>    |               | <b>13.1%</b>         |                             | <b>14.9%</b>         |                             | <b>12.9%</b>         |                             | <b>13.1%</b>         |                             |

**TITLE:** 2018-19 CLIMATE CHANGE REPORT

**Background:** This report highlights College outcomes in meeting Scottish Government annual climate change reporting requirements.

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

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

**Status:** Open

## **1. Introduction**

1.1 The Climate Change Act places duties on public bodies with respect to climate change and Section 44 of the Act places duties on public bodies relating to climate change, which requires them to:

- contribute to carbon emissions reduction targets;
- contribute to climate change adaptation; and
- to act sustainably.

1.2 As part of the above duties the College submitted a fourth Annual Climate Change Report on 27 November 2019, covering the year to 31 July 2019, in advance of the 30 November 2019 deadline.

1.3 The report highlighted the:

- Progress made by the College in reducing the level of carbon dioxide it generates;
- Level of interaction with other public and private sector organisations; and
- Sustainability projects undertaken during the year.

1.4 The level of carbon dioxide released by the College is calculated in three stages

- a) The College collates detailed data over the past year in relation to utility usage, travel, waste and the impacts of the projects undertaken.
- b) This data is then classified as either:
  - Scope 1 emissions - are direct emissions from owned or controlled sources.
  - Scope 2 emissions - are indirect emissions from the generation of purchased energy.
  - Scope 3 emissions - are all indirect emissions (not included in scope 2) that occur within the reporting organisation.
- c) The usage data is then multiplied by an emission factors, which are updated annually. This update is due to improvements and changes to the methodologies used in deriving the factors – for example - electricity grid factor fluctuates annually due to changes in the fuel mix at power stations and the proportion of imported electricity.
- d) The data this year was supplemented through the inclusion of loss of air conditioning gases to the atmosphere. The College has found that over the course of the last few years the Scottish Sustainability Network, who operate the reporting tool on behalf of the Scottish Government, have refined the data required with this request being the latest set of data required.

## 2. 2018-19 Emissions

2.1 The table below shows the 2018-19 outcome compared to the previous years. The project and estate works carried out during the year have contributed towards the continued reduction on the amount of carbon emitted by the College.

| Reference Year   | Scope 1<br>(Gas)<br>tCO <sub>2</sub> e | Scope 2<br>(Elec)<br>tCO <sub>2</sub> e | Scope 3<br>(Water,<br>Travel and<br>Waste)<br>tCO <sub>2</sub> e | Total<br>tCO <sub>2</sub> e | Cumulative<br>Movement<br>tCO <sub>2</sub> e |
|------------------|--|---|--|-----------------------------|--|
| Baseline         | 2,243                                  | 2,870                                   | 190  | <b>5,303</b>                |  |
| Year 1 – 2015/16 | 2,391                                  | 2,463                                   | 277  | <b>5,133</b>                | <b>(170)</b>                                 |
| Year 2 – 2016/17 | 2,265                                  | 1,959                                   | 635  | <b>4,859</b>                | <b>(444)</b>                                 |
| Year 3 – 2017/18 | 2,325                                  | 1,562                                   | 543  | <b>4,430</b>                | <b>(873)</b>                                 |
| Year 4 – 2018/19 | 2,378                                  | 1,423                                   | 448  | <b>4,249</b>                | <b>(1,054)</b>                               |

2.2 The above table shows that the College has reduced the level of carbon dioxide emissions by 1,054 tonnes or 19.8% during the year to 31 July 2019. The target for the Carbon Management Plan (CMP) was to achieve a 10% reduction or 530 tonnes by 2021. The College has therefore exceeded its CMP target.

2.3 Although there has been a slight increase in the level of gas emissions (2%) during 2018-19 this position is now considered as optimal for the College given its current infrastructure and levels of investment. The College could see reductions in scope 1 emissions through several routes including:

- Replacement of the boilers at the Paisley campus – the College does not have the funding available to resource this change and continues to look for alternative sources of funding. Once barrier to funding is the potential redevelopment of the Paisley site within the next 10-year period which will hinder a positive payback calculation.
- Taking advantage of the Clydebank District Heating System. It is estimated that if the College was to join the system currently under construction that up to 500 tonnes of CO<sub>2</sub> could be saved per year. As noted at previous Committee meetings the College continues to seek to engage with West Dunbartonshire Council to assess what requires to be undertaken to take advantage of the scheme.
- Continue to educate staff and students on the impacts of their actions including the use of

2.4 Electricity usage has shown a reduction (8%) in the overall level of emissions generated by the College. The amount of electricity consumed by the College has reduced slightly (2%) with the removal of redundant buildings at the Paisley campus. However, the main reason for the reduction is a lessening of the emission factor used to calculate the level of emissions generated. The College has and will continue to replace light fittings with more energy efficient units along with continuing to educate staff and students to switch off lights and other electrical items where possible.

- 2.5 The largest reduction in emissions (17%) has occurred in the level associated with water, waste and travel. Water consumption has reduced across all campuses primarily through the working with Business Stream to identify campuses where there is abnormal usage and working with the estate staff to identify possible sources of loss. Both the introduction of Skype for Business communication software and the consolidation of the College waste contract have had minimal impact upon the 2018-19 figures but are anticipated to impact the 2019-20 emission levels. The introduction of Skype for Business once fully implemented should see a reduction in the requirement for intercampus travel to attend meetings. The consolidation of the waste contract along with the refinement of the overall waste collection process in the College, should result in less of the waste generated going to landfill.
- 2.6 The College has potentially reached a point where without significant investment in the College physical infrastructure it will prove challenging to continue to record material reductions in CO2 emissions going forward.
- 2.7 The College will continue:
- to educate students and staff on the effects of carbon emissions on the College and is working with EAUC to assess what further resources can be used in this regard.
  - to invest in energy efficient lighting and other projects where there is a positive return on investment should funding allow this investment;
  - to engage with local partners to develop any collaborative activities which are beneficial to both organisations.

### **3. Recommendation**

- 3.1 The Estates Committee is requested to note the content of the report.

**TITLE:** ESTATES MAINTENANCE PLANS AND SUSTAINABILITY UPDATE REPORT

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

- SFC Estate Maintenance Funding;
- College Estate Maintenance Plans;
- Carbon management and sustainability; and
- Annual estate running costs.

**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 2019-20 SFC estates maintenance funding;
- Note the continued progress made by the College in addressing climate change commitments;
- Note the update on annual estate running costs; and
- Review and consider the overall report.

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

**Status:** Open

## 1. Introduction

1.1 The Estates Committee is kept updated on matters relating to estate maintenance funding, developments and projects on an ongoing basis. This report provides the Committee with a current update on:

- Use of SFC Estate Maintenance Funding;
- College Estate Maintenance Plans;
- Carbon management and sustainability; and
- Annual estate running costs.

## 2. SFC Estate Maintenance Funding

### 2018-19 Funding

2.1 As reported at the previous Estates Committee meeting the College received £3.004m towards high priority maintenance based on the national sector condition survey review undertaken by the SFC and published in December 2017. Of this amount, £1.510m had been expended by the end of October 2019, with the remaining element of £1.506m being advised to the SFC as fully committed to:

- lift refurbishment works at Finnart Street;
- completion of the creation of additional teaching space (combined exam and teaching space, Paisley); and
- the relocation of the teaching activities carried out at the CPA in Paisley to the main Paisley Campus Renfrew Road site.

### 2019-20 Funding

2.2 As previously reported to the Estates Committee the reduction in lifecycle estates maintenance funding to £0.821m means the College requires to utilise the full amount as a contribution in meeting operational estates maintenance which are forecast to be approximately £1.3m for 2019-20.

2.3 With operational estate maintenance costs anticipated to be £1.3m for 2019-20, the College has been required to find a further £0.5m of efficiencies in order to meet the 2019-20 operational estate needs.

2.4 At the previous Estates Committee meeting an update was provided showing how the priority maintenance funding of £1.71m was to be expended during 2019-20. This expenditure was then extrapolated over the following 4 years to provide an indication of the likely areas of expenditure over the current forecasting period.



- 2.5 Appendix A provides a summary of the budgeted and forecasted expenditure for 2019-20 and beyond. At this time there is no material adjustment being proposed to the use of these funds since the previous Estates Committee meeting. However, the College is currently considering the outcome from the recent curriculum portfolio review process and the outcome of the updated WCS estate condition surveys (which were considered under item 7 on the agenda) and these may impact upon the intended use of funds going forward. The Estates Committee will therefore be kept informed of any changes to the planned expenditure for 2019-20 that may be required as a result of these matters.
- 2.6 The SFC continue to advise that the College is unlikely to receive the same level of high priority maintenance funding in 2020-21 – however Appendix A continues to plan on this basis, in the event funding levels are maintained for these purposes.
- 2.7 The College continues to address all legislative and safety requirements through the allocated planned and reactive maintenance budgets.

### **3. Carbon Management and Sustainability**

- 3.1 The College allocates funding towards the implementation of the agreed and approved Carbon Management Plan (CMP). Since the last report the College has been involved in several actions to promote and address the College carbon reduction commitments including:

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

- 3.2 The College was selected as a 2019 Finalist in the ‘*Next Generation Learning and Skills*’ category, with the award ceremony taking place in Scotland for the first time at the Glasgow Science Centre on 26 November. Unfortunately, the College did not secure the award on this occasion but was delighted to reach the final stages.

#### **Public Bodies Climate Duties Reporting**

- 3.3 As noted at agenda item 11 the College has completed the required submission of its annual climate change report after EAUC peer review. The College has exceeded its planned 10% carbon reduction and looks likely to exceed a 20% level of reduction by the end of the current Carbon Management Plan in 2021.

#### **Waste and Recycling**

- 3.4 The new contract for waste and recycling has been in place for three months. Overall positive feedback has been received in relation to the contract service, with additional bins and clearer signage put in place. Waste company reporting an increase in recycling rates and over 500 desk bins have been removed and replaced with central recycling points as part of Climate Week (w/c 7 October 2019).

The College is investigating the opportunity of working with a local organisation, WEEE Solutions, to uplift redundant IT equipment free of charge with the added benefits of repairing equipment for sale and providing vouchers to students to purchase recycled equipment from them.

### **Engagement**

3.5 The College continues to engage with both internal and external organisation to promote the sustainability agenda. This work has recently included:

- Working with the Student Association to deliver events across the College to remove plastic cups at water machines and providing aluminium water bottles. This will save over 100,000 plastic cups per year and was a great opportunity to engage with staff and students;
- Working with the new waste disposal contractor (Enva) to deliver information stalls across the College on the disposal of waste with the aim being to limit cross contamination and increase recycling rates;
- The circulation of a College Sustainability Newsletter issued with updates and events;
- EAUC along with the College Sustainability Officer and Director of Finance and Estates recently attended a College Heads meeting to present and encourage ways to embed sustainability within the curriculum; and
- The College Sustainability Working Group met in October, where the benefits of using electric vehicles and how the College can support this were discussed.

#### 4. Annual Estate Running Costs Update

4.1 During 2018-19 the Estates Department expended:

- £2.189m on staff costs (72.0 FTE) compared to £2.07m (72.3 FTE) in the previous year.
- £3.5m on non-staff costs which is summarised below and represents an increase of £345k (12.4%) increase in costs compared to 2017-18
- A total expenditure of £5.70m (2017-18: £5.17m) on operational activities.

|                               | 2016/17<br>Actual<br>£'000 | 2017/18<br>Actual<br>£'000 | 2018/19<br>Actual<br>£'000 | 2018/19<br>Budget<br>£'000 | 2019/20<br>Budget<br>£'000 |
|-------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Utilities (gas / electricity) | 835                        | 884                        | 969                        | 912                        | 1,096                      |
| Janitorial and cleaning       | 148                        | 152                        | 126                        | 146                        | 165                        |
| Cleaning (external)           | 58                         | 58                         | 52                         | 51                         | 37                         |
| Sanitary Products             | 0                          | 0                          | 20                         | 0                          | 56                         |
| Discretionary repairs         | 67                         | 36                         | 59                         | 61                         | 57                         |
| Discretionary refurbishment   | 36                         | 0                          | 0                          | 0                          | 0                          |
| Reactive maintenance          | 419                        | 532                        | 774                        | 525                        | 523                        |
| Planned maintenance           | 458                        | 446                        | 479                        | 503                        | 490                        |
| Health and safety             | 61                         | 127                        | 102                        | 85                         | 85                         |
| Insurance                     | 184                        | 192                        | 202                        | 195                        | 188                        |
| Rent                          | 214                        | 190                        | 121                        | 126                        | 146                        |
| Rates - Business/Water        | 492                        | 413                        | 521                        | 477                        | 420                        |
| Waste                         | 79                         | 96                         | 88                         | 88                         | 70                         |
|                               |                            |                            |                            |                            |                            |
| <b>Total Property Costs</b>   | <b>3,051</b>               | <b>3,127</b>               | <b>3,514</b>               | <b>3,169</b>               | <b>3,333</b>               |

4.2 The College required to expend approximately £345,000 (10.9%) more than had originally been anticipated by the 2018-19 budget, with this being due to:

- An increase in nationally negotiated gas and electricity prices from April 2019 of £57,000;
- Inclusion of £20,000 of costs to deliver the Scottish Government period poverty initiative. This expenditure was matched to income;
- Reactive and planned maintenance costs, which represent the highest level of expenditure. Given the age of the College estate the budget figure is an estimate of cost likely to be incurred. As the planned maintenance works are carried out, the reports are received from the contractors that then result in reactive maintenance works being carried out. Most of these reactive works are not discretionary and require being implemented to ensure the College continues to operate effectively. Reactive maintenance costs were higher than the original budget by approximately £249,000 due to provision for possible dilapidation costs at New Street, possible repairs to New Street

and repairs to the Inchinnan building roof. A number of these costs are one off and only applicable to 2018-19;

- Additional business rate costs of £44,000 due to back dated rates demands which are under query.

4.3 The majority of the operational estates budget is for expenditure on utility costs, rent, rates and general running costs, but also includes £1.0m for estate maintenance. This part of the budget is subdivided into the following categories:

- Discretionary Repairs - The repair or replacement of items which are about to fail, or which are not functioning as well as intended, such as replacing fire doors or CCTV cameras which are not functioning as intended.
- Discretionary Refurbishments - Items which need to be replaced or upgraded due to normal wear and tear, but which are not business critical, such as replacing carpets which are worn but not frayed or causing a trip hazard.
- Reactive Maintenance - Includes breakdowns and failures e.g. blocked drains, broken windows, pump or boiler failures, and those works identified by the planned inspections.
- Planned Maintenance/Inspections - Includes routine inspection and servicing e.g. for lifts and boilers, and repetitive activities, such as glass cleaning.

4.4 Despite the increasing pressure on funding, the 2019-20 budget allocated to estates has by necessity increased to £3.3m from £3.2m, with most of this increase being attributable to increased levels of utility costs. Business and water rates have been reduced to reflect the potential decrease in business rates that may arise from the current local authority revaluation exercise. The College has appointed Ryden to act on its' behalf in this matter.

4.5 One area that the College is still keen to engage in is sector specific benchmarking related to estate costs. As previously reported, this data has been difficult to arrive at as there is not currently a sector approach to compiling the information nor is there a central database where such information could be extracted from. During the year the College has not been able to engage in any form of active benchmarking exercise. The small benchmarking exercise with three other Colleges (Dundee and Angus, Forth Valley and Edinburgh colleges) did not produce any productive nor consistent data. The College continues to hold the view that unless the SFC takes a proactive lead about establishing a sectoral benchmarking group this issue will remain challenging for individual colleges to arrive at productive data set.

## **5. Next Steps**

### 5.1 The College will:

- Continue to engage with the SFC regarding the allocation of the life cycle and high priority estates maintenance funding;
- Continue to refine the College maintenance plan for a 5-year period based on the assumptions / principles issued by the SFC; and
- Continue to engage with the SFC on funding available to support carbon management and sustainability plans.

## **6. Conclusion**

### 6.1 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 2019-20 SFC estates maintenance funding;
- Note the continued progress made by the College in addressing climate change commitments;
- Note the update on annual estate running costs; and
- Review and consider the overall report.

## Appendix A – 2019-20: SFC High Priority Maintenance Expenditure

|   |  | 2019-20      |              | 2020-21      | 2021-22      | 2022-23      | 2023-24      |
|---|--|--------------|--------------|--------------|--------------|--------------|--------------|
|   |  | Budget       | Actual       | Forecast     | Forecast     | Forecast     | Forecast     |
|   |  | £'000        | £'000        | £'000        | £'000        | £'000        | £'000        |
| <b>SFC Priority Maintenance Funding</b> |  | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> |
| <b>Description of Expenditure</b>       |  |              |              |              |              |              |              |
| 1                                       | Bank loan interest cover   | 162          | 162          | 132          | 107          | 75           | 47           |
| 2                                       | Estate maintenance expenditure to maintain buildings in current condition  | 500          | 538          | 500          | 500          | 500          | 500          |
| 3                                       | Asbestos management works  | 40           | 20           | 40           | 40           | 40           | 40           |
| 4                                       | Refurbishment and / or replacement of teaching space including improved wayfinding   | 400          | 404          | 400          | 400          | 400          | 400          |
| 5                                       | Fire detection / suppression and prevention works to upgrade current infrastructure or systems in line with best practice                              | 100          | 100          | 100          | 100          | 100          | 100          |
| 6                                       | Replacement of teaching / support equipment where current materials / equipment are deemed not fit for purpose   | 80           | 50           | 80           | 80           | 80           | 80           |
| 7                                       | Refurbishment of lighting, heating and general facilities where the installations have reached the end of useful life i.e. doors, CCTV and ventilation | 150          | 150          | 150          | 150          | 150          | 150          |
| 8                                       | Refurbishment of external walls, windows and roof installations including cladding repairs, new roof coverings and guttering / flashing repairs        | 50           | 120          | 50           | 50           | 50           | 50           |
| 9                                       | Drainage upgrading across a number of campuses as infrastructure has reached end of useful life  | 50           | -            | 50           | 50           | 50           | 50           |
| 10                                      | Refurbishment of windows where current installation is not fit for purpose   | 75           | 50           | 75           | 75           | 75           | 75           |
| 11                                      | Other project works to be identified in delivering the Regional Outcome Agreement objectives   | 103          | 116          | 133          | 158          | 190          | 218          |
| <b>Total expenditure</b>                |  | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> | <b>1,710</b> |

**TITLE: CATERING AND CLEANING SERVICES REVIEW**

**Background:** This report is provided to update the Estates Committee on the work undertaken by the College regarding the review of catering and cleaning services.

In September 2019, following discussion of an update report on catering and cleaning services, the Finance and General Purposes Committee agreed the following in relation to Catering services:

- A consultant be brought in to advise the College on the best way forward for catering services;
- A survey of staff and students be conducted in order to identify their preferences; and
- The outcomes of this survey to be brought to the next meeting in November.

The Finance and General Purposes Committee also agreed that the consultant should review cleaning services to ensure the College was achieving value for money.

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

- Consider the content of the enclosed report, as also provided to the Finance and General Purposes Committee November 2019 meeting; and
- Note that Ideal Catering Consultants will be attending the next Finance and General Purposes Committee (10 March 2020) to provide an overview of the catering and cleaning services.

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

**Status:** Open

## **1. Introduction and Background**

1.1 The Estates Committee considered a paper at the meeting of 10 September 2019 which outlined:

- the steps that have been taken by the College in seeking to maintain and improve catering and cleaning operations since the service review in March 2018;
- the financial operating position in relation to catering and cleaning services for 2017-18, 2018-19 and 2019-20; and
- the nature of the service review which is to take place in considering the position from summer 2020. The service review was to include:
  - The use of external consultancy support to advise the College on the best way forward for catering services;
  - A survey of staff and students be conducted in order to identify their preferences; and
  - The outcomes of the review and survey to be brought to the next meeting of the Committee.

The Committee also agreed that the consultant should review cleaning services to ensure the College was achieving value for money.

1.3 In accordance with these actions as noted at the September Committee meeting, Ideal Catering Consultancy Ltd (ICC) were engaged by the College to undertake a qualitative review of the catering and cleaning services and to advise on the way forward for the future delivery of these operations.

## **2. Catering Services**

### **2.1 Catering – ICC Review – Approach and Outcomes**

2.1.1 The catering review encompassed the following elements:

- A full qualitative audit at all four campuses covering all aspects of the catering services. These audits followed the same format as those conducted at other Scottish colleges by ICC, including Scottish Borders Campus, North East Scotland College and Fife College; and
- Advice on the way forward in seeking to engage with any issues arising during the review.

2.1.2 Overall the catering audit scored 72.3% which ICC advise is a reasonable initial rating when compared to other colleges. However, there was a significant difference between the Paisley catering operation and those at other campuses – with the individual ratings for each main Campus location being as follows:



- Clydebank – 84%
- Paisley – 47%
- Finnart Street – 83%
- Waterfront – 78%

2.1.3 The Clydebank and Greenock campuses scored very well overall with a rating of over 80%, and the ICC report highlights several areas of good practice for the catering operations at these locations, including:

- Greenock Campus servery – 80%
- Greenock Campus sundries – 86%
- Greenock Campus Café – 84%
- Greenock Campus catering team and management – 87%
- Clydebank Campus Servery – 82%
- Clydebank Campus hot offers – 88%
- Clydebank Campus cold offers – 94%
- Clydebank Campus catering team and management – 88%

Some areas of further improvement for Greenock and Clydebank were highlighted, and some of the actions identified by ICC for these campuses are 'quick wins' – which if addressed, the individual campus ratings awarded by ICC increase by approximately 5%. These quick wins include improved stocking of shelves, improved signs highlighting meal deals and improved focus on customer service instead of back of house activities.

2.1.4 However in contrast, the 47% rating at the Paisley campus is lower and does not compare favourably to reviews undertaken at other educational institutions by ICC. Significant changes to the catering operations at Paisley are therefore required. The audit matrix allows the Catering Manager and Campus Catering Managers to complete a ready-made action plan in order that all the shortfalls are addressed. Key areas for improvement in seeking to address the ICC ratings on the following areas:

- Hot offers – 54%
  - Improved signage and presentation of food; staff to take responsibility for overall look of food on offer
- Sundries – 34%
  - Better stocking of shelves to improve the feel of outlets; Improved upselling of additional items
- Catering team and management – 24%
  - Staff supervision to be addressed along with introduction of staff rota
  - Staff uniforms and accessories to be renewed
- Retail area – 53%
  - Improvement to area to be considered including closing areas where no stick is held

Appendix A provides a table summarising some of the improvement actions that are being undertaken in relation to College catering services following the ICC report.

2.1.5 The report highlights several areas of good practice:

- Hot and cold food offers were very good and supported by a very good sundry range;
- Sandwiches are of a very good quality and represent very good value for money;
- Catering team all know their specific tasks and assist each other to ensure that the customers are all served as quickly as possible;
- Product labelling and pricing information is very good both on products and at the counters; and
- Displaying lunch menu during morning period to encourage return trade.

2.1.6 The report is evidence that the in-house team can deliver a very good catering service, the challenge is to address the shortfalls at the Paisley Campus.

## 2.2 Catering Services – User Survey

2.2.1 As agreed at the 3 September 2019 Finance and General Purposes Committee meeting, a survey was carried out across the last two weeks in October and first week in November 2019 at all College catering outlets. The survey consisted of (a) a written survey for users to complete; (b) catering staff requested opinions from users; and (c) engagement with the Students Association.

2.2.2 The survey approach asked users to rate the catering service provided on a 4-point scale. Overall the College received 248 returns from all campuses with the results noted below:

|                                 | Awesome<br>% | Good<br>% | Average<br>% | Poor<br>% |
|---------------------------------|--------------|-----------|--------------|-----------|
| The food and beverages on offer | 25           | 23        | 15           | <b>37</b> |
| The service provided            | 29           | <b>31</b> | 30           | 10        |
| Value for money                 | 15           | 22        | <b>41</b>    | 22        |
| The catering team               | 31           | <b>32</b> | 26           | 10        |
| The catering facilities         | 10           | 17        | <b>52</b>    | 21        |

2.2.3 The users of the catering service were also asked ‘*What would you like to see provided as part of the catering service*’. Their answers included:

- Halal / gluten free sandwiches
- More choice for lunch menu
- Juice bar and smoothies
- Healthier options
- More choices in shop locations
- Lower prices
- Branded coffee and other products – Costa coffee
- Provision of microwaves and kettles for self-use
- Queues need to be addressed as driving staff and students away
- Too busy and too noisy

2.2.4 Survey users were also asked:

- *How often they used the service?*
- *Do you use local catering services? And if so why?*

2.2.5 The following responses were recorded to these questions:

- Users of the service would appear to frequent either the refectories or coffee shops more than once a week.
- Several users said they used the coffee shops on a regular basis.
- Several indicated that they only used the refectories if the weather was bad or only had a short break period.
- Respondents advised that they used local providers in Greenock and Paisley regularly primarily since there are retail outlets close to each Campus. Value provided by the College catering offer was also raised as a further reason for frequenting other local catering outlets off Campus.
- This review also identified that service users are purchasing food from external outlets and eating it within the refectory areas.

2.2.6 The responses to the survey are continuing to be reflected upon and, along with the ICC review outcomes, will assist the College in forming a catering improvement plan.

### **2.3 Catering Services - Next Steps**

2.3.1 The overall ICC review ratings at the Clydebank Campus (84%) and at the Greenock Campus (82%) are of a high standard. These Campus scores demonstrate that a good level of service is being provided at these locations. Unfortunately, the 47% rating at the Paisley Campus requires an improvement plan to be put in place and several actions to be undertaken imminently.

2.3.2 The College has already acted to address several of the required improvements at the Paisley campus including, introduction of staff rota, staff responsibilities made clear to all those concerned with food preparation and presentation, menus being displayed and food labelling improved and working with the both the College and Campus Catering Managers to implement several changes designed to improve the offering at this location. All campuses will be subject to a further catering site review by ICC in 2020 to assess what progress has been made.

2.3.3 ICC also provide an opinion on the College catering services, based on the findings of the qualitative audit and the current and forecasted financial position. The overall financial position for the three campuses, which requires the College to support the service to the value of at least £150,000 for 2019-20 onwards, is not something that ICC expects to fundamentally change even by undertaking the improvement actions identified by their

review and indeed the likelihood of an increased cost to the College for providing these services on an in-house basis beyond 2019-20 remains. This is due to the following:

- The high burden on the core catering staff costs due to College terms and conditions enjoyed by the catering team;
- The restrictive capacity for the Catering Management to fully maximise sales incomes as they are working in a college environment without any additional catering expertise and resources to assist them; and
- The lack of a catering specific back of house control system which would increase efficiencies through greater control per campus of sales, food and expense purchasing and labour control.

2.3.4 ICC would contend that the College, whilst unlikely to be able to see any significant return from an outsourced provider, could see a nil cost service provision within 2 to 3 years of moving to an outsourced service. ICC would welcome the opportunity to bring their wealth of experience in this area and share it with the members of the Committee. This will enable Committee members to discuss the options open to the College with an organisation who has assisted several high-profile educational institutions to consider what is best for them.

### 3 Cleaning Service Review

#### 3.1 Cleaning– ICC Review - Approach and Outcomes

Ideal Catering Consultancy Ltd (ICC) were engaged by the College to:

- visit the WCS Campus locations to gain an updated working knowledge of the cleaning service delivery being provided;
- assess College cleaning standards using the ICC rating review Matrix; and
- consider overall value for money.

3.2 The findings from the review of College cleaning services carried out by ICC are summarised under three areas – which are as follows:

##### (a) Quality

A points-based rating of cleaning operations across all campuses resulted in the following assessed outcomes by ICC:

| SERVICE OUTLET    | SCORE | Potential Score | %    | Rating |
|-------------------|-------|-----------------|------|--------|
| PAISLEY CAMPUS    | 2674  | 2820            | 94.8 | GOLD   |
| CLYDEBANK CAMPUS  | 2433  | 2776            | 87.6 | GREEN  |
| GREENOCK CAMPUS   | 2437  | 2776            | 87.8 | GREEN  |
| WATERFRONT CAMPUS | 2191  | 2376            | 92.2 | GOLD   |
| TOTAL SERVICE     | 9735  | 10748           | 90.6 | GOLD   |

The above ratings show that the quality of the cleaning carried out is of a high standard. In analysing the College cleaning operations, ICC concluded that these standards are being achieved by the frequency at which the cleaning tasks are being carried out – however ICC have queried the need for this level of frequency when considered alongside productivity (see next section).

**(b) Productivity**

ICC has benchmarked the College against other educational institutions and compared the area cleaned against the availability of cleaning hours. The College operates at an overall productivity level of 275 m<sup>2</sup> per hour which compares to the best in the sector of 578 m<sup>2</sup> per hour (outsourced provision) and to the nearest organisation to the College position of 350 m<sup>2</sup> per hour (in-house).

The various campuses have differing productivity levels:

- Clydebank 219 m<sup>2</sup> per hour
- Paisley 260 m<sup>2</sup> per hour
- Greenock Finnart 270 m<sup>2</sup> per hour
- Greenock Waterfront 351 m<sup>2</sup> per hour

ICC have therefore recommended a review of cleaning standards and the processes and approach supporting this at each Campus – the College is therefore currently considering the best approach and model to take this forward.

**(c) Overall Value for Money**

The review conducted by ICC highlighted two areas of service provision which represent good practice and reflect value for money:

- The Paisley Campus, where the ICC cleaning model has been implemented, ICC believe value for money is demonstrated in relation systems, procedures and cost monitoring; and
- The provision by Paisley Supervisors of support to staff at the Greenock campus.

The College therefore requires to replicate these values for money outcomes across cleaning services at all Campus locations.

**3.3 Cleaning Services - Next Steps**

3.3.1 The College is investigating the option to dedicate resource in order to oversee the cleaning operations across all campuses to take forward improvements identified by ICC. The intention would be:

- Take the current good practice and see what lessons can be learned and implemented across all College campuses; and
- Establish a longer-term review process to ensure that the amended practices are maintained.

#### **4 Recommendation**

4.1 The Estates Committee is requested to:

- Consider the content of the report as also provided to the Finance and General Purposes Committee November 2019 meeting; and
- Note that Ideal Catering Consultants will be attending the next Finance and General Purposes Committee (10 March 2020) to provide an overview of the catering and cleaning services.

## Appendix A – Catering Service Improvement Plan

The high-level recommendations are noted below along with the initial response from the College catering team:

| Recommendation  | Action   |
|---|--|
| <p>There are some coffee / hot drinks loyalty cards available at some outlets only and where they are available, they are regularly not offered and are not promoted or advertised which was very disappointing given this is a standard retail practice.</p>   | <p>Loyalty cards are now available at all outlets and staff have been informed to issue and request these cards on an on-going basis.</p>  |
| <p>Whilst it is good that card readers are now in place the fact that they are not directly linked to the tills defeats the purpose as the Cashiers now must enter the amount twice.</p>  | <p>The College will investigate the option to link the card readers to the tills.</p>  |
| <p>There are four very good and popular meal deals in place which was good to evidence. However, there is still a significant opportunity to offer a.m. and p.m. coffee and Danish / hot drink and cake deals to maximise sales and build customer loyalty.</p>   | <p>The College will investigate the options to offer other 'snack' type meal deals.</p>  |
| <p>At Greenock and Clydebank, the main food counters looked very good at the start of service, but care is required with on-going replenishment of dishes during and towards the end of the service time and dishes should be decanted and swapped over when less than half empty. It is important that the Chefs and Cooks also take ownership in this area and regularly check their food on the counters from the customer's side.</p> | <p>Staff ownership of their areas has been reinforced with requirement that they continue to check and clean/replenish areas of responsibility.</p>  |
| <p>There are areas where the service has been let down by lack of attention to detail which are all quick wins such as; lack of signage, poor pricing information, inconsistent labelling and poor replenishment of counters, dishes and chillers</p>   | <p>A number of these matters have been addressed specifically at the Paisley campus. Staff levels have been addressed where long-term absences have not been replaced in the short term. This will allow all staff to adhere to set rotas and address areas of responsibility.</p> |

| Recommendation   | Action  |
|--|---|
| It is key going forward that there is ownership of all areas, weekly walk around of outlets, spot checking to ensure all marketing / offers are in situ and any shortfalls are being addressed. This should be a key role / responsibility for all Supervisors and management.   | Supervisors have been made aware of their responsibilities and the Catering Manager is now spending more time at outlets where this is an issue.  |
| Front of house check lists are required for all outlets to assist in addressing the lack of attention to detail and several situations of poor customer communication.   | The introduction of front of house check lists is in progress and along with a defined staff rota will ensure that areas of responsibility are defined.   |
| Out with the Clydebank Refectory there is no customer feedback vehicle which should be in place.   | The catering team are working with marketing to come up with a suitable customer feedback card which can be used across all campuses.   |
| The catering teams no longer wear name badges which would assist in customer engagement. Employee names are embroidered on the uniforms at Clydebank, but if the apron is reversed, which is common practise, then the name is lost.   | Name badges have been ordered for all staff and they have been requested to wear them at all times.   |
| All catering employees at Clydebank and Greenock were very well presented and wearing appropriate headwear and safety shoes (with the odd exception). This is not the case at Paisley where no headwear is worn by staff preparing or serving food and even long hair is not tied back. Also, at Paisley all staff are wearing open and / or soft shoes or trainers. | New uniforms and footwear have been ordered for the staff concerned. Staff have been told to ensure that their appearance is always suitable for the environment within which they are working. |



**TITLE:** STRATEGIC RISK REGISTER

**Background:** Under the Corporate Governance Code, the College 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 and provides an update on the actions taken by the College to embed risk management across the organisation.

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

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

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

**Status:** Open

## **1. Risk Management Strategy**

- 1.1 The West College Scotland Risk Management Strategy was approved by the Board of Management. The College Strategic Risk Register is subject to ongoing review by the Board of Management and all Board of Management Committees, with oversight being provided by the Audit Committee.

## **2. College Strategic Risk Register Update**

- 2.1 The Board of Management approved a version of the risk register at its meeting in October 2019.
- 2.2 Since that meeting the Senior Management Team (SMT) has continued to carry out a review of the strategic risk register. In several instances, the mitigating controls have been updated to take account of items such as the ongoing interactions with the SFC and the outcome of internal / external audit reports.
- 2.3 The College Senior Management Team consider that the operating environment within which the College functions has not materially changed since the risk register was reviewed by the Board of Management in October 2019. Thus:
- No risk score has been amended; and
  - No strategic risk has been removed or no new risks have been included.
- 2.4 After consideration by the Senior Management Team, the Strategic Risk Register has been presented to the following Committees:
- Corporate Development – 22 October 2019
  - Learning, Teaching and Quality – 13 November 2019
  - Finance and General Purposes – 19 November 2019
- 2.5 Each Board Committee is requested to:
- review the risks included within the register;
  - the risk ratings both pre and post mitigation;
  - whether any other risks should be considered for removal; and
  - whether any new risks should be considered for inclusion.
- 2.6 After due consideration of the business undertaken by the Committee and the operating environment in which the College functions there were no further changes proposed by the Committees to the risk or mitigating actions. However, it should be noted that the Finance and General Purposes Committee agreed to keep the matter of sufficient funding being provided by the SFC to meet student support requirements under review.

- 2.7 The detailed risk register has been aligned to the new Corporate Strategy and this alignment will be refined over the course of 2019-20. A copy of the current Strategic Risk Register is attached to this report.

### **Development of the College Risk Strategy**

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

- The introduction of a target risk score  
The Audit Committee view was that further development and integration of existing risk management processes was required prior to this matter being taken forward. This matter will therefore be subject to further consideration during 2020.
- The introduction of a formal risk management appetite statement  
The Board of Management previously considered that further information around risk and opportunity across a range of College activities might help provide a better understanding of the risk management appetite. The December 2019 Board of Management meeting will commence with an externally facilitated session designed to inform the Board on the various options in relation to the development of a risk appetite statement. The objective of the session is to develop a risk appetite statement for incorporation into the overall Risk Management Strategy.

## **3. Conclusion**

- 3.1 The Estates Committee is requested to review and approve the Strategic Risk Register and 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 progress made in further developing the College Risk Management framework.



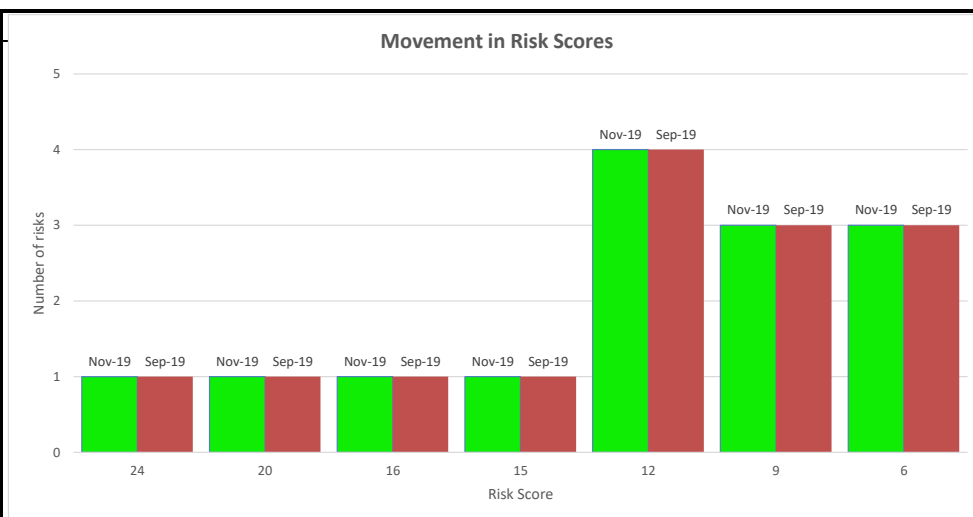
# Strategic Risk Register

## Strategic Risk Register Dashboard Report

Risk register review period:  
Board / Committee review period:

Oct-19  
Nov-19

| Top 5 Risks Post Mitigation |  |                                  |             |        |              |              |
|-----------------------------|--|----------------------------------|-------------|--------|--------------|--------------|
| Ref                         | Risk   | Movement since previous register | Probability | Impact | Score Nov 19 | Score Nov 18 |
| 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           | 24           |
| WCS 3                       | Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements | ↔                                | 5           | 4      | 20           | 16           |
| WCS 2                       | Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.   | ↔                                | 4           | 4      | 16           | 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           | 10           |
| 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           | 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 risk register based on the latest developments in Renfrewshire and Inverclyde. This risk is closely linked to the next highest risk which is the failure to secure adequate maintenance funding.

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

### WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER

| Risk No. | Risk Reference | Strategic Objective      | Risk   | Assessment pre mitigation |             |            | Mitigating Controls and Actions   | Assessment post mitigation |             |            |                | Movement since last review | Executive Responsible                     |
|----------|----------------|--------------------------|--|---------------------------|-------------|------------|---|----------------------------|-------------|------------|----------------|----------------------------|---|
|          |                |                          |  | Risk Probability          | Risk Impact | Risk Score |   | Risk Probability           | Risk Impact | Risk Score | Previous Score |                            |   |
| 1        | WCS 1          | 1.1<br>1.3<br>3.1<br>3.4 | Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.                | 6                         | 4           | 24         | 1) Detail of 2019-20 final SFC funding confirmed and 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.<br>2) 2019-20 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions.<br>3) Transformation Plan submitted to SFC in order to address future financial challenges. The College continues to engage with the SFC on the implementation of the plan including review of curriculum delivery in Renfrewshire.<br>4) Robust financial forecasting including production and review of monthly management accounts.<br>5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding.<br>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.<br>7) Commercial Development and Credits Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity.<br>8) Robust monitoring of current and future curriculum delivery plans (CMAF) including staffing requirements.<br>9) Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding. | 6                          | 4           | 24         | 24             | ↔                          | VP Operations / VP Educational Leadership |
| 2        | WCS 3          | 1.2<br>3.1<br>3.3<br>3.4 | Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements | 6                         | 4           | 24         | 1) The College continues to engage with SFC, SFT, local councils and other key stakeholders re investment and in relation to implementation of national estate condition survey review and future direction of travel.<br>2) Approved Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government.<br>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.<br>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<br>5) Inverclyde local development plan now finalised leading to potential restrictions on future College developments on preferred site. College continues to engage with partners to find suitable way forward.<br>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.<br>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.<br>8) Ongoing engagement with SFC  | 5                          | 4           | 20         | 16             | ↔                          | VP Operations                             |

| Risk No. | Risk Reference | Strategic Objective      | Risk  | Assessment pre mitigation |             |            | Mitigating Controls and Actions  | Assessment post mitigation |             |            |                | Movement since last review | Executive Responsible |
|----------|----------------|--------------------------|---|---------------------------|-------------|------------|--|----------------------------|-------------|------------|----------------|----------------------------|-----------------------|
|          |                |                          |   | Risk Probability          | Risk Impact | Risk Score |  | Risk Probability           | Risk Impact | Risk Score | Previous Score |                            |                       |
| 3        | WCS 2          | 1.1<br>1.2<br>2.3<br>4.1 | Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.                                      | 5                         | 4           | 20         | 1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee.<br>2) 2019-20 SFC funding for estates has seen a reduction in lifecycle maintenance and priority maintenance funding. The continued reduction in lifecycle maintenance does present an operational challenge as financial modelling assumed flat cash settlement in future years. There is also a need to understand the basis of estates maintenance funding allocation beyond 2019-20.<br>3) WCS participation in SFC/sector Capital Working Group.<br>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<br>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.<br>6) The College has updated the estate condition work undertaken in 2015. This provides robust data showing the level of investment required in order to get the College estate up to an acceptable standard. | 4                          | 4           | 16         | 16             | ↔                          | VP Operations         |
| 4        | WCS 16         | 1.3<br>2.2<br>3.1<br>3.4 | Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding. | 5                         | 3           | 15         | 1) College undertaken review of possible impacts of Brexit on operations. Output has been discussed at senior management level and with relevant Board Committees. To note potential impact on EU funded programmes (Modern and Foundation Apprentices).<br>2) The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector.<br>3) Close liaison with SFC on future funding arrangements post 2021 when current ESF funding is due to end.  | 5                          | 3           | 15         | 15             | ↔                          | Principal             |
| 5        | WCS 4          | 1.2<br>2.1<br>3.2<br>3.4 | Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.                                    | 5                         | 4           | 20         | 1) Positive engagement with SFC in relation to ROA development and monitoring for current and future years.<br>2) Effective internal monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.<br>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.<br>4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit.<br>5) Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.<br>6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.<br>7) The Board of Management considered the College ROA during the meeting in March 2019, and considered the outcomes that will be delivered at that time. The ROA 2019-20 was submitted to the SFC and subsequently approved on 29 July 2019.<br>8) Internal audit have carried out phase 1 of review of processes behind the generation of the ROA. No material recommendations at this stage.  | 4                          | 3           | 12         | 12             | ↔                          | Principal             |

| Risk No. | Risk Reference | Strategic Objective      | Risk  | Assessment pre mitigation |             |            | Mitigating Controls and Actions  | Assessment post mitigation |             |            |                | Movement since last review | Executive Responsible |
|----------|----------------|--------------------------|---|---------------------------|-------------|------------|--|----------------------------|-------------|------------|----------------|----------------------------|-----------------------|
|          |                |                          |   | Risk Probability          | Risk Impact | Risk Score |  | Risk Probability           | Risk Impact | Risk Score | Previous Score |                            |                       |
| 6        | WCS 5          | 1.1<br>1.2<br>1.3<br>3.4 | Impact and outcome of National Pay Bargaining for both teaching and support staff.  | 6                         | 3           | 18         | 1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC).<br>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.<br>3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining.<br>4) Business Continuity Planning considers impact of industrial action, with specific plans in place.<br>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.<br>6) Robust college sector and WCS communications plan including liaison with Student Association on impact on students.<br>7) Local workforce planning arrangements subject to positive internal audit review (June 2018).<br>8) Support staff pay award until September 2019 been settled.  | 6                          | 2           | 12         | 12             | ↔                          | Principal             |
| 7        | WCS 6          | 1.1<br>2.1<br>3.3<br>4.2 | Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.                       | 4                         | 4           | 16         | 1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions.<br>2) Staff and student feedback and evaluation procedures in place.<br>3) IT Contingency Plan in place with regular review.<br>4) College has achieved Cyber Essentials Plus accreditation as required.<br>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.<br>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.<br>7) College HR department providing support to staff undertaking national support staff job evaluation, with role profile documentation to be completed by 28 June 2019. | 4                          | 3           | 12         | 12             | ↔                          | VP Operations         |
| 8        | WCS 15         | 1.1<br>2.1<br>3.4<br>4.3 | Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College". | 4                         | 4           | 16         | 1) Transformation Plan has been developed by the College and discussed in detail with the SFC.<br>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.<br>3) Projects have been initiated in line with the plan and are directed by a specific member of SMT.<br>4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place.<br>5) College on track to meet financial objectives outlined in the plan during 2018-19. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures have been published and have crystallised the financial challenges faced by the College. No guidance on future years.  | 3                          | 4           | 12         | 12             | ↔                          | Principal             |



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

| Risk No. | Risk Reference | Strategic Objective | Risk   | Assessment pre mitigation |             |            | Mitigating Controls and Actions  | Assessment post mitigation |             |            |                | Movement since last review | Executive Responsible |
|----------|----------------|---------------------|--|---------------------------|-------------|------------|--|----------------------------|-------------|------------|----------------|----------------------------|-----------------------|
|          |                |                     |  | Risk Probability          | Risk Impact | Risk Score |  | Risk Probability           | Risk Impact | Risk Score | Previous Score |                            |                       |
| 12       | WCS 10         | 1.3<br>2.3          | Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes | 4                         | 3           | 12         | 1) College Workforce Plan and associated reporting requirements approved by the Board of Management.<br>2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP).<br>3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.<br>4) Itrent HR and payroll software developed to provide staff data and reports including an establishment report.<br>5) Professional Development Policies are aligned to strategic priorities.<br>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.<br>7) Internal audit reviewed workforce planning as part of 2018-19 audit plan. Internal audit recommendations were subject to final report from OD&HR Committee to the Audit Committee in May 2019 allowing the closure of the issues raised.<br>8) Staff skills survey being developed to allow the College to identify and address future skills gaps. | 3                          | 2           | 6          | 6              | ↔                          | Principal             |
| 13       | WCS 13         | 3.4<br>4.1          | Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).      | 3                         | 3           | 9          | 1) Data Protection Officer (DPO) appointed in compliance with legislative requirement. DPO is part of shared services agreement allowing the College to work collaboratively with other institutions.<br>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.<br>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.<br>4) Data Protection concepts and principles embedded within the operations of the College.   | 3                          | 2           | 6          | 6              | ↔                          | Principal             |
| 14       | WCS 14         | 1.2<br>3.4          | Normal business activities are unduly affected due to the complexity of sequencing estates investment works  | 4                         | 2           | 8          | 1) Detailed resource planning involving all relevant parties at stage to address any issues in advance of project start date.<br>2) Staff resource increased during 2018-19 to address the significant increase in level of expenditure and complexity of projects being undertaken.<br>3) Well embedded project / estate team with knowledge base that allows issues to be identified and addressed.<br>4) use of external professional advisors to provide oversight and critical review of proposed activities / plans.   | 3                          | 2           | 6          | 6              | ↔                          | VP Operations         |

## Corporate Strategy 2019-2025

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

**Tolerance Matrix and Scoring Grid**

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

**Risks - Probability x Impact Score Grid**

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

**Risk Score - Direction of Travel**

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

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

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

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

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

**Status:** Open

| REMIT   | DELIVERABLES                         |                       |                  |                    |
|---|--------------------------------------|-----------------------|------------------|--------------------|
|   | 10-9-19                              | 10-12-19              | 3-3-20           | 26-5-20            |
| a) <i>To ensure that the College maintains a comprehensive register of land and buildings.</i>  |                                      |                       |                  |                    |
| <ul style="list-style-type: none"> <li>College leasing arrangements update report</li> <li>Annual update report on land and buildings</li> </ul>  | Y                                    |                       | Y                |                    |
| b) <i>To ensure that the College manages and develops its estate to meet its overall needs efficiently and effectively, taking account of any guidance relating to estate management, option and investment appraisal and private finance.</i>  |                                      |                       |                  |                    |
| <ul style="list-style-type: none"> <li>Estate Strategy – annual progress update</li> <li>Paisley Outline Business Case update</li> <li>Greenock Outline Business Case update</li> <li>Clydebank Campus – development of masterplan</li> <li>Emerging Opportunities report</li> <li>College leasing arrangements - annual report</li> <li>Leasing arrangements approval</li> <li>Performance Indicators / benchmarks</li> <li>Regional Outcome Agreement monitoring</li> <li>Report on Paisley (CPA) relocation project (contained within the Estate Maintenance report for September 2019)</li> </ul> | Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y | Y<br>Y<br>Y<br>Y<br>Y | Y<br>Y<br>Y<br>Y | Y<br>Y<br>Y<br>Y   |
| c) <i>To ensure the development and review of the College's Estate Strategy takes place regularly.</i>  |                                      |                       |                  |                    |
| <ul style="list-style-type: none"> <li>Estate Strategy – Progress Update</li> <li>Room utilisation survey</li> </ul>  |                                      | Y<br>November<br>2019 | Y                | Y<br>March<br>2020 |

| REMIT  | DELIVERABLES |                 |            |         |
|--|--------------|-----------------|------------|---------|
|  | 10-9-19      | 10-12-19        | 3-3-20     | 26-5-20 |
| d) <i>To ensure that the College maintains its estate in accordance with a planned maintenance programme, consistent with its Estates Strategy and associated financial projections.</i>   |              |                 |            |         |
| <ul style="list-style-type: none"> <li>• Estate maintenance update</li> <li>• Inchinnan/Oakshaw post occupancy review</li> <li>• Review of Updated College Estates Condition Survey</li> <li>• Annual update – estates operational budget</li> </ul>   | Y<br>Y       | Y<br><br>Y<br>Y | Y<br><br>Y | Y       |
| e) <i>To ensure that the correct procedures are followed in respect of the disposal of Exchequer funded assets.</i>  |              |                 |            |         |
| <ul style="list-style-type: none"> <li>• Update on disposal of College property at Drumry Road, Clydebank</li> <li>• Update on other disposals as required</li> </ul>  | Y            | Y               |            |         |
| f) <i>To have an awareness of local, national and global environmental issues and in doing so strive to ensure, sustain and improve the environment.</i>   |              |                 |            |         |
| <ul style="list-style-type: none"> <li>• Carbon Management Plan (CMP) – Progress Update</li> <li>• Update on implementation of CMP projects</li> <li>• Annual Scottish Government Sustainability Reporting Requirements Update</li> <li>• Estate Strategy Progress Update – includes annual review of College Carbon Management and Sustainability Plan</li> </ul> | Y<br>Y       | Y<br>Y<br><br>Y | Y<br>Y     | Y<br>Y  |
| g) <i>To consider risk relating to the matters that fall within the Committee’s remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.</i>  |              |                 |            |         |
| <ul style="list-style-type: none"> <li>• Review of Strategic Risk Register</li> </ul>  | Y            | Y               | Y          | Y       |

