

West College Scotland

ASSET AND INFRASTRUCTURE COMMITTEE

TUESDAY 8 December 2020  
at 4.00 p.m. via Microsoft Teams

AGENDA

**General Business**

- |   |          |    |
|---|----------|----|
| 1. Apologies  |          |    |
| 2. Declaration of Interests                             |          |    |
| 3. Minutes of the meeting held on 10 September 2019     | Attached | NA |
| Actions from the minutes                                | Attached | NA |
| 4. Matters arising<br>(and not otherwise on the agenda) |          |    |
| .1 Room Utilisation                                     | Verbal   | DA |

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

**Agenda item 6 and 10 deemed to be reserved business under  
the Freedom of Information Act as being commercially sensitive**

- |   |          |       |
|---|----------|-------|
| 5. Emerging Opportunities   | Paper 5  | DA    |
| 6. Board of Management Estates Development Session –<br>Outcomes and Next Steps | Paper 6  | DA    |
| 7. IT Update  | Paper 7  | MJ    |
| 8. 2019-20 Climate Change Report  | Paper 8  | MJ    |
| 9. Estates Maintenance Plan & Sustainability Update Report                      | Paper 9  | MJ    |
| 10. College Catering Service Update   | Paper 10 | DA/MJ |
| 11. Strategic Risk Consideration  | Paper 11 | DA    |

**Items for Information**

- |   |          |    |
|---|----------|----|
| 12. Scottish Government Consultation<br>Draft Infrastructure Investment Plan 2021-22 to 2025-26 | Paper 12 | MJ |
| 13. Our Digital Ambition for Scotland's Colleges  | Paper 13 | MJ |
| 14. Schedule of Business 2020-21  | Paper 14 | MJ |

15. Any other business

Next meeting: 3 March 2020, Cunard Suite, Clydebank Campus (TBC)

Shirley Gordon  
Secretary to the Committee

## ASSET AND INFRASTRUCTURE COMMITTEE

**MINUTES:** Wednesday 16 September 2020

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

**Apologies:** Peter Thorne (Head of Estates).

**Attending:** David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance), Shirley Gordon (Secretary to the Committee), Martin Joyce (Director of Infrastructure), Brian Stobbs (Head of IT), Waiyin Hatton (Board Chair).

### EM419 WELCOME

The Chair welcomed everyone to the meeting, thanked them for their attendance via Teams and introduced Martin Joyce the newly appointed Director of Infrastructure.

### EM420 DECLARATIONS OF INTERESTS

- John McMillan and Liz Connolly - Trustees of the West College Scotland Foundation.
- David Alexander - member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC's Audit and Compliance Committee.
- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Ayrshire Sportsability; Scottish Chamber of Commerce.

### EM421 MINUTES

The minutes of the meeting held on Tuesday 26 May 2020 **were approved** pending the addition of Waiyin Hatton to the attendance list.

### EM422 ACTIONS FROM THE MINUTES

The actions of the meeting held on Tuesday 26 May 2020 **were noted**.

### EM423 Matter Arising

The following matter arising was reported:

- Catering and Cleaning Service Update – [REDACTED]

[REDACTED]

**The Committee noted the update.**

**EM424 Committee Remit and Committee Meeting Dates 2020-21**

The Secretary to the Committee presented the Committee remit, current membership list and 2020-21 meeting dates.

**The Committee:**

- **Approved the Asset and Infrastructure Committee remit.**
- **Noted the current membership of the Committee.**
- **Approved the 2020-21 meeting dates as follows:**
  - ❖ Wednesday 16 September 2020
  - ❖ Tuesday 8 December 2020
  - ❖ Tuesday 9 March 2021
  - ❖ Tuesday 11 May 2021

**EM425 Monitoring of Regional Outcome Agreement Objectives**

The Vice Principal Operations reported that the Board of Management had agreed that each Committee should monitor progress on areas of the Regional Outcome Agreement (ROA) for which they had responsibility and provide a report to the Board at the end of the academic year.

Mr Alexander reported that the College ROA (to cover the period 2020-21) was finalised following the SFC 2020-21 final funding announcement on 9 June 2020. The annual process that had operated, in previous years to date, would then have seen formal agreement of the ROA reached with the SFC by 31 July 2020. The College received correspondence, however, from the SFC on 29 May 2020 and Mr Alexander summarised the detail and implications of the SFC correspondence. The correspondence concluded that the SFC would not ask governing bodies (College Boards and University Courts) to sign off the AY2020-21 Outcome Agreements in the usual way, would not publish the AY2020-21 Outcome Agreements on its website and would attach the allocation of core funding in AY2020-21 to refocused sector commitments and activity which would provide them with reassurance on use of designated funding.

Given this, Mr Alexander explained that the College awaited SFC confirmation of the refocused sector commitments and activity. For now, the College was, therefore, proceeding on the basis that the key outcomes previously detailed within the final draft 2020-21 ROA would remain and required to be delivered. It was not expected that any changes in funding would arise as a result of the SFC correspondence of 29 May 2020 and further updates would be provided to the Committee and Board at future meetings.

Mr Alexander offered assurance that engagement with all College partners had continued throughout all stages of the pandemic. In terms of ensuring outcomes were achieved, he explained that, although the delivery format of some College courses may change going forward, the College process for the measurement of outcomes would remain consistent to that in previous years.

In relation to the Programme for Government announced by the First Minister on 1 September 2020 for the coming parliamentary year, the Principal summarised some of the commitments / investment for the sector and confirmed that work continued with the SFC and SDS to explore opportunities for economic recovery which may help inform how any funding was allocated.

**The Asset and Infrastructure Committee:**

- **Noted the background information provided in relation to the ROA process.**
- **Noted the key objectives of the West College Scotland Regional Outcome Agreement; which covered the period to 31 July 2021.**
- **Noted that further information in relation to the 2020-21 ROA process and refocused sector commitments and activity required to be provided by the SFC, and that further updates would therefore be provided to the Committee and Board of Management on these matters as required.**
- **Considered and agreed that the required processes were in place to enable Asset and Infrastructure Committee monitoring of required 2020-21 ROA outcomes and to support provision of the required report to the Board of Management. In agreeing that, it was noted that should the further information to follow from the SFC regarding the 2020-21 ROA process require a revision of these processes then this would be able to be considered by the Committee at a future meeting.**

**EM426 Emerging Opportunities Report**

The Vice Principal Operations provided the Committee with an update on emerging opportunities and partnership engagement and summarised the following:

- Progress to date in considering emerging estates opportunities and models with partners in Renfrewshire, West Dunbartonshire and Inverclyde;
- The current position in relation to College Outline Business Cases (OBCs) for Greenock and Paisley; and
- An outline of the West College Scotland Senior Management responsibilities for infrastructure which were now in place.

The Committee noted the Renfrewshire Council media statement of 16 July 2020 confirming that it had agreed terms to conclude its purchase of the bulk of the 24-acre site at Renfrew Road from Pernod Ricard's Chivas Brothers and it was anticipated ownership of the site would transfer to the Council later this year. The Chivas Brothers land had been identified as a possible site for the new Paisley Grammar School, with a public consultation to take place at a future date. The remainder of the site was being occupied by the Scottish Leather Group.

Mr Alexander confirmed that he continued to discuss the College Outline Business Cases (OBCs) for Greenock and Paisley with the SFC Chief Operating Officer and summarised the partnership work required by the SFC in order to progress these.

Mr Ritchie reported that the College continued to seek engagement with representatives of West Dunbartonshire Council in order to discuss and clarify the district heating system project milestones, timelines and financial implications. Detailed correspondence containing a number of new areas of information was received from West Dunbartonshire Council in relation to the project on 1

September 2020, and the College was currently reviewing this. The College would look to present a status update paper to the next Committee meeting.

The Principal added that, as part of the Board Chair's induction, meetings were being arranged with the Leaders and CEOs of Renfrewshire, West Dunbartonshire and Inverclyde Councils.

**The Committee noted the update.**

**EM427 Estates Maintenance Plan and Sustainability Update**

The Director of Finance provided an update in relation to the Scottish Funding Council (SFC) Estate Maintenance Funding; the College Estate Maintenance Plans; Carbon Management and Sustainability projects and the transfer of activity from the YMCA Building to the Renfrew Road Campus.

Mr Ritchie led the Committee through an update in relation to key College estates maintenance projects being progressed utilising the SFC Lifecycle Maintenance Funding and High Priority Maintenance funding from 2019-20 and 2020-21.

Mr Ritchie reported that work had re-commenced on the refurbishment of the Inchinnan Building at the Paisley Campus which would accommodate the relocation of the YMCA curriculum activities during the early months of 2021, and advised that the College had also made progress in relation to the:

- Furniture replacement programme, with new classroom chairs being delivered along with seating for student social areas.
- Fire prevention programme, with works being undertaken mainly in Paisley and Greenock campuses.

Mr Ritchie reported that one area where the works programme had been suspended was in relation to remodelling of classroom space due to the uncertainty about what space would be required when students / staff returned. That project would be progressed once the demand for space in 2020-21 was better understood. Similarly, the College was currently assessing the catering operating model as discussed earlier and there may still be a requirement to fund certain adaptations to allow the catering service to reopen.

Reopening the College campuses to both students and staff in the safest way possible, whilst delivering first-class education and training, was of paramount importance. The College had made significant progress in adapting the estate to comply with Scottish Government Covid-19 guidance allowing staff and students to return, firstly to undertake activities deferred from last year then to allow the start of the new teaching term on 21 September 2020. The number of staff and students returning to on-campus teaching would be restricted to ensure that the College adhered to the Scottish Government requirement to minimise the number of people on any one campus at any one time. With this in mind, Mr Ritchie referred to some of the more specific estate related actions taken over the past few months adding that, as Scottish Government guidance changes and adapts, future consideration would be given to any further adaptations required and some estates maintenance

funding may need to be reprioritised in order to meet the cost of any necessary building adaptations.

Referring to carbon management and sustainability, Mr Ritchie highlighted some of the actions progressed since the last meeting of the Committee in May and reported that, as the College returned to the limited resumption of on-site operations, it was hoped that the level of student engagement could be increased over the coming months. At the same time the Sustainability Officer would be looking to see how the previously high levels of staff engagement could be maintained in the new operating environment.

In response to a question, Mr Ritchie explained that the main contractor was due to complete the Inchinnan building refurbishment works by mid December 2020, with final fit out works being completed by the end of February 2021. That date may be subject to change if the work was impacted by further Covid-19 lockdowns / staff isolation periods. The internal refurbishment portion of the works was the largest component of the project and this commenced in early July 2020 following a delay due to the Covid-19 lockdown. To date there had been no major issues regarding the programme nor impacts from Covid-19 to either the contractors' staff, sub-contractors or supply chain. The funding for the project had been allocated from SFC estates maintenance funding and this approach has been approved by the Scottish Funding Council. Following recent discussions with the contractor and the College professional advisors, the full budget (£1.4m) would be expended on the project and, at this time, there were no indications that additional funding would be required.

The College was continuing to discuss the required repairs to the Abercorn roof with the tenant and had undertaken to carry out an initial feasibility study (due to the likely phased replacement programme).

The Chair acknowledged that the College had made progress in progressing the summer estate maintenance work over the recent period since lockdown whilst dealing with the implications of addressing the operational challenges of the Covid-19 pandemic and thanked Mr Ritchie and his team.

**The Asset and Infrastructure Committee:**

- **Considered the update provided in relation to the College estates maintenance plan and associated funding for 2019-20 and 2020-21.**
- **Considered the update on the work undertaken in order to relocate activity from the Centre for Performing Arts to the Inchinnan Building on the main Paisley Campus.**
- **Considered the work progress being made in progressing carbon management and sustainability projects.**
- **Reviewed and considered the overall report.**

**EM428 College Leasing Arrangements – Annual Update**

The Director of Finance provided a summary of the terms and conditions contained within the leases of those properties occupied by the College.

Mr Ritchie summarised the College's total leasing commitment and led the Committee through the current position of each property.

**The Committee noted the current position regarding College property leasing arrangements.**

**EM429 Strategic Risk Consideration**

The Director of Finance reported that, in accordance with the Corporate Governance Code, the College Board of Management was tasked with ensuring a framework of risk management and control was in place.

The Director of Finance provided:

- An update on the actions taken by the College to develop the College Risk Management Strategy.
- The next steps in the development of the College Risk Management Strategy.
- A College Strategic Risk Register for the consideration of the Asset and Infrastructure Committee in both the previous reporting format and in a new revised format for consideration.

Mr Ritchie explained that the Board of Management approved the current version of the risk register at its meeting in June 2020. Since that meeting, the Senior Management Team (SMT) had continued to carry out a review of the College Strategic Risk Register. The mitigating controls had been updated to take account of items such as the ongoing interactions with the SFC, the outcomes of internal / external audit reports and any Scottish Government / Scottish Funding Council (SFC) announcements.

Mr Richie led the Committee through the current version of the College Strategic Risk Register explaining that it was proposed to amend the format of the current Register so that a revised layout captured and presented the content in a user-friendly way. He provided an exemplar of the proposed revised format and summarised the primary changes. The Committee agreed that the revised format was an excellent improvement in terms of structure, layout and overall accessibility.

The Chair welcomed the approach taken to define and control Risk No 4 “*Estates maintenance / capital funding - Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure*”, given it crossed in the areas of IT, procurement and property and asked for some additional narrative to be added to reflect the fact that IT and property investment were now, for the first time, within the domain of the Asset and Infrastructure Committee. **{ACTION – AR}.**

He also acknowledged his support for those areas of risk identified by the Nominations Committee in relation to their remit, for discussion at the Board of Management meeting on 5 October 2020.

**The Committee:**

- **Noted the update on the actions taken to embed risk across the College.**
- **Commented favourably in regard to the revised format for the Risk Register report.**
- **Noted the next steps in the development of the College Risk Management Strategy.**
- **Reviewed the current Strategic Risk Register and in doing so considered:**



- ❖ **The risks included in the register;**
- ❖ **The revised risk rating both pre and post mitigation;**
- ❖ **Whether any other risks should be considered for removal; and**
- ❖ **Whether any new risks should be considered for inclusion.**

#### **EM430 IT Strategy**

The Vice Principal Operations and Director of Infrastructure explained that the College IT Strategy was recommended for approval at the Finance and General Purposes Committee meeting on 8 March 2016 and subsequently approved by the Board on 21 March 2016. In approving the IT Strategy, it was agreed that an annual update on progress would be provided to the Finance and General Purposes Committee.

Given that the Infrastructure Committee remit now included Information Technology, the latest annual IT Strategy update report, which was provided to the Finance and General Purposes Committee on 10 March 2020, was issued in order to provide an understanding of IT Strategy implementation to date and agreed 2020-21 priorities. Mr Alexander provided an update on the technology impacts of Covid-19 and explained that the report had been updated to include the 2020-21 IT budget which had not been approved at the time the report was originally considered in March 2020.

The fundamental role of the IT Strategy was to provide the support and infrastructure that is necessary to deliver the College Digital Strategy, which was published during the fourth year of the IT Strategy. Implementation of the Digital Strategy was one of the ongoing projects detailed within the *Future Proofing our College* business transformation plan that the College submitted to the Scottish Funding Council and which had now been agreed with the SFC to take effect from 2020-21. Mr Alexander explained that an action plan was now being developed for the implementation of the College Digital Strategy and as that came into place, the IT Strategy would be reviewed and updated as necessary in order to support the requirements arising from that action plan. The College remained in ongoing dialogue with the SFC about strategic funding to support implementation and delivery of its IT and digital ambitions.

Mr Alexander led the Committee through the key outcomes for year 5 of the IT Strategy, highlighting that the College's ability to invest in the ICT infrastructure was becoming increasingly challenging given the level of resource available. The level of IT funding was the subject of ongoing dialogue with the SFC and a focus for the college sector. Should this lead to any further resource becoming available, then this would be used to support delivery of the IT Strategy outcomes. Given the challenging financial environment in which the College was operating, there was always a constant need to maximise any investment in the IT infrastructure.

#### **The Asset and Infrastructure Committee:**

- **Reviewed the progress made in the first four years of implementing the College IT Strategy.**
- **Considered the IT Strategy priorities which were agreed by the Finance and General Purposes Committee for 2020-21.**
- **Noted that the current IT Strategy was in the fifth and final year and would require review and updating in 2021.**

- **Agreed that an update report on key IT projects be provided at future meetings of the Committee, adopting a similar format and approach to that provided for Estates Maintenance projects.**

#### **EM431 Scottish Government - College Cyber Resilience Framework Update**

The Vice Principal Operations and Director of Infrastructure reported that the Finance and General Purposes Committee had been provided with regular updates on the College's response to the Scottish Government's Public Sector Action Plan on Cyber Resilience since March 2018.

On 20 January 2020, the Deputy First Minister wrote to all Scottish Public Sector organisations advising of the release of the Scottish Public Sector Cyber Resilience Framework and Supply Chain Cyber Security Guidance. Mr Alexander provided information on the Cyber Resilience Framework, Supply Chain Cyber Security Guidance and the College's planning for response to these publications and added that these were considered by the Finance and General Purposes Committee on 10 March 2020. An update advising that the College continued to progress that approach was also provided at the Finance and General Purposes Committee meeting on 2 June 2020.

The College was continuing to progress the required response to the Scottish Government Public Sector Action Plan on Cyber Resilience as outlined. Given that the Asset and Infrastructure Committee remit now included Information Technology it was proposed that updates on this matter be provided at future meetings and this was welcomed.

#### **The Finance and General Purposes Committee:**

- **Noted the implications for the College as outlined within the Cyber Resilience Framework and Supply Chain Cyber Security Guidance.**
- **Noted the College's planned response to the publications.**
- **Agreed that an update report on the College's response to the Scottish Government's Public Sector Action Plan on Cyber Resilience be provided at future meetings of the Committee.**

#### **EM432 Funding to Support Student Digital Provision**

The Vice Principal Operations reported that the issue of digital poverty had been especially highlighted as a result of the impact of Covid-19 on College operations. During the lockdown period, the College had required to deliver teaching and learning to students virtually, and future delivery of teaching and learning would require to be undertaken on a blended basis during the 2020-21 academic year.

Mr Alexander provided the Committee with an update on an order for approximately 1,800 chrome books that had duly been placed since approval at the July FGPC meeting. When these were received, the IT team was ready to mobilise to distribute the equipment to students. In addition to that, Mr Alexander summarised additional SFC funding received and the re-purposing of kit within the College that had taken place which, overall, would result in over 3,000 pieces of IT equipment being available for distribution to students. An IT Helpdesk (staffed by students) would also be made available to support student use of IT equipment. The Committee recognised the challenges ahead in the application / distribution process of this equipment but commended the College for bringing this opportunity

to fruition. It was a fantastic initiative which would result in vital support to students and staff.

Mr Joyce added that the College had undertaken a digital survey during the 2020-21 enrolment period in order to fully assess how many students required IT equipment to support their teaching and learning experience. The survey remained ongoing, however, to date around 10% of students responding had indicated that they did not require a College device and the College would use this information in order to inform any further steps that may be required. The College was liaising with the Student Association President regarding these matters on an ongoing basis.

In response to a question regarding digital poverty and connectivity, the Board Chair reported that the College Chairs Group repeatedly raised the issue with the Minister for Further Education, Higher Education and Science.

**The Asset and Infrastructure Committee:**

- **Considered the update provided in relation to the provision of IT equipment for students.**
- **Agreed that updates on digital provision to students be provided at future meetings.**

**EM433 Infrastructure Commission for Scotland: Phase 2: Delivery Findings Report**

The Director of Infrastructure provided an update on the progress of the work of the Infrastructure Commission for Scotland.

Mr Joyce led the Committee through a summary of the Phase 1 Key Finding Report published in January 2020 which included a set of eight core areas of recommendation which the ICS believed could help to achieve the desired outcomes. Following on from the Phase 1 report, the ICS identified three areas for further detailed investigation during Phase 2. There was a total of four references to the college sector, with two of these relating to case study information / examples of work underway at Edinburgh College and City of Glasgow College. The further college sector references specifically related to the question of 'Skills and Diversity'.

**The Committee reviewed and considered the progress made by the Commission and the noted the outputs of the Phase 2 Delivery Findings report.**

**EM434 Asset Transfer Requests: Evaluation of Part 5 of the Community Empowerment (Scotland) Act 2015**

The Director of Finance provided a summary of the Scottish Government evaluation of Part 5 of the Community Empowerment (Scotland) Act 2015 (the Act) which came into effect on 23 January 2017.

Mr Ritchie summarised the evaluation report's 10 recommendations, with 4 being for the Scottish Government to implement and 6 for relevant authorities. The report concluded that asset transfer requests may help to address inequalities and support communities to deliver better and more appropriate services. To maximise the impacts of asset transfer requests and to achieve the longer-term changes in

community empowerment envisaged by the Act, government and relevant authorities needed to take further steps to promote and support asset transfer requests – focusing on less-advantaged communities in particular – and to continue to improve monitoring and tracking of the results.

**The Asset and Infrastructure Committee noted:**

- **That, as reported to the May 2020 Estates Committee, the College had fulfilled its obligations regarding the Act.**
- **The College was already complying or capable of complying with the further six requirements of public bodies as set out by the Scottish Government report.**

**EM435 Schedule of Business 2019-20**

The Director of Finance outlined how the Schedule of Business for 2020-21 enabled the Committee to fulfil its remit and summarised business items coming up.

**The Committee noted its schedule of business for 2020-21.**

**EM436 Any other Business**

No other business items were raised.

Date of Next meeting: **Tuesday 8 December 2020 (location TBC)**

Asset and Infrastructure Committee: - Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
16 Sept 2020	EM426	<b>Emerging Opportunities Report – WDC District Heating System:</b> An update report to be provided to the December 2020 meeting of the Committee.	A Ritchie		December 2020 meeting
	EM425	<b>Monitoring of Regional Outcome Agreement Objectives</b> Update report to be provided following any subsequent changes to SFC guidance on 2020-21 ROA priorities.	D Alexander		Future meetings
	EM429	<b>Strategic Risk - Risk No 4 “Estates maintenance / capital funding - Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure”</b> , given it crossed in the areas of IT, procurement and property - some additional narrative to be added to reflect the fact that IT and property investment were now, for the first time, within the domain of the Asset and Infrastructure Committee.	A Ritchie		December 2020 meeting
	EM430	<b>IT Strategy</b> An update report on key IT projects be provided at future meetings of the Committee, adopting a similar format and approach to that provided for Estates Maintenance projects.	M Joyce		Future meetings

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
9 July 2020 FGPC	FPM339	<b>Student Digital Poverty Procurement Approval Request</b> - evaluate by the Digital Strategy Group and feedback on its effectiveness to be provided to the Committee at a later date.	D Alexander	Update provided at Sept 2020 meeting in relation to purchase of Chromebooks and additional SFC Funding.	On-going - Future Meeting
"	FPM313	<b>Scottish Government / College Cyber Resilience Framework</b> Update would be provided on progress at the next meeting of the Committee.	D Alexander	Update provided at the September 2020 meeting with commitment to keep Committee updated on future progress.	Ongoing – Future meeting
"	"	<b>Expansion Programme Board for the redevelopment and extension of the Golden Jubilee National Hospital:</b> A further update would be provided to the Estates Committee.	D Alexander	Update report provided to Committee with new Director of Infrastructure undertaking to bring any future issues to the attention of the Committee as required.	Complete
"	EM398	<b>College Estate Strategy 2016-2026 - Progress Report:</b> Proposed to refresh the Estate Strategy 2016-2026 document over the course of 2020-21 in order to reflect change, and changing, operating environment. ar.	D Alexander		Ongoing – update to be provided to next Committee meeting.
10 Dec 2019	EM379	<b>Building Condition Survey:</b> Report to be tabled on the condition of the College estate, with a presentation to be delivered, at the next meeting of the Board.	P Thorne	Through discussion with Chair of Board Condition Survey paper to be presented to October 2020 Board meeting with subsequent date to be set for Board strategic session on potential changes to College 2016-2026 Estate Strategy.	5 October 2020 Board meeting  Date to be confirmed for Bard of Management strategic session
	EM388	<b>Outline Business Cases:</b>	D Alexander	Update provided to Committee on work undertaken to date on	Updated to be provided to future meeting

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
		<p>i) Scope for planned work to be circulated to members when available.</p> <p>ii) Updates to be given as appropriate.</p>		OBC and engagement with SFC and other key stakeholders.	
	EM389	<b>Centre for Performing Arts:</b> Update to be given on the Centre for Performing Arts project.	A Ritchie	Update report provided to the September 2020 Committee with updates to be provided until the project is complete in February 2021	Ongoing – update provided to next Committee meeting
10 Sep 2019	EM358.1 339.1	<b>Golden Jubilee Hospital, Clydebank:</b> Hospital and College to explore reaching a strategic partnership arrangement. Committee to be kept informed of developments	L. Connolly	Update on future engagement model provided at September 2020 meeting.	Ongoing
	EM352 334	Paisley OBC – College to continue collaborative discussions and to progress dialogue with UWS regarding possible opportunities for collaboration.	L Connolly D Alexander	Update on planned SFC review exercise to inform future College curriculum and the role of wider educational partners in developing this in order to inform College OBCs provided at September 2020 meeting. Scope for planned work with SFC and educational partners to be circulated to members when available.	On-going - further update to be provided at next meeting.

**TITLE:**           **EMERGING OPPORTUNITIES**

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

**Action:**        The Asset and Infrastructure Committee is asked to review and consider this report.

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

**Status:**        Open



## Emerging Opportunities

### 1.0 Background

1.1 The West College Scotland Statement of Strategic Estates Intent was agreed in 2014 and is an approach and ethos that seeks to support delivery of our needs, expectations and ambitions in a way that is enabled by, but not limited by, buildings. This is based on the need for us to recognise three fundamental principles in managing, developing and connecting our estate, which are as follows:

- Community – staying relevant to the needs of our communities
- Placemaking – taking a key role in shaping successful places
- Leadership – making a difference by being leaders

This approach requires that West College Scotland must recognise and respond to the differing needs of each community that we serve.

1.2 A College Board of Management Estates Strategy development session took place on 28 October 2020. *Agenda Item 6 (College Estate Strategy Update)* provides an update on this. In advance of the session Board members were asked to consider whether the Statement of Intent still represents who we are and what we want to achieve as a College. Board of Management members agreed that the three fundamental principles of the Statement of Intent do continue to provide an appropriate underlying ethos for managing, developing and connecting the College estate.

1.3 However, it was also recognised at the development session that the College operating environment has changed significantly as a result of the Covid-19 pandemic. Many of these changes are likely to carry forward – and so the key challenge for the College will be understanding how this will manifest on campus, off campus, with partners and online – so that future teaching and learning approaches and priorities ensure educational needs, expectations and ambitions are enabled, but not limited by, buildings. There is a need to know how and when the College best uses available spaces and places to support learners. It was agreed that the views of staff, students and wider partners should be sought to inform these considerations further. This work will form an essential basis in seeking to update and develop the College Estates Strategy document in 2021.

1.4 The current West College Scotland Estate Strategy 2016–2026, approved by the Board of Management on 3 October 2016, recognises the Statement of Intent principles in the solutions for development that are proposed. The Strategy sets out:

- the fundamental needs of the College in an estates context;
- what the College expects from its estate; and
- the focus and direction of travel.

The Asset and Infrastructure Committee considers the progress being made in implementing the College Estate Strategy on an annual basis.

1.4 This paper provides an update in relation to emerging opportunities, partnership engagement and matters of note as relating to the College estates operating environment – and encompasses:

- progress to date in considering emerging estates opportunities and models with partners in Renfrewshire, West Dunbartonshire and Inverclyde; and
- the current position in relation to College Outline Business Cases (OBCs) for Greenock and Paisley.

## **2.0 Emerging Opportunities – Progress, Approach and Engagement to Date**

### **2.1 Renfrewshire**

#### **2.1.1 Renfrewshire Council**

The Executive Management Teams of West College Scotland and Renfrewshire Council have periodic meetings scheduled throughout the year in order to discuss areas of collaboration, integration and development. The latest meeting took place on 18 November 2020, at which Renfrewshire Council provided an update in relation to:

- the ownership and development intentions for the Chivas Brother site; and
- their participation with the College and the University of the West of Scotland in an SFC funded review to:
  - map current and future education and curriculum synergies; and
  - consider possible innovative estates and co-location proposals arising from this

An update on this discussion will be provided at the Asset and Infrastructure Committee meeting.

#### **2.1.2 West College Scotland – Paisley Campus Outline Business Case (OBC)**

The West College Scotland OBC for development of the Paisley Campus was approved by the Board of Management for submission to the Scottish Funding Council (SFC) on 9 October 2017. On 16 February 2018 the SFC provided initial feedback in relation to the OBC – and as reported previously to the Estates Committee on an ongoing basis, the SFC focus since then has related to space requirements, current and planned utilisation levels and how a partnership/collaborative approach to the learner journey and meeting curriculum and skills need within Paisley might further inform the OBC proposals.

Given this, during the period until summer 2019, a series of meetings involving representatives from the College, Renfrewshire Council, Scottish Futures Trust, SFC, West Hubco and the University of the West of Scotland took place to consider opportunities for collaboration in support of developing the College OBC for Paisley. Following these meetings, the SFC continued to place emphasis on the need for the College to undertake further work in collaboration with other education partners within Paisley in order to progress the OBC.

As advised at the December 2019 Estates Committee meeting, agreement was reached with the SFC in principle for a formal review to be undertaken in support of this partnership approach. With this exercise to involve West College Scotland, the University of the West of Scotland and Renfrewshire Council, with the broad remit being to map current and future education and curriculum synergies and consider possible innovative estates and co-location proposals arising from this which may further inform the Paisley OBC. Discussion also took place with the SFC regarding how this exercise might then be used to inform future College curriculum considerations across all campuses.

The Estates Committee was further advised at the December 2019 meeting that it had been agreed this exercise would be funded by the SFC and the final detailed scope and timescales for completion – along with confirmation of who SFC would appoint to undertake the review – was hoped to be concluded prior to the end of the 2019 calendar year – and that the Vice Principal Operations would circulate the scope for this planned work when available and that updates would continue to be provided at future meetings. As advised to Estates and Asset and Infrastructure Committee meetings throughout 2020, the College has been continuously seeking confirmation from the SFC regarding the progression of this work. However, the scope, timing and project lead still required to be confirmed by the SFC.

Following a meeting between the Vice Principal Operations and Martin Fairbairn, SFC Chief Operating Officer, on 9 September 2020 to consider the progression of this review, a further meeting took place between the College Executive Team and SFC Officers on Friday 13 November 2020. At this meeting it was confirmed that the SFC still wished this review to proceed and that partners would again be asked to commit to it being progressed during 2021.

A further meeting to discuss next steps with the SFC is scheduled for 1 December 2020 and an update on the matters arising from this will be provided at the Asset and Infrastructure Committee meeting.

## 2.2 *West Dunbartonshire*

2.2.1 In seeking to progress emerging estates opportunities within Clydebank, the College recognises the need to work closely in a partnership model with the local authority, healthcare, business and communities. The aim of this model is to create a joined up approach to investment in the local environment and infrastructure, which will ensure our campus is a bridge to required wider regeneration and development, contributing to a successful town centre.

### 2.2.2 *Queens' Quay Development*

Engagement has been ongoing with partners in relation to immediate and wider developments that are arising within the Queens' Quay area, with the following being of particular focus during the recent period:

- Clydebank Leisure Centre – As previously advised to the Estates Committee the £22m four storey Leisure Centre at Queens Quay officially opened on 18 September 2017. The College piloted activity at the sports centre over the past two years and a range of benefits have arisen from this for staff and students. This arrangement also enabled space within the Clydebank Campus to be used for a wider range of alternative activities. The December 2019 meeting of the Estates Committee considered a proposal to enter into a Licence Agreement with West Dunbartonshire Leisure Trust for a mixture of shared and exclusive use of a range of sports facilities at the leisure centre on the following terms:
  - Annual rent of £27,500 – which represents a total amount of £550,000 (excluding RPI increases) should the agreement be in place for the full term.
  - The agreement would last for 20 years from commencement.
  - The rent would be increased annually in line with the Retail Price Index.
  - Both the College and the Leisure Trust will have the ability to terminate the agreement after two years by providing 6 months notice.
  - The College will have the ability to terminate the agreement at any time after 5 years by providing 12 months notice.

The Estates Committee noted that the College had ultimately secured a flexible lease with favourable terms that delivered for students and agreed to recommend it to the Board.

The Board of Management meeting on 3 February 2020 formally approved the signing of the lease on this basis. However, as advised at the September 2020 Asset and Infrastructure Committee meeting, due to the Covid-19 lockdown period the College has been unable to secure sign off on the final formalities of this Agreement with the Leisure Trust at this time.

- District Heating System

At the November 2016 Estates Committee meeting the College received a presentation from West Dunbartonshire Council (WDC) and their partner, Dawn Construction, on the possible viability and benefits of a proposed Clydebank district heating system. At that time the Committee were made aware of several challenges that the College were likely to face if it were to advance with this project. These challenges included:

- Governance of the project and the input that the College would have
- Procurement of service
- The heat supply agreement and the security of supply
- Cost of supply

Since this initial meeting the Committee has been kept updated on an ongoing basis, through provision of both verbal and written reports, on the College's efforts to seek clarification and updates in relation to this project. The heating system is now at a stage where it is likely to begin to supply heat to local area uses (initially the local leisure centre, business centre and library) early in 2021. The College has been actively pursuing the Council to provide a level of detail about the heat supply agreement and the cost of supply for several years as without this detail there is no ability to assess the impact and viability of the project.

In September 2020 the College received an update report from WDC which included a level of detail on the cost aspect of the project. The College met with a representative of the Council in October 2020 to gain further clarification on the update provided and noted below is a summary of the position reached:

Governance

- The Energy Supply Company is wholly owned by the Council and the College would not have any role in the overall governance of the project. If participating, the College would be treated as an end user of the supply of heat in the same way as any other user.

Cost of Connection

- The Council has now made an estimate of the cost of the College connecting to the district heating system:
  - Cost of infrastructure up to the College boundary - £325,000  
These costs have already been incurred by the Council and they proposed that should the College join the project, this amount would be recharged to the College either by a one-off charge or through the unit rate for supply of heat.

- Cost of infrastructure to connect to the College boiler houses - £725,000. The Council suggested the cost of undertaking these works could potentially be recovered through the unit charge to the College or a one-off connection fee.
- It was indicated by the Council there may be a further cost of up to £100,000 in order to undertake enhancements to optimise the College heating system once connected. However, further work would require to be undertaken in order to establish the nature and extent of this before project approval.
- The above estimated one-off costs of £1.150m would require to be financed by the College either through provision of SFC funding or through the College making application to an external body.
- The College could not finance this level of expenditure from its current resources given that the estate maintenance funding for this year and next is already committed.

#### Cost of Supply

- The Council until this point have not indicated what the unit rate of supply would be. In the October 2020 update a rate of between 5.5-5.75 pence per kWh was proposed as a starting point.
- The College current cost per kWh is 1.98 pence with both prices exclusive of VAT.
- The College currently uses 2.2m kWh per year on heating the campus so the difference on the potential cost of supply is in excess of £77,000 per year before the cost of connection to the system is factored into the project.
- This is a material difference in cost and the College undertook to review the overall position, once clarification/confirmation was provided by the Council in relation to the level of carbon savings likely to arise.

#### Carbon Saving

- As noted at *Agenda Item 8*, the College in a normal year emits approximately 4,200 tonnes of carbon dioxide.
- The Council estimated that the College may be able to save approximately 200 tonnes per annum if it was to connect to the system. However, this figure requires to be reviewed and confirmed by the Council and the College requires confirmation of this in order to consider the project fully.

### Procurement and legal matters

- Once the College has greater clarity from the Council in relation aspects of the project, the supply chain and associated costs the procurement and contractual challenges will still require to be fully considered and addressed.

There remain significant areas for the College to comprehend and address in considering the viability of this project and whether it can be progressed. A further meeting is scheduled with the Council to discuss these matters on 11 December 2020. A further update will be presented to the next Asset and Infrastructure Committee meeting.

### 2.2.3 *Key Partners Strategic Dialogue – Golden Jubilee National Hospital*

The Director of Infrastructure and Head of Estates have continued to represent the College at meetings of the Expansion Programme Board for the redevelopment and extension of the Hospital. The key objectives of the Hospital expansion are to:

- create sufficient additional elective care capacity for the West of Scotland region to meet the predicted need for elective care by 2035;
- provide innovative patient centred models of care that are both efficient and sustainable;
- provide sustainable workforce models that ensure the Golden Jubilee Foundation remains an exemplar employer and an attractive place for staff to work;
- reduce or eliminate routine use of the private sector;
- reduce the chances of cancellation of elective surgery and reduce cancellation rates;
- enable delivery of current and future Government guarantees on inpatient /day case waiting times on a sustainable basis; and
- deliver increased efficiency and productivity, adopting the principles of Better Care, Better Health and Better Value as set out in the Scottish Government “*Health and Social Care Delivery Plan*” published in December 2016.

The hospital expansion is being delivered in a phased approach which can be summarised as follows:

- Phase One will deliver an integrated Ophthalmology unit with its own outpatient consultation and pre-operative assessment areas which will be combined, cataract procedure rooms and an administration area. The plan is then to refurbish the vacated theatres to create additional general surgery theatres and an additional Post Anaesthetic Care Unit.
- Phase Two will deliver additional theatres for orthopaedic surgery, a day case/day surgery admission unit, supporting accommodation, an outpatient/pre-operative assessment area and diagnostic space.

The latest meeting of the Expansion Programme Board took place on 17 November 2020. Project updates were provided as follows:

#### Phase 1 – Eye Centre

Following a short delay due to Covid-19, noting that work did not stop entirely during lockdown as this was identified as a priority infrastructure project, Phase 1 was successfully handed over to the client by Kier Construction on 27 October 2020. Following a three-week commissioning period, the first patients were admitted on 19 November 2020.

#### Phase 2 – Surgical Unit

Following receipt of detailed planning consent on 13 May 2020, the Full Business Case (FBC) for Phase 2 was approved in July 2020. Kier Construction remains the main contractor for the works. Pre-construction site investigations are currently underway to help inform the detailed design of the scheme.

The current completion date for the overall project is now December 2022.

Although no formal site start date has yet been confirmed for Phase 2, once this has been agreed, further dialogue can be undertaken with the Programme Board and main contractor to assess how best the College can access opportunities for Community Benefits to support student and apprentice activity.

- 2.2.4 The College will continue to work with partners within West Dunbartonshire to ensure our campus is a bridge to wider regeneration and development and to maximise the opportunities arising from the Queens Quay site.

### **2.3 Inverclyde**

#### **2.3.3 Greenock Outline Business Case (OBC)**

A College business case for development of the Greenock Campus was initially submitted to the SFC in October 2016. Dialogue has remained ongoing with the SFC in relation to the proposed favoured College option since this time.

On 8 December 2017 the Interim Chief Executive of the SFC wrote to the Principal and Chief Executive of West College Scotland to confirm that *'SFC continues to recognise the requirement for major capital investment in Inverclyde/Greenock...'*.

On 6 March 2019 the Chief Executive of the SFC wrote to the Principal and Chief Executive of West College Scotland stating *'The current position in relation to the site availability for your preferred option, a new build model on the East India Dock site within Greenock town centre, is clearly an issue we will need to work together to resolve. Please be assured that SFC will continue to support the College's ambitions to provide a modern, flexible learning environment for its students, including in Greenock and Paisley'*.



The current position in seeking to progress approval of the College OBC for development of a new build campus at the East India Dock site in Greenock is that the SFC have asked for the College to confirm the following:

**a) Inverclyde Council site options**

The current position of Inverclyde Council in relation to the College preferred site for a new build campus at East India Dock.

**b) Projected student numbers**

The current planning assumptions in terms of demographics and projected student numbers for the Greenock Campus going forward.

**c) Mix of provision**

Whether it is the intention of the College to continue with the same curriculum mix at Greenock or to advise if there are plans to either to change the curriculum mix and/or provision that could impact on the new build requirement.

**d) Existing Finnart Street Campus**

The most up-to-date data on space utilisation for the existing Greenock Campuses.

The College has continuously provided the SFC with an update in relation to points (a) and (d). Work in providing information for points (b) and (c) requires to be progressed over the coming period given that this has required to pause due to the impact of the Covid-19 pandemic on College operations.

The partnership work required by the SFC in order to progress the Paisley OBC (*see section 2, above*) may also inform this process to some extent.

As previously agreed with Inverclyde Council, the College has continued to engage with Peel Ports – in their capacity as a lead partner in Riverside Inverclyde - in relation to the OBC proposals for a new build campus at East India Dock, following conclusion of the Local Development Plan review process which encompassed this site. It is Peel Ports who have the direct obligation to promote the development of the East India Dock site under the terms of an agreement with Riverside Inverclyde – the arms -length regeneration company put in place by Inverclyde Council.

There have been a number of discussions involving the Vice Principal Operations, Director of Infrastructure and Peel Ports over the period since the previous Infrastructure Committee meeting and they have focused on initial matters of consideration which would require to be progressed and agreed prior to the College entering into any substantive legal agreement in respect of the East India Dock site. This includes:

- Ground Conditions and Site Investigations;
- Flooding considerations (tidal, coastal and landward inundation);
- Terms of any 'Option to Acquire' the site and the duration of any such option;
- Essential inputs from the College to facilitate the preparation of new Harbours masterplan to suit Inverclyde Council Local Development Plan requirements;
- Process of agreeing land values and abnormal costs;
- Utility considerations (gas, water, electricity, drainage, sewerage, broadband, fibre, telephony etc);
- Legal title on the site;

Over the coming period it is expected that some baseline information will be provided (topographical, site investigation information etc) and this will require to be validated by the College's own professional team in due course.

The Vice Principal Operations and Director of Infrastructure also met with representatives of Inverclyde Council on 19 November 2020 to discuss:

- the ongoing review of the Local Development Plan previously put in place during 2019 for the area covering the East India Dock site – which is being reconsidered following the upholding of a legal challenge from a housing developer; and
- the work that the Council is progressing with Peel Ports to revise the masterplan for the area encompassing the East India Dock site

An update on this meeting will be provided at the Asset and Infrastructure Committee meeting.

## **5.0 Conclusion**

- 5.1 The College has undertaken, and continues to undertake, a significant programme of engagement with partners in seeking to progress emerging estates opportunities and models.
- 5.2 The Asset and Infrastructure Committee is asked to review and consider this report.

**TITLE: BOARD OF MANAGEMENT ESTATES DEVELOPMENT SESSION -  
OUTCOMES AND NEXT STEPS**

[REDACTED]

[REDACTED]

[REDACTED]

**Status: Reserved**























**TITLE:** INFORMATION TECHNOLOGY UPDATE

**Background:** This report provides the Asset and Infrastructure Committee with an update in relation to IT Department developments, projects and funding.

**Action:** The Asset and Infrastructure Committee are requested to review and consider this report.

**Lead:** Martin Joyce - Director of Infrastructure

**Status:** Open

## 1.0 Introduction

1.1 The Asset and Infrastructure Committee is kept updated on matters relating to Information Technology (IT) funding, developments and projects on an ongoing basis. This report provides the Committee with an update on:

- Service development
- Support for teaching and learning
- Infrastructure developments
- Security and resilience
- IT Project updates – and the associated annual development budget
- College IT Strategy

1.2 Comprising 57 staff and 45.81FTE, covering all campus locations, the IT Department is arranged into two functional service areas:

- Solutions and Development - led by Brian Stobbs, IT Solutions and Development Manager
- Service and Infrastructure - led by Ian Turley

This figure includes 3.2FTE / 12 Student IT Helpdesk placements – more information on this is provided under *Section 2*, below.

1.3 A Head of IT post was approved and introduced into the IT Department structure during 2019-20. Due to the covid-19 lockdown period recruitment for the post was postponed, however, interviews are now scheduled for 4 December 2020 and an update will be provided at the Asset and Infrastructure Committee meeting.

1.4 The IT Department has a total budget of £1.584m for 2020-21, with £0.468m of this being utilised to deliver projects and the remaining £1.116m being utilised to meet operational IT costs.

## 2.0 Service Development Updates

The following provides an update on current IT service developments:

### Technology & Innovation (T&I) Team

2.1 It has been agreed that the Technology and Innovation Team, currently comprising 4FTE will permanently transition to become part of the IT team, having previously been part of the Communications, Planning and Policy directorate.

2.2 The T&I team undertake IT systems development work, typically using SharePoint and Moodle, both internally within the College (staff and student intranets) and externally on a commercial basis – for example, supporting the deployment and development of Moodle instances for all West Dunbartonshire Council staff CPD. Other current workload includes commercial income from the Energy Skills Partnership, on behalf of the CITB, to develop a national student e-Portfolio system.

- 2.3 The T&I team, while retaining their own identity, will now form part of the existing Business Systems team in the IT Solutions and Development section. Initial meetings have taken place to welcome the T&I team into IT Solutions and Development and progress arrangements and considerations in relation to responsibilities, working practices, projects, priorities and workload.
- 2.4 Student IT Helpdesk – Student Tech Team  
The new Student IT Helpdesk is now fully operational and currently operating on a daily basis at the Greenock Finnart Street, Clydebank and Paisley campuses. A successful recruitment and interview process saw 8 additional students employed to support the Student IT Helpdesk - supplementing the 4 students also recruited to assist with provision of the College IT helpdesk for staff. The 4 students employed to support the staff IT helpdesk operate 14 hours per week and the complement of 8 new students operate 7 hours per week each, equating to 3.2FTE per week.
- 2.5 The Student Tech Team are currently supporting the distribution of Chromebook and laptop devices from each campus location, with an update on this being provided within *Section 3*, below.

### **3.0 Support for Teaching and Learning**

#### **3.1 Student Digital Resources - Chromebooks / Windows Devices**

The College placed orders for a total of 2,521 Chromebook devices with deliveries taking place in September (831), October (868) and November (822) respectively.

As of the end of November 2020, approximately 1500 Chromebook devices have been distributed to students, and the allocation process remains ongoing.

Work is currently underway to identify new students who would be entitled to a device in the January 2021 and March 2021 intakes. Early indications are that 250 students would meet the criteria at this stage for the January 2021 intake.

- 3.2 Where students require a Windows laptop due to the requirement for specific software to support curriculum activities, these are being provided in place of a Chromebook. To date 71 laptops have been issued to Enabling Learning Service (ELS) students with a further identified requirement for 45 laptops requiring a range of different software to suit specific course need – examples being Adobe Creative suite and Sage Accounting. These are currently in the process of being provisioned.
- 3.3 There are 180 new Windows laptops, with further devices potentially available through the repurposing of existing campus ‘Classroom in a Box’ devices, which collectively will be used to meet new and emerging demand as identified in 3.2.
- 3.3 A range of equipment (including Android tablets, graphics tablets, Go Pro cameras) have also been purchased to allow for ‘live video’ capture of practical activities in classes, so that they can be ‘streamed’ to remote students. This equipment has been placed with lecturing staff.



3.5 The IT team will continue to support any further demands required to support teaching and learning as they become evident.

3.6 Staff Digital Resources

The IT Department undertook significant work over the initial covid-19 lockdown period to ensure that all staff requiring a College laptop in order to undertake their role were provided with one. Work is also currently underway to progress the purchase of updated laptops for teaching staff where these require to be upgraded or refreshed primarily due to the age of the device.

3.7 Continuous Professional Development (CPD) - Activity Reporting

The Head of HR and Organisational Development requested support in providing a process/solution for the analysis of staff activity when undertaking CPD courses. While this data is currently stored within Moodle, which is also used for training purposes, it is currently not possible to provide summary information across the organisation to provide appropriate Management Information. Early work has identified the potential for Microsoft PowerBI (Business Intelligence) to provide a solution for this request, which has been presented to the Head of HR & OD for consideration. Work will continue to provide the required functionality.

#### **4.0 Infrastructure Development Updates**

The following section provides an update in relation to key infrastructure development work being progressed by the IT Department.

Microsoft Teams

4.1 The College has transitioned quickly to the adoption of MS Teams for educational and operational purposes because of the Covid-19 pandemic. Of note, 1933 Teams have been established within the College to support the delivery of curriculum activities, using data extracted from Unit-E (Student Record and Course System) and using a largely automated process developed by the IT team.

4.2 It is currently intended to retire the current telephony system *Skype for Business* in July 2021 with all functionality being migrated to MS Teams. The IT team are currently engaging with an external partner (Exactive) on technical and service provision options to facilitate this migration which will link the College's virtual infrastructure with the external physical telephony network.

Wireless/Wi-fi

4.3 The College has procured wireless network equipment that will replace and enhance provision across all campus locations. Work commenced during October 2020 on replacing the existing wireless access points and configuration and deployment of this new wireless equipment remains ongoing, with a target completion date of April 2021. Additional network cable installations are also required to support this, and the team continues to work with a specialist contractor on arrangements for this element.

#### IT Helpdesk Provision

- 4.4 The Service Desk portal software currently used by the IT team, which enables College staff to log support issues and requests, is reaching a point where it is not able to provide the level of functionality required. The IT team are therefore considering the use of a common platform - on which both a new upgraded IT and Estates Helpdesk could be developed – for implementation.
- 4.6 Research and analysis of helpdesk solutions which could be supplied by external providers is also currently being undertaken, alongside examining the potential to develop a solution in-house. A proposal paper will be presented to the College Senior Management Team once options have been fully considered.

### **5.0 Security and Resilience**

Several security and resilience initiatives are currently under way:

#### Cyber Essentials Plus

- 5.1 The College's current Cyber Essentials Plus (CE+) certification is valid until February 2021, and the Scottish Government requires an annual process of assessment in order to renew this certification. Engagement with the external partner that the College uses for CE+ assessment, Seric, has commenced and the required scoping document has been completed and returned to them.

#### Cyber Resilience

- 5.2 The September 2020 meeting of the Asset and Infrastructure Committee was previously advised that the Scottish Government published a Public Sector Cyber Resilience Framework in January 2020. The approach is one whereby Scottish Government have drawn upon nine existing Information and/or Cyber Security standards and frameworks and mapped these into a single framework that will provide commonality in approach and standard for Cyber Resilience across the Scottish Public sector.
- 5.3 The approach is based on a process of self-assessment, with likely future reporting requirements to be introduced and formalised on an annual basis. Although it is not currently included as a requirement within the current SPFM, it was previously indicated this might be the case from April 2020. The College is continuing to progress the required response to the Scottish Government Public Sector Action Plan on Cyber Resilience, with meetings involving a number of College staff taking place and individual actions required to complete this work agreed.
- 5.4 All staff involved are working through the 600+ controls on the Framework that they have been initially assigned. As this process progresses, it will enable the College to determine a level of self-assessment against each control and provide an annual report on progress against the Framework in accordance with Scottish Government requirements – with the current timeline for this being set out as July 2021.

#### Multi-Factor Authentication

- 5.5 Recently the College has seen periods of increased phishing activity on our email systems and one measure which has been identified to help combat the effects of phishing is the use of multi-factor authentication (MFA)

5.6 Use of MFA would also strengthen College IT system security, and address elements of the Cyber Resilience Framework. Work has now commenced, and will continue, on researching and testing the use of MFA in the Office 365 environment and access to College systems generally.

## 6.0 IT Project Updates

6.1 For Financial Year 2020-21, the IT team are seeking to deliver the following project activities, which are funded from an available budget of £468,000:

Allocation	Amount	Details
User Device Renewals	£250,000	Purchase of upgraded Lecturer/Teaching Laptops (approximately 500)
Infrastructure	£150,000	Network, Storage, Cloud Resources
ELT enhancement request	£50,000	TV installs, Laptop to Chromebook conversions, requests TBC
Resource enhancements	£25,000	Skype to Teams migration
Security enhancements	£11,000	Multi Factor Authentication
<b>TOTAL</b>	<b>£468,000</b>	

## 7.0 College IT Strategy

7.1 Work has commenced on the preparation of a new IT Strategy to cover the period until 2025 – which reconciles to the period covered by the current College Corporate Strategy. It is intended the updated IT Strategy will also align with both the College Digital Strategy and the national college sector framework *Digital Ambition for Scotland's Colleges* (see Agenda Item 13).

7.2 The annual IT Strategy Update will be provided at the Asset and Infrastructure Committee meeting on 9 March 2021.

## 8.0 Recommendation

8.1 The Asset and Infrastructure Committee is asked to review and consider the overall report.

**TITLE:** 2019-20 CLIMATE CHANGE REPORT

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

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

**Lead:** Martin Joyce, Director of Infrastructure

**Status:** Open

## 1. Introduction

1.1 Section 44 of the Climate Change Act places duties on public bodies 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 fifth Annual Climate Change Report on 26 November 2020, covering the year to 31 July 2020, in advance of the 30 November 2020 deadline. A copy of the annual submission can be found at *Appendix A*.

1.3 The annual report highlights the:

- Progress made by the College in reducing the level of carbon dioxide it generates;
- Levels 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:
  - Scope 1 emissions - direct emissions from owned or controlled sources.
  - Scope 2 emissions - indirect emissions from the generation of purchased energy.
  - Scope 3 emissions - all indirect emissions (not included in scope 2) that occur within the College.
- c) The usage data is then multiplied by an emission factors, which are updated annually. The emission factors are updated annually 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, level of renewable electricity generation 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 operated the reporting tool on behalf of the Scottish Government, have refined the data required, with this being one example.

## 2. 2019-20 Emissions

- 2.1 The global Covid-19 pandemic required the College to close all campuses on 20 March 2020, with on-site learning and teaching not returning until late July 2020. This closure had a significant impact upon the level of emissions generated by the College over the latter part of 2019-20.
- 2.2 Table (1) below shows the level of carbon emissions by year and records the cumulative carbon saving made by the College since 2014-15. The table shows that the College has reduced the level of carbon dioxide emissions by 2,036 tonnes or 38.4% during the year to 31 July 2020 compared to the bas year (2014-15).
- 2.3 The target for the Carbon Management Plan 2016-2021(CMP) was to achieve a 10% reduction or 530 tonnes by 2021 and this was achieved during 2017-18 when the total carbon saving achieved was 873 tonnes (16%). The Asset and Infrastructure Committee were advised of this in December 2018. The College has therefore exceeded its CMP target even before the impact of the Covid-19 lockdown in the latter part of 2019-20.

**Table (1): Level of College carbon emissions by year**

Year	Scope 1 (Gas) tCO2	Scope 2 (Elec) tCO2	Scope 3 (Water, Travel and Waste) tCO2	Total tCO2	Cumulative Movement tCO2
Baseline Year (2014-15)	2,243	2,870	190	5,303	
Year 1 – 2015-16	2,391	2,463	277	5,133	(170)
Year 2 – 2016-17	2,265	1,959	635	4,859	(444)
Year 3 – 2017-18	2,325	1,562	543	4,430	(873)
Year 4 – 2018-19	2,378	1,423	448	4,249	(1,054)
Year 5 – 2019-20 (actual) (Covid-19 Pandemic)	2,002	1,006	259	3,267	(2,036)
Year 5 – 2019-20 (theoretical) based on 2018-19 data	2,378	1,298	386	4,062	(1,241)

- 2.4 Table 1 also shows what the level of emissions would have been had 2019-20 been a normal year of activity without the impacts of the Covid-19 lockdown period arising, and the emission factors for 2019-20 were applied to that year. This would have resulted in a theoretical level of carbon emission of 4,062 tonnes, which would have resulted in an annual reduction of 187 tonnes (3.5%) and a cumulative reduction of 1,241 tonnes (23%). What this shows is that if the campus shut down had not occurred the College would have continued to make good progress in reducing the level of emissions.

### Scope 1 - Gas

2.5 There has been a reduction in the level of gas usage (16%) during 2019-20 which is primarily related to the shutdown of buildings for four months from the 20 March. The level of gas usage 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 in future years through undertaking the following actions:

- Replacement of boilers at the Paisley campus (estimated cost £0.5m) – the College does not have the funding available to resource this change and continues to look for alternative sources of funding. One 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 200 tonnes of CO<sub>2</sub> could be saved per year. However, there are several factors associated with this project which will require to be taken into account in considering feasibility, including the extent of any financial implications. The Committee received an update regarding this matter under agenda item 5 *Emerging Opportunities Report*.
- To implement a heating and cooling policy which would see the heating switched off during the warmer period.
- Better control of the BMS to allow buildings to run more efficiently during non-operational periods.

### Scope 2 - Electricity

2.6 Electricity usage has shown a reduction of 23% for 2019-20 with a significant element of the reduction due to the buildings being non-operational during the 4-month closure. The removal of redundant buildings at the Paisley campus (Barshaw, Inchinnan and old houses) have also been a contributing factor of the period of the CMP. However, the main reason for the change is a reduction in the emission factor used to calculate the level of emissions generated.

2.7 The College has continued 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. Again, the level of usage is at an optimum level without significant investment in the overall electrical infrastructure.

### Scope 3

2.8 The largest reduction in emissions (42%) has occurred in the level associated with water, waste and travel.

- 2.9 The reduction in travel has been the biggest contributor to the overall reduction. There has been a 75% reduction in the number of miles incurred by the College compared to the previous year - again largely due to the impact of the Covid-19 lockdown period. In addition, the introduction of Skype for Business is now fully implemented along with Microsoft Teams, which enables meetings and teaching to take place without the need to travel. Due to the close of our buildings for the 4 months, both staff and students realised the potential to utilise this software which allowed them to continue with College business. This year has demonstrated that even under normal operating circumstances the use of Skype and Microsoft Teams presents an opportunity for a flexible approach which could reduce travel on an ongoing basis. Not only would this continue to reduce the College carbon footprint significantly, but it would also provide a financial saving.
- 2.10 The College is also benefiting from the consolidation of waste contracts, which has reduced the level of waste which goes to landfill by 100%. All College waste is now recycled by the waste provider, Enva.
- 2.11 2019-20 has not only brought about challenges due to the Covid-19 global pandemic, but also enhanced sustainable practices and opportunities, that if continued, could put the College in a good position to continue to see modest reduction in the level of emissions generated by the organisation. The College has, however, 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.
- 2.12 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;
  - invest in energy efficient lighting and other projects where there is a positive return on investment should funding allow this investment; and
  - engage with local partners to develop any collaborative activities which are beneficial to both organisations.
  - implement a heating and cooling policy which would see the heating switched off during the warmer period.
  - consider better control of the BMS to allow buildings to run more efficiently during non-operational periods.
  - liaise with West Dunbartonshire Council in relation to the Clydebank district heating system, in order to establish the viability of this project.
  - Explore options for replacing the boilers at the Paisley campus.

### **3. Recommendation**

- 3.1 The Asset and Infrastructure Committee is requested to note the content of the report.



**PART 1 Profile of Reporting Body**

**1a Name of reporting body**  
Provide the name of the listed body (the "body") which prepared this report.  
West College Scotland

**1b Type of body**  
Select from the options below  
Educational institution

**1c Highest number of full-time equivalent staff in the body during the report year**  
834

**1d Metrics used by the body**  
Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Units	Value	Comments
Floor area	m2	76 265	As per Estate Strategy 2016-26
Number of full-time students	number FTS	6 903	As per student data return 2019-20
Other (specify in comments)			

**1e Overall budget of the body**  
Specify approximate £/annum for the report year.

Budget	Budget Comments
£70 945 000	The overall budget represents actual and student support fund income as disclosed in the 2019-20 Financial Statements.

**1f Report year**  
Specify the report year.

Report year	Report year comments
2019/20 (Academic year)	

**1g Context**  
Provide a summary of the body's nature and functions that are relevant to climate change reporting.

West College Scotland (WCS) was established under the Further and Higher Education (Scotland) Act 1992 for the purpose of providing education. The College strives to provide the highest quality education and training to students and does so in ways that are both inspirational and innovative. Through excellent teaching and tailored support the College aims to maximise opportunities for students to progress to employment self-employment or further study. WCS is the second-largest college in Scotland with more than 21 000 students. Students study full-time part-time and online. The College employed 834 full time equivalent staff during 2019-20 and is committed to taking a leadership role in the West of Scotland. Together with its partners and stakeholders the College is tackling the significant social and economic deprivations which still characterises many towns and communities across the region.

Like all organisations in Scotland across the UK (United Kingdom) and throughout the world the College has had to respond to the Coronavirus crisis. In March 2020 the College suspended face-to-face teaching and closed its buildings. The staff and students

**PART 2 Governance, Management and Strategy**

**Governance and management**

**2a How is climate change governed in the body?**

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements. Provide a diagram / chart to outline the governance structure within the body.

West College Scotland worked with The Carbon Trust to develop its Carbon Management Plan (CMP) through to 31 July 2021. The Carbon Management Plan committed the College to a target of reducing CO2 by 10% by July 2021 and underpins the potential for the College to achieve cumulative financial savings. The College's sustainability ethos means a commitment to reduce emissions of greenhouse gases. The aim is to increase implementation of low carbon technology and energy awareness by motivating staff and students to a common goal of reducing carbon emissions from its buildings and activities by 10% or 530 tonnes from a 2014-15 baseline of 5 303 tonnes CO2 by the end of July 2021.

Sustainability and carbon management is governed throughout the Asset and Infrastructure Committee (formerly Estates Committee) of the Board of Management which draws its membership from external individuals. The Committee reports to the Board of Management with input from staff and student representatives. External support is provided by Zero Waste Scotland EAUIC the Scottish Funding Council and other organisations as required. The College has a dedicated Sustainability Officer who provides update reports on a regular basis to the Senior Management Team. Overall progress is reported annually with a report provided to Board of Management which is publicly available on the College website.

The Chair of the Asset and Infrastructure Committee is the Board sponsor of the Carbon Management Plan and has oversight of the implementation of the CMP. This arrangement ensures that the College carbon reduction commitment are given the status and priority required.

The College Sustainability Group has the responsibility for the implementation of the CMP. The Group is convened by the Sustainability Officer and would normally meet at least 3 times per year with one to one meetings and informal liaison taking place between members throughout the year. Input from across the College is obtained through the ongoing communications that group members have with other key staff. The outcomes from the Group meetings are reported to the Senior Management Team and to the Asset and Infrastructure Committee.

Robust energy transport and waste data provides the College with the basis to monitor and report on the results of its action and it will help to drive behaviour change. Carbon data is recorded and analyses bi-annually. The College records and monitors building energy data along with fleet fuel waste and travel data. Carbon emission data is then compiled for the purposes of reporting progress.

[Corporate Governance Structure](#)

**2b How is climate change action managed and embedded in the body?**

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to for example land use adaptation transport business travel waste information and communication technology procurement or behaviour change) identify how this is managed and how responsibility is allocated outside the body. Provide a diagram to show how responsibility is allocated to the body's senior staff departmental heads etc.

During 2019-20 the College has developed its working relationship with several strategic partners ranging from local community groups to the three local councils within the West region. Through working with these partners the College is able to establish and embed a strategic approach to sustainability and carbon management across the College. The College objective is to deliver on the targets set in its Carbon Management Plan through reduced energy use and implementing a programme of carbon reduction projects. The College has worked with a number of key strategic partners such as EAUIC Cycle Scotland and Home Energy Scotland to inform and support the wider College in the development of specific carbon saving / energy reduction projects the implementation of the Carbon Management Plan and the provision of external verification and sense check of activities. The aim of these relationships is to ensure continued improvement in College activities and to embed a strategic approach across the College.

The Sustainability Officer and Director of Finance and Estates meet formally twice a month to discuss progress and set objectives for the coming period. Progress is recorded on an agreed template under a number of differing headings and allows a clear methodology of recording the activities undertaken. The College Sustainability Group meets at least three times per year and allows members of the College to interact with external stakeholders such as local council and EAUIC. The Sustainability Officer produces a report three times a year which is presented to the Senior Management Team on progress to date. These reports form the basis of the reports provided to the College Estate Committee at each of its meetings.

Embedding Carbon Management across the College - The College annually updates its Carbon Management Maturity Matrix as developed by The Carbon Trust as a method of assessing how well embedded is the theme of carbon management across the College. The matrix is internally reviewed against the baseline year of 2016-17 where a score of 15 was recorded. The College has made steady progress across a number of areas and has assessed the score for 2019-20 as 25 out of a maximum score of 35. Continued progress has been made during 2019-20 towards embedding sustainability and carbon management across the College.

<Insert Diagram Here or Attach File>

**Strategy**

**2c Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?**  
Provide a brief summary of objectives if they exist.

Wording of objective	Name of document	Document Link
The College will deliver a sustainable effective and efficient service to our communities through the implementation of sound governance leadership planning and management.	College Corporate Plan 2019-2025	<a href="http://www.westcollegescotland.ac.uk/about-us/publication-policies/?page=2">http://www.westcollegescotland.ac.uk/about-us/publication-policies/?page=2</a>
The College Carbon Management Plan 2016-21 makes a commitment to reduce carbon emissions by recycling materials and implementing increased efficiency in the use of energy. New and existing College courses are required to incorporate elements of sustainability. West College Scotland shall endeavour to implement and acquire support for sustainable development and as well as to action its Climate Change duties by liaising with local authority environmental forums in West Dunbartonshire Inverclyde and Renfrewshire and beyond.	Carbon Management Plan 2016-21	<a href="http://www.westcollegescotland.ac.uk/about-us/publication-policies/?page=2">http://www.westcollegescotland.ac.uk/about-us/publication-policies/?page=2</a>
The College Environmental and Sustainability Policy identifies the organisational vision and commitment for making West College Scotland a more sustainable place to study and work.	Environmental and Sustainability Policy	Available on request
The College previously generated approximately 5 300 tonnes of CO2 annually with this predominantly arising from utility usage. Other aspects of carbon creation - such as waste and travel – also form part of the carbon footprint. A major challenge to implementation of the CMP is funding. The initial draft version of the WCS CMP had sought to reduce the level of College carbon emissions by 25% over the 5 year period to 2021; however this required to be revised to an overall 10% reduction based on the lower levels of ongoing SFC estates maintenance funding and the current condition of the College estate. The College has achieved the initial 10% target during 2018-19 and now is looking for a 15% saving in the period to July 2021	Regional Outcome Agreement 2020-21	<a href="http://www.sfc.ac.uk/funding/outcome-agreements/outcome-agreements.aspx">http://www.sfc.ac.uk/funding/outcome-agreements/outcome-agreements.aspx</a>
The College is committed to the Scottish Governments environmental agenda and to adopting College wide environmental excellence. The College recognises the duties placed upon it by the Climate Change (Scotland) Act 2009 and the additional requirements of the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 which came into force on 23 November 2015. This legislation will require the College to demonstrate how it is managing and embedding climate change action within the College and to report publicly on our progress. The Regional Outcome Agreement with the Scottish Funding Council also recognises a College commitment to carbon reduction.	Estates Strategy	<a href="http://www.westcollegescotland.ac.uk/media/114376/wcs-estates-strategy-2016.pdf">http://www.westcollegescotland.ac.uk/media/114376/wcs-estates-strategy-2016.pdf</a>

**2d Does the body have a climate change plan or strategy?**  
If yes provide the name of any such document and details of where a copy of the document may be obtained or accessed.

2016-21 Carbon Management Plan - <http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf>

**2e Does the body have any plans or strategies covering the following areas that include climate change?**  
Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	Estate Strategy	<a href="http://www.westcollegescotland.ac.uk/media/114376/wcs-estates-strategy-2016.pdf">http://www.westcollegescotland.ac.uk/media/114376/wcs-estates-strategy-2016.pdf</a>	2016-2026	
Business travel	Travel and Subsistence Policy	Available on request	N/a	
Staff Travel	Travel and Subsistence Policy	Available on request	N/a	
Energy efficiency	Carbon Management Plan	<a href="http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf">http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf</a>	2016-2021	
Fleet transport	N/a		N/a	The College
ICT	IT Strategy	<a href="http://www.westcollegescotland.ac.uk/media/87150/it-strategy-approved-300316.pdf">http://www.westcollegescotland.ac.uk/media/87150/it-strategy-approved-300316.pdf</a>	2016-2020	
Renewable energy	District Heating System	<a href="https://www.west-dunbarton.gov.uk/council/newsroom/news/2018/new/district">https://www.west-dunbarton.gov.uk/council/newsroom/news/2018/new/district</a>	N/a	
Sustainable/renewable heat	Carbon Management Plan	<a href="http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf">http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf</a>	2016-2021	
Waste management	Carbon Management Plan	<a href="http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf">http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf</a>	2016-2021	
Water and sewerage	Carbon Management Plan	<a href="http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf">http://www.westcollegescotland.ac.uk/media/91962/carbon-management-plan-2016-2021.pdf</a>	2016-2021	
Land Use	Estate Strategy Community Empowerment	<a href="http://www.westcollegescotland.ac.uk/media/114376/wcs-estates-strategy-2016.pdf">http://www.westcollegescotland.ac.uk/media/114376/wcs-estates-strategy-2016.pdf</a>	N/a	
Other				

**2f What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?**  
Provide a brief summary of the body's areas and activities of focus for the year ahead.

1) Further embedding sustainability across all areas of the College with a particular emphasis on embedding sustainability within the Curriculum.  
2) Investigate increased gas consumption and explore opportunities to reduce through greater use of the building management system.  
3) Increasing the visibility of the work of the Sustainability Group across the College as the group responsible for the implementation of the Carbon Management Plan. The College look forward to the launch of the Scottish Government Deposit Return Scheme and would see this as a positive initiative to become involved in.  
4) Further staff and student awareness events and working with strategic stakeholders to look at options to improve our carbon footprint including implementing projects staff and student engagement encourage behaviour change.  
5) Development of established links and creating new links to external bodies who can assist the College in achieving its sustainability and carbon reduction objectives. The College has continued our involvement in various working groups including the Smaller Institutions Group Waste Management Topic Network and Travel and Transport Topic Network.

**2g Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?**  
If yes please provide details of the key findings and resultant action taken.

(a) This refers to the tool developed by Resource Efficient Scotland for self-assessing an organisation's capability / performance in relation to climate change.  
Please refer to section 2(b) for the outcome of the College assessment of "Embedding Carbon Management across the College".

#### Further information

##### 2h Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

The College has established several links with a number of organisations to look at positive ways in which these organisations can assist in reducing the College carbon emissions/embedding of sustainability topic. Those organisations include working:

- a) Working in partnership with the College Student Association on joint initiatives college wide such as the removal of plastic cups from water machines and the aim to reduce plastics within catering services.
- b) Working with neighbouring colleges and universities to share best practice on key objectives such as reducing energy consumption, water, waste and travel.
- c) Working with waste provider Enva on delivering workshops to better educate our staff and students on waste.
- d) In partnership with Home Energy Scotland to promote the benefits to staff and students of saving energy and greener living, with workshops embedded in our CPD training and information stands to educate both staff and students.
- e) With energy training providers such as Business Stream to become more proficient and proactive in monitoring and reducing our carbon emissions and costs.
- f) In partnership with local councils to stay connected and be involved with environmental projects.
- g) In partnership with local volunteering group and our digital media students to create posters to be displayed within public toilets throughout the region to promote plastic free menstrual products.

The College is a member of the following:

- a) Connecting Clydebank - which is working to improve roads and links around our Clydebank campus for the good of pedestrians and cyclists.
- b) Environmental Association for Universities and Colleges (EAUC) which provides links to peers and useful organisations.
- c) The Waste Management Topic Support Network.
- d) Travel and Transport Topic Support Network.
- e) Smaller Institutes Working Group. Working with key strategic partners to look at options to improve our carbon footprint such as implementing projects, staff and student engagement, encourage behaviour change.



**Projects and changes**

**3e Estimated total annual carbon savings from all projects implemented by the body in the report year**  
 If no projects were implemented against an emissions source enter "0".  
 If the body does not have any information for an emissions source enter "Unknown".  
 If the body does not include the emissions source in its carbon footprint enter "N/A".

Emissions source	Total estimated annual carbon savings (tCO <sub>2</sub> e)	Comments
Electricity	10	Continuation of lighting (internal and external) upgrades to more efficient installations in combination with 'Switch Off' campaign.
Natural gas	-	
Other heating fuels	-	
Waste	2	Waste contract now allowing for more targeted focus on waste streams which can be recycled - work with motor vehicle / construction department to identify how waste products can be better recycled.
Water and sewerage	-	
Travel	5	The national lock down has presented an opportunity to embed the use of Teams for meetings both internally and externally. This will be enforced as the College returns to normal working.
Fleet transport	-	
Other 1 (specify in comments)	-	
Other 2 (specify in comments)	-	
Other 3 (specify in comments)	-	
<b>Total</b>	<b>17</b>	

**3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year**  
 Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO <sub>2</sub> e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO <sub>2</sub> e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
LED Lighting Project	SFC Estate Maintenance	2017/18	Estimated		£ 15 000	5	Grid Electricity (generation)	10	£ 8 000		
Waste Contract	Operational budget savings	2018/19	Estimated		£ 100 000	5	Refuse Municipal to Landfill	1	£ -		
MS Teams as platform for meetings	Operational budget savings	2019/20	Estimated		£ 125 000	3	Petrol (average biofuel blend)	2	£ 20 000		

**3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year**  
 If the emissions increased or decreased due to any such factor in the report year provide an estimate of the amount and direction

Emissions source	Total estimated annual emissions (tCO <sub>2</sub> e)	Increase or decrease in emissions
Estate changes		
Service provision		
Staff numbers		
Other 1 (specify in comments)		
Other 2 (specify in comments)		
Other 3 (specify in comments)		
<b>Total</b>		

**3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead**  
 If no projects are expected to be implemented against an emissions source enter "0".  
 If the organisation does not have any information for an emissions source enter "Unknown".  
 If the organisation does not include the emissions source in its carbon footprint enter "N/A".

Emissions source	Total estimated annual carbon savings (tCO <sub>2</sub> e)	Comments
Electricity	5	Continue with LED Lighting upgrades
Natural gas	20	Introduction of heating / Cooling policy for 2020-21
Other heating fuels		
Waste	1	Waste Management contract consolidation
Water and sewerage		
Travel	2	Skype for Business roll out completed and staff awareness campaign
Fleet Transport		
Other 1 (specify in comments)		
Other 2 (specify in comments)		
Other 3 (specify in comments)		
<b>Total</b>	<b>28</b>	

**3i Estimated decrease or increase in emissions from other sources in the year ahead**  
 If the body's corporate emissions are likely to increase or decrease for any other reason in the year ahead provide an estimate of the amount and direction.

Emissions source	Total estimated annual emissions (tCO <sub>2</sub> e)	Increase or decrease in emissions	Comments
Estate changes			
Service provision			
Staff numbers			
Other 1 (specify in comments)			
Other 2 (specify in comments)			
Other 3 (specify in comments)			
<b>Total</b>			

**3j Total carbon reduction project savings since the start of the year which the body used as a baseline for its carbon footprint**  
 If the body has data available estimate the total emissions savings made from projects since the start of that year ("the baseline year").

Total savings	Total estimated emissions savings (tCO <sub>2</sub> e)	Comments
Total project savings since base line year		

**Further information**

**3k Supporting information and best practice**  
 Provide any other relevant supporting information and any examples of best practice by the body in relation to corporate emissions targets and projects.

Successful and ongoing projects:  
 a) The continued delivery of the Estate Strategy 2016-2026 which has resulted in a 7% reduction in the overall size of the College estate. This has resulted in the withdrawal / demolition of old inefficient buildings and the subsequent reduction in utility / running costs.  
 b) Investment in the maintenance of the estate with the refurbishment of Inchinnan Building at the Paisley campus which was previously an old building with little or no insulation.  
 c) Waste management contract has resulted in a material decrease in emissions related to waste especially the amount sent to landfill. Further areas for waste recycling to be considered going forward.  
 d) Partnership working with the Student Association on joint College initiatives such as the removal of plastic cups from water machines and catering services.

**PART 4 Adaptation**

**Assessing and managing risk**

**4a** Has the body assessed current and future climate-related risks?

If yes provide a reference or link to any such risk assessment(s).

Adaptation has not yet been fully explored by the College however the climate change reporting process has been helpful to identify gaps and we will make every effort to address this in the coming years.

**4b** What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies action plans and risk management procedures and any climate change adaptation policies which apply across the body.

The College has in place a detailed review process to update the College Strategic Risk Register and Business Continuity Plan. Should a climate change risk be identified it would be included in the Risk Register and addressed through normal mitigating factors. We are signatories to the Universities and Colleges Climate Commitment for Scotland. Representatives from the College have also attended relevant training workshops on this issue for example 'Support for Reporting: Improving your Climate Change Reporting' run by SSN.

**Taking action**

**4c** What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.

The College Risk Management Strategy allows all key stakeholders to feed into the process of risk identification mitigation and action planning. This is applicable from the Board of Management to the staff within the College departments. If there was a requirement to address climate change through risk management it would be dealt with in line with the agreed Strategy.

**4d**

Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?

If the body is listed in the Programme as an body responsible for the delivery of one or more policies and proposals under the objectives N1 N2 N3 B1 B2 B3 S1 S2 and S3 provide details of the progress made by the body in delivering each policy or proposal in the report year. If it is not responsible for delivering any policy or proposal under a particular objective enter "N/A" in the 'Delivery progress' column for that objective.

(a) This refers to the programme for adaptation to climate change laid before the Scottish Parliament under section 53(2) of the Climate Change (Scotland) Act 2009 (asp 12) which currently has effect. The most recent one is entitled "Climate Ready Scotland: Scottish Climate Change Adaptation Programme" dated May 2014

Objective	Objective reference	Theme	Policy / Proposal reference	Delivery progress	Comments
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment			
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment			
Sustain and enhance the benefits goods and services that the natural environment provides.	N3	Natural Environment			
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks			
Provide the knowledge skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks			
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided.	B3	Buildings and infrastructure networks			
Understand the effects of climate change and their impacts on people homes and communities.	S1	Society			
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society			
Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society			

**Review, monitoring and evaluation**

**4e** What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks for example what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies action plans procedures and policies in Question 4(b).

The College on a quarterly basis reviews and updates its Strategic Risk Register through the involvement of staff and the Board of Management in assessing the risks faced by the College.

**4f** What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

Adaptation has not yet been fully explored by the College however the climate change reporting process has been helpful to identify gaps and we will make every effort to address this in the coming years.

**Future priorities for adaptation**

**4g** What are the body's top 5 climate change adaptation priorities for the year ahead?

Provide a summary of the areas and activities of focus for the year ahead.

1) Raising awareness of staff to the impact of climate change. 2) Identifying and recording any related climate change risk faced by the College. 3) Action planning to address the identified risks. 4) Implementation of planned works to address the risk or to accept the risk with little or no mitigation. 5) Ensure that there is a continual process of review and action where required.

**Further information**

**4h** Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

N/a

## PART 5 Procurement

5a How have procurement policies contributed to compliance with climate change duties?

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate change duties.

Commitment has been made in the College Procurement Strategy to sustainable procurement and this translates into measures embedded within the procurement process to reduce carbon emissions associated with the purchase of goods and services – for example a requirement for information on potential supplier's environmental policies at the tendering stage and the rationalisation of the delivery journey. The college has embedded defined sustainability standards in its procurement procedures with sustainability questionnaires included in all requests for quotations and tenders. Where appropriate the college requests suppliers to fill out a method statement detailing their commitment to sustainability and the steps they take to minimise the impact to the environment.

5b How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate change duties.

The College's Procurement Section through the development of a Procurement Strategy for the College are fully aware of the requirement placed upon the college in regard to climate change. The use of national Category A contracts ensures that the college is purchasing such items as utilities from agreements which comply with climate change duties. Where possible the College utilises Category B agreements which are implemented by the sectorial procurement centre of excellence (APUC). Through the use of such contracts the College can again be assured that where possible the purchase of goods and services through these contracts puts climate change issues at the heart of the procurement process. The remaining contracts are under development and are controlled by the College. The College will ensure that local suppliers are used where possible to reduce down transport costs; packaging is kept to a minimum and recycled materials are utilised if possible. This approach to procurement ensures that the College minimises the impact of its purchasing activities.

### Further information

5c Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

The College now requires all suppliers to sign up to the Sustain Supply chain code of conduct. We are committed to carrying out procurement activities in an environmentally socially ethically and economically responsible manner and to entering into agreements and contracts with suppliers that share and adhere to its vision. To demonstrate this commitment current and potential suppliers are asked to acknowledge their compliance with the principles of the Sustain Supply Chain Code of Conduct with respect to their organisation and their supply chain.

We are now also engaging with a company called WEEE Scotland who are recycling all our waste electrical and IT equipment. A voucher system is in place which depending on the level of equipment recycled can provide vouchers for students to buy refurbished IT equipment.

The College continues to access Category B agreements where possible with an collaborative procurement via these agreements increasing by almost 5% in the year 2019/20. The more that is spend collaboratively the leverage the sector has on influencing increased sustainability in it's supply chains.

The College only procure fair trade certified coffee their farmers implement better practices with respect for people and planet also one world fair trade products and a selection of fair trade juices.

The College is exploring the option of reverse vending machines for the disposal and compaction of plastic bottles aluminium & steel cans. The scheme is designed to encourage and incentivise consumers to deposit waste bottles and cans. Similar schemes in other European countries have seen return rates of over 90% of plastic bottles and cans.



**PART 6 Validation and Declaration**

**6a Internal validation process**

Briefly describe the body's internal validation process if any of the data or information contained within this report.

During the year the Sustainability Officer maintains a register of activities undertaken towards the achievement of the carbon management plan target. This allows a detailed record to be maintained of activities undertaken. Where appropriate these activities are recorded on the Carbon Footprint Register Tool allowing the College to estimate the level of CO2 saving and investment return. The Sustainability Officer collates the utility water waste and travel data required for completion of the annual report. This data is validated by the Director of Finance and Estates.

**6b Peer validation process**

Briefly describe the body's peer validation process if any of the data or information contained within this report.

West College Scotland took part in an SSN/EAUC-Scotland organised peer review in November 2020 which included a full day knowledge-share workshop with fellow institutions through the Smaller Institutions Sustainability Meeting.

**6c External validation process**

Briefly describe the body's external validation process if any of the data or information contained within this report.

As the College is not required to have the data externally verified it relies on the internal and peer validation process to ensure the accuracy of the data recorded.

**6d No Validation Process**

If any information provided in this report has not been validated identify the information in question and explain why it has not been validated.

N/a

**6e Declaration**

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

Name:	Alan Ritchie
Role in the body:	Director of Finance
Date:	10/11/2020

**TITLE:** ESTATES MAINTENANCE PLAN AND SUSTAINABILITY UPDATE

**Background** This report provides the Asset and Infrastructure Committee with an update in relation to:

- Scottish Funding Council (SFC) estate maintenance funding, including allocation of additional 2020-21 high priority maintenance funding;
- The College Estate Maintenance Plan 2020-21;
- Transfer of activity from YMCA Building to the Renfrew Road Campus;
- The impacts and actions arising in relation to managing Covid-19; and
- Carbon management and sustainability projects.

**Action:** The Asset and Infrastructure Committee is requested to:

- Consider the update provided in relation to the College estates maintenance plan and associated funding for 2019-20 and 2020-21;
- Consider the update on the work undertaken in order to relocate activity from the Centre for Performing Arts to the Inchinnan Building on the main Paisley Campus;
- Consider the work progress being made in progressing carbon management and sustainability projects; and
- Review and consider the overall report.

**Lead:** Martin Joyce, Director of Infrastructure

**Status:** Open

## 1. Introduction

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

- The principle projects being undertaken during 2020-21 and the use of SFC funding to support this programme of works;
- Transfer of activity from YMCA building to the Renfrew Road Campus; and
- Carbon management and sustainability work.

## 2. SFC Estate Maintenance Funding and Estates Maintenance Plans

2.1 The following sections provide an update in relation to key College estates maintenance projects being progressed through utilisation of SFC estate maintenance funding.

### 2019-20 Estate Maintenance Projects

2.2 As previously reported to the Committee the College had agreed the allocation of the £3.110m of 2019-20 SFC funding for progression of estates projects - and the current position in relation to these is outlined in *Appendix A*.

2.3 As *Appendix A* outlines, of the £3.110m available to fund necessary projects during 2019-20, £2.01m has been incurred to date – an increase in spend of £0.509m since the previous Committee meeting - with £1.1m remaining to be expended. Of the remaining funding 55% of this relates to the CPA project. Work has continued on the refurbishment of the Inchinnan Building to accommodate the relocation of curriculum activities from the YMCA building during the first half of 2021. Ashwood Scotland are making good progress on site and a further update on this project is provided at *Section 3, below*.

2.4 With the current Scottish Government covid-19 restrictions in place one area where the works programme has been suspended is in relation to remodelling of classroom space, due to the uncertainty about what will be required when students / staff return. This project will be progressed once the demand for space in 2020-21 is better understood.

2.5 The College continues to assess what the future catering operating model might be. There may still be a requirement to fund certain adaptations to allow the catering service to operate effectively in 2021.

2.6 In summary, the College has made progress in progressing the estate maintenance work over the previous period whilst continuing to deal with the implications of addressing the operational challenges of the Covid-19 pandemic.

## 2020-21 Estate Maintenance Projects

### Lifecycle Maintenance Funding

- 2.7 The level of lifecycle estate maintenance funding provided by the SFC for 2020-21 of £1.2m means the College requires to utilise the full amount as a contribution to meet operational estates maintenance running costs, which are budgeted at £1.2m for 2020-21.

### High Priority Maintenance Funding

- 2.8 The SFC had initially allocated £2.574m of high priority maintenance funding to West College Scotland for 2020-21. However, the SFC issued a further circular on 4 August 2020 providing details of the additional capital funding for colleges and universities in 2020-21 to support economic recovery. This resulted in the College being allocated a further £0.782m of high priority maintenance funding
- 2.9 To comply with the aims of this support package, colleges will have to use this additional funding to deliver activities during the current 2020-21 year which meet the following two required criteria:

- (i) estate maintenance and
- (ii) construction sector stimulus

with due consideration being given to wellbeing and health and safety needs.

- 2.10 As previously reported to the Committee, the College identified two areas of priority expenditure:

(a) the replacement of the workshop block roof at the Finnart Street campus; and

(b) the replacement of the Renfrew building roof at the Paisley campus.

Both projects were identified in the 2019 condition survey as requiring attention in the immediate future. The initial plan had allocated funding to these projects on a phased basis over the coming years. However, the receipt of additional funding in 2020-21 has allowed for the works to be accelerated. The additional funding will allow some further works to be undertaken on the Finnart Street workshop roof, but further investment will continue to be required in future years.

- 2.11 *Appendix B* highlights the current status of the 2020-21 SFC High Priority Maintenance Funding. As can be seen most of the projects are progressing and those that are not are scheduled for later in the year.
- 2.12 The Asset and Infrastructure Committee will be kept updated of any changes to the 2020-21 high priority maintenance plan at each meeting.

### 3. YMCA / Inchinnan Project

3.1 This report provides an update on the following matters relating to the ongoing College occupation of the existing YMCA premises and the overall relocation project:

- Structural defects in the current YMCA building;
- YMCA lease;
- Progress on the phased refurbishment of the Paisley campus Inchinnan Building; and
- Project budget.

#### Structural Defects in the New Street Property

3.2 The College still awaits a response from the YMCA and the position remains as reported previously to the Committee. The YMCA previously indicated their belief that building defects, advised to West College Scotland in October 2019, are linked to works undertaken by Reid Kerr College in 2009. The 2009 works were undertaken to make the building suitable for use as a Centre for Performing Arts at that time. The YMCA have intimated that they consider the College to be liable for approximately £80,000 of costs associated with rectifying the structural defects. The College met the YMCA at the end of February 2020 and the position remains as follows from that meeting:

- the YMCA would be provided with a copy of a report commissioned by the College in November 2019 on the cause of the structural defects. The report was commissioned by the College to provide independent evidence as to the cause of any structural defect. This report did not support the YMCA view that the structural defects had arisen because of the work undertaken by Reid Kerr College in 2009; and
- the YMCA would share several documents with the College to inform any assessment regarding liability for costs - including.
  - engineer's drawings showing the works that had been undertaken;
  - building contract entered for the execution of the works;
  - progress pictures of the works that had been undertaken; and
  - a statement of the costs associated with the works.

The College has provided the information requested by the YMCA but despite several subsequent requests the YMCA have yet provided the College with the agreed documentation nor has the YMCA supplied any detail supporting their position that West College Scotland is liable for the cost of remediating the defects.

#### YMCA Lease

3.3 The College issued a formal notice to terminate the current lease on the 12 October 2021. Although issued by recorded delivery, no response has been received to date from the YMCA.

#### Progress on the Phased Refurbishment of the Inchinnan building

- 3.4 The completion of the internal refurbishment works is currently expected by Christmas 2020. Contract completion was originally scheduled for 7 December 2020, but some unexpected additional works have resulted in a claim for an extension of two weeks to the contractor's programme. This was primarily caused due to a combination of factors arising from Covid-19 restrictions, however, it is not envisaged that this delay will ultimately impact the next stage of the project, due to commence in January 2021, which relates to the installation of specialist curriculum equipment. The staff and students are scheduled to move into the new CPA in phases from February/March 2021.
- 3.5 However, it should be noted that the College is placing great caution in relation to the contract end date given that the impacts of Covid-19 may result in further periods of lockdown which could impact upon the remaining project works. Estates staff will work with the curriculum areas to develop a coherent transition management plan for the migration from the old to the new premises.

#### Project Budget

- 3.6 The Board of Management approved budget for the project is £1.4m. At the most recent valuation, on 12 November 2020, the project cost advisor advised that the project remains within budget.
- 3.7 The Asset and Infrastructure Committee will be kept updated on the project as matters progress

### **4. Covid-19 Response**

- 4.1 Reopening the College campuses to both students and staff in the safest way possible, whilst delivering first-class education and training, has been of paramount importance. The College has made significant progress in adapting the estate to comply with Scottish Government Covid-19 guidance allowing staff and students to return, firstly to undertake activities deferred from last year then to allow the start of the new teaching term on 21 September 2020. The return to on-campus teaching has been restricted to ensure that the College adheres to the requirement to minimise the number of people on any one campus at any one time, and changes continue to be applied where appropriate in light of continuing changing guidance and advice.
- 4.2 Some of the more specific estate related actions taken over the past few months have included:
- The College has created a Mobilisation Group which is led by the Director of Organisational Development and OD. The Group has wide representation from across the College and includes teaching, support and estates staff along with representatives from staff trade unions and the Students Association.
  - All campuses have had widespread signage installed which reinforces both the Scottish Governments health message and the requirement for building users to '*Keep Left, Keep Apart*'.

- Clear entrances and exits have been created at each campus with corridors being divided in two to maintain social distancing requirements where possible. Social seating has been restricted to stop groups of students congregating.
- The College has maintained its excellent domestic cleaning arrangements which were previously reported to the Committee. In addition, these arrangements have been supplemented by the creation of sanitising teams who will clean on a regular basis those surfaces which are frequently touched such as door handles and lift buttons.
- Supplies of disinfectant gels and wipes have been made available in all staff workrooms and toilets.
- Sanitising stations have been erected at all major entrances and exits for the College campuses allowing staff and students to disinfect their hands on entering and exiting the buildings.
- The capacity of teaching rooms has been reviewed with the users of the rooms. Where necessary room adaptations have taken place through the removal of surplus seating or taping off workstations.
- The College has introduced a clean desk policy in workrooms to allow the cleaning staff to thoroughly clean work desk along with the removal of workstations to ensure staff remain socially distant whilst in workrooms.
- The catering provision continues to be modified, as from the start of term, to reflect student and staff demand, with a 'Grab and Go' service which is designed to ensure users move through the refectory spaces as quickly as possible.

4.3 Further information can be found on the College intranet at:  
<https://intranet.westcollegescotland.ac.uk/cv19mob/SitePages/Home.aspx> The intranet page also includes a video which shows the works that have been undertaken to make to College a *'Covid-19 secure location'*.

4.4 The College has therefore made good progress in adapting the estate to date in order to comply with Scottish Government Covid-19 guidance. As Scottish Government guidance changes and adapts, continuing consideration will require to be given to any further adaptations required, and therefore some estates maintenance funding may need to be reprioritised in order to meet the cost of any necessary building adaptations.

4.5 The College continues to address all legislative and safety requirements through the planned and reactive maintenance budgets. The Asset and Infrastructure Committee will be kept updated on the status of the 2019-20 estates projects.

## 5. Carbon Management and Sustainability

5.1 Since the Estates Committee meeting in September the College has undertaken the following:

- Completed and submitted the 2019-20 Public Bodies Climate Change Duties Reporting to the Scottish Government. This report was peer reviewed as part of EAUCs one to one pairing with Fife College. Feedback from Fife College was positive and encouraging and the College was commended for the high level of detail and progress to date. A target of 10% reduction was set by 2021, however, good progress has been made and exceeded with a 39% reduction to date. A detailed report on the annual return was provided under *agenda item 8*.
- The College Carbon Management Plan (CMP) is due for renewal in 2021 and work is underway in drafting the new 2021-2025 plan. A meeting has been scheduled with EAUC in December 2020 to discuss sponsoring the College CMP and how they can support meeting net zero emissions by the proposed Scottish Government date of 2045 (and their ambitious new target from September 2019 of reducing emissions by 75% by 2030). By request, the next EAUC Smaller Institution Sustainability meeting will be around Carbon Management Planning and to discuss how colleges and small universities can aim for the ambitious net zero position by 2045. The group shares similar concerns and with limited funding know there are challenges ahead.
- The College was closed for a significant period due to Covid-19 however, engagement continued via updates of the sustainability portal, engagement with other colleges and sharing ideas, and with EAUC on organising webinars. Home Energy Scotland delivered a webinar on how to reduce your energy consumption which added benefit to the majority working from home. By request, a Love Food Hate Waste webinar has been organised for December in the hope it reduces food waste particularly around the festive period.

5.2 As the College returns to the limited resumption of on-site operations it is hoped that the level of student engagement can be increased over the coming months. At the same time the Sustainability Officer will be looking as to how the previously high levels of staff engagement can be maintained in the new operating environment.



## 6. Conclusion

6.1 The Asset and Infrastructure Committee is requested to:

- Consider the update provided in relation to College estates maintenance plan;
- Consider the update on the work undertaken in order to relocate activity from the Centre for Performing Arts to the Inchinnan Building on the main Paisley Campus;
- Consider the work progress being made in progressing carbon management and sustainability projects; and
- Review and consider the overall report.

**Appendix A: SFC 2019-20 High Priority Maintenance Projects**

	Budget Expenditure	Movement	Forecast Expenditure	Expended Previous Committee	Expenditure to Date	Expenditure remaining
	£'000	£'000	£'000	£'000	£'000	£'000
CPA Project funding b/fwd from 2019-20	1,400	0	1,400	425	795	605
Bank interest cover	162	0	162	162	162	0
Estate maintenance to keep buildings in current condition	538	0	538	538	538	0
Asbestos management	20	0	20	20	20	0
Refurbishment / replacement of teaching spaces	337	(7)	330	72	72	258
Fire detection and prevention works	100	0	100	31	52	48
Refurbishment of lighting, heating and general facilities	360	0	360	158	263	97
Refurbishment of building exteriors	37	0	37	10	10	27
Drainage upgrades	0	0	0	0	0	0
Refurbishment of windows	50	0	50	17	20	30
Other projects identified through curriculum review	106	7	113	68	78	35
<b>Total Allocated Expenditure</b>	<b>3,110</b>	<b>0</b>	<b>3,110</b>	<b>1,501</b>	<b>2,010</b>	<b>1,100</b>

## Appendix B: SFC 2020-21 High Priority Maintenance Projects

Project Description		Expenditure Plan 2020-21 £'000	Update
a)	To undertake minor repairs identified in the 2019 College Condition Survey.	95	These works will be undertaken by the local Estate Teams as required and subject to staff resource.
b)	To replace the waterproof coverings at the roof terrace to the refectory.	65	Following a competitive tender, a specialist roofing contractor has been appointed to undertake the works. Works have now commenced with completion expected By Christmas.
c)	To upgrade the BMS and train estates staff in its use.	25	Work has yet to commence.
d)	To initiate a phased programme of replacement for the LTHW distribution pipework and radiators.	65	An invitation to tender (ITT) ITT has been issued to consultants to assist in leading the investigation into the cause of the current corrosion with the heating pipework and radiators.
e)	To continue the phased redecoration of the campus.	30	Works to be undertaken during the 2021 summer break.
<b>Clydebank</b>		<b>280</b>	
a)	To undertake the minor repairs identified in the Condition Survey.	50	These works will be undertaken by the local Estate Teams as required and subject to staff resource.
b)	To replace the defective cross corridor fire doors.	5	Work has yet to commence.
c)	To undertake an investigation and feasibility study into the temperature issues in the building and to initiate a phased programme of improvements.	75	External advisors have been appointed to assist with the investigation into the current issues associated with the gas supply to the boilers and the adequacy of the heating in the workshop. Their final report is awaited.
d)	To prepare a feasibility study and initiate a phased replacement of the workshop roof.	250	Following a competitive tender, a specialist firm of Building Surveyors, Graham & Sibbald, have been appointed to report on the feasibility and cost of undertaking the phased replacement of the roof coverings to the workshop block.
e)	To initiate a phased programme of window replacement to the tower block	135	A specialist firm of Building surveyors, JC+P, have been appointed to lead a group of external advisor who have been asked to investigate the issues and costs associated with the phased replacement of windows on the Newton street elevation of the Finnart tower.
f)	To replace the calorifiers.	50	Competitive tenders have recently been received. The lowest price is higher than expected and it appears that the overall budget for the project has been increased to £50k.

Project Description		Expenditure Plan 2020-21 £'000	Update
g)	To continue the phased replacement of the electrical infrastructure.	100	Work will be undertaken in the summer of 2021
h)	To continue the phased redecoration of the campus.	40	Works to be undertaken during the 2021 summer break.
<b>Greenock Finnart Street</b>		<b>685</b>	
a)	To undertake the minor repairs identified in the Condition Survey.	20	These works will be undertaken by the local Estate Teams as required and subject to staff resource.
b)	To undertake an investigation and feasibility study into the temperature issues in the building, and to initiate a phased programme of improvements.	30	Work has yet to commence.
c)	To initiate a phased upgrading of toilet finishes.	30	Work has yet to commence.
d)	To continue the phased redecoration of the campus.	20	Works to be undertaken during the 2021 summer break.
<b>Greenock Waterfront</b>		<b>100</b>	
a)	To undertake the minor repairs identified in the Condition Survey.	40	These works will be undertaken by the local Estate Teams as required and subject to staff resource.
b)	To undertake a feasibility study and replacement of the roof covering.	550	A specialist firm of Chartered Building Surveyors, P3 Consulting, were appointed to undertake the feasibility study. Their initial draft report concluded that the entire roof covering had reached the end of its useful life. As the SFC has allocated additional funding this project will be undertaken in summer 2021 as a complete replacement rather than as originally planned in phases.
c)	To repair the render on the rear elevations.	140	As the College had recently decided to undertake the replacement of the roof coverings over the same period in the summer of 2021, it has now been decided to seek economies of scale by combining the roofing and rendering projects on the same building.
d)	Replace the steel flow and return pipework bridging between Oakshaw building to Renfrew Building.	25	Work has yet to commence.
<b>Paisley Renfrew</b>		<b>755</b>	

Project Description		Expenditure Plan 2020-21 £'000	Update
a)	To undertake the minor repairs identified in the Condition Survey.	40	These works will be undertaken by the local Estate Teams as required and subject to staff resource.
b)	Continue with phased redecoration.	50	Works to be undertaken during the 2021 summer break.
c)	To undertake repairs to the main car park.	50	Work commenced.
<b>Paisley Renfrew North</b>		<b>140</b>	
a)	To undertake the minor repairs identified in the Condition Survey.	80	These works will be undertaken by the local Estate Teams as required and subject to staff resource
b)	To prepare a feasibility study and initiate the phased replacement of the workshop roof.	150	External advisors have been appointed and are currently undertaking their investigation and preparing their feasibility report. Whilst that is awaited, it is recognised that as we will be undertaking a major roofing project on the adjacent Renfrew building it makes sense to allow us to vary that contract, by including the ability to instruct additional works within the larger adjacent project on the Renfrew Building project.
c)	To initiate a feasibility study and continue the phased upgrade the electrical infrastructure and distribution boards	50	An invitation to tender is currently being prepared for issue to external advisors capable of advising on the works that are now required.
d)	To prepare a feasibility study and initiate the phased replacement of the windows.	50	An invitation to tender is currently being prepared for issue to external advisors capable of advising on the works that are now required.
<b>Paisley Oakshaw</b>		<b>330</b>	
a)	To undertake the minor repairs identified in the Condition Survey.	40	These works will be undertaken by the local Estate Teams as required and subject to staff resource
b)	To redecorate the first-floor accommodation.	30	Work has yet to commence.
<b>Paisley ICE</b>		<b>70</b>	
a)	a) To invest £25k in a potential first phase of repairs to the roof of the Abercorn building.	25	Work has yet to commence. Discussions underway with tenant.

Project Description		Expenditure Plan 2020-21 £'000	Update
<b>Paisley Abercorn</b>		<b>25</b>	
a)	Allowance for running repairs, dilapidations and disputes.	75	Awaiting further engagement with the YMCA
<b>Paisley New Street</b>		<b>75</b>	
a)	To undertake the minor repairs identified in the Condition Survey.	0	
<b>Paisley Inchinnan</b>		<b>0</b>	
a)	Staffing resource to service above expenditure.	64	
b)	Covid-19 contingency fund	205	
c)	Operational maintenance costs 2020-21	627	Cost being incurred through maintenance expenditure
<b>Other Areas of Expenditure</b>		<b>896</b>	
<b>Total</b>		<b>3,356</b>	

**TITLE: COLLEGE CATERING SERVICE UPDATE**

[REDACTED] [REDACTED]  
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[REDACTED]

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**Status: Reserved**

























**TITLE: STRATEGIC RISK REGISTER REVIEW**

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

**Action:** The Asset and Infrastructure 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 progress made in further developing the College Risk Management framework.

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

**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. Development of the College Risk Management Framework**

- 2.1 The October 2020 Board of Management approved the following changes to the Strategic Risk register:
- The format was amended to present each risk on a separate sheet to allow for easier reading of the risks faced by the College along with the actions being taken to mitigate the identified risk; and
  - The content of the risk now includes risk appetite and proximity measures in line with the agreed Strategy.
- 2.2 The revised College Risk Management Strategy will be presented to the Audit Committee on 3 December 2020 for their review prior to consideration by the Board of Management at the 14 December 2020 meeting.
- 2.3 A further development since the revised Strategic Risk Register was approved is that all risks have been uploaded onto the College Pentana system. Members of the College Senior Management Team will now be responsible for monitoring and updating the risks on an ongoing basis using this electronic platform. The overall responsibility for oversight and management of the risk register will continue to reside with the College Executive Team.
- 2.4 The College is currently reviewing and updating how it intends to develop the 2021-22 operational planning regime. As part of this review process the further integration of risk management into the operational planning cycle will aid the development of the overall College approach to risk management.

## **3. College Strategic Risk Register Update and Considerations**

- 3.1 The College Strategic Risk Register was approved at the October 2020 Board of Management meeting.
- 3.2 The Senior Management Team (SMT) has continued to review the Strategic Risk Register.

3.3 In carrying out the review process, the following considerations / adjustments have been made to the Strategic Risk Register:

- Based on knowledge of the current operating environment, the SMT do not consider that there is a requirement to amend the top five risks nor the associated risk pre and post mitigation scoring. There have been no changes to the remaining strategic risk scores.
- Due to the changes in the form of competition that the College faces and the environmental challenges as a result of Covid-19, Risk (6) has been updated as follows:
  - Prior Risk  
SFC Regional Outcome Agreement  
Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.
  - Revised Risk  
SFC Regional Outcome Agreement  
Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, **competition and challenging economic environment due to Covid-19**, results in future credit and/or funding adjustments.
  - The SMT have included a further mitigating control relating to the delivery of the College Marketing Strategy as a method of addressing the challenges faced by the College in achieving the objectives set in the Regional Outcome Agreement.
- The mitigating controls across all risks have been updated to take account of the outcomes of internal / external audit reports and any relevant Scottish Government/Scottish Funding Council announcements. More specifically the following controls have been included:
  - Risk (1) – The response to Covid-19 has been amended to include the Executive Covid-19 Review Group, the inclusion of sanitisation teams and the work being carried out to deliver the College Digital Strategy.
  - Risk (6) – The delivery of the Marketing Strategy in response to the changes in competition and economic challenges faced by the College.
  - Risk (8) – The review process the College undertakes to ensure that data is robust and up to date to ensure strategic decision making is based on the best available data.

- The College remains in discussion with the SFC regarding the implementation of the College Business Transformation Plan as noted in Risk (9). The latest discussion regarding this matter held between the College and SFC on 13 November 2020. Following that meeting the SFC have requested some time to assess the overall sector position and the level of activity involving a third party that West College Scotland has requested to deliver during 2020-21. Until the outcome of that meeting is conveyed to the College by the SFC Regional Outcome Manager, the risk rating and controls have remained unchanged.
- The SMT considered Staff Relations – risk (10) given the impacts arising from Covid-19 operating restrictions. The view of the SMT was that the current transitory period required to be fully navigated to understand the challenges and opportunities that may emerge for working models, and with this what the impact upon staff relations were likely to be. The SMT did not therefore consider that the risk rating required to be amended at this time.

#### **4. Conclusion**

4.1 The Asset and Infrastructure Committee is requested to review and approve the Strategic Risk Register and 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

**Proximity:** when might the risk occur.

Description	Timing
Immediate	Now
Medium-term	Within three to six months
Longer-term	Greater than six months

**Impact:** this is the estimated effect of the risk on the Strategic Priorities.

Impact	Criteria	
Catastrophic	4	Significant and unacceptable impact on objectives that would require a material change to approach, procedure or process.
Critical	3	Moderate impact on Priorities that may require minor changes in approach, procedure or process.
Marginal	2	Minor impact on Priorities, which requires little overall change in approach.
Negligible	1	No real impact on achieving Priorities.

**Probability:** this is the estimated chance of the risk occurring.

Likelihood	Criteria	
Almost certain	6	Extremely likely to occur
Very likely	5	Almost certain to occur
Likely	4	Most likely to occur than not
Possible	3	May occur
Very unlikely	2	Unlikely to occur
Remote chance	1	Extremely unlikely to occur

**Risk Score: Impact x Probability**

Impact		Result			
Almost certain	6	6	12	18	24
Very likely	5	5	10	15	20
Likely	4	4	8	12	16
Possible	3	3	6	9	12
Very unlikely	2	2	4	6	8
Remote Chance	1	1	2	3	4
		1	2	3	4
<b>Probability</b>		Negligible	Marginal	Critical	Catastrophic

**Risk Score: the overall risk level.**

Risk level	Score	Description
High	16 - 24	Unacceptable level of risk exposure that requires a review of controls and immediate mitigating action
Medium	6 - 15	Acceptable level of risk exposure subject to regular monitoring
Low	1 - 5	Acceptable level of risk exposure subject to periodic monitoring

**Net Risk Score: the overall risk level after controls and mitigating actions are put in place**

**Trend: after controls and mitigating actions are considered**

↑	New or increasing risk
↔	No change to risk
↓	Declining risk



## Risk Appetite

	Averse	Minimalist	Cautious	Open	Hungry
Finance					
Political					
Governance					
Competitive Environment					
Staffing and HR					
Student					
Reputational / External					
Infrastructure					
Learning and Teaching					
Digital					

Classification	Description
<b>AVERSE</b>	Avoidance of risk and uncertainty is a key organisational objective.
<b>MINIMALIST</b>	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
<b>CAUTIOUS</b>	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
<b>OPEN</b>	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and value for money etc.).
<b>HUNGRY</b>	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

## College 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, in a way that suits individual students.	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 customers and stakeholders by creating learning pathways, developing new delivery partnerships and integrating learning into wider local strategies.	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

## Risk Register: Summary of Top 5 Risks

Risk No.	Risk Description	Proximity	Gross	Net	Prior	Trend since last report
1	<b><u>Business Continuity / Cyber Resilience Planning</u></b> Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.	Medium-term	24	24	24	↔
2	<b><u>SFC Funding and Funding Methodology</u></b> 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.	Immediate	24	24	24	↔
3	<b><u>Estate Strategy</u></b> 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.	Long-term	24	20	20	↔
4	<b><u>Estates maintenance / capital funding</u></b> Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	Medium-term	20	16	16	↔
5	<b><u>Brexit</u></b> 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.	Medium-term	15	15	15	↔

Risk number	1	WCS 7
Risk description	<b><u>Business Continuity / Cyber Resilience Planning</u></b> Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.	
Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i>	1.2 - Raising Aspirations and Enabling Students to achieve outcomes 3.4 - Managing for Resilience	
Risk category / appetite	Reputational/External	Open
Proximity	Medium-term	
Impact/Likelihood	6 x 4	
Gross Risk Score	<b>24</b>	
Controls <i>A control is a framework in place to mitigate the risk.</i>	1) Business Continuity Plan available on the College intranet to staff along with departmental plans to assist during any incident.	Director of Finance
	2) Business Continuity scenario planning sessions undertaken on a quarterly basis with involvement from both teaching and support staff. Externally facilitates and lessons learned shared with staff.	Director of Finance
	3) College Mobilisation Group established to oversee the reopening of campuses for teaching purposes. Group is chaired by the Director of OD & HR and has representatives from staff, unions and Student Association. The Group meets weekly and is assisted by a Project Manager. The mobilisation Group reports weekly to an Executive Group led by the Principal who oversees the overall College Covid-19 response.	Director of OD & HR
	4) Good interaction with staff, trade unions and Student Associations with regular meetings taking place and information being supplied to all parties on a timely basis normally via the College intranet, with the use of the Homeworking Times publication being key.	Director of OD & HR
	5) Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding and determine impacts upon College financial sustainability.	Principal

	<p>6) Return to on-site campus activity for 2020-21 academic session achieved from 21 September 2020, including:</p> <ul style="list-style-type: none"> <li>- development of online materials across all areas of learning and teaching;</li> <li>- purchase and dispersal of IT equipment to support students where there is an identified need;</li> <li>- estate adaptations including specified access / egress points to all campuses; improved signage; increased cleaning regime; and development of policy manuals – circulation; cleaning and catering;</li> <li>- on-going monitoring of supply chains based upon risk analysis supplied by APUC;</li> <li>- investment in dedicated sanitisation teams who work across all circulation spaces ensuring regularly touched areas are cleaned.</li> </ul>	Director of OD & HR
	<p>7) The delivery of the work streams associated with the College Digital Strategy will ensure that the needs of both students and staff are addressed in relation to learning and teaching and delivery of support services.</p>	<p>Assistant Principal: Creativity and Skills</p> <p>Assistant Principal: Enterprise and Skills</p>
Probability/Impact	6 x 4	
Net Risk Score	24	
Trend	↔	
Overall Risk Owner	VP Operations	

Risk number / Reference	2	WCS1
Risk description	<b>SFC Funding and Funding Methodology</b> 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.	
Link to the Strategic Priority <i>Refers to the relevant Strategic Priority</i>	1.1 - Developing Bespoke solutions, Fast 1.3 - Recruiting and Retaining Talented People 3.1 - Developing new income opportunities 3.4 - Managing for Resilience	
Risk category / appetite	Finance	Minimalist
Proximity	Immediate	
Probability/Impact	6 x 4	
Gross Risk Score	24	
Controls <i>A control is a framework in place to mitigate the risk.</i>	1. Detail of 2020-21 SFC core funding for teaching, estate and student funding confirmed. Ongoing engagement with SFC on funding for period poverty and support for voluntary severance programme.	Vice Principal Operations
	2. Break-even adjusted operating position (excluding the costs of voluntary severance) budget approved for 2020-21 by the Board of Management on 20 July 2020 along with 3-year financial scenario plan. Budget will be monitored continuously by SMT and quarterly by the Board of Management through provision of management accounts.	Vice Principal Operations
	3. Transformation Plan agreed with SFC to take effect from 2020-21 onwards and funding / credit level confirmed by SFC to support this. Requirement for College to deliver 2020-21 curriculum activity in accordance with the agreed Business Transformation Plan.	Principal
	4. Estates Strategy 2016-2026 includes objective to improve / rationalise the College estate utilising estate maintenance funding. Annual Strategy update provided to Asset and Infrastructure Committee including progress towards achievement of objectives.	Vice Principal Operations
	5. College Commercial Development and Credit Group report to HR and Corporate Development Committee at each meeting on level of SFC credit activity	Assistant Principal: Enterprise and Skills

	and on actions taken to maintain ESF income and to grow other non-SFC income.	
	6. Commercial Development and Credit Group monitor current and future curriculum delivery plans including credit delivery and staffing requirements. Report provided to each SMT meeting on credit activity.	Assistant Principal: Enterprise and Skills
Probability/Impact	6 x 4	
Net Risk Score	24	
Trend	↔	
Overall Risk Owner	VP Operations / VP Educational Leadership	

Risk number	3	WCS 3
Risk description	<b>Estate Strategy</b> Failure to deliver Estate Strategy 2016-2026 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.	
Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i>	1.2 - Raising Aspirations and Enabling Students to achieve outcomes 3.1 - Developing new income opportunities 3.3 - Utilising Specialist Capabilities 3.4 - Managing for Resilience	
Risk category / appetite	Infrastructure	Open
Proximity	Long-term	
Impact/Likelihood	6 x 4	
Gross Risk Score	24	
Controls <i>A control is a framework in place to mitigate the risk.</i>	1. Asset and Infrastructure Committee (A&I) receive VP Update Report at each meeting on College engagement with stakeholders including SFC, SFT, local councils and other key stakeholders.	Vice Principal Operations
	2. Board approved Estate Strategy 2016-2026 with A&I Committee receiving annual implementation update which highlight required estate investment for consideration by SFC and Scottish Government.	Vice Principal Operations
	3. Outline Business Cases for Paisley and Greenock estate submitted to the SFC. Update on progress made in relation to OBCs made to each A&I Committee including engagement with SFC and local councils.	Vice Principal Operations
	4. Update report provided to each meeting of the A&I Committee which indicates how the College has prioritised the use of SFC estate maintenance funding to address the College 2019 Estate Condition Survey results.	Director of Infrastructure
Probability/Impact	5 x 4	
Net Risk Score	20	
Trend	↔	
Overall Risk Owner	VP Operations	



<b>Risk number</b>	<b>4</b>	<b>WCS 2</b>
<b>Risk description</b>	<b><u>Estates maintenance / capital funding</u></b> Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.1 - Developing Bespoke solutions, Fast 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 2.3 - Delivering Inclusive Growth 4.1 - Using Data	
<b>Risk category / appetite</b>	Infrastructure	Open
<b>Proximity</b>	Medium-term	
<b>Impact/Likelihood</b>	5 x 4	
<b>Gross Risk Score</b>	<b>20</b>	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1. College Estate Strategy 2016-2026 submitted to SFC highlighted significant need of investment in College. Annual update report on implementation and progress to Asset and Infrastructure Committee. SFC updated at least twice a year on estate challenges faced by the College.	Vice Principal Operations
	2. A&I Committee receive report on the level of SFC estate maintenance funding which is for 2020-21 only. A&I Committee receive report on planned level of expenditure compared to need and how the College is prioritising the use of the amount allocated to it. Update reports provided to each Committee on use of SFC estate maintenance funds.	Director of Infrastructure
	3. The College regularly engages both formally and informally with both Renfrewshire and Inverclyde Councils to discuss opportunities for development of College facilities. Update report on progress provided to A&I Committee at each meeting.	Principal
	4. Outline Business Cases for Paisley and Greenock submitted to the SFC following Board of Management approval. College pursuing with SFC wider curriculum horizon scanning exercise to allow the College to provide holistic approach to curriculum delivery across the regions it serves.	Vice Principal Operations
	5. The College has undertaken an estate condition survey in 2019 to provide up to	Vice Principal Operations

	<p>date information of the investment required to bring the estate to Condition B status and to maintain it at this level. A presentation on the 2019 results was made to March 2020 A&amp;I Committee and the detail of this provided to the Board of Management. SFC have received a copy of the presentation for their information as well as being updated by the Vice Principal Operations. A Board of Management development session to consider estates challenges and opportunities was undertaken on 28 October 2020 with the outcomes being reported to the December A&amp;I Committee along with the next steps.</p>	
<b>Probability/Impact</b>	<b>4 x 4</b>	
<b>Net Risk Score</b>	<b>16</b>	
<b>Trend</b>	<b>↔</b>	
<b>Overall Risk Owner</b>	VP Operations	

Risk number	5	WCS 16
Risk description	<b>Brexit</b> 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.	
Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i>	1.3 - Recruiting and Retaining Talented People 2.2 - Immersive Partnerships 3.1 - Developing new income opportunities 3.4 - Managing for Resilience	
Risk category / appetite	Governance	Cautious
Proximity	Medium-term	
Impact/Likelihood	5 x 3	
Gross Risk Score	15	
Controls <i>A control is a framework in place to mitigate the risk.</i>	1) College has undertaken a review of possible impacts of Brexit on operations and continues to keep this under review. This has been discussed at senior management level and with Board Committees.	Assistant Principal: Enterprise and Skills
	2) The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. The College continues to consider to review developments as they arise on a continuous basis.	Assistant Principal: Enterprise and Skills
	3) On-going liaison with SFC on future funding arrangements post 31 July 2023 when current ESF funding is due to end.	Director of Finance
Probability/Impact	5 x 3	
Net Risk Score	15	
Trend	↔	
Overall Risk Owner	Principal	

<b>Risk number</b>	<b>6</b>	<b>WCS 4</b>
<b>Risk description</b>	<b><u>SFC Regional Outcome Agreement</u></b> Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, competition and challenging economic environment due to Covid-19, results in future credit and/or funding adjustments.	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.2 - Raising Aspirations and Enabling Students to achieve outcomes 2.1 - Creating Learning Pathways 3.2 - Developing the Market 3.4 - Managing for Resilience	
<b>Risk category / appetite</b>	Learning and Teaching	Open
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	5 x 4	
<b>Gross Risk Score</b>	<b>20</b>	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) 2020-21 ROA finalised however revised SFC guidance awaited on monitoring of 2020-21 outcomes given impact of Covid-19 upon targets. Board of Management updated of revised SFC ROA requirements for 2020-21. ROA reported to Board of Management and individual Committees made aware of ROA objectives relevant to their remit.	Vice Principal Educational Leadership
	2) Effective ROA monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.	Vice Principal Educational Leadership
	3) Regular contact and review meetings with local authorities and schools in order to access attainment funding in support of College activities.	Assistant Principal Student Life and Skills
	4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit.	Vice Principal Educational Leadership
	5) Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.	Vice Principal Educational Leadership
	6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	Vice Principal Educational Leadership
	7) College Marketing Strategy ensures that the College is seen as the place to come to be educated. Internal communication plans subject to internal audit review	Principal

	with limited number of recommendations for improvement. External communications subject to internal audit review as part of 2020-21 audit plan.	
Probability/Impact	4 x 3	
Net Risk Score	12	
Trend	↔	
Overall Risk Owner	Principal	

Risk number	7	WCS 5
Risk description	<b>National Pay Bargaining</b> Impact and outcome of National Pay Bargaining for both teaching and support staff has an adverse effect on either efficiency of delivery or 2020-21 budget.	
Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i>	1.1 - Developing Bespoke solutions, Fast 1.2 - Raising Aspirations and Enabling Students to achieve outcomes 1.3 - Recruiting and Retaining Talented People 3.4 - Managing for Resilience	
Risk category / appetite	Staffing and HR	Open
Proximity	Medium-term	
Impact/Likelihood	6 x 3	
Gross Risk Score	18	
Controls <i>A control is a framework in place to mitigate the risk.</i>	1) College representation and involvement at senior level in national Employers Association and national joint negotiating committee (NJNC). Update reports provided to both SMT and Board of Management Committees.	Vice Principal Operations – support staff  Director of Finance – teaching staff
	2) Financial impact assessment / planning scenarios on the impacts of National Bargaining included within the planning of 2020-21 budget and three-year forecast.	Director of Finance
	3) Business Continuity Planning considered impact of industrial action, with specific plans in place.	Director of Finance
	4) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on a regular basis in order to maintain positive College industrial relations.	Director of Organisational Development & HR
	5) Robust sector and College communication plan including liaison with Student Association on potential impact on students and staff of outcome from National Bargaining negotiations as required.	Principal
	6) Workforce planning being carried out at departmental level based on national agreements. Results of latest round of planning incorporated into Human Resources Annual Report 2019.	Director of Organisational Development & HR
Probability/Impact	4 x 3	
Net Risk Score	12	

Trend	↔
Overall Risk Owner	Principal

<b>Risk number</b>	<b>8</b>	<b>WCS 6</b>
<b>Risk description</b>	<b><u>IT Systems and Infrastructure</u></b> Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.1 - Developing Bespoke solutions, Fast 2.1 - Creating Learning Pathways 3.3 - Utilising Specialist Capabilities 4.2 - Inspirational Learning	
<b>Risk category / appetite</b>	Digital	Hungry
<b>Proximity</b>	Medium-term	
<b>Impact/Likelihood</b>	4 x 4	
<b>Gross Risk Score</b>	<b>16</b>	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) IT Strategy, Policies / Procedures and system access processes in place. The Asset and Infrastructure Committee review progress achieved in delivering the IT Strategy on an annual basis.	Director of Infrastructure
	2) College involvement in national college sector digital group has concluded. One off SFC funding of £221k utilised in order to fund purchase IT devices for students.	Assistant Principal: Creativity and Skills  Assistant Principal: Enterprise and Skills
	3) Staff and student feedback and evaluation procedures in place. Action planning in place to address issues raised through feedback mechanisms.	Assistant Principal: Performance and Skills
	4) IT Contingency Plan in place with regular review and update undertaken.	Director of Infrastructure
	5) College has renewed Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resilience Framework.	Director of Infrastructure
	6) College Digital Strategy sets out digital ambitions for the College, presented and approved by the Board of Management. Annual Strategy update report provided to Learning, Teaching and Quality Committee with regular updates provided to SMT. This will provide a basis for College digital developments and a basis for seeking required levels of Scottish Government and SFC funding to support this.	Assistant Principal: Creativity and Skills / Assistant Principal: Enterprise and Skills
	7) Data from major IT systems reviewed on ongoing basis to ensure that	Principal



	information upon which strategic decisions are based is robust and up to date.	
Probability/Impact	4 x 3	
Net Risk Score	12	
Trend	↔	
Overall Risk Owner	VP Operations	

<b>Risk number</b>	<b>9</b>	<b>WCS 15</b>
<b>Risk description</b>	<b>College Transformation Plan</b> Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.1 - Developing Bespoke solutions, Fast 2.1 - Creating Learning Pathways 3.4 - Managing for Resilience 4.3 - Developing the skills base	
<b>Risk category / appetite</b>	Governance	Cautious
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	4 x 4	
<b>Gross Risk Score</b>	16	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) Transformation Plan has been developed by the College and discussed in detail with the SFC. Plan formally agreed and funding provided by SFC from 2020-21 to support this. Requirement for College to deliver the Transformation Plan from 2020-21 and reduce the level of third-party distance learning.	Principal
	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.	Principal
<b>Probability/Impact</b>	3 x 4	
<b>Net Risk Score</b>	12	
<b>Trend</b>	↔	
<b>Overall Risk Owner</b>	Principal	

<b>Risk number</b>	<b>10</b>	<b>WCS 9</b>
<b>Risk description</b>	<b>Staff Relations</b> Inability to maintain positive staff relations.	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.2 - Raising Aspirations and Enabling Students to achieve outcomes 1.3 - Recruiting and Retaining Talented People 3.4 - Managing for Resilience	
<b>Risk category / appetite</b>	Staffing and HR	Open
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	4 x 3	
<b>Gross Risk Score</b>	<b>12</b>	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) Approved Workforce Plan in place and implementation reviewed by the HR and Corporate Development Committee.	Director of Organisational Development & HR
	2) Clear procedures for communication and engagement with Trade Unions and College staff verified by 2018-19 internal audit on internal communications	Director of Organisational Development & HR
	3) Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early.	Principal
	4) Local trade union consultation and negotiation committees in place for teaching and support staff. Minutes of the meetings are provided to staff via the College intranet.	Director of Organisational Development & HR
	5) College is supportive of staff involvement in national negotiations and has open dialogue with trade unions at local and national levels as to how staff can be supported.	Director of Organisational Development & HR
<b>Probability/Impact</b>	3 x 3	
<b>Net Risk Score</b>	<b>9</b>	
<b>Trend</b>	↔	
<b>Overall Risk Owner</b>	Principal	

Risk number	11	WCS 11
Risk description	<b>Alternative Income Growth</b> Ability to generate consistent levels of alternative income or to grow alternative income streams.	
Link to the Strategic Priority <i>Refers to the relevant Strategic Priority.</i>	1.1 - Developing Bespoke solutions, Fast 2.3 - Delivering Inclusive Growth 3.1 - Developing new income opportunities 3.2 - Developing the Market	
Risk category / appetite	Competitive Environment	Open
Proximity	Long-term	
Impact/Likelihood	4 x 3	
Gross Risk Score	12	
Controls <i>A control is a framework in place to mitigate the risk.</i>	1) Alternative Income plans, targets and activities developed annually as part of the Operational Planning Process and shared across the College. Income plans and ambitions are in response to requirements of College Transformation Plan objectives. Reporting and monitoring on activity and progress will be subject to review by HR and Corporate Development Committee.	Assistant Principal: Enterprise and Skills
	2) 2020-21 Alternative income budget and forecast agreed and monitored by the HR and Corporate Development Committee.	Assistant Principal: Enterprise and Skills
	3) Update report provided to HR and Corporate Development committee on partnership working with local employers and stakeholders.	Assistant Principal: Enterprise and Skills
	4) Operation planning combined with Curriculum Development Planning procedure used to identify potential opportunities for income growth.	Vice Principal Educational Leadership
	5) Adaption of course portfolio to meet student / employer needs.	Vice Principal Educational Leadership
	6) Financial strategy and planning in place to address variations.	Director of Finance
	7) Commercial Development and Credit Group meet twice a month to review budget / create forecast and address challenges of delivering alternative income.	Assistant Principal: Enterprise and Skills
Probability/Impact	3 x 3	
Net Risk Score	9	

Trend	↔
Overall Risk Owner	VP Educational Leadership



<b>Risk number</b>	<b>12</b>	<b>WCS 10</b>
<b>Risk description</b>	<b>Workforce Planning</b> Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.3 - Recruiting and Retaining Talented People 2.3 - Delivering Inclusive Growth	
<b>Risk category / appetite</b>	Staffing and HR	Open
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	4 x 3	
<b>Gross Risk Score</b>	<b>12</b>	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) Board of Management approved College Workforce Plan in place and annual update report provided to HR and Corporate Development Committee.	Director of Organisational Development & HR
	2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP).	Vice Principal Educational Leadership
	3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.	Principal
	4) ITrent HR and payroll software developed to provide staff data and reports including a College establishment report.	Director of Organisational Development & HR
	5) Professional Development Policies are aligned to strategic priorities.	Director of Organisational Development & HR
	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.	Director of Organisational Development & HR
	7) Results from staff skills survey being used to allow the College to identify and address future skills gaps.	Director of Organisational Development & HR
<b>Probability/Impact</b>	3 x 2	
<b>Net Risk Score</b>	<b>6</b>	
<b>Trend</b>	↔	
<b>Overall Risk Owner</b>	Principal	

<b>Risk number</b>	<b>13</b>	<b>WCS 13</b>
<b>Risk description</b>	<b><u>General Data Protection Regulations</u></b> Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	3.4 - Managing for Resilience 4.1 - Using Data	
<b>Risk category / appetite</b>	Governance	Cautious
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	3 x 3	
<b>Gross Risk Score</b>	9	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) The College has appointed a Data Protection Officer (DPO) in compliance with legislative requirement.	Director of Organisational Development & HR
	2) Ongoing review by DPO of departmental compliance with data legislation and addressing issues as required. Report provided to SMT on progress and issues identified / rectified.	Director of Organisational Development & HR
	3) College GDPR and Data Management Working Group which involves SMT and wider staff involvement as required. The Group has oversight of the information risk assessment process and provides reports to SMT as required.	Director of Organisational Development & HR
	4) Data Protection concepts and principles embedded within the operations of the College.	Director of Organisational Development & HR
<b>Probability/Impact</b>	3 x 2	
<b>Net Risk Score</b>	6	
<b>Trend</b>	↔	
<b>Overall Risk Owner</b>	Principal	

<b>Risk number</b>	<b>14</b>	<b>WCS 14</b>
<b>Risk description</b>	<b><u>Estate Investment Works</u></b> Normal business activities are unduly affected due to the complexity of sequencing estates investment works.	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.2 - Raising Aspirations and Enabling Students to achieve outcomes 3.4 - Managing for Resilience	
<b>Risk category / appetite</b>	Learning and Teaching	Open
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	4 x 2	
<b>Gross Risk Score</b>	8	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) Detailed resource planning involving all relevant parties at early stages to address any issues in advance of project start date.	Director of Infrastructure
	2) Staff resource increased through recruitment of additional Project Manager to address the significant increase in level of expenditure and complexity of projects being undertaken.	Director of Infrastructure
	3) Well embedded Project / Estate Team with knowledge base that allows issues to be identified and addressed.	Director of Infrastructure
	4) Use of external professional advisors to provide oversight and critical review of proposed activities / plans.	Director of Infrastructure
<b>Probability/Impact</b>	3 x 2	
<b>Net Risk Score</b>	6	
<b>Trend</b>	↔	
<b>Overall Risk Owner</b>	VP Operations	



**TITLE:** SCOTTISH GOVERNMENT CONSULTATION  
DRAFT INFRASTRUCTURE INVESTMENT PLAN 2021-22 TO 2025-26

**Background:** This report provides an update on the Draft Infrastructure Investment Plan for Scotland 2021-22 to 2025-26

**Action:** The Asset and Infrastructure Committee are requested to review and consider the draft plan and consultation process undertaken by the Scottish Government

**Lead:** Martin Joyce, Director of Infrastructure

**Status:** Open

## **1.0 Background**

- 1.1. An update on the work currently being undertaken by the Infrastructure Commission for Scotland was provided at the Asset and Infrastructure Committee meeting on 16 September 2020, and this report should be considered in conjunction with the previous update.
- 1.2. The Cabinet Secretary for Transport, Infrastructure and Connectivity appointed the members of an independent Infrastructure Commission for Scotland (ICS). The ICS was asked to undertake an 18-month study in order to advise on a 30-year strategy for infrastructure investment. Chaired by Ian Russell CBE, the group is intended to provide independent, informed advice on the vision, ambition and priorities for infrastructure in Scotland.
- 1.3. The Infrastructure Commission will provide this long-term strategic advice to the Scottish Government on national infrastructure priorities based on evidence and learning from good practice, and it is intended to align investment with long term inclusive economic growth and low carbon objectives. This advice will support the Scottish Government's delivery of the *National Infrastructure Mission*, which is the subject of this report, and the development of an Infrastructure Investment Plan for the 5 years ahead covering financial years 2021/22 – 2025/26.
- 1.4. It should be noted that the Scottish Government's definition of infrastructure includes both economic and social infrastructure encompassing transport, energy, telecoms, water, waste, flood defences, housing, education, health, justice and culture. More recently, Scotland's natural assets have also been incorporated into this definition and an inclusive net zero carbon economy has been placed at the core of the thirty-year vision.
- 1.6. A copy of the Draft Infrastructure Investment Plan report is available at:

[Draft Infrastructure Investment Plan on Scottish Government website](#)

## **2.0 Draft Infrastructure Investment Plan for Scotland 2021-22 to 2025-26**

- 2.1. On 24 September 2020, the Scottish Government published a consultation paper which details the Draft Infrastructure Investment Plan for the period 2021-2022 to 2025-2026. The consultation seeks to consult on some key aspects before the Plan is finalised later this year.
- 2.2. This Investment Plan has focused on adopting and building on the recommendations of the Infrastructure Commission for Scotland's Phase 1 report, since the Phase 2 report (the subject of the previous Asset and Infrastructure Committee report) was incomplete during that time. It is evident however, that the clear intention is to align these workstreams over the forthcoming period.

- 2.3 The Plan is intended to set out a long-term vision for Scottish Infrastructure investment, demonstrating how the right decisions for future investments are made and sets out a 5-year programme of further improvements in the Government's approach.
- 2.4 The National Infrastructure Mission identifies over £33 billion of Scottish Government investment over the course of the next Parliamentary term. The Capital Spending Review Framework (CSRF), published alongside the draft Infrastructure Investment Plan, sets out at a high level the capital investment Scottish Government intends to make across its entire spectrum whether in infrastructure, other areas such as protecting and increasing jobs or through the capitalisation of the Scottish National Investment Bank.

A copy of the CSRF is available at:

[Capital Spending Framework Review on Scottish Government website](#)

- 2.5 The Scottish Government are adopting a consultative approach and are seeking views on the ways they plan to implement the Commission's recommendations in the following areas:
- The inclusion of natural infrastructure
  - How investment is prioritised - the common investment hierarchy approach
  - How the impact of proposed infrastructure can be best assessed
  - How the carbon impact of these future plans can be best assessed.
- 2.6 All questions were set out in Chapter 4 of the Draft Plan with consultation responses to be submitted by 19 November 2020.

### **3.0 Main Findings**

- 3.1 In 2018, the First Minister committed to the National Infrastructure Mission increasing annual investment by 1% of 2017 Scottish Gross Domestic Product (GDP) by the end of the next Parliament.
- 3.2 This means that over £33bn of Scottish Government investment is planned over the course of the next Parliamentary term, with the planned timescale of investment being from 2021/22 to 2025/26. Of note however, is the fact the report also recognises that only £24bn of this planned £33bn infrastructure investment has been identified to date.

- 3.3 The draft Infrastructure Investment Plan also focuses on three core strategic themes for guiding investment decisions in Scotland:
- Enabling the transition to net zero emissions and environmental sustainability
  - Driving inclusive economic growth
  - Building resilient and sustainable places
- 3.3 As noted in Section 2.6, above, the Plan also establishes a new Investment hierarchy, which has been defined as follows:
- **Determine Future Need**  
Consider appropriate infrastructure provision in light of changes in service design, availability of digital platforms and technological innovation, and resilience in light of population and climate change forecasts
  - **Maximise Use of Existing Assets**  
Maximise use and the safe operation of exiting assets to meet future need
  - **Repurpose and Co-Locate**  
Reconfigure or repurpose existing assets, giving preference to co-location or shared facilities where appropriate
  - **Replace or New Build**  
Consider suitability and sustainability of new build assets to meet future need
- 3.4 It is likely that any public sector projects seeking capital investment going forward will require to be tested against this new hierarchy, as well as any other emerging requirements – which may, for example, be identified by Scottish Government and SFC in considering the response to the Covid-19 pandemic.
- 3.5 The consultation document contains only one explicit reference to the college sector or capital investment in college Infrastructure, and this relates specifically to the planned investment of nearly £90 million in the Dunfermline Learning Campus. This equates to approximately 0.375% of the identified £24bn investment, or 0.273% of the overall £33bn of investment within the next five years.
- 3.6 Clearly, if this investment position does not change going forward, it will prove challenging for West College Scotland and for the college sector in general given the significant investment that is required in the estate in order to provide a learning environment to meet 21<sup>st</sup> century need.
- 3.7 It should be noted that the university sector is outlined within the report as being the intended recipient of capital funding in the amount of £379.7m in FY's 19/20 and 20/21.
- 3.8 In addition to this, the new Scottish Government '*Learning Estate Strategy*', launched in September 2019, commits over £2bn over the period of 2021/2025 to a

Learning Estate Improvement Programme for schools, using an outcomes-based revenue finance approach. Under this approach local authorities would receive revenue funding, post completion and over a 25-year period, equivalent to 50% of the total capital cost. Councils are expected to fully fund these schemes, in advance, using their own resources or within their Prudential Borrowing limits through the Public Works Loan Board.

#### **4.0 Consultation Response**

- 4.1 Colleges Scotland has co-ordinated an overall sector response to the Consultation document and WCS provided a contributed to help inform this.
- 4.2 With an initial focus on backlog capital maintenance, WCS requested the inclusion of slightly stronger messaging around the need for capital investment to support our proposed new campus developments at Greenock and Paisley as part of a wider investment proposition into the sector, comparable to secondary and university level of provision.

Four College campuses are recognised within the Colleges Scotland sector submission as needing replacement – and although not specified in the document, this reference relates to West College Scotland Paisley and Greenock campuses, along with Fife College (Glenrothes Campus) and Dundee and Angus College (Kingsway Campus).

- 4.3 A copy of the consultation response as submitted by Colleges Scotland to the Scottish Government is included as Appendix C to this report.

#### **5.0 Recommendation**

- 5.1 The Asset and Infrastructure Committee are asked to note the contents of this report.



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# A NATIONAL MISSION WITH LOCAL IMPACT

Draft Infrastructure Investment Plan  
for Scotland 2021-22 to 2025-26



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A handwritten signature in black ink, appearing to read 'Michael Matheson', written in a cursive style.

**Michael Matheson**  
**Cabinet Secretary for Transport,  
Infrastructure and Connectivity**

## MINISTERIAL FOREWORD

Infrastructure investment touches the lives of every person in Scotland – from the homes we live in and the water, energy and telecommunication we consume, to how we travel to the places we work, shop and learn.

As we tackle the economic, health and social harm arising from COVID-19, infrastructure will have a key role to play in securing a recovery that delivers new, good, green jobs. To address the adversity of the COVID-19 pandemic, compounded by the fast-approaching shock of the UK's exit from the European Union, it is vital that we act now to invest in Scotland's future.

We need the ability to respond quickly and comprehensively to boost the economy in the light of the COVID-19 pandemic. We need to think differently about wider changes to the ways in which we do business and conduct our lives, for example to boost new, high-quality digital services. We must also recognise the role that our infrastructure investment will have in the transition to a net zero emissions economy and ending Scotland's contribution to climate change.

Earlier this year the Infrastructure Commission for Scotland made recommendations about the right future infrastructure priorities for an inclusive, net zero carbon economy in Scotland. In light of COVID-19 and Brexit, the Commission's approach

is even more needed than before. This plan accepts their recommendations. I show here how we will implement them in consultation with industry, delivery partners and the people of Scotland.

Our Infrastructure Investment Plan covers 2021-22 to 2025-26 and delivers our National Infrastructure Mission commitment to boost economic growth by increasing annual investment in infrastructure by 1% of 2017 Scottish GDP by 2025-26. When the First Minister announced the National Infrastructure Mission in 2018, we were the first part of the UK to commit to overcome historically lower levels of UK investment, seeking to reach internationally competitive levels. Supported by a high-level review of the Scottish Government's capital spending, this plan presents how we will deliver, and how our funding and finance is matched to our decisions.

There is now, more than ever, a need for the UK Government to agree increased fiscal flexibilities for the Scottish Government so that we can take advantage of historically low cost borrowing to invest for Scotland's future. In the absence of that certainty, we are setting out our plans ahead of the UK spending review and confirmation of future budgets for Scotland, because we firmly believe action is required now to support our economy and public services.

The National Infrastructure Mission means over £33 billion of Scottish Government investment over the course of the next Parliamentary term. Our Capital Spending Review Framework, published alongside this draft Infrastructure Investment Plan, sets out at a high level the capital investment we intend to make, whether in infrastructure or other areas such as protecting and increasing jobs or through our capitalisation of the Scottish National Investment Bank.

This draft Infrastructure Investment Plan shows where the capital invested in infrastructure will go. It covers projects which Scottish Government or its Agencies and Non-Departmental Public Bodies deliver directly, such as boosting our digital and transport connectivity, reducing the reliance of our homes on fossil fuels, boosting economic growth across our cities and regions, regeneration in our towns and neighbourhoods, or improving our services with better health and educational facilities.

I am delighted that this draft Infrastructure Investment Plan details around £24 billion of major projects and large programmes that are ready to be confirmed now, including those which are revenue funded. Looking ahead, we will show how future projects which have progressed beyond the planning stage and into delivery will join our pipeline.

We launched through this year's Programme for Government our National Mission for Jobs. Infrastructure investment will be key to its success. This Plan offers the market confidence in a robust pipeline of work that will help stimulate our economic recovery. Over the next five years, around 45,000 jobs will be supported through our total capital investment. It is also good for green jobs and stimulating a low carbon recovery.

This draft Infrastructure Investment Plan sets out a clear vision for our future infrastructure – to support and enable an inclusive net zero emissions economy. Underpinning this vision are three themes: enabling net zero emissions and environmental sustainability; driving inclusive economic growth; and building resilient and sustainable places. These also complement the proposed Missions of the Scottish National Investment Bank.

Our vision can provide huge opportunities for Scotland's people. We will drive innovation, ensure access to growing global markets, create good, sustainable jobs, enhance local areas and support a just and fair transition and wellbeing outcomes.

I'm also pleased to introduce a new Scottish Government-wide infrastructure investment hierarchy, founded in the Infrastructure Commission's recommendations.

Our decision-making approach will support efforts to protect the environment by considering how to enhance and re-purpose what we already have before creating new things. It will make our public services more sustainable and deliver better long term outcomes for those who use them. To back this up we aim to work towards doubling our investment in maintenance over the next 5 years.

We will continue to reduce emissions to play our part in the global fight against climate change. But we also need to protect households and businesses from the effects of climate change already underway. We will increase investment in flood risk mitigation and schemes to help us adapt to coastal change.

We want to build a Scotland that harnesses opportunities and is resilient to future challenges. I am consulting on this draft plan, to ensure the right final approach that benefits all of Scotland's people.

## EXECUTIVE SUMMARY

Scotland aims to deliver a wellbeing economy. That means ensuring society thrives economically, socially and environmentally, and that we deliver sustainable and inclusive growth for all. Making the right investments in the right places is crucial.

### Delivering our National Infrastructure Mission

Analysts<sup>1</sup> have shown that investment in infrastructure can provide a significant boost to the Scottish economy. That is why, in 2018, the First Minister committed to our National Infrastructure Mission to increase annual investment by 1% of 2017 Scottish Gross Domestic Product (GDP) by end of next Parliament.

We are the first part of the UK to commit to such unprecedented growth to meet the level of investment of our international competitors. This will support tens of thousands of jobs and is estimated to stimulate the Scottish economy by between £10 and £25 billion over the next 15 years.

Our high level Capital Spending Review Framework<sup>2</sup>, published alongside this draft plan, sets out how we will ensure sufficient investment to deliver the National Infrastructure Mission. The Capital Spending Review Framework and the Infrastructure Investment Plan, once finalised, will provide a strong and coherent framework for directing, analysing, shaping, and prioritising future commitments.

Alongside building and maintaining infrastructure, our capital investment supports the economic growth we want to see by investing directly in businesses to boost innovation and employment, funding research and development, and capitalising the Scottish National Investment Bank.

This draft Infrastructure Investment Plan puts more flesh on the bones and sets out what we are doing with those capital funds spent on infrastructure. It provides a strategic picture of Scottish Government-wide priorities across financial years 2021-22 to 2025-26. It is draft because we are taking the opportunity to consult on some key aspects before the Plan is finalised, later this year.

### Building on the Infrastructure Commission for Scotland Recommendations

To support delivery of the National Infrastructure Mission, Scottish Ministers established an independent Infrastructure Commission for Scotland. The Commission started work in 2019 and has reported its findings in two phases: Phase 1 recommendations on the right ambition, vision and strategic priorities, published in January 2020; and Phase 2 advice on how infrastructure is delivered. This advice was published in July 2020 and we will respond formally to those recommendations at a later date.

This plan focusses on adopting and building on the recommendations of the Commission in its Phase 1 report. It sets out our long term vision for Scottish infrastructure, shows how we will choose the right future investments, and sets out a 5 year programme of further improvements in our approach.

Our Infrastructure supports Scotland's resilience and enables inclusive, net zero, and sustainable growth

### What we will deliver

In delivering this vision, the draft Infrastructure Investment Plan will focus on three core strategic themes for guiding investment decisions in Scotland:

- **Enabling the transition to net zero emissions and environmental sustainability**
- **Driving inclusive economic growth**
- **Building resilient and sustainable places**

These themes link directly to Scotland's National Performance Framework: our overall purpose and national outcomes to support Scotland's wellbeing. Consistent with our international outlook, they also match the UN Sustainable Development Goals. The Infrastructure Investment Plan offers a strong contribution to the Government's response to the COVID-19 crisis. It is closely linked to the development of the next National Planning Framework – which will support delivery of this Plan by shaping the geographic distribution of development and infrastructure – and the Climate Change Plan, which will be updated later this year to incorporate green recovery proposals.

1 <https://www.gov.scot/publications/exploring-economic-rationale-infrastructure-investment/>

2 <https://www.gov.scot/isbn/9781800040946>

Our draft Plan highlights those investments the Scottish Government delivers itself or through its own agencies and non-departmental public bodies. It does not cover investments by the UK Government or the private sector, nor by Councils, recognising their independence. Some of our key investments include:

### Enabling the transition to net zero emissions and environmental sustainability

- Over £500 million will be invested over 5 years in active travel
- Investing £1.6 billion over the next five years to decarbonise heat in buildings, including £55 million new investment in energy efficiency and £95 million programme to decarbonise the public sector estate.
- Investing up to £75 million to improve local authority recycling collection infrastructure, accelerate the landfill gas capture and improve waste data through electronic waste tracking.
- Increasing forest cover, reaching 18,000 hectares of new woodland in 2024-25 as part of a £350 million programme

### Driving inclusive economic growth

- Strengthening connectivity through the £500 million R100 programme, to extend full-fibre broadband to every household and business in all rural areas.
- Doubling investment in bridge and roads maintenance, enhancing safety with a programme of around £1.5 billion over 5 years
- Stimulating innovation and our international attractiveness by concluding our £75 million investment in the National Manufacturing Institute Scotland
- Investing £525 million to deliver the next five years of £5 billion city region and regional growth deals.

- £30 million in delivering the National Islands Plan, supporting a range of areas, including tourism, infrastructure, innovation, energy transition and skills.

### Building resilient and sustainable places

- Investing £275 million to support community-led regeneration and town centre revitalisation as part of a new Place Based Investment Programme
- Invest over £2.8 billion in direct capital grant funding, over 5 years, to deliver more affordable and social homes, continuing to ensure the right types of homes in the right places reflecting and supporting Local Housing Strategies and regional development priorities.
- Scottish Water is planning to invest over £4 billion in the next charge control period 2021-27 to maintain and improve services across Scotland, address the challenges of its aging asset base, and make progress towards the achievement of its commitment to net zero emissions by 2040.
- Together with Councils, fund an ambitious £2 billion Learning Estate Improvement Programme, using an outcomes based revenue finance approach.
- Invest over £220 million in the Baird and Anchor project in Aberdeen and deliver a £300 million programme of investment to expedite completion of our elective care centres
- Invest £25 million in the system development required to build on the 50-fold increase in patient use of NearMe digital healthcare services.

Scottish Government defines infrastructure more widely than some parts of the UK, including digital and social infrastructure for example. The Infrastructure Commission worked with this definition in their Phase 1 report and recommended we newly add 'natural infrastructure'. We are consulting in this draft plan on that recommendation.

#### Infrastructure is:

“The physical and technical facilities and other fundamental systems necessary for the economy to function and to enable, sustain or enhance societal living conditions.

These include the networks, connections and storage relating to the enabling infrastructure of transport, energy, water, telecoms, digital and internet, to permit the ready movement of people, goods and services.

They include the built environment of housing; public infrastructure such as education, health, justice and cultural facilities; safety enhancement such as waste management or flood prevention; and public services such as emergency services and resilience.”



### Responding to COVID-19 and long-term trends

Our draft plan responds to the significant near-term challenges presented by the COVID-19 pandemic, recognising the profound impact the virus has had on our whole way of life. This has impacted on all of our communities and people, but particularly those who were most at risk to start with. Infrastructure has a vital role to play in helping businesses and communities to adapt and recover.

Alongside the harmful consequences of COVID-19, we have seen a number of positive shifts as people's lives became home-based, for example towards active travel or to make more use of digital services. Our draft Plan highlights our response, including:

- Investing in digital connectivity to help businesses and users wherever they live and work, and accelerating digital service provision, reducing the need to travel
- Supporting safe active travel and local, accessible public services in vibrant places
- Supporting green and blue spaces to provide access to nature
- Supporting positive social change such as new approaches to rehabilitation, and reduced homelessness
- Whilst not all is infrastructure, we will invest in job-creation to preserve and generate employment to support economic recovery.

Infrastructure investment provides assets for the long term. Consequently, we need to consider in our planning those long term trends that affect the nature of the infrastructure needed, whether due to climate, technological or demographic change. This draft plan sets out the nature of those trends, and highlights the key adjustments in our investment approach that will be required to respond well:

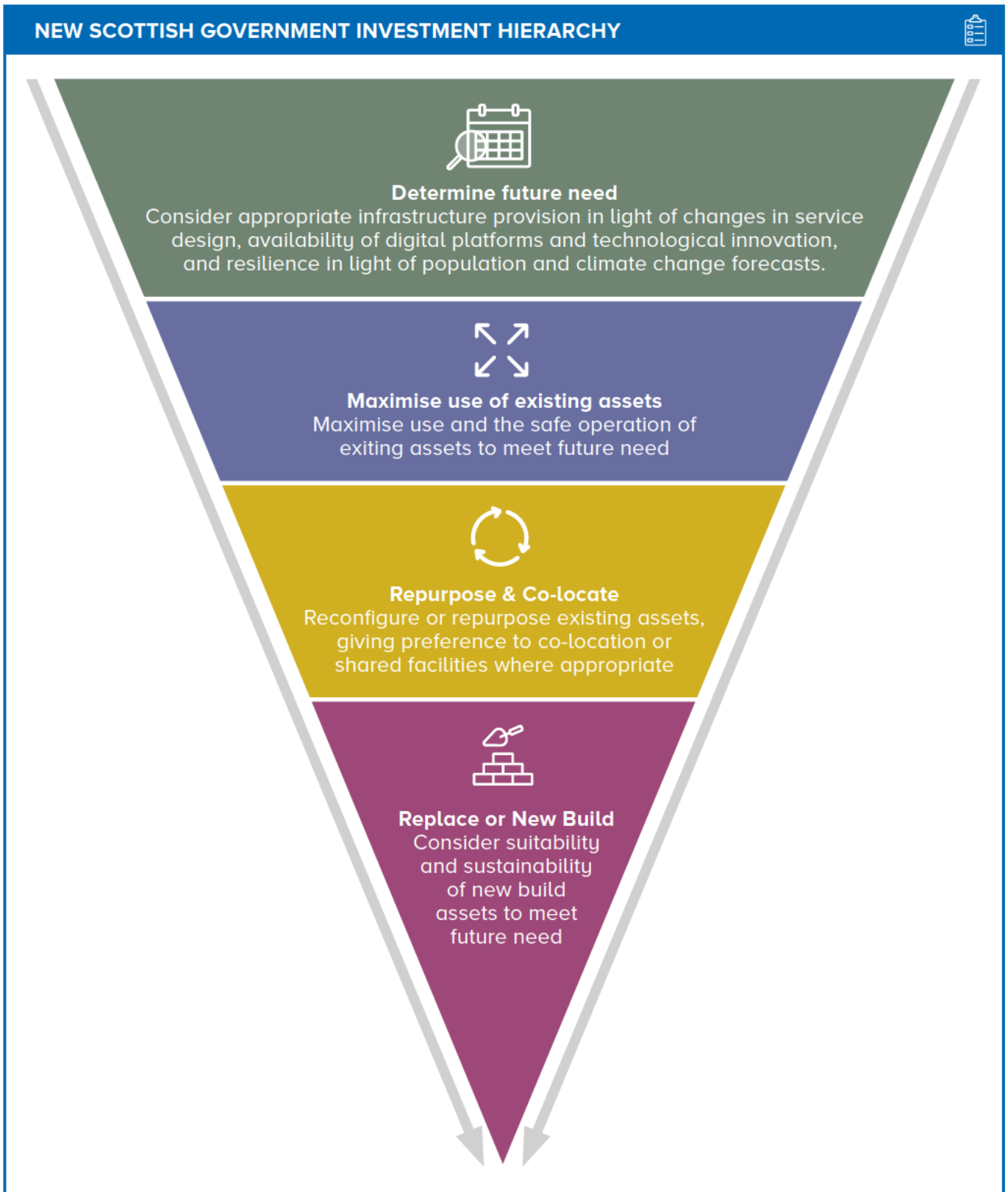
- **Climate** – adapting to climate change as well as mitigating emissions
- **Technology** – enhancing digital services and platforms; and increasing support for data handling and storage
- **Demography** – meeting the needs of a greater share of older people in our population; focusing services and homes where people choose to live; and regenerating areas of working-age population decline.

### A new common investment hierarchy




The Scottish Government has also accepted the Infrastructure Commission recommendation to develop an 'investment hierarchy' which prioritises enhancing and maintaining our existing assets over new build. This is needed to protect our environment, and ensure value for money.

We propose a new Scottish Government-wide common hierarchy to aid planning and decision-making. We are consulting on the details in this draft Plan, as the hierarchy will drive future investment choices.

In practice, the hierarchy means that each step would need to be considered, in turn, before deciding the right new approach. For example, something new might only be built if there is still a demonstrable service need for a facility, and an existing asset can't be re-purposed. In future, a higher proportion of investment is likely to be directed towards the initial steps in the hierarchy than in previous years. As part of that we will be addressing backlogs by working towards doubling investment in maintenance and asset enhancement over the next 5 years.



## OUR INFRASTRUCTURE INVESTMENT PLAN 2021-22 TO 2025-26 – AT A GLANCE

<b>Vision</b>	<b>Our infrastructure supports Scotland's resilience and enables inclusive, net zero, and sustainable growth</b>		
<b>Different</b> 	<ul style="list-style-type: none"> <li>• A coherent, strategic plan – based on long-term trends across 3 Themes under a common Vision</li> <li>• Consistent portfolio coverage from 2021-22 to 2025-26 – matching National Infrastructure Mission delivery</li> <li>• A new common investment hierarchy – enhancing and maintaining existing assets ahead of new build</li> <li>• Based on outcomes, not inputs – with a 5 year programme of improvements in our assessment framework</li> <li>• Promoting meaningful public engagement</li> </ul>		
<b>Consult on</b> 	<ul style="list-style-type: none"> <li>• The inclusion of natural infrastructure within the Scottish Government definition of infrastructure</li> <li>• How we should prioritise – the common investment hierarchy approach</li> <li>• How we should prioritise – how we best assess the potential benefits and impact of proposed infrastructure</li> <li>• How we might best assess the carbon impact of future Infrastructure Investment Plans</li> </ul>		
<b>Three themes</b>	<b>Enabling Net Zero Emissions and Environmental Sustainability</b>	<b>Driving Inclusive Economic Growth</b>	<b>Building Resilient and Sustainable Places</b>
<b>More</b> 	<p><b>Emissions Reduction</b></p> <ul style="list-style-type: none"> <li>• Decarbonising transport</li> <li>• Supporting Active Travel</li> <li>• Decarbonising heat &amp; boosting the energy efficiency of buildings</li> <li>• Decarbonising industry</li> </ul> <p><b>Supporting a circular economy</b></p> <p><b>Boosting Resilience &amp; Adaptation</b></p> <ul style="list-style-type: none"> <li>• Adapting to change at our coasts</li> <li>• Flood risk management</li> </ul> <p><b>Investing in our Natural Capital</b></p> <ul style="list-style-type: none"> <li>• Woodland creation</li> <li>• Peatland restoration</li> </ul>	<p><b>Strengthening Connectivity and digital services</b></p> <ul style="list-style-type: none"> <li>• Full fibre broadband and 5G</li> <li>• A safe, sustainable, integrated and resilient strategic transport system</li> </ul> <p><b>Boosting Competitiveness</b></p> <ul style="list-style-type: none"> <li>• Strategic tourism investments</li> <li>• Manufacturing &amp; Innovation</li> </ul> <p><b>Inclusion and Growth</b></p> <ul style="list-style-type: none"> <li>• City and Regional Growth Deals</li> <li>• Additional transport links alongside the Deals</li> <li>• Improve outcomes for island communities</li> </ul>	<p><b>Better Local Places:</b></p> <ul style="list-style-type: none"> <li>• Community-led Regeneration</li> <li>• Town Centres</li> <li>• Digital planning</li> </ul> <p><b>Suitable, Warm, Affordable Homes</b></p> <p><b>High Quality Social Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Digital health</li> <li>• Enhanced local &amp; elective health services, to reduce acute need</li> <li>• Learning Estate Investment Programme</li> <li>• New Justice facilities</li> <li>• Improving our water and waste water infrastructure</li> </ul>



# Chapter 1

## THE INFRASTRUCTURE COMMISSION FOR SCOTLAND



Chair of the Infrastructure Commission for Scotland Ian Russell (left) and Michael Matheson, Cabinet Secretary for Transport, Infrastructure and Connectivity (January 2020)

In 2018, the First Minister announced a National Infrastructure Mission, steadily to increase Scotland's annual infrastructure investment so that it reaches internationally competitive levels by the end of the next Parliament. This will see £1.5 billion higher investment in 2025-26 than in 2019-20, an increase representing a full 1% of GDP at the time the Mission started.<sup>3</sup>

To support delivery of the National Infrastructure Mission, Scottish Ministers established an independent Infrastructure Commission for Scotland. The Remit and background to the Infrastructure Commission is published in **Annex A**.

The Infrastructure Commission for Scotland started work in 2019 and has reported its findings in two phases:

- Phase 1: recommendations on the vision, ambition and strategic priorities for infrastructure were published in 'A Blueprint for Scotland' in January 2020.<sup>4</sup>
- Phase two involved providing further advice on the delivery of infrastructure. This advice was published in July 2020.<sup>5</sup>

The Infrastructure Commission was asked to work with the Scottish Government's definition of infrastructure, as below. This was developed after reviewing approaches adopted across the UK, and internationally such as in Canada, Australia and the USA. Scotland recognises a wider range of infrastructure than some others, including social and digital infrastructure, for example.

The Infrastructure Commission's Phase 1 report proposed the following vision:

**30-year Infrastructure Vision:**  
To support and enable an inclusive net zero carbon economy

<sup>3</sup> For further details on the National Infrastructure Mission, please see our Capital Spending Review Framework at:

<https://www.gov.scot/isbn/9781800040946>

<sup>4</sup> <https://infrastructurecommission.scot/page/key-findings-report>

<sup>5</sup> <https://infrastructurecommission.scot/page/delivery-findings-report>



**Infrastructure is:**

“The physical and technical facilities and other fundamental systems necessary for the economy to function and to enable, sustain or enhance societal living conditions.

These include the networks, connections and storage relating to the enabling infrastructure of transport, energy, water, telecoms, digital and internet, to permit the ready movement of people, goods and services.

They include the built environment of housing; public infrastructure such as education, health, justice and cultural facilities; safety enhancement such as waste management or flood prevention; and public services such as emergency services and resilience.”



In formulating its first report, the Infrastructure Commission engaged widely across Scotland, attracting almost 150 submissions and feedback from over 1,000 members of the public. It sought views from users and future users of infrastructure, including engagement with young people<sup>6</sup>, providing a rich source of information.

Phase 1 Key findings report called on the Scottish Government to tackle the dual challenges of a climate emergency and creating an inclusive growth economy. It identified 8 thematic areas with 23 recommendations aimed at the Scottish public sector, as well as infrastructure regulators, operators and users. Key recommendations relate to:

















- Considering expanding our infrastructure definition to include Natural Capital, including ‘green’ and ‘blue’.
- Developing an investment hierarchy for Scotland, which prioritises a greater focus on maintenance of existing assets over new build.
- New methods of appraisal and prioritisation to strengthen the evidence base for infrastructure investment decisions, and ensure they match long-term goals
- Broader public engagement in forward infrastructure plans.

Scottish Ministers agree with the recommendations in the Phase 1 Report. Some forward dates and implementation details may look a little different from Infrastructure Commission aspirations, not least out of necessity given the impact of the COVID-19 pandemic on our work. The Government’s detailed response is set out in the table below, covering 22 out of the 23 recommendations now.

The Infrastructure Commission’s comprehensive second report on the delivery of infrastructure was published in July and the Scottish Government will now take the time needed to consider its findings very carefully. The final Phase 1 report recommendation, number 23, related to statutory long-term, independent advice. Since this concept was explored and developed more fully in the Phase 2 report, a formal response on this recommendation, alongside other Phase 2 findings, will be published in due course.

The Commission recommendations are wide-reaching. This draft Infrastructure Investment Plan builds on the findings, meaning it looks and feels different to its predecessors.

6 [https://infrastructurecommission.scot/storage/232/Appendix\\_I.pdf](https://infrastructurecommission.scot/storage/232/Appendix_I.pdf)

PRINCIPLE	DETAILED RECOMMENDATIONS	ACCEPT	SCOTTISH GOVERNMENT RESPONSE
<b>Leadership</b> 	<ol style="list-style-type: none"> <li>The 2020 Infrastructure Investment Plan should be prioritised against available inclusive net zero carbon economy outcomes.</li> <li>Scottish Government should, by 2021, develop a new Infrastructure assessment framework</li> <li>Scottish Government should publish, by 2023, a system-wide Infrastructure Needs Assessment</li> <li>A fully updated Infrastructure Investment Plan should be developed for publication by 2025, using the new Needs Assessment and framework.</li> </ol>		<p>This draft Infrastructure Investment Plan 2021-22 to 2025-26 prioritises the pipeline of investments against three themes, including enabling net zero emissions and environmental sustainability, and driving inclusive economic growth.</p> <p>It sets out a 5 year programme of improvements to infrastructure planning, ready to support future Infrastructure Investment Plans. This includes the development of a new infrastructure assessment framework and a system-wide Infrastructure Needs Assessment.</p>
<b>Place</b> 	<ol style="list-style-type: none"> <li>There should be Place-based assessment of long term Scottish housing supply and demand by 2021, supported by a coherent strategy for the labour market and business opportunities from an inclusive net-zero economy.</li> <li>To support the implementation of National Planning Framework 4 and the new system of development plans, a co-ordinated and appropriately resourced Infrastructure First approach to the planning system should be introduced by the SG by 2021</li> </ol>		<p>This draft Plan puts 'Place' at its heart through its third theme focused on building resilient and sustainable places.</p> <p>As part of planning reform we will set out interim housing land required (for consultation and scrutiny) in the draft National Planning Framework, due in 2021, and will frame this within a new spatial strategy that aligns with our investment programme and principles. We will build on this to further adapt our Housing Planning Delivery Framework, to enhance our placed based assessments of long term housing need and demand across Scotland through local housing strategies by 2022.</p>
<b>Making the most of existing assets</b> 	<ol style="list-style-type: none"> <li>By the end of 2020, all public sector infrastructure asset owners should develop asset management strategies</li> <li>Scottish Government should issue guidance on a whole-life approach to Infrastructure maintenance and prioritisation, which includes both cost and build resources.</li> <li>There should be a presumption against like-for-like replacement of assets and construction of new, single purpose ones in favour of shared facilities.</li> <li>By 2023, Scottish Government should establish a route map to implement an outcome-focused system of resource use, reduction, collection, treatment &amp; repurposing.</li> <li>By 2023, Scottish Government should develop a clear implementation plan to address critical natural and built Infrastructure climate resilience and adaptation.</li> </ol>		<p>We will develop a programme of work with Scottish Futures Trust to prepare guidance for public organisations when developing asset management strategies, considering whole-life approach including cost and build resources alongside the new investment hierarchy, as well as wider net zero and inclusive growth priorities.</p> <p>Scottish Government is developing a route map to reduce waste and meet our waste targets and recycling targets for 2025.</p> <p>Scottish Government policies set out in Climate Ready Scotland: Second Scottish Climate Change Adaptation Programme<sup>7</sup> will be embedded across Government. Independent, expert advice from the Adaptation Committee of the Committee on Climate Change will stimulate further progress.</p>
<b>Heat &amp; Transport</b> 	<ol style="list-style-type: none"> <li>By end 2020, accelerate development and implementation of Incentives, support mechanisms and standards for energy efficient, net zero buildings.</li> <li>By 2022, Scottish Government, local authorities, regulators and Industry should establish a route map for decarbonising heat in domestic, commercial and public buildings, as well as surface-based transportation.</li> <li>The National Transport Strategy and Strategic Transport Projects Review 2 should fully reflect the need to deliver an inclusive net zero carbon economy.</li> <li>By the end of 2021, develop a new Transport investment appraisal and decision-making process, with necessary changes to current guidance.</li> <li>Scottish and UK Governments should commit to work together to establish a charging and payment alternative to the existing fuel and road tax-based regime, to give a more stable, long-term regime for road management and maintenance.</li> </ol>		<p>This draft Plan sets out programmes and projects to accelerate decarbonisation of heat and transport.</p> <p>The Climate Change Plan<sup>8</sup> shows how Scotland will drive down emissions to 2032. It will be updated later this year to incorporate green recovery proposals.</p> <p>We have committed to £1.6 billion investment in heat and energy efficiency in our homes and buildings. We are rolling out a Net Zero Carbon Public Sector Buildings Standard, ensuring new public buildings are net zero ready. Future actions will be set out, by the end of 2020, in the Heat Policy Statement and Energy Efficient Scotland Route Map. We will also deliver a Hydrogen Policy Statement and Hydrogen Action Plan as a companion to the Climate Change Plan Update.</p> <p>The National Transport Strategy (NTS) fully reflects our need to deliver our ambitious net-zero targets. We will assess future transport investment decisions through the second Strategic Transport Projects Review; embedding the NTS priorities and outcomes and the Sustainable Investment Hierarchy.</p> <p>Powers relating to Vehicle Excise Duty and Fuel Duty are reserved to UK Government. The Scottish Government has written to the Secretary of State and would welcome constructive discussion with UK Government on these issues.</p>
<b>Regulation</b> 	<ol style="list-style-type: none"> <li>Building on the UK National Infrastructure Commission review of Energy and Telecoms regulation, Scottish and UK Governments should work together to develop, by 2021, an appropriately devolved regulatory &amp; pricing framework to meet future needs.</li> <li>Building on existing plans Scottish Government should, by 2021, consider options for delivery and regulatory coherence of water provision and flood management/resilience.</li> </ol>		<p>We continue to work with the UK Government and regulators on an underpinning framework in both Energy and Telecoms that is responsive to Scottish needs.<sup>9</sup></p> <p>Work is in train to increase collaboration between water industry and flood management partners.</p>
<b>Digital &amp; Technology</b> 	<ol style="list-style-type: none"> <li>Scottish Government should provide the leadership required to ensure delivery of a full fibre network for Scotland by 2027, to enable the transition to 5G country-wide.</li> <li>To increase Scotland's international presence and connectivity, Scottish Government should support an indigenous data-centre market, and investment in fibre-optic cable.</li> <li>From 2020, Scottish Government should consider the future data requirements and data potential for new publicly-funded Infrastructure, and digital services.</li> </ol>		<p>The Reaching 100% (R100) programme will give people in every part of Scotland access to superfast broadband by end 2021 and will provide a significant number of full fibre connections well in advance of 2027. SG continues to work with UK Government on their commitment to roll out gigabit broadband across the country by 2025.</p> <p>The Scottish Government is working with Scottish Futures Trust and partners on a strategy and action plan with the datacentre and international connectivity industry. This work will identify and map out future digital connectivity investment opportunities.</p> <p>We will continue to work to foster the adoption of open data standards, open data and platform based business models necessary to realise the future data requirements and potential for publicly funded infrastructure.</p>
<b>The role of the public</b> 	<ol style="list-style-type: none"> <li>By 2022, capacity and capability requirements for an informed approach to public engagement and participation are needed, to ensure short and long term trade-offs are effectively debated, understood and taken into account.</li> </ol>		<p>The Scottish Government will build on learning across sectors, including Scotland's Climate Assembly, and other countries, to develop an exemplar public engagement approach.</p>
<b>Independent long-term advice</b> 	<ol style="list-style-type: none"> <li>By 2021, a body should be given responsibility to provide independent, long term, evidence-based advice to Ministers on investment decisions for our social, economic and natural Infrastructure needs and priorities.</li> </ol>		<p>The Scottish Government is considering this recommendation in conjunction with the findings of the Commission's Phase 2 report in order to fully reflect on the statutory implications of taking this forward.</p>

<sup>7</sup> <https://www.gov.scot/publications/climate-ready-scotland-second-scottish-climate-change-adaptation-programme-2019-2024/pages/1/>

<sup>8</sup> <https://www.gov.scot/publications/scottish-governments-climate-change-plan-third-report-proposals-policies-2018-9781788516488/>

<sup>9</sup> [https://www.ofcom.org.uk/\\_data/assets/pdf\\_file/0028/199216/scottish-government.pdf](https://www.ofcom.org.uk/_data/assets/pdf_file/0028/199216/scottish-government.pdf)



## Chapter 2

# RESPONDING TO COVID-19 AND LONG-TERM TRENDS

The COVID-19 pandemic has had a profound impact on our whole way of life. A clear priority is to reduce the economic, health, and social harm that the virus has brought. Infrastructure can help businesses and communities rebound.

The pandemic is a public health crisis, with unprecedented global economic consequences. Whilst we are starting to see gradual and cautious signs for optimism across the economy, Scottish GDP fell by 19.4% in the second quarter of 2020 – this has been a dramatic shock to our economy.

Over the period of the crisis to June 2020, business turnover in Scotland continued to decrease in almost all sectors as a result of lockdown. That has particularly hit construction, tourism and hospitality, food, arts, entertainment and recreation sectors. Even where sectors have continued to trade, turnover is down, resulting in precarious cash flows. Consumer demand, how we travel, where we work, purchasing habits, and decision-making will have, perhaps, changed forever. Effects are particularly stark in retail and aviation, for example. How we invest in infrastructure can help our recovery.

COVID-19 has had a dramatic impact on all of our communities and people, but particularly those who were most at risk to start with. Our rural and island communities have faced a particular challenge, especially as a result of lockdown and the disruption to tourism and hospitality. Concerns around digital exclusion have become even more acute, and the crisis has shone a light on the increased need for different systems to exchange and make use of information. Coupled with the withdrawal from the EU, we are aware that the recession caused by COVID-19 has the potential to reduce the economic participation and wellbeing of the most disadvantaged in our society.

Alongside the harmful consequences, we have seen a number of positive shifts, for example, growth in community support, reduced commuting and increased cycling, more flexible working arrangements and making more use of digital services. We now have a unique opportunity, not simply to go back to how things were, but to harness the scale and pace of such changes to drive positive outcomes and ensure our investment plans are founded in fairness and dignity, safeguarding equality.

We will build back better by focusing on the following shifts in our capital investment, to seek to address the economic, health and social impacts of COVID-19:

- Investing in digital connectivity to help businesses and users wherever they live and work, and accelerating digital service provision, reducing the need to travel
- Supporting safe active travel and local, accessible public services in vibrant places
- Supporting green and blue spaces to provide access to nature
- Supporting positive social change such as new approaches to rehabilitation, and reduced homelessness
- Whilst not all is infrastructure, we will invest in job-creation to preserve and generate employment to support economic recovery

### LONG-TERM TRENDS

Infrastructure, once built, lasts for many years. As such, it is important to try to project ahead to consider likely future community needs and how the places we live in and the way we live might change. Before the pandemic, Scottish Government had considered three key long-term trends which impact the provision of infrastructure:

- Climate change
- Technological developments
- Demographic change

## Climate Change

The UK Climate Projections (UKCP18)<sup>10</sup> illustrate a range of future climate scenarios for Scotland until 2100, suggesting that:

- Rainfall is projected to become more seasonal, with an increase in average winter and autumn rainfall (as illustrated in the figure below). Average summer rainfall may decrease.
- Average temperatures will increase in all seasons, with the greatest increase in summer.
- Winter storms with extreme rainfall may become more frequent.
- Sea levels will rise.

Scotland winter precipitation compared to 1981-2000

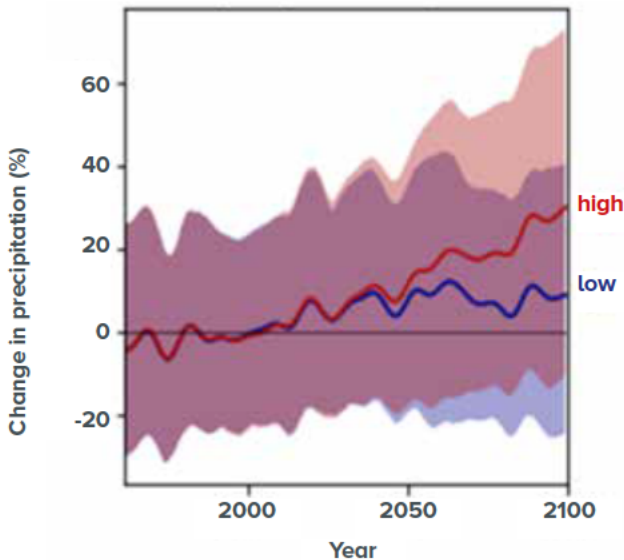


Figure shows projected changes, relative to the 1981-2000 average, in Scottish winter rainfall under high and low global emissions scenarios. The shaded envelopes represent the uncertainty ranges for each scenario.

These changes will lead to a range of impacts, including:

### Increased risk of flooding and disruptive storms:

With climate change likely to alter rainfall patterns and bring more heavy downpours, we can expect flood risk to increase in the future, impacting on transport and energy networks and properties.

**Change at our coast:** With sea level rise set to accelerate, we can expect to see more coastal flooding, erosion and coastline retreat, with consequences for our coastal communities and supporting infrastructure.


**Availability and quality of water:** As our climate warms and rainfall patterns change, there may be increased competition for water between households, agriculture, industry and the needs of the natural environment.

An increase in the frequency and intensity of weather events is likely to impact infrastructure planning and operation. For example, our energy, transport, water, and ICT networks may face disruptive flooding, landslides, drought and heatwaves. Generating some types of renewable energy is weather-dependent. Climate also impacts on raw water quality which necessitates different and higher levels of treatment to meet drinking water quality standard. We need to adapt current infrastructure and design future assets to be more resilient to the effects of climate change.


10 <https://www.metoffice.gov.uk/binaries/content/assets/metofficegovuk/pdf/research/ukcp/ukcp-headline-findings-v2.pdf>

### Technological Change


While technological change has been continuous over time, the size, speed and scope of technological change in recent years is unprecedented. The main trends we are seeing, related to infrastructure, are:<sup>11</sup>




**Digitisation of services, systems and solutions and a clear trend towards automation**



**Significantly more data creation, requiring common standards and increased cyber security**



**A need for greater resilience and scale through cloud hosting**



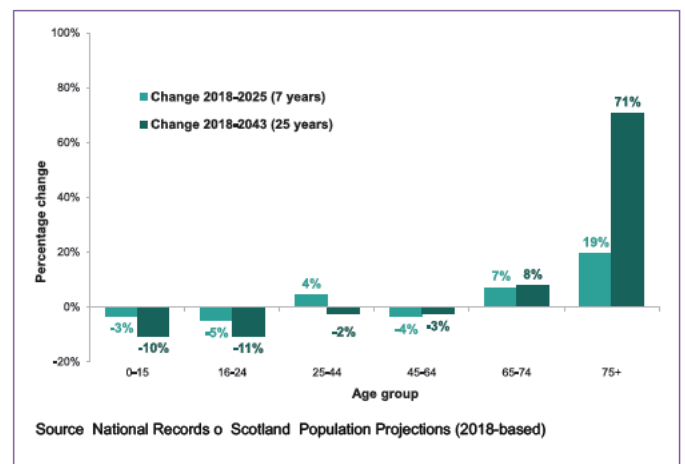
**Decentralised models of utility provision (eg energy) and services (tele-health)**

This trend toward decentralisation, underpinned by digital services, has been accelerated in response to the COVID-19 crisis, where digital applications have proved their worth – for example, digitisation of some court procedures, greater use of video consultation in primary care, and online learning and teaching in schools and tertiary education. Many businesses have also made greater use of technologies or shifted to digital modes of provision.

### Demographic changes

Scotland’s population has increased in past years, and is projected to continue to rise. The largest medium-term trends relate to the significant increase in our older population, and changes in where and in what household size people choose to live.<sup>12</sup>

- All Councils will see an increase in pensioners with implications for services such as health, or the nature of housing required
- The biggest change is a 71% increase in the number of people aged over 75 in the next 25 years.
- There is a trend of predominantly older households in the West and South West areas.
- Migration has been the main driver of population growth, and all the projected future increase is projected to come from migration (both overseas and rest of the UK).
- Numbers of working age population and children are reducing in the West, South West and Islands, and increasing in the East and North East.
- Cities experience most population growth through overseas in-migration, whilst seeing outward migration of Scots to surrounding areas.
- Single adult households are increasing at a much faster rather than all others.
- Dedicated university accommodation has reduced housing pressure in cities.



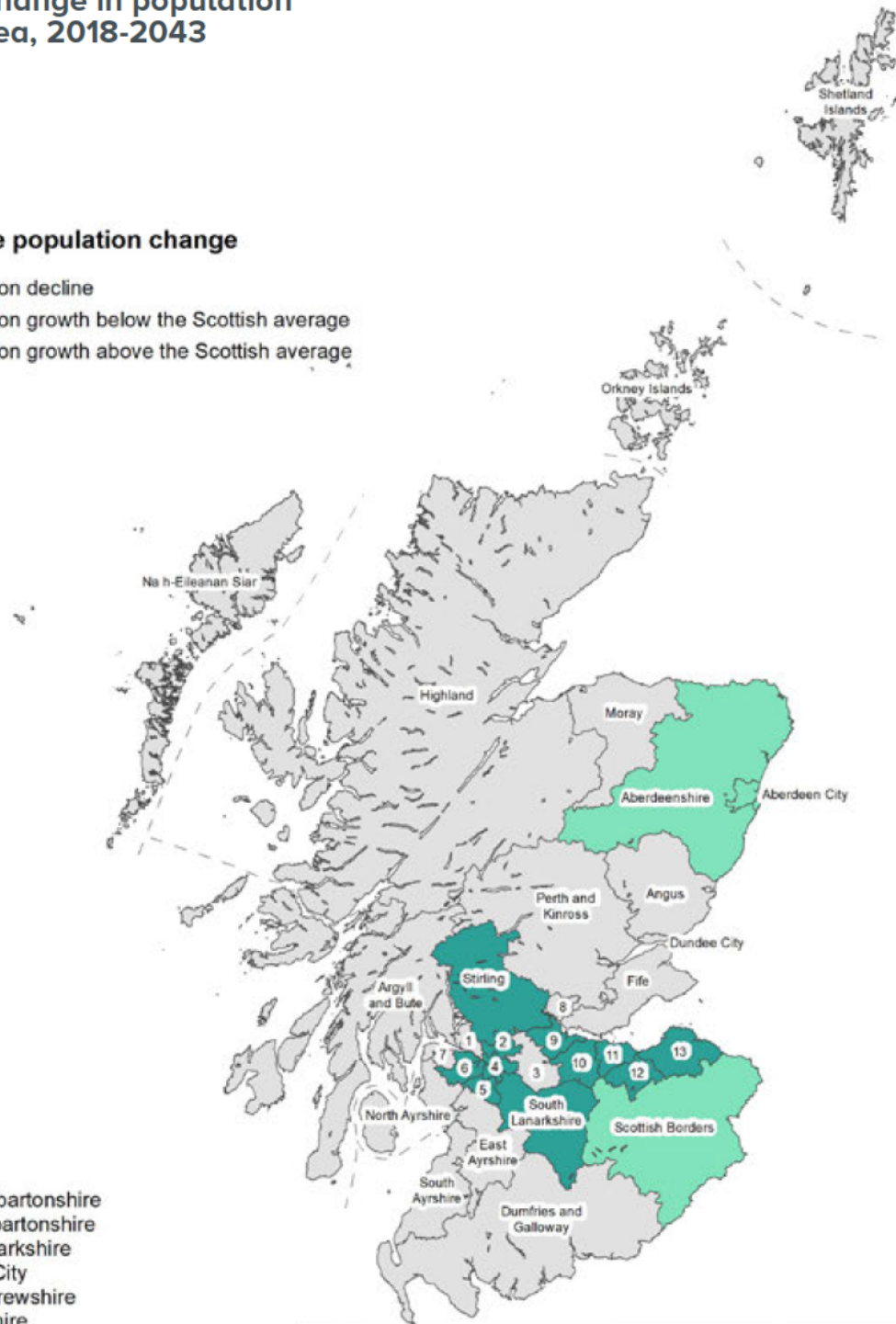
11 <https://www.gov.scot/publications/implications-future-technological-trends-scotlands-infrastructure/>

12 <https://www.nrscotland.gov.uk/files//statistics/consultations/infrastructure-commission-for-scotland-call-for-evidence-may-19.pdf>

## Percentage change in population by council area, 2018-2043

### Percentage population change

- Population decline
- Population growth below the Scottish average
- Population growth above the Scottish average

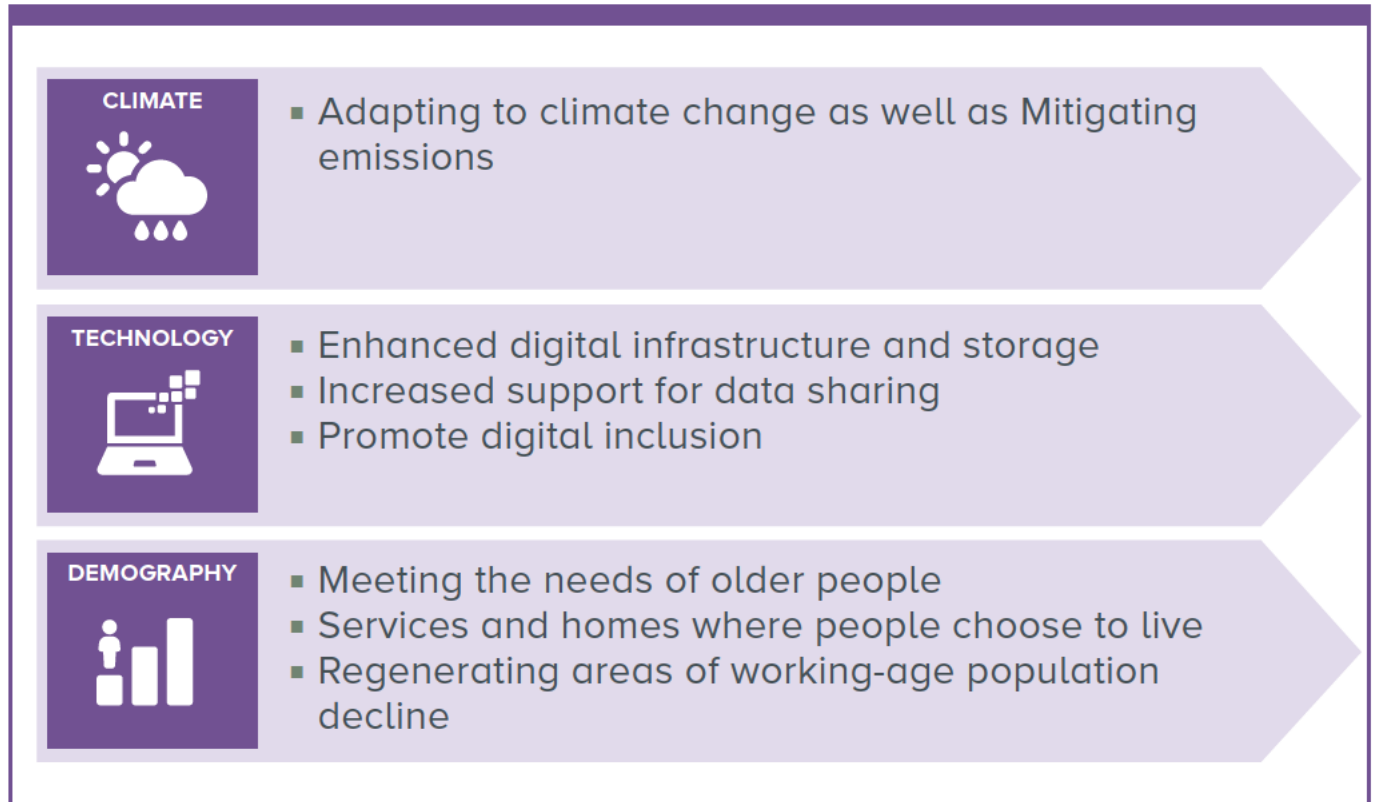


1. West Dunbartonshire
2. East Dunbartonshire
3. North Lanarkshire
4. Glasgow City
5. East Renfrewshire
6. Renfrewshire
7. Inverclyde
8. Clackmannanshire
9. Falkirk
10. West Lothian
11. City of Edinburgh
12. Midlothian
13. East Lothian



### Shifting our approach in response

Our approach to infrastructure is shaped by an understanding of the challenges and opportunities these trends bring:

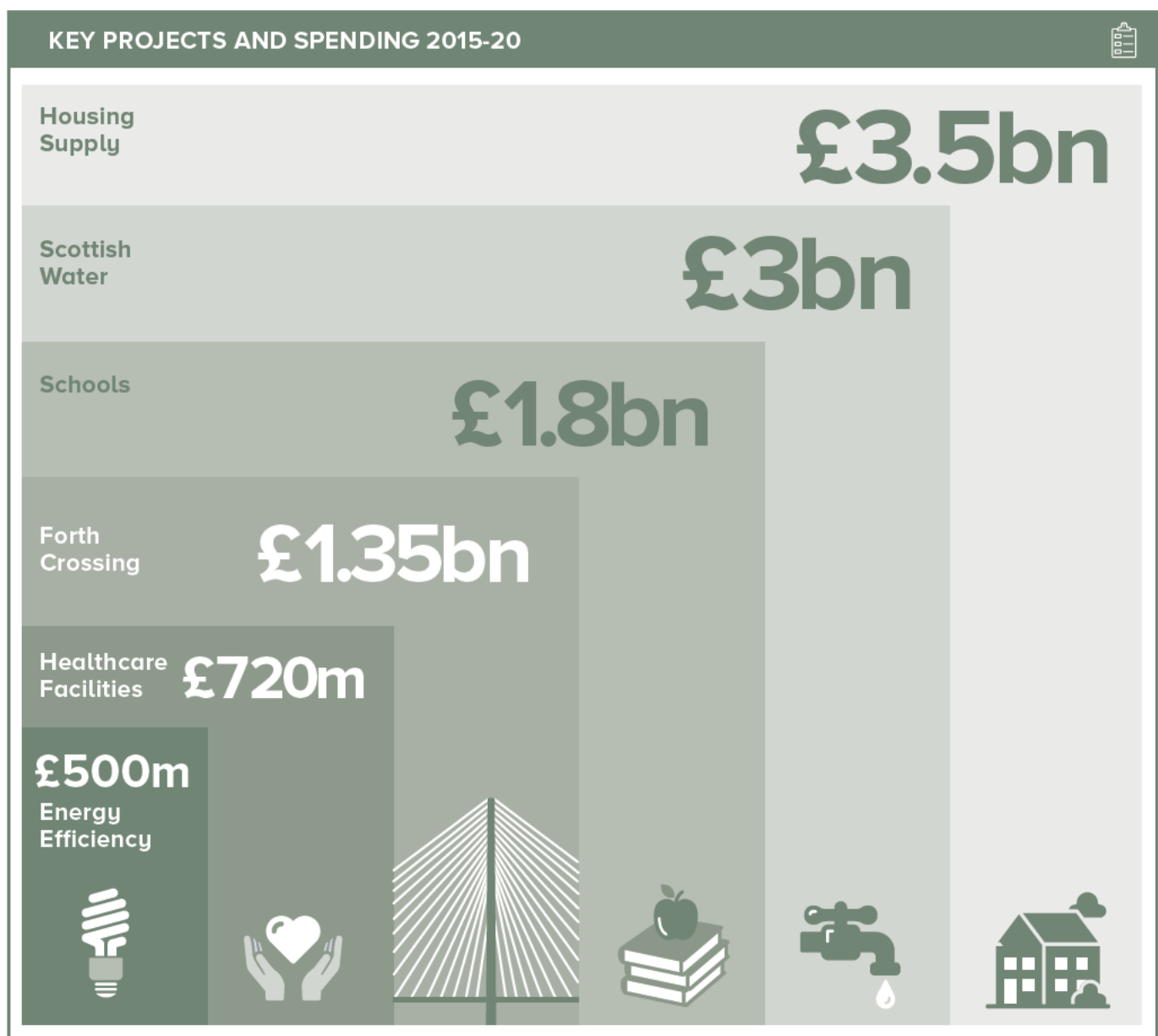




## Chapter 3

# OUR COHERENT, STRATEGIC INFRASTRUCTURE INVESTMENT PLAN

The last Infrastructure Investment Plan was published in 2015, and its delivery progress has been reported to Parliament twice each year.<sup>13</sup> In that 5 year period we have completed a number of milestone developments, as below.



<sup>13</sup> The latest versions of the Infrastructure Investment Plan publications can be found by way of the following link:  
<http://www.gov.scot/Topics/Government/Finance/18232/IIP>



This draft Infrastructure Investment Plan provides a coherent and strategic picture of our Scottish Government-wide investment priorities to 2025-26. Investment in infrastructure will be key to Scotland's economic recovery from COVID-19, and also in supporting public services, delivering our transition to net zero, and meeting the needs of people and communities across Scotland.

We are consulting on key aspects of our approach. This will permit finalisation of the Infrastructure Investment Plan to be aligned with the Climate Change Plan update, and likely Budget 2021-22 and the Medium-Term Financial Strategy timings.

The Plan has been developed to implement the Phase 1 recommendations of the Infrastructure Commission. It includes a number of shifts in approach. Notably it:

- Articulates shifts in approach due to COVID-19, and to respond to long-term needs
- Sets out a coherent, strategic plan – rather than portfolio-based, it delivers long-term outcomes across three themes, under a single common Vision
- Sets out plans on a consistent 2021-22 to 2025-26 timeline across all areas, showing how Scottish Ministers will deliver the National Infrastructure Mission
- Introduces a new, common investment hierarchy – enhancing and maintaining existing assets ahead of new build
- Supports market confidence and jobs with a sizeable pipeline of activity
- Establishes a 5-year improvement programme & promotes public engagement

### A Coherent, Strategic plan – Three Themes under a Single Vision

A coherent Plan means taking a whole of government approach. We have adopted a single vision for our infrastructure investment choices.

**“Our Infrastructure supports Scotland’s resilience and enables inclusive, net zero, and sustainable growth”**

In supporting this vision, the Plan focuses on three key themes. These are not necessarily independent. For example, investing in a project which contributes towards net zero emissions could then also improve opportunities and outcomes in the place in which that project is based. Investments also present opportunities for new groups of people to benefit from working in the industry it supports who may not have been previously represented. We will seek to prioritise investments which deliver positive outcomes across more than one theme.



### Enabling the transition to Net Zero Emissions and Environmental Sustainability:

Public infrastructure investment has a critical role to play in tackling the twin crises of climate change and biodiversity loss. We will increase spending on low carbon measures, climate resilience, and nature-based solutions.



### Driving Inclusive Economic Growth:

We can boost productivity and competitiveness, and create good jobs and green jobs, by enhancing our transport and digital connectivity and capacity in all areas of Scotland, and by stimulating innovation. We will embed fairness and inclusion, seeking to ensure no-one is left behind.



### Building Resilient and Sustainable Places:

Delivering on our ambition for a fairer Scotland starts at the local community level. We will invest in our housing and better local delivery of services. With our partners we will meet the diverse economic, social and environmental needs of urban, rural and island areas.

These themes directly link to Scotland's National Performance Framework, which sets out our overall purpose, and the UN Sustainable Development Goals. They align with our recovery and renewal from COVID-19, ensuring that our short term response to the crisis complements the long term drive towards a wellbeing economy; reducing inequality and improving the quality of life of all of our people.

This Plan sets out the investments which Scottish Government makes at its own hand, in its own facilities and assets required for public services (rather than the service itself) and those of its agencies and public bodies. It does not cover UK Government investment in reserved areas.

While we focus on Scottish Government investments here, we recognise that our approach to infrastructure must be a collective endeavour in order to be successful. The Plan does not cover investment choices made by local government, recognising Councils' autonomy, we will continue to work closely with Local Government and other delivery partners to pursue shared priorities. We will also continue to engage with the private sector and the Scottish National Investment Bank about the role of external investment within the overall framework provided by this Plan.



### A Consistent Approach to Financial Planning – 2021-22 to 2025-26

This Plan has been developed alongside considering the likely finance available for Scottish Government programmes, as set out in the Capital Spending Review Framework.<sup>14</sup> The last multi-year capital spending review was in 2010, and this year is the first time long-term financial planning has coincided with a new Infrastructure Investment Plan.

This means we have been able to plan and choose the right things to enhance and build, alongside ensuring the funding and finance to pay for them. It gives us confidence to set out a full plan to deliver the National Infrastructure Mission over the next Parliamentary term.

The Scottish Government's final budget envelope for capital investment in future years depends on the outcomes of the forthcoming UK spending review. Scottish Ministers continue to urge the UK Government to prioritise capital stimulus within its own spending plans. The Scottish Government is committed to a number of significant projects, for example including replacing Monkland's hospital. UK allocations will enable us to provide greater certainty on our plans and scheduling for such projects. Detailed capital budget allocations will be confirmed as part of the Budget process.

Such major projects can be updated on after related public consultation has concluded and once the Final Business Case is prepared ready to join the Infrastructure Investment Plan pipeline. The progress of such major projects is reported regularly to Parliament, as set out on page 27 of this Plan.

### Including Natural Infrastructure in our Infrastructure Definition

By investing more in nature-based solutions, we recognise the direct and indirect value that our natural environment can bring. Enhancing nature reserves and protected areas can boost biodiversity and recreational and tourism value. Improving landscaping and open space in housing can encourage passive cooling and sustainable drainage. Planting trees and restoring peatland can increase carbon storage. Our natural infrastructure can contribute a great deal to quality of place and wellbeing by supporting sustainable everyday living and strengthening community resilience.

The Commission recognised the role of infrastructure in supporting environmental outcomes and recommended we include natural infrastructure in our definition. Natural infrastructure can be thought of as the environmental resources (e.g. plants, animals, air, water, soils) that combine to yield a flow of benefits to people both now and in the future. Phrases such as 'green' or 'blue' economy can also be used. That latter means the sustainable use of our ocean resources for economic growth, improved livelihoods and jobs, and ocean eco-system health.

<sup>14</sup> <https://www.gov.scot/isbn/9781800040946>

The International Institute for Sustainable Development (IISD) offers the following definition: *“Natural infrastructure is an area or system that is either naturally occurring or naturalised and then intentionally managed to provide multiple benefits for the environment and human wellbeing.”<sup>15</sup>*

We propose to change our definition of infrastructure to incorporate natural infrastructure, guided by the IISD definition and in line with our approach to Natural Capital.<sup>16</sup> We are consulting on the following changes (shown in bold):

“The physical and technical facilities, **natural** and other fundamental systems necessary for the economy to function and to enable, sustain or enhance societal living conditions.

These include the networks, connections and storage relating to the enabling infrastructure of transport, energy, water, telecoms, digital and internet, to permit the ready movement of people, goods and services.

They include the built environment of housing; public infrastructure such as education, health, justice and cultural facilities; safety enhancement such as waste management or flood prevention; **natural assets and networks**; and public services such as emergency services and resilience.

### Establishing a New Common Investment Hierarchy

The Commission recommended that we place greater emphasis on making the most of existing assets. Addressing the climate emergency, promoting circular economy approaches and increasing sustainability, requires us to prioritise the assets and materials we already have. The Phase 1 report proposed the development of an investment hierarchy which prioritises maintaining and enhancing existing assets over new build.

An investment hierarchy does not preclude new assets. Rather it is an approach to planning and decision making which would consider future needs, including use of digital platforms and technology, and the suitability of existing assets.

Parts of government have already been evolving hierarchies and adopting a formal asset management approach: Scottish Water’s preparation for the next charge control period (2021-27) includes the development of an Asset Information and Management Strategy. The National Transport Strategy includes a Sustainable Investment Hierarchy and Transport Scotland has an Asset Management Policy, Strategy and Plan for Scotland’s trunk road network.

A new common approach across the Scottish Government is proposed that will support the coherence of our whole programme – and, over time, those of public bodies. It is set out in the diagram overleaf.

In considering the rationale of any new investment hierarchy, The Scottish Government Office of the Chief Economic Adviser (OCEA) has established an overview of the economic and distribution benefits of maintenance and enhancement programmes. See **Annex B** for more details.

This evidence suggests considerable economic and distributional benefits arise from such programmes, particularly where the focus is on assets in the poorest condition. They can also offer a wider regional distribution of and a greater potential for Scottish Small and Medium sized Enterprises (SMEs) to engage in this work than is typical in larger construction programmes.

We are already investing over £450 million in maintenance in 2020-21, and will work towards doubling this level over the next 5 years, addressing backlogs. Capital maintenance includes asset enhancement, ensuring asset compliance with regulatory requirements, major equipment and fleet.

<sup>15</sup> <https://www.iisd.org/articles/multiple-benefits-natural-infrastructure>

<sup>16</sup> <https://www.nature.scot/professional-advice/planning-and-development/social-and-economic-benefits-nature/natural-capital-asset-index>

**DRAFT INFRASTRUCTURE INVESTMENT HIERARCHY**



**Determine future need**

Consider appropriate infrastructure provision in light of changes in service design, availability of digital platforms and technological innovation, and resilience in light of population and climate change forecasts.



**Maximise use of existing assets**

Maximise use and the safe operation of exiting assets to meet future need



**Repurpose & Co-locate**

Reconfigure or repurpose existing assets, giving preference to co-location or shared facilities where appropriate



**Replace or New Build**

Consider suitability and sustainability of new build assets to meet future need



### Measuring Outcomes and the Potential Benefits of Future Infrastructure

Infrastructure can deliver multiple benefits for individuals and communities – such as new childcare facilities, affordable housing and good public transport links reducing the barriers for job seekers and working parents. The Scottish Government uses its National Performance Framework to seek to examine and capture such outcomes, or benefits, as approaches are designed, or evaluated.

While it recognised that robust evidence based frameworks are in place, the Commission recommended development of a new, overarching assessment framework across all infrastructure types to support system-wide, long-term trade-offs and choices with a focus on the twin objectives of net zero emission and inclusive economic growth. It recognised that this will take time to develop.

For this current Plan, they recommended we use “the most appropriate methodology available” that prioritises, on a “no regrets” basis, the contribution to an inclusive net zero carbon economy. Their work also involved a Fraser of Allander<sup>17</sup> report exploring the relationship between infrastructure and inclusive economic growth, which concluded that a dashboard of indicators would be the best approach.

Scottish Government already prepares business cases considering the likely impact of proposed infrastructure, using the most relevant aspects of the National Performance Framework. Some areas base assessment on the inclusive growth framework, considering participation, population, place, people and productivity. The Scottish National Investment Bank mission-based approach is also outcomes-based.

The diagram overleaf shows the types of indicators that have been considered by the Scottish Government when assessing the potential benefits of infrastructure in this Plan. It offers an illustration, and basis for future work. A key principle will be to ensure that this also supports progress in narrowing gaps in outcomes between disadvantaged and other groups.

Evidence around the difference in economic impact of projects during the construction phase is limited. There is, however, a difference in the impact of how such new facilities are used, and where they are located, and that is where future assessment might best focus.

### Promoting Better Engagement with the Public

We encouraged the Infrastructure Commission to engage widely in looking at the right strategic priorities for Scotland. Recognising that infrastructure is with us for a long time, and can be expensive, the Commission has recommended that an informed approach to public engagement and participation is needed, to ensure short and long-term trade-offs are effectively debated, understood and taken into account. We agree, and are committed to openness and transparency.

In developing our exemplar approach, we will build on experiences across sectors and in other countries. For example, The Scottish Government’s Commitment to the Open Government Partnership (OGP)<sup>18</sup> has drawn out good examples of public engagement in the delivery of large infrastructure projects, including the Queensferry Crossing. And Scottish Water’s 25 year Strategic Plan published last summer was co-created with stakeholders and they will establish a new National Engagement Programme. The development of our future approach will learn from Scotland’s Climate Assembly, and will build on the engagement undertaken to inform the National Planning Framework 4.

17 After comparing three different approaches, the FoA report endorses the use of a dashboard (akin to a streamlined version of the National Performance Framework) in measuring the impact of infrastructure investment on Inclusive Growth outcomes. [https://infrastructurecommission.scot/storage/234/Appendix\\_K.pdf](https://infrastructurecommission.scot/storage/234/Appendix_K.pdf)

18 <https://www.gov.scot/policies/improving-public-services/open-government-partnership/>

### IMPACT ASSESSMENT & PRIORITISATION: Indicative Dashboard

Notes:

- The 15 indicators are shown below mapped against our three themes.
- These are illustrative of the types of indicators we could include in a dashboard assessment framework.
- They are drawn from the National Performance Framework as well as The Scottish Centre for Regional Inclusive Growth Dashboard (available at [www.inclusivegrowth.scot](http://www.inclusivegrowth.scot)).
- The key showing the Sustainable Development Goals and National Performance Framework outcomes is shown overleaf.



Sustainable Development Goal		NPF Outcomes	
	End poverty in all its forms everywhere		<b>Children &amp; Young People</b> – We grow up loved, safe and respected so that we realise our full potential.
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture		<b>Communities</b> – We live in communities that are inclusive, empowered, resilient and safe.
	Ensure healthy lives and promote wellbeing for all at all ages		<b>Culture</b> – We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		<b>Economy</b> – We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
	Achieve gender equality and empower all women and girls		<b>Education</b> – We are well-educated, skilled and able to contribute to society.
	Ensure availability and sustainable management of water and sanitation for all		<b>Environment</b> – We value, enjoy, protect and enhance our environment
	Ensure access to affordable, reliable, sustainable and modern energy for all		<b>Fair Work &amp; Business</b> – We have thriving and innovative businesses, with quality jobs and fair work for everyone
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		<b>Health</b> – We are healthy and active
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		<b>Human Rights</b> – We respect, protect and fulfil human rights and live free from discrimination
	Reduce inequality within and among countries		<b>International</b> – We are open, connected and make a positive contribution internationally.
	Make cities and human settlements inclusive, safe, resilient and sustainable		<b>Poverty</b> – We tackle poverty by sharing opportunities, wealth and power more equally
	Ensure sustainable consumption and production patterns		
	Take urgent action to combat climate change and its impacts		
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
	Strengthen the means of implementation and revitalize the global partnership for sustainable development		

### **The Infrastructure Investment Plan Pipeline, Monitoring and Reporting**

There is a well-established suite of monitoring and reporting arrangements, including for the previous 2015 Infrastructure Investment Plan. The Scottish Government supplies the Parliamentary Audit and Post Legislative Scrutiny Committee (PAPLS) with reports twice a year. These include an Annual Progress Report on the Infrastructure Investment Plan itself, and detailed delivery information on all projects and programmes, including timelines and budget.<sup>19</sup>

This draft Plan details the projects and programmes whose business cases and procurement plans are sufficiently advanced that they represent firm decisions now. As such, it offers the market confidence in a robust pipeline of work and is good for jobs, green jobs and stimulating low carbon economic recovery.

Arrangements for reporting on this pipeline will continue, as before. We will publish the final Pipeline of major projects and programme for this Plan when it is finalised. Additionally, as new projects and programmes are developed they can be added to the pipeline when they are suitably ready, and consequently reported to Parliament.

We also regularly report to Parliament on the climate change implications of the Capital Budget but we are aware of the limitations in our current approach to carbon reporting and wish to improve it. In passing the 2019 Climate Change (Emissions Reduction) Act in Scotland, the Parliament agreed that we should explore new ways to assess the contribution made by the infrastructure investment plan to the emissions targets. Annex C sets out the range of issues being considered in relation to this and in Chapter 4 we are inviting views on how we develop a new approach. Around 36% of the projects and programmes presented in this draft Plan are in the Low carbon category according to the current methodology. We will present more information on the climate change impact of the final Plan when it is published later this year alongside the recast Climate Change Plan.

### **Supporting Supply Chains**

In order to identify and maximise the local industry benefit from the pipeline, The Scottish Government will work closely with the Construction Leadership Forum<sup>20</sup>, as they take forward a range of collaborative actions to address the challenges of COVID-19 and the wider transformation of the sector. We are also looking at how best to support local economies to get more value from public sector investment and supports more local businesses to secure contracts.

### **A 5 Year Improvement Programme**

The Commission's Phase 1 report recommended a number of improvements to the Scottish Government's approach to infrastructure. These were intended to be implemented over time, and support development of the next Infrastructure Investment Plan in 2025. The diagram overleaf shows how the Scottish Government intends to take such improvements forward, and the timeline. Taken together, they should ensure better, more consistent, and more transparent future decisions about the right infrastructure to provide.

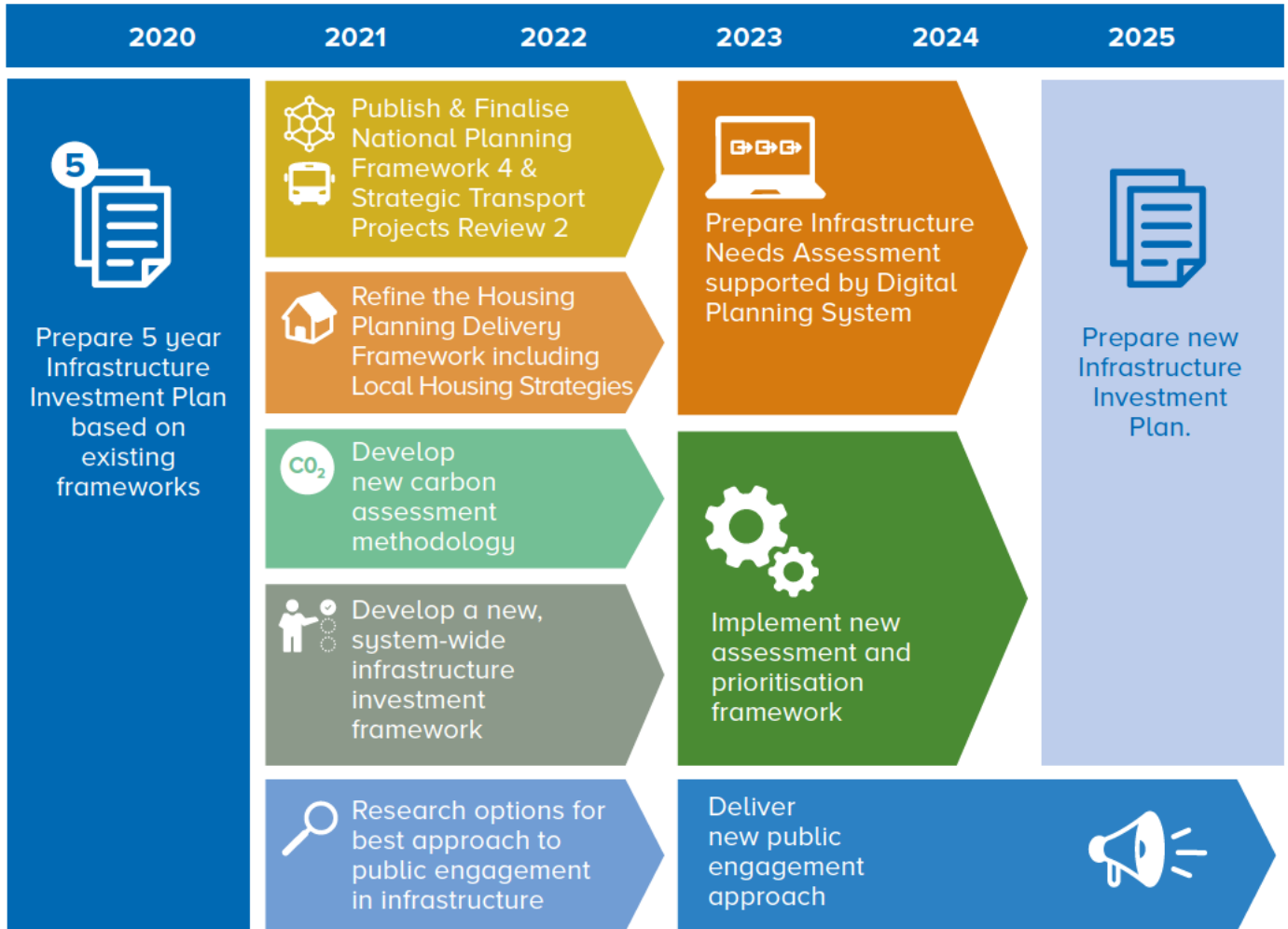
<sup>19</sup> The latest versions of the Infrastructure Investment Plan publications can be found by way of the following link:

<http://www.gov.scot/Topics/Government/Finance/18232/IIP>

<sup>20</sup> <https://www.constructionforum.scot/>



## FUTURE ROUTE-MAP FOR INFRASTRUCTURE INVESTMENT DECISION FRAMEWORK





## Chapter 4

# CONSULTATION QUESTIONS

### Why we are consulting

Earlier this year the Infrastructure Commission for Scotland made recommendations about the right future infrastructure priorities for an inclusive, net zero emissions economy in Scotland. This plan accepts their recommendations and shows how they will be implemented.

During the first half of 2019, the Infrastructure Commission undertook widespread engagement on infrastructure priorities. We have already considered the feedback received by the Commission in response to its Call for Evidence. We do not seek to repeat this engagement. The purpose of this consultation is to seek wide-ranging views and feedback on some specific areas around the ways we plan to implement the Commission's recommendations, to ensure the right final approach.

### Responding to this Consultation

We are inviting responses to this consultation by 19 November 2020.

Please respond to this consultation using the Scottish Government's consultation hub, Citizen Space (<http://consult.gov.scot>). Access and respond to this consultation online at <https://consult.gov.scot/infrastructure-and-investment-division/draft-infrastructure-investment-plan/>. You can save and return to your responses while the consultation is still open. Please ensure that consultation responses are submitted before the closing date of 19 November 2020.

If you are unable to respond using our consultation hub, please complete the Respondent Information Form (provide at Annex D) and send to:

Email: [InfrastructureInvestmentStrategy@gov.scot](mailto:InfrastructureInvestmentStrategy@gov.scot)

By post:

Infrastructure Investment Plan Consultation  
3-C North  
Victoria Quay  
Edinburgh  
EH6 6QQ

### What happens next?

Following the closing date, all responses will be analysed and considered along with any other available evidence. The Scottish Government will publish responses, where respondents have given permission for their response to be made public, and a report summarising responses will also be made available.

Responses to some questions we have asked will directly inform the final Plan to be published later this year, in particular questions under sections 1, 2 and 4 below. As this is a significant turning point in our approach to infrastructure it will be important to take time to test and implement the right interventions where appropriate. We anticipate that responses to section 3 inform our future programme of improvements. These will be developed with further testing over time, and considered alongside other strategic developments, to ensure they deliver the right outcomes.

### 1. The inclusion of natural infrastructure in our definition

Our natural environment can play an important role in our infrastructure system and generate benefits to the economy and society – as well as help to tackle climate change and other challenges such as biodiversity loss and poor air quality.

The Government would like to revise its infrastructure definition to include references to natural infrastructure, and offers proposes the following changes (shown in green):

“The physical and technical facilities, **natural** and other fundamental systems necessary for the economy to function and to enable, sustain or enhance societal living conditions.

These include the networks, connections and storage relating to the enabling infrastructure of transport, energy, water, telecoms, digital and internet, to permit the ready movement of people, goods and services.

They include the built environment of housing; public infrastructure such as education, health, justice and cultural facilities; safety enhancement such as waste management or flood prevention; **natural assets and networks**; and public services such as emergency services and resilience.”

These proposed changes will help ensure investment in natural infrastructure can be considered and prioritised equally, alongside other areas, and that progress on our plans to boost natural infrastructure will be equally transparent and can be scrutinised on a consistent basis by Parliament.

#### 1a) Do you support the inclusion of natural infrastructure in our definition of infrastructure?

Yes                      No                      Unsure

#### 1b) Do you agree with the wording proposed for the revised definition?

Yes                      No                      Unsure

1c) If you do not agree, please provide your suggested changes and additional material to support your answers [200 word limit]:

### 2. How we should prioritise – a common investment hierarchy

The Scottish Government has accepted the Commission’s suggestion to develop an ‘investment hierarchy’ which prioritises maintaining and enhancing existing assets over new build. On pages 22-23 we propose a new common hierarchy, to aid planning and decision-making and drive future investment choices.

In practice, this means that the following steps would need to be considered, in turn, before deciding the right investment plans.

1. Determine future need.
2. Maximise use of existing assets.
3. Repurpose & Co-locate.
4. Replace or New Build.

For example, something new might only be built if there is still a demonstrable service need for a facility, and an existing asset cannot be re-purposed. In future, this will mean that a higher proportion of investment and resource is likely to be directed towards the initial steps in the hierarchy than in previous years.

#### 2a) Do you agree that the steps proposed in the common investment hierarchy are the right ones?

Yes                      No                      Unsure

2b) If you think any adjustments are needed to the proposed investment hierarchy, please provide suggested changes (and evidence, where appropriate) to support your answers:

### 3. How we best assess the impact of proposed infrastructure

The Infrastructure Commission recommended a new assessment framework is developed, in advance of the next Infrastructure Investment Plan, to inform decisions about future infrastructure investment so that it best achieves desired outcomes.

On page 24 we have set out the challenges in comparing the potential benefits of different types of infrastructure. It is not easy to compare investment in a school, hospital, or new digital public service, for example, because they may all deliver positive outcomes but not necessarily using comparable evidence or over the same timeframe.

We are considering how best to develop our new approach and welcome views about the best way forward. This is likely to take the form of a suite or 'dashboard' of indicators, as shown in the diagram on page 25, to allow for a range of factors to be taken into account in any assessment, balancing potential trade-offs. This approach would be consistent with the National Performance Framework. Responses to questions in this section will inform our work to develop a common assessment framework.

**3a) Do you agree that a dashboard of indicators is the best approach to enable informed decisions to be taken about the long-term trade-offs and choices in our infrastructure investments? Please provide the reasons for your response.**

**3b) What outcomes (and/or indicators) do you think should be included in developing a common assessment framework for prioritising infrastructure investment?**

**In your response you may wish to consider how any of the suggested factors might:**

- **link to the three themes of the Infrastructure Investment Plan (enabling net zero emissions and environmental sustainability; driving inclusive economic growth; and building resilient and sustainable places); and**
- **help address inequality, including for protected characteristic groups, and socioeconomic disadvantage.**

**3c) Are there existing tools or methodologies you are aware of which you think the Scottish Government could draw on or adopt in developing its framework? You may wish to draw on examples from other countries in your response.**

#### 4. How we assess the greenhouse gas emissions impact of future Plans

The Scottish Government has used broad categories of low, neutral and high carbon (known as a taxonomy approach) to explain the climate impact of its infrastructure investment.

When considering the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, Parliament agreed that a new methodology should be developed to improve assessment of the contribution made by infrastructure investment to Scotland's emissions targets. We have undertaken some research to support this, it is published online at: <https://www.climatexchange.org.uk/research/projects/greenhouse-gas-emissions-and-infrastructure-investment-decisions/>

The research concludes that a new approach will take time to develop, and we wish to ascertain views on the best way forward. The research presents four options that we should consider in developing a new approach, these are:

1. Updated taxonomy.
2. Absolute emissions.
3. Baseline and intervention.
4. Gap analysis.

A summary of the strengths and weaknesses is set out in Annex C and in the full report.

The Scottish Government is minded to explore further the use of Baseline and Intervention and Gap Analysis approaches which we believe will provide a more useful and meaningful assessment than the current taxonomy approach.

The development of the new approach using one of the methods (or a combination of them) is likely to be an iterative process and will require substantial work to establish the new framework and collect the necessary data. This is noted in the Infrastructure Investment Plan forward programme. We would like our measurement to be internationally comparable, practicable, and to give stakeholders useful information.

**4a) Do you support the planned approach to developing a new approach to assessing the contribution made by infrastructure investment to Scotland's emissions targets?**

Yes                      No                      Unsure

**4b) Please explain and support your response with evidence [500 word limit].**

#### 5. Strategic Environmental Assessment: Environmental Report

Strategic Environmental Assessment (SEA) is the assessment of the likely significant environmental effects that a public plan, programme or strategy will have on the environment if implemented. Where possible, it proposes how negative effects can be avoided or reduced and identifies opportunities for positive effects to be maximised. An Environmental Report has been published alongside the IIP.

**5a) What are your views on the accuracy and scope of the environmental baseline set out in the Environmental Report?**

**Please give details of additional relevant sources alongside your response.**

**5b) What are your views on the predicted environmental effects of the IIP as set out in the Environmental Report?**

**5c) What are your views on the proposals for mitigating, enhancing and monitoring the environmental effects set out in the Environmental Report?**



## Chapter 5

# THEME 1: ENABLING THE TRANSITION TO NET ZERO EMISSIONS AND ENVIRONMENTAL SUSTAINABILITY

### Some achievements from our 2015 Infrastructure Investment Plan

- **The Low Carbon Infrastructure Transition Programme** has awarded over £52 million of grant funding to low carbon demonstration projects across Scotland which encourage replication and wider uptake of innovative renewable technology.
- £42 million spent annually on **flood protection** to properties and businesses across Scotland including the £1 billion Dundee Waterfront development.

Scotland's world leading legislation – The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 – tightened targets to net zero for domestic greenhouse gas emissions by 2045. Interim targets are set for 2020, 2030 and 2040, for emissions reductions of 56%, 75% and 90% respectively, requiring action in all sectors.

This will require transformative action across all sectors of the economy and across society. The Scottish Government's investment in publicly-funded infrastructure has a critical role to play in supporting the transition – committing to multiyear investments in this Plan sends a clear signal to supply chains to invest in people and technology, and help us deliver the net zero transition. But it is only a share of the effort, and cannot deliver such targets on its own. It also requires UK and international action, such as in reserved policy areas of energy and aviation. Regulation, resource investment, incentives, business and individual behaviour change all have roles to play. The forthcoming update to the Climate Change Plan will set out the full range of actions we are taking to deliver our targets.

We already invest £1.8 billion of capital each year in low carbon policies and programmes. Scottish Ministers have committed to increasing the level of spending by an additional £2 billion over the next 5 years. New schemes have already been announced in the 2020 Programme for Government that will deploy £1.6 billion of this investment.

We know that 1 in 11 homes and 1 in 7 businesses in Scotland are already at risk of flooding and, on average, around 2000 more properties will be at risk every year due to climate change. We have set out how Scottish Government will increase resilience to climate change and invest more in adaptation measures to protect our homes, businesses and places from flood risk. Investing in coastal change adaptation will help protect our natural defences which protect an estimated £10 billion worth of assets

Scotland's natural environment is fundamental to our economy and our wellbeing. It supplies the energy and resources on which many industries depend and is the essence of our global brand. It supports our health and quality of life, providing the essentials we all need to survive and thrive, and protecting our communities from flooding and extreme weather. It plays a vital role in tackling climate change – removing carbon from the atmosphere and securing it in natural habitats. Natural areas or systems that are managed to provide multiple benefits for the environment and human wellbeing can be described as 'natural infrastructure'.

## CASE STUDY

**Glenrothes – Energy Network**

In 2016, the Scottish Government's Low Carbon Infrastructure Programme, which is co-funded by the European Development Fund provided £8.6 million of support to The Glenrothes Energy Network. The remainder of funding was provided by RWE and Fife Council.

The project is utilising the heat loss from the RWE biomass combined heat and power (CHP) plant based in Markinch in an ambitious district heating network, which includes thermal storage and a back-up energy centre to supply low carbon heat to a wide range of customers in the centre of Glenrothes. The Glenrothes Energy Network was officially opened on the 25th April 2019. It is successfully delivering low carbon heating to Fife House complex, Rothes Halls and the sheltered housing complex at Jubilee Grove.

**Theme 1: What the Infrastructure Investment Plan will deliver: 2021-22 to 2025-26**

Purpose	Plans
<b>Decarbonising transport</b>	<p>We will aid the transformation of our surface-transport systems. We will invest:</p> <ul style="list-style-type: none"> <li>■ Over £500 million over 5 years in active travel, the large majority of which will be for active travel infrastructure including reallocating road space in favour of walking, wheeling and cycling, encouraging active travel for shorter every day journeys.</li> <li>■ £495 million towards the Programme for Government commitment to invest over £500 million in improved bus priority infrastructure to tackle the impacts of congestion on bus services, making journey times shorter and services more reliable, encouraging people to leave their cars at home and to take the bus.</li> <li>■ Continue our investment to support public sector fleet alternatives to petrol and diesel vehicles.</li> <li>■ Invest over £3.8 billion in the operation, maintenance and sustainable renewal of a high performing rail network for passengers and freight</li> <li>■ Progress the rail decarbonisation action plan</li> </ul>
<b>Decarbonising heat and transforming our buildings through energy efficiency</b>	<p>We will reduce demand for heat through improved energy efficiency measures, removing poor energy efficiency as a driver of fuel poverty and eliminate emissions from space and water heating by 2040-45 through higher standards for new buildings, including a Net Zero Standard for new public buildings, and replacing fossil-fuel systems with renewable and zero-emission sources.</p> <p>We will invest £1.6 billion over the next five years, including:</p> <ul style="list-style-type: none"> <li>■ At least £95 million in a programme to decarbonise the public sector estate</li> <li>■ Opening the £50 million Green Recovery Low Carbon Infrastructure Transition Programme (LCITP)</li> <li>■ Up to £58 million to invest in significant energy efficiency improvements to the Royal Botanic Gardens in Edinburgh</li> <li>■ £25 million for zero carbon energy infrastructure and heat networks for residential and commercial premises along the river Clyde's path</li> <li>■ An additional £55 million to tackle fuel poverty to boost our existing national energy efficiency programme.</li> </ul>

Purpose	Plans
<b>Decarbonising industry, including manufacturing</b>	<p>We will support industry and manufacturing to transform, overcoming private sector investment and transition challenges through:</p> <ul style="list-style-type: none"> <li>■ A £34 million Scottish Industrial Energy Transformation Fund for energy efficiency technologies and decarbonisation studies</li> <li>■ A £26 million Low Carbon Manufacturing Challenge Fund for innovation in technology, processes and infrastructure.</li> </ul> <p>We will support businesses in the energy sectors as they grow and diversify, and help attract private sector investment, including through our £62 million Energy Transition Fund, focused on the North East, and helping the wider energy sector and supply chain.</p> <p>We will continue to support and invest in the development of Carbon Capture, Utilisation and Storage (CCUS) projects in Scotland and develop, by 2022, a £5 million Carbon Capture and Utilisation Challenge Fund</p>
<b>Supporting a circular economy</b>	<p>We wish to re-think how we use and re-use materials and how we handle waste. Alongside development of a route map to reduce waste and meet our waste and recycling targets for 2025, we will invest up to £75 million to improve local authority recycling collection infrastructure, accelerate landfill gas capture and improve waste data through electronic waste tracking.</p>
<b>Boosting resilience and Adaptation</b>	<p>In support of enhanced adaptation and climate resilience as part of a green recovery, we will invest:</p> <ul style="list-style-type: none"> <li>■ An extra £150 million in flood risk management. This uplift, complements the £42 million provided annually to Councils.</li> <li>■ Almost £12 million in coastal change adaptation to help us adapt to the threat of sea level rises and protect our assets.</li> </ul>
<b>Investing in our natural capital</b>	<p>We will increase forest cover, reaching 18,000 hectares of new woodland in 2024-25. As part of a £350 million programme, we will:</p> <ul style="list-style-type: none"> <li>■ Invest £100 million extra for new planting. And £30 million for Forestry and Land Scotland to expand national forests and land.</li> <li>■ Provide £20 million to further increase tree nursery capacity, investing in new and redeveloped facilities.</li> </ul> <p>Peatland restoration has a key role in responding to climate emergency and biodiversity challenges. We will increase it by:</p> <ul style="list-style-type: none"> <li>■ Investing £20 million per year towards our 10-year £250 million commitment to restore 20,000 ha annually, and 250,000 ha by 2030.</li> </ul>





## Chapter 6

# THEME 2: DRIVING INCLUSIVE ECONOMIC GROWTH

### Some achievements from our 2015 Infrastructure Investment Plan

- Invested £463 million in the **Digital Scotland Superfast Broadband** programme – over 97.8% of premises are now able to access fibre broadband.
- Completed the £858 million **Edinburgh to Glasgow Improvement Programme**, which comprised a comprehensive programme of improvements to railway infrastructure and rolling stock.

Scottish Ministers have set an ambitious goal to reach the same economic performance as those OECD nations in the top quartile. Not all of that can be delivered through infrastructure, but it has a key role to play.

Boosting our international and country-wide digital connectivity and capacity, particularly in rural areas, can help boost Scotland's productivity and competitiveness. According to the World Economic Forum<sup>21</sup> the UK ranks 31st in the world for the quality and adoption of its digital networks. While there is no separate data for Scotland, our investment aims to position us amongst the higher ranked.

By World Economic Forum rankings, the UK is 11th in the world for the quality and timeliness of its transport systems. Whilst there is no separate data for Scotland, Scotland has been ranked as being the best connected large region in Europe<sup>22</sup> and benefits from strong connectivity across a range of transport modes.

Through enhancing our transport infrastructure, focusing on a safe and resilient strategic transport network which also contributes to net zero and inclusive economic growth, we can boost Scotland's productivity and competitiveness, increase trade and inward investment.

We will stimulate innovation, including in manufacturing, to boost our international competitiveness, support construction with a strong pipeline of work and ensure Scottish businesses and supply chains can capitalise on our investment in low carbon. This can help support the creation of good jobs. Whilst our tourism industry has been hit hard by the COVID-19 pandemic, we will pave the way for it to return even stronger when conditions are more favourable.

We will embed fairness and inclusion, addressing the drivers of poverty and seeking to ensure no-one is left behind. We will do this in a range of ways, for example, by investing in the right strategic projects for every part of Scotland to aid city and regional growth; and through our investment in bus infrastructure, tackling poor energy efficiency, and addressing rural and island digital connectivity.

If we are successful, we would expect this plan to help us make progress towards our ambitious child poverty targets. Our spatial plan, as set out in National Planning Framework 4 next year, informed by emerging Regional Spatial Strategies and taken forward through Local Development Plans, will underpin a fair geographic distribution of investment.

21 [http://www3.weforum.org/docs/WEF\\_TheGlobalCompetitivenessReport2019.pdf](http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf)

22 fDi's European Cities and Regions of the Future 2020/21 – Winners <https://www.fdiintelligence.com/article/76767>

## CASE STUDY

## Digital Scotland Superfast Broadband programme

Cinecosse is an award winning film and multimedia company based in rural Aberdeenshire. Owner, Graeme Mowat, has described how his business has benefited from faster broadband and a reliable internet connection as a result of the Digital Scotland Superfast Broadband programme.

From previously very low speeds, Cinecosse is now able to access speeds of up to 69.8 download/20.1 Mbps through fibre enabled broadband. This has helped his company to remain relevant with clients across the globe and adapt successfully to client needs.

Improved online access has allowed Cinecosse to promote what they do through their own website. To keep up with the increased demand, Cinecosse has expanded to creating interactive media and offers media training. Day-to-day running of the office has also been made easier with improved online access and a move to digital HR and payroll applications.



## CASE STUDY

## Science Skills Academy, Inverness and Highland City Region Deal

The Science Skills Academy, funded through the Inverness and Highland City Region Deal, is inspiring children and young people across the Highlands to become engaged with the core STEM subjects, transforming STEM education through a network of Newton Rooms – Scandinavian-style learning hubs.

Newton Rooms in Thurso and Fort William are operational, with plans in place for further hubs in Dingwall and Inverness and pop-up sites across the region, ensuring quality STEM delivery and accessibility across the region, regardless of how remote and rural a school may be.

Since the Academy launched, over 4000 participants have interacted with the project; whilst the focus is to reach primary and secondary school children, they have provided sessions to families and to home educated pupils, trained STEM ambassadors, and have hosted events for local STEM businesses. The Academy is one of five UK Science Centres to have been selected to deliver a new national space programme for families and young people.



**Theme 2: What the Infrastructure Investment Plan will deliver: 2021-22 to 2025-26**

Purpose	Plans
<b>Strengthening Connectivity</b>	<p>We will ensure the right connections within Scotland and internationally. We will:</p> <ul style="list-style-type: none"> <li>■ Invest over £500 million in completing the R100 programme, to extend full-fibre broadband to every household and business in all rural areas.</li> <li>■ Double investment in bridge and roads maintenance: a programme of around £1.5 billion over 5 years to boost structural repairs and strengthen the network, improve road safety, deliver a range of improvements to our ITS infrastructure, and enhance key links such as the Tarbert to Inverarnan A82 section.</li> <li>■ Deliver significantly improved rail services and accessibility to stations between East Kilbride and Glasgow, and Aberdeen to Central Belt, to meet growing demand, drive more usage and decarbonise rail passenger and freight services.</li> <li>■ Deliver phased dualling of the A9 Perth to Inverness road.</li> <li>■ Continue design and development work to dual the A96.</li> <li>■ Complete construction of the A77 Maybole Bypass and improvements to the A92/A96 Haudagain junction.</li> <li>■ We will produce and maintain a long-term plan and investment programme for new ferries and development at ports to improve resilience, reliability, capacity, and accessibility, increase standardisation, and reduce emissions to meet the needs of island communities, supported by investment of at least £580 million during the next 5 years.</li> </ul>
<b>Creating a world-class digital system</b>	<p>We will strengthen digital public services, for example to aid our justice and health systems, including:</p> <ul style="list-style-type: none"> <li>■ Investment of £25 million in the system development required to build on the 50-fold increase in patient use of NearMe digital healthcare services during COVID-19.</li> <li>■ Support for the delivery of the new critical national infrastructure for an Emergency Services Network (ESN) to deliver next generation telecommunications for our emergency services and first responder communities. The ESN will also contribute towards the Government's wider policy of enhancing broadband coverage through the Strategic Rural Network.</li> </ul>
<b>Boosting competitiveness</b>	<p>We will stimulate innovation and our international attractiveness by:</p> <ul style="list-style-type: none"> <li>■ Concluding our £75 million investment in the National Manufacturing Institute Scotland, to enable greater support for our manufacturing sector to test new processes, modernise their technologies, and de-risk investment</li> </ul>

Purpose	Plans
<p><b>Supporting long-term inclusive and sustainable growth</b></p>	<p>We will invest for growth that benefits all people, in both rural and urban areas by:</p> <ul style="list-style-type: none"> <li>■ Investing £525 million, aligned with local authority and UK Government funds, to deliver the next five years of £5 billion city region and regional growth deals. These investments will help drive inclusive growth that will deliver significant and lasting economic benefits for individuals, businesses and communities across Scotland, and benefit Scotland as a whole, creating thousands of jobs and up-skilling local labour markets in: Glasgow City Region; Aberdeen City Region; Inverness and Highland; Edinburgh and South East Scotland; Stirling and Clackmannanshire; Tay Cities; Ayrshire; Borderlands; Moray; Argyll and Bute; Falkirk; and the Islands.</li> <li>■ The Deals are supplemented by complementary and additional investment in key road sections and links: Sheriffhall junction with the A720 in Edinburgh; cross Tay link road; Laurencekirk junction with the A90, Longman junction with the A9/A82; and the A9/A96 Inshes to Smithton connection, as well as improvements to the rail network between Aberdeen and the Central belt.</li> </ul> <p>We will deliver a range of economic, environmental and social measures for the benefit of rural Scotland through £100 million funding for the Scottish Rural Development Programme.</p> <p>We will invest £30 million in delivering the National Islands Plan, supporting a range of areas, including tourism, infrastructure, innovation, energy transition and skills – informed by our learning of how island communities have responded and adapted to COVID-19. This will include specific ringfenced funding for capital projects on islands relating to netzero and green recovery objectives, creating highquality, skilled, green jobs in some of our most remote and vulnerable communities.</p>



## Chapter 7

# THEME 3: BUILDING RESILIENT AND SUSTAINABLE PLACES

### Some achievements from our 2015 Infrastructure Investment Plan

- £3.5 billion made available to support the single biggest investment in, and delivery of, **affordable housing** since devolution.
- Delivered **new healthcare facilities** such as NHS Greater Glasgow and Clyde's Woodside Health Centre, Stirling Care Village, and NHS Orkney New Hospital and Healthcare Facilities.
- £476 million to support the expansion of **Early Learning and Childcare** – investment so that more parents will be able to participate in work, training or study.

Delivering on our ambitions for a fairer Scotland starts at the local community level. Opportunities exist in many of our towns, villages and neighbourhoods to bring together individual investments for greater impact.

The COVID-19 pandemic has required us to rethink how and where we work, opening up new ways to think about our neighbourhoods, towns, cities and rural communities. We must also respond to changes in demography, and in the way in which people wish to access and consume services. Our next National Planning Framework, the Place Standard tool and new Digital Planning System will help us to do that.

Through our Place based Investment Programme, we will implement the Place Principle at pace to ensure that investment is relevant to each place and for the benefit of all the people in that place. This is a collaborative place based approach driven by the needs of communities – collectively getting behind community led changes at the heart of an area.

It is ever more crucial to ensure everyone has a suitable home: one that is safe; warm and affordable; close to services, shopping, work, and green space for recreation. A new emphasis on localism informed by concepts such as 20 minute neighbourhoods will help to achieve that.

We will invest in our housing and better delivery of services locally – be that in adapting our housing stock to better meet peoples' needs, delivering a network of community treatment centres and Near me health services, designing more integrated education facilities to help all learners reach their full potential and modernising our justice facilities and transforming emergency services to adapt to the digital age.

## CASE STUDY

**Loanhead Centre**

Partners seized the opportunity of Schools for the Future investment significantly to shape and modernise previously separate and poorer quality public sector facilities. Through a more holistic approach to service planning, a new combined centres was developed which co-located a primary school, NHS medical centre, and community library and leisure facilities.

The community were consulted from the beginning, ensuring buy in to the new hub and facilities provided. The sense of community ownership of the building has developed trust and ensured that the building is well used. Take-up of services has been higher than before – including a 50% increase in footfall in the library compared to pre-hub figures. The Centre has allowed multiple generations to mix and engage and ultimately be proud of the facility and their place

**Theme 3: What the Infrastructure Investment Plan will deliver: 2021-22 to 2025-26**

Purpose	Plans
<b>Creating better local places</b>	<p>We will build on our “Place Principle” to promote place-based economic development and cohesion, ensuring all city, town, village and island communities can thrive by establishing a Place Based Investment Programme.</p> <ul style="list-style-type: none"> <li>■ As part of this programme we will invest £275 million to support community led regeneration and town centre revitalisation, including the repurposing of buildings, maintenance and repairs, reallocating external space and community led land acquisition. This will build on the Regeneration Capital Grant Fund and the ongoing work on Clyde Gateway.</li> </ul> <p>We will continue to address the inequalities of land ownership through a 5 year Scottish Land Fund programme of £40 million.</p> <p>We will develop a £35 million new, open-access, digital planning system.</p> <p>We will invest £17 million over the next three years to support the introduction of Low Emission Zones into Scotland’s 4 major cities.</p>

Purpose	Plans
<p><b>Access to a high-quality sustainable home that is affordable and meets people's needs</b></p>	<p>Implementing our Housing to 2040 Vision and Principles Route Map later this year, we will create and fund a plan for high quality, energy efficient, zero carbon affordable housing with access to green space, sustainable transport links, digital connectivity and community services:</p> <ul style="list-style-type: none"> <li>■ We will invest £2.8 billion in capital, over 5 years, to deliver more affordable and social homes reflecting and supporting Local Housing Strategies and regional development priorities, alongside our work to enhance the suitability of our current stock – ensuring the right types of homes in the right places to support demographic need, economic opportunity, and to assist in delivering climate change targets. Further activity will be funded to deliver more affordable and social homes through Financial Transactions and the Transfer of Management of Development Funding budgets, and will be set out in due course.</li> <li>■ We will invest £58 million in a programme to help Registered Social Landlords deliver adaptations needed to enable tenants to stay in their homes for longer, or permit them a speedy and safe return from hospital care. As part of Programme for Government 2020-21 we will also review the current housing adaptations system and make recommendations on how best to improve and streamline the system and maximise the impact of investment.</li> </ul>
<p><b>High quality social infrastructure</b></p>	<p>We will boost digitally accessible services, whilst improving the condition of our buildings and enabling the right new facilities.</p> <p>In Health we will:</p> <ul style="list-style-type: none"> <li>■ Double our annual funding for maintenance over 5 years, investing over £1 billion in enhancing or refurbishing existing facilities, and updating and modernising key equipment.</li> <li>■ Invest over £220 million in the Baird and Anchor project in Aberdeen which brings together all Maternity, Neonatal, Reproductive Medicine, Breast and Gynaecology services in the Baird Family Hospital and consolidates Haematology, Oncology and Radiotherapy Day and Outpatient services under one roof in the ANCHOR Cancer centre.</li> <li>■ Reduce the pressure on our acute health facilities, and improve treatment times for patients, through a £300 million programme of investment to expedite completion of our elective care centres in Clydebank, Inverness, Livingston, Aberdeen, Tayside, and Kirkcaldy.</li> <li>■ Upgrade the Edinburgh Cancer Centre (£20 million), build the new national secure adolescent inpatient service in Irvine (£10 million) and replace the St Brendan's facility in Barra (£18 million)</li> <li>■ Invest over £50 million to modernise our radiology equipment nationally, and over £100 million to upgrade and replace our ambulance fleet.</li> </ul> <p>In Education &amp; Skills we will:</p> <ul style="list-style-type: none"> <li>■ For Colleges, invest nearly £90 million in the Dunfermline Learning Campus.</li> <li>■ Together with Councils, fund an ambitious £2 billion Learning Estate Improvement Programme, using an outcomes based revenue finance approach. The first phase of 11 new school projects was announced in September 2019 a second phase of investment will be announced by the end of 2020.</li> </ul> <p>In Justice we will:</p> <ul style="list-style-type: none"> <li>■ Replace HMP Inverness and HMP Barlinnie – an investment of around £470 million. In that time the new Highland establishment should be concluded, and a majority of progress might have been made on the new HMP Glasgow.</li> <li>■ We will complete investment by 2022 in the construction of the innovative new female custodial estate, including a new national prison and two Community Custody Units in Dundee and Glasgow, tailored to the specific support needs of women.</li> </ul> <p>Scottish Water is planning to invest over £4 billion in the next charge control period 2021-27 to maintain and improve services across Scotland, address the challenges of its aging asset base and make progress towards the achievement of its commitment to net zero emissions by 2040.</p>

# INFRASTRUCTURE COMMISSION FOR SCOTLAND REMIT

## ANNEX A

The Infrastructure Commission for Scotland was established by Scottish Ministers and started work in 2019 to provide independent, informed advice on the vision, ambition and priorities for infrastructure in Scotland to meet our 30-year economic growth and societal needs. Chaired by Ian Russell CBE, the group were further tasked with providing additional advice on the delivery of infrastructure in Scotland. The Infrastructure Commission was asked to work with the Scottish Government definition of infrastructure.

### Who

Infrastructure Commission members:

- Ian Russell CBE, Chair
- Professor Iain Docherty, University of Stirling
- Ken Gillespie, Homes for Scotland
- Benny Higgins
- Mary Pitcaithly OBE, Scottish Police Authority
- Rachel Skinner, UK Head of Transport, WSP Global
- Grahame Smith, General Secretary, Scottish Trades Union Congress
- Sara Thiam, Chief Executive, Scottish Council for Development and Industry
- John Trower, Optimity
- Professor Janette Webb, University of Edinburgh

### What

The Commission will provide independent, informed advice on the vision, ambition and priorities for a long-term, 30 year strategy for infrastructure in Scotland to meet our future economic growth and societal needs. This will support the Scottish Government's delivery of its National Infrastructure Mission and development of the next Infrastructure Investment Plan for the 5 years ahead. The Commission will advise on the key strategic and early foundation investments to significantly boost economic growth and support delivery of Scotland's low carbon objectives and achievement of our climate change targets.

Following the completion of this report the Commission will be asked to provide advice to Scottish Ministers on the delivery of infrastructure in Scotland, including the possible creation of a Scottish National Infrastructure Company.

### When

The Advisory Commission will report on infrastructure ambitions and priorities by the end of 2019, and may make interim recommendations e.g. around guiding principles supporting the evolution of a coherent Infrastructure Investment Plan across sectors.

It is anticipated that a following 6 month period will be required to consider recommendations on delivery models.

The Commission should work in a way which is:

- Engaging and widely consultative across all of Scotland and civic society
- Credible, objective and evidence-based
- Outward looking, forward thinking and innovative

### How

The Commission should pay attention to strategic drivers such as: securing Scotland's international competitiveness; the markets and connections Scotland requires for goods, services and people; how to prioritise investment to deliver inclusive economic growth and low carbon objectives; demographic and other social change factors; place-making; technological change and innovation; and considerations around development, ownership and financing of infrastructure, including Fair Work.

The Commission can determine how to progress its work, and may use future-focused scenario planning tools or existing or new research and evidence.

Commissioners will be responsible for:

- Bringing specific skills and experience
- Providing expert, impartial advice
- Engaging widely with stakeholders including industry, expert and interest groups, government, local government and public bodies, civic society and the public



### **Overarching objectives for the Infrastructure Commission's work**

- delivering sustainable inclusive economic growth across Scotland
- managing the transition to a more resource efficient, lower carbon economy
- supporting delivery of efficient, high quality, modern public services
- increasing industry competitiveness, whilst tackling inequality
- enhancing societal living conditions now and in the future
- ensuring alignment with the new National Planning Framework

### **Infrastructure Commission for Scotland reports.**

**Phase 1: Key findings report: A blueprint for Scotland<sup>23</sup>**

**Phase 2: Delivery Findings Report: A blueprint for Scotland<sup>24</sup>**

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<sup>23</sup> [https://infrastructurecommission.scot/storage/281/Phase1\\_FullReport.pdf](https://infrastructurecommission.scot/storage/281/Phase1_FullReport.pdf)

<sup>24</sup> [https://infrastructurecommission.scot/storage/276/Phase2\\_Delivery\\_Findings\\_Report.pdf](https://infrastructurecommission.scot/storage/276/Phase2_Delivery_Findings_Report.pdf)

# CAPITAL MAINTENANCE: THE ECONOMIC BENEFITS

## ANNEX B

### Purpose

To assess the evidence around the potential economic impact of capital maintenance as compared to overall infrastructure investment.

### How Capital Maintenance Enables Sustainable Economic Growth

In 2018 the Scottish Government published a report<sup>25</sup> prepared by OCEA examining the economic rationale for infrastructure investment. The report identified five main channels through which infrastructure enables inclusive and sustainable growth:

- Supporting the Foundations of Economic Activity – infrastructure underpins economic resilience, provision of lifeline services and the effective operation of the economy.
- Demand Side Economy Impacts – the construction phase of infrastructure projects is an important source of employment and can provide wider supply chain benefits that support economic activity across the country in the short to medium term.
- Supply Side Economic Impacts – Infrastructure spending can enhance the productive potential of the economy, if investment is effective, through improving its supply side.
- Market Impacts – Facilitating the development of key sectors and technologies; improving private sector competitiveness; and unlocking private sector capital.
- Social and Environmental Impacts – Reducing regional disparities; reducing emissions and improving environmental quality; and improving health and wellbeing.

Capital maintenance has the potential to support inclusive and sustainable growth through the same channels as identified above. For example, maintaining flood defences to ensure they remain operational supports economic resilience.

However, the relative importance of the different channels is likely to differ for capital maintenance when compared to new build infrastructure and supporting the foundations of economic activity is likely to be relatively more important for capital maintenance. This is because as the condition of any part of the asset stock diminishes, there is greater risk that we will not be able to continue to use its services at current levels. This in turn affects our ability to sustain the existing pattern of economic activity.

The relative importance of the other different channels is likely to vary too for capital maintenance when compared to new build infrastructure. For example, the relative impact of capital maintenance on the supply side of the economy will depend on the current state of the infrastructure. If the infrastructure is in relatively good condition then capital maintenance is unlikely to have a significant impact on the productive potential of the economy. In contrast, if the services that infrastructure is able to provide have become unpredictable, for example electricity outages or road delays, due to a lack of maintenance then investment in capital maintenance would be expected to have a significant impact on the supply side of the economy.

On the demand side impacts, the lower values of projects for capital maintenance as compared to new build infrastructure may enable more SMEs to compete for individual contracts and therefore potentially increase the distribution of the employment benefits across Scotland.

### The Extent to Which Capital Maintenance Impacts on Growth

There are a number of studies that have attempted to estimate the impact of infrastructure on economic output, however there is limited evidence exploring the relative impact of capital maintenance.

25 Scottish Government, Exploring the Economic Rationale for Infrastructure Investment, <https://www2.gov.scot/Resource/0054/00544114.pdf>

Both the IMF<sup>26</sup> and the National Infrastructure Commission<sup>27</sup> highlight a paper<sup>28</sup> that suggests maintenance is likely to have high a rate of return. The paper highlights that in the short run infrastructure in bad condition imposes costs on users while in the long run, failure to maintain infrastructure in a timely fashion leads to greater costs of rebuilding. The paper's evidence is mainly drawn from the World Bank and is focused on more developing countries and therefore the empirical results may not be directly comparable to Scotland. However, the paper does suggest that there is an optimal level of expenditure in maintenance that can have a positive impact on growth.

As part of the 2011 National Road Maintenance Review Transport Scotland commissioned the Transport Research Laboratory<sup>29</sup> to assess the economic, environmental and social impacts of changes in maintenance spend on roads in Scotland. The study found that pedestrians were most affected by a reduction in road maintenance, for example through impacts on noise, air quality and accidents. It was estimated that for every £1 reduction in road maintenance there is a cost of £1.50 to the wider economy.

At the macro level, modelling by the Scottish Government<sup>30</sup> estimated that the National Infrastructure Mission could lead to a sustained boost in Scottish GDP by between 0.5% and 1% by 2025-26, depending on the measure of the economy used.

Over 15 years, this is equivalent to increasing the economy by between £10 billion and £25 billion (2017 prices) depending on the measure of the economy used. This modelling focused on an increase in Gross Fixed Capital Formation (GFCF). GFCF is defined as excluding “ordinary maintenance and repairs” but it does include “improvements to existing fixed assets beyond ordinary maintenance and repairs”<sup>31</sup>. Consequently, the modelled potential economic benefits of capital maintenance would be the same as new build assuming that revenue maintenance captures ordinary maintenance and capital maintenance results in improvements to existing assets beyond this and therefore forms part of GFCF.

### Conclusion

There is limited quantitative evidence on the relative economic impact of capital maintenance as compared to building new infrastructure but evidence suggests that capital maintenance does have as high a rate of return. It is expected that spend on capital maintenance has the potential to impact on the economy through the same five channels as identified for overall infrastructure investment, with supporting the foundations of economic activity being particularly important but the relative impact of other channels may vary depending on the current condition of existing infrastructure.

Assuming capital maintenance increases GFCF the economic benefits are expected to be consistent with those modelled for overall infrastructure investment. However, as with overall infrastructure investment, the balance of investment between different sectors and markets will determine the precise level of economic benefits realised from increasing capital maintenance.

26 IMF, Is it time for an infrastructure push? The macroeconomic effects of public investment, 2014, <http://www.imf.org/external/pubs/ft/weo/2014/02/pdf/c3.pdf>

27 National Infrastructure Commission, Economic Growth and Demand for Infrastructure Services, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/595990/2906219\\_NIC\\_Technical\\_Paper\\_Economic\\_Driver\\_v1\\_OA\\_WEBACCESSIBLE.PDF](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/595990/2906219_NIC_Technical_Paper_Economic_Driver_v1_OA_WEBACCESSIBLE.PDF)

28 Rioja (2013), What is the value of infrastructure maintenance? [https://www.lincolnst.edu/sites/default/files/pubfiles/what-is-the-value-of-infrastructure-maintenance\\_0.pdf](https://www.lincolnst.edu/sites/default/files/pubfiles/what-is-the-value-of-infrastructure-maintenance_0.pdf)

29 Transport Research Laboratory, Economic, Environmental and Social Impacts of Changes in Maintenance Spend on Roads in Scotland, 2012, <https://www.transport.gov.scot/media/29455/j235740.pdf>

30 Scottish Government, Exploring the Economic Rationale for Infrastructure Investment, <https://www2.gov.scot/Resource/0054/00544114.pdf>

31 European System of National and Regional Accounts 2010

# CARBON ASSESSMENT OF THE INFRASTRUCTURE INVESTMENT PLAN

## ANNEX C

The Scottish Government has used low, neutral and high carbon categories (known as a taxonomy approach), as shown in the table below, to analyse planned infrastructure spend for individual years.

The categorisation was developed and proposed by the Low Carbon Infrastructure Taskforce in 2015<sup>32</sup>:

Category	Description	Examples
Low Carbon	Seen as necessary to the low carbon transition	Transport – bus, rail and ferry Energy – all renewable generation and electricity transmission and distribution Rural affairs and the environment – waste Housing – energy efficiency programmes
Neutral	Do not represent substantial carbon efficiency gains in their own right but are consistent with low carbon ambitions	Rural affairs and the environment – all non-waste Housing – all non-energy efficiency Water, Digital, Health, Schools, Justice Culture and heritage Regeneration
High carbon	Relatively carbon intensive	Transport – roads and airports Energy – fossil fuel generation

This analysis estimates that 35% of the Capital Budget in 2020/21 can be classed as Low Carbon<sup>33</sup>. However, there are a number of reasons why this approach gives only a partial or crude estimate of the actual savings:

- Does not quantify the overall change in emissions.
- Does not capture all emissions-saving measures, particularly those in the Neutral category.
- Has not been brought into line to match higher emissions targets.

In passing the 2019 Climate Change (Emissions Reduction) Act in Scotland, the Parliament agreed that a new methodology should be developed in order to assess the contribution made by the infrastructure investment plan to the new targets.

In order to respond to this new requirement, and in recognition of the limitations of the current approach, an independent research project was commissioned to explore alternative options. This research was facilitated by ClimatexChange – Scotland's centre for expertise connecting climate research and policy.

<sup>32</sup> [https://issuu.com/greenallianceuk/docs/the\\_case\\_for\\_low\\_carbon\\_infrastruct](https://issuu.com/greenallianceuk/docs/the_case_for_low_carbon_infrastruct)

<sup>33</sup> [https://www.parliament.scot/S5\\_Finance/General%20Documents/Kate\\_Forbes\\_14\\_February\\_2020.pdf](https://www.parliament.scot/S5_Finance/General%20Documents/Kate_Forbes_14_February_2020.pdf)

The ClimatexChange report recognises that this is a relatively new area of policy and methodological development. It identifies four different types of assessment approach relevant to infrastructure investment decisions:

- Absolute emissions methods,
- Baseline-and-intervention methods,
- Gap analysis, and
- Taxonomies.

A description of each methodology and its strengths and weaknesses is shown below, please see the final research report for more detail.<sup>34</sup>

Method Description	Strengths	Weaknesses
<b>Taxonomy</b> Categorises types of asset into broad groups to rate the carbon impact.	<ul style="list-style-type: none"> <li>■ Easy to interpret.</li> <li>■ Relatively easy to implement using existing tools &amp; guidance.</li> </ul>	<ul style="list-style-type: none"> <li>■ Blunt tool, limited in detail.</li> <li>■ Does not quantify the level of emissions reduction</li> <li>■ Does not capture all emissions-saving measures.</li> <li>■ Not matched to Scottish targets.</li> </ul>
<b>Absolute Emissions</b> Calculates emissions relating to an infrastructure asset throughout its lifetime.	<ul style="list-style-type: none"> <li>■ Provides a detailed assessment of individual projects.</li> <li>■ Can capture lifecycle impacts and international emissions effects.</li> </ul>	<ul style="list-style-type: none"> <li>■ Data heavy and resource intensive – requires a detailed assessment of each project.</li> <li>■ May not adequately capture the cumulative impacts</li> </ul>
<b>Baseline &amp; Intervention</b> Estimates the change in emissions over time compared to a ‘no change’ scenario.	<ul style="list-style-type: none"> <li>■ Flexible approach – individual projects or combination of programmes.</li> <li>■ Captures system-wide change.</li> <li>■ Compatible with current assessment methods.</li> </ul>	<ul style="list-style-type: none"> <li>■ An assessment of each intervention is required in order to design the modelled scenario.</li> <li>■ Modelling outputs can be complex to interpret – may be challenging to identify the pure ‘infrastructure’ effects of investment.</li> </ul>
<b>Gap Analysis</b> Assesses the difference between planned investment and the target.	<ul style="list-style-type: none"> <li>■ Allows for analysis of any shortfall in required implementation or investment.</li> </ul>	<ul style="list-style-type: none"> <li>■ An assessment of each intervention is required</li> <li>■ Requires a decarbonisation scenario and a detailed understanding of costs or implementation plans.</li> </ul>

The Scottish Government plans to consider these research findings carefully. In particular, we note the recommendation to take a phased approach. While the report suggests we could adopt a new version of a carbon taxonomy (such as the EU Sustainable Finance Taxonomy or Climate Bonds Initiative Taxonomy) in the short run, it is not clear that the benefits of doing so are strong. It is therefore considered preferable to maintain the current taxonomy until such time that a more sophisticated and transparent reporting method can be developed.

From the remaining three, the Scottish Government is minded to explore further the use of Baseline and Intervention, and Gap Analysis approaches. The development of the new approach using one of the methods (or a combination of them) is likely to be an iterative process and will require substantial work to establish the new framework and collect the necessary data. This is noted in the Infrastructure Investment Plan forward programme.

<sup>34</sup> <https://www.climatexchange.org.uk/research/projects/greenhouse-gas-emissions-and-infrastructure-investment-decisions/>



## RESPONDENT FORM

## ANNEX D

**Please Note** this form **must** be completed and returned with your response.

To find out how we handle your personal data, please see our privacy policy:  
<https://www.gov.scot/privacy/>

Are you responding as an individual or an organisation?

- Individual
- Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- Publish response with name
- Publish response only (without name)
- Do not publish response

### Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- Yes       No



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**W W W . g o v . s c o t**

# **Investing for Jobs: Capital Spending Review Framework 2021-22 to 2025-26**

**September 2020**



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## MINISTERIAL FOREWORD

COVID-19 – the single greatest public health crisis of our lifetimes – has had a profound impact on our health, our economy and society, indeed our whole way of life. Scottish GDP fell by 19.4% in the second quarter of 2020: this has been a dramatic shock to our economy. Our clear priority is dealing with the economic, health, and social crises that COVID-19 has brought.

As reported to Parliament, one effect of the pandemic was a necessary delay to our Capital Spending Review, which had been due to be published by end June 2020.

The Scottish Government wants to ensure that society can thrive economically, socially and environmentally, and to deliver sustainable and inclusive growth for all. Making the right investments in the right places is crucial. We need the ability to respond quickly to boost the economy.

Our capital funding supports economic growth by investing directly in businesses to boost innovation and employment, funding research and development, and capitalising the Scottish National Investment Bank.

And capital investment crucially supports employment and economic recovery through our large-scale infrastructure plans.

Around 90% of our capital budget supports infrastructure - from the homes we live in and the water, energy and telecommunication we consume, to how we travel to the places we work, shop and learn.

Our strategic draft Infrastructure Investment Plan covers 2021-22 to 2025-26, and is published alongside this high level Framework. It sets out around £24 billion of key projects and programmes that can be confirmed now, including those deploying revenue finance. Early commencement of these can ensure we deliver our National Infrastructure Mission, to increase annual investment in infrastructure by £1.5 billion by 2025-26.

It is estimated that the £6.4 billion of investment in 2021/22 set out in National Infrastructure Mission, rising to £7 billion in 2025/26, will support 45,000 full time equivalent jobs across those years. This includes the jobs supported directly, mainly in the construction sector, but also the indirect jobs supported in the supply chain.

In recognition of the climate emergency, declared by the First Minister, the Scottish Government announced, in February 2020, that it would ring-fence £2 billion of new funding over the next Parliamentary term. Our Framework ensures that investment.

It further details those specific schemes which make up the first £1.6 billion tranche of new funding. We are already protecting £1.8 billion annual investment in low carbon schemes. So the first tranche of new investment will provide an almost 18% boost in funding for a green recovery over the next Parliamentary term.

Our draft Infrastructure Investment Plan shows how we will bring forward a pipeline of work to help us build back stronger from the pandemic, and the Capital Spending Review Framework shows how funding and finance is matched to our decisions.

This Framework covers the 5 financial years of the next Parliamentary term. It sets out now how we have a full and realistic plan for around £33.5 billion of investment to deliver the ambitious National Infrastructure Mission. Our financial assumptions are prudent. Stakeholders can have confidence in them.

Our high level Framework aims to support transparency and an open dialogue with Parliament, Local Government and other partners about the fiscal context, and our financial assumptions. In its 2017 Budget Process Review Group report, Parliament called for such transparency and the chance to engage in multi-year financial planning.

After such engagement, and once the UK Government has concluded its own upcoming Comprehensive Spending Review, we can publish formal multi-year capital budget allocations, likely alongside Scottish Budget 2021-22.

It is right that we engage at a high level before finalising details, and we are also open about the risk we face from working with the uncertainty around future UK capital plans. Stimulating the economy means being ready to respond quickly once UK plans are clear, which is why we are publishing our Framework now.

But we also need to prepare for delayed UK plans, a new austerity approach, or uneven patterns of UK future investment. Delay risks uncertainty and paused investment, damaging our economy.

There is now, more than ever, a need for greater capital stimulus from the UK Government, and for them to agree increased fiscal flexibilities for the Scottish Government.

The Chancellor announced on 24 March 2020 that the anticipated UK Comprehensive Spending Review would be delayed from July, to enable a focused COVID-19 response.

Whilst we know that the UK Government now intends to publish its own Spending Review in the autumn, we do not yet know how the Chancellor aims to respond to the substantially changed UK fiscal position arising from COVID-19.

We call on the UK Government to deliver on their March 2020 capital stimulus plans, and to extend the Scottish Government's capital borrowing powers to help us respond effectively to the pandemic.

The Treasury has delayed previously announced Capital Spending Reviews, and their response to the UK National Infrastructure Commission, four times so far. COVID-19 and Brexit uncertainties could again affect their plans. Given the significant economic implications of the pandemic, we cannot delay all Scottish planning until the UK Government takes action.

Our coherent focus can provide huge opportunities for Scotland's people. We will drive innovation, ensure access growing global markets, create good, sustainable and green jobs and support a just and fair transition and wellbeing outcomes.

**Kate Forbes - Cabinet Secretary for Finance  
September 2020**

## **SPENDING OUTLOOK**

### **The UK Comprehensive Spending Review**

The Chancellor announced on 24 March 2020 that the anticipated UK Comprehensive Spending Review would be delayed from July, to enable a focus on responding to the COVID-19 emergency.

The pandemic has led to a significant, and not yet fully clear, deterioration in the UK public finances. Alongside meeting health needs, the costs of economic supports such as the furlough scheme are significant. All parts of the UK have experienced a large economic shock, suggesting ongoing downward pressure on government revenues from decreased economic activity.

The Chancellor confirmed on 21 July 2020 that the UK Government will undertake its Comprehensive Spending Review in the Autumn, which will set UK resource budgets for the years 2021-22 to 2023-24 and capital budgets for the years 2021-22 until 2024-25. The Scottish Capital Spending Review is preparing to cover another year again, to 2025-26, consistent with delivering our key National Infrastructure Mission.

It is unclear what the Treasury's response will be to the significantly changed fiscal context. The Chancellor's language has sought to manage expectations down, with reference to only real-terms growth across resource and capital grant over the period as a whole, and against a resource baseline lower than the pre-COVID-19 2020-21 funding.

It is possible that the pressures on capital and resource funding may differ. For example, the UK Government may seek to bring forward a programme of capital stimulus. Alternatively, more UK borrowing may be required for social security or other resource purposes, constraining the scope for capital increases. It may be that the UK Government does not consider real-terms growth possible in each year.

### **The Case for Scottish Government Action**

The Scottish Government will engage fully with the UK process and will continue to press for early clarity on funding envelopes. Until then, the Scottish Government must undertake its own capital planning based on modelled forecasts. These are based on the best information available, but estimates can never be fully accurate.

One question is why Scottish Ministers should await a UK Comprehensive Spending Review outcome before commencing our own financial planning.

HMT have delayed previously announced UK Capital Spending Reviews, and their response to the UK National Infrastructure Commission, four times so far. COVID-19 and Brexit uncertainties could again affect their plans. Delay risks uncertainty and paused investment, damaging our economic recovery.

Given we don't know when the UK Review will fully conclude, there is a risk it falls very close to our own Budget 2021-22 process, or even the end of the financial year and Scottish election, leaving insufficient time for proper Scottish financial planning.

The First Minister committed, in September 2018, to a National Infrastructure Mission to increase annual investment in infrastructure by 1% of 2017 Scottish GDP by 2025-26. As the Advisory Group on Economic Recovery concluded in June 2020, it is important for Scotland that the Scottish Government continues to deliver the Mission, to aid our recovery from the economic harm arising from COVID-19.

There are significant benefits in a Scottish Capital Spending Review that sets out forward investment levels, consistent with the Mission. This will help us deliver our own plans in a confident and realistic way, rather than be held in thrall to an uncertain UK Government agenda. It permits more control over the momentum of economic recovery and future developments in Scotland.

Scottish Ministers recognise that nearly all of the major projects announced as part of the 2015 Infrastructure Investment Plan have already successfully been delivered. For example, nearly £0.5 billion investment in our Digital Scotland Superfast Broadband programme has ensured over 97.8% of premises across Scotland can now access fibre broadband, helping homes and businesses. Our comprehensive Edinburgh to Glasgow Improvement Programme delivered over £850 million investment in comprehensive improvements to railway infrastructure and rolling stock, boosting our connectivity and economy. We have enabled new Early Learning and Childcare facilities, which boost outcomes for children and support their carers, and invested over £3.5 billion in affordable homes.

Moving forward, clarity on our new multi-year capital plans, and the investments they will underpin, has the potential to boost confidence in sectors across Scotland's economy, and to encourage necessary private sector investment.

Our draft Infrastructure Investment Plan 2021-22 to 2025-26, published alongside this Framework, aims to provide as much market certainty as possible, through its significant pipeline of around £24 billion of major projects and programmes.

## **Future Funding Scenarios**

We have prepared for a Capital Spending Review alongside working up our new Infrastructure Investment Plan. This allows strategy, project and programme funding to be aligned. It means we can show confidently that our announced plans are affordable and fully funded, whether through our Programme for Government 2020 or as set out in the draft Infrastructure Investment Plan.

This Framework sets out future funding scenarios and our own planning assumptions. Later in the year, once the UK Comprehensive Spending Review has concluded, we can publish detailed multi-year capital allocations, alongside Scottish Budget 2021-22.

As we must proceed on the basis of estimates, the Office of the Chief Economic Adviser has modelled three potential scenarios:

- **Scenario 1:** Consistent with Office of Budget Responsibility (OBR) estimates based on plans announced at UK Budget 2020-21
- **Scenario 2:** Real terms funding uplift of 1%, using July OBR inflation estimates
- **Scenario 3:** Funding outlook flat in real terms, using July OBR inflation estimate

Scenario	2020-21	2021-22	2022-23	2023-24	2024-25	2056- 26
<b>Scenario 1 –</b> Consistent with UKG March 2020 Budget	4,866	5,616	5,917	6,252	6,476	6,476
<b>Scenario 2 - Real</b> Uplift - Baseline Growth + 1% (July Inflation)	4,866	4,921	5,075	5,228	5,387	5,387
<b>Scenario 3 - Flat Real</b> Terms (July Inflation)	4,866	4,872	4,976	5,077	5,180	5,180

\*excludes Financial Transactions funding

Given the UK Comprehensive Spending Review aims only to cover a period one year shorter than the Scottish National Infrastructure Mission and next Parliamentary term, the final 2025-26 year is forecast prudently to hold at level cash.

Scenario 1 is consistent with UK Conservative manifesto claims that the funding allocated to Scotland would be sufficient to meet the National Infrastructure Mission in its entirety. We call on the UK Government to deliver on its commitment.

However, in light of the impact of COVID-19, and shifts in UK Government language around future investment, the Scottish Government cannot be confident that this level of funding will be available. Scottish Ministers are committed to setting out a clear path to deliver the National Infrastructure Mission, and have consequently also considered how more pessimistic future UK scenarios could impact our plans.

We set out transparently in this Framework the information to evidence that our plans are realistic, and deliverable, and that Scotland can have full confidence in them.

Financial Transactions (FTs) are a type of capital funding, initially introduced by Treasury in 2012-13. They are available for equity investments, or loans to individuals or private or third sector organisations, such as companies or universities. FTs require to be repaid by the Scottish Government to UK Government. Previous Financial Transaction budgets have been used to good effect in Scotland, such as to grow early stage innovative companies or to improve people's chances to own their own home.

Financial Transactions consequentials to Scotland have predominantly arisen from UK funding of the English 'Right to Buy' housing scheme, which is expected to conclude in March 2023. Intentions thereafter will only become clear in a UK Comprehensive Spending Review. There is currently a lack of certainty around their continuation.

Any UK decision to discontinue FT budgets would have a significant impact and requires a lengthy lead-in time to allow orderly transition, if that is what's required. We call on the UK Government quickly to clarify its intentions regarding continued use of this type of funding, and to replace the budgets with at least commensurate levels of capital grant should it prefer not to continue with FTs.

## DELIVERING THE NATIONAL INFRASTRUCTURE MISSION

In the 2018 Programme for Government, the First Minister announced a National Infrastructure Mission to increase annual investment in infrastructure by 1% of 2017 Scottish GDP by 2025-26.

This is the level we think is required to match the ongoing investment of our key OECD competitors. We are the first part of the UK to commit to overcome historically lower UK investment, and seek to reach such internationally competitive levels.

The economic rationale for the National Infrastructure Mission was supported by a paper produced by Scottish Government analysts<sup>1</sup>, which set out the important role that infrastructure investment plays in improving the productive capacity of the economy and delivering long-term economic benefits. Delivering our National Infrastructure Mission will be a critical component of Scotland's recovery from the economic harm arising from COVID-19.

The National Infrastructure Mission aims to ensure that investment is £1.5 billion higher in 2025-26, than the £5.2 billion invested in 2019-20. It runs through the full next Parliamentary term, and consequently our Capital Spending Review planning does the same. It has the potential to boost Scottish GDP by £10 - £25 billion over 15 years.

### Sound Planning to Ensure Delivery

The Scottish Government commenced its planning for the National Infrastructure Mission promptly in 2018. Its evolution has recognised some key factors:

- the term 'National Infrastructure Mission' describes the overall programme of capital and revenue-financed investment. It uses a number of financial tools, each operating with their own limits
- planning investment to deliver economic value requires a culture change across Scotland to focus on its outcomes and benefits, rather than the amount spent
- the important role of the independent Infrastructure Commission in advising and shaping future strategic priorities and infrastructure choices
- portfolios might align their timing and approach when shaping new strategies, to ensure a coherent Scottish Government-wide Infrastructure Investment Plan
- whilst revenue finance can apply widely, the higher costs of *private* finance means the Mutual Investment Model of finance should be restricted to central government, including Agencies and NDPBs

The Scottish Government also made a commitment to Parliament during this term to increase annual investment in low carbon activity by at least 1% per annum. Annex A details the level and nature of such investment in this financial year, 2020-21.

In recognition of the climate emergency, declared by the First Minister, the Scottish Government announced, in February 2020, that it would also ring-fence £2 billion of new funding over the next Parliamentary term for new low carbon investment.

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<sup>1</sup> <https://www.gov.scot/publications/exploring-economic-rationale-infrastructure-investment/>

## **Financial Planning Assumptions for the Capital Spending Review**

Scottish Ministers have agreed some key financial planning assumptions to shape our Capital Spending Review.

To support our commitment to addressing climate change, and in recognition of the climate emergency, new funding is predominantly directed towards investment in emissions mitigation and adapting to the effects of climate change already underway. This can help ensure we shape a green economic recovery from the pandemic.

Our financial planning assumptions are:

- Level cash capital grant across Scottish Government as a whole, rolling forward Scottish Budget 2020-21 baselines\* into future years to 2025-26
- Boosting total maintenance investment over the 5 year period within this limit, alongside future asset creation. Capital maintenance includes asset enhancement, ensuring asset compliance with regulatory requirements, major equipment and fleet
- At least preserving the £1.8 billion annual level of low carbon investment
- £2 billion new funding for low carbon schemes over the next Parliamentary term

\*Baselines are as set out in the Budget introduced into Parliament, not including one-off sums added as part of the Budget agreement.

## **Stakeholder Expectations of the National Infrastructure Mission**

Scottish Ministers have not yet placed in the public domain a detailed trajectory or plan to deliver the National Infrastructure Mission, which is now included in this document. However, we are aware of the thoughts of others, most notably estimates published by Audit Scotland in 2020 in their report Privately Financed Infrastructure Investment – The Non-Profit Distributing Model (NPD) and Hub Models<sup>2</sup>.

We include this credible external estimate for completeness, and note that Scottish Ministers have already invested, in 2020-21, at a considerably higher level than Audit Scotland had foreseen compared to the £5.2 billion 2019-20 baseline. Scottish Budget 2020-21 detailed £6.2 billion of investment, showing we had started to pull ahead of our own Mission.

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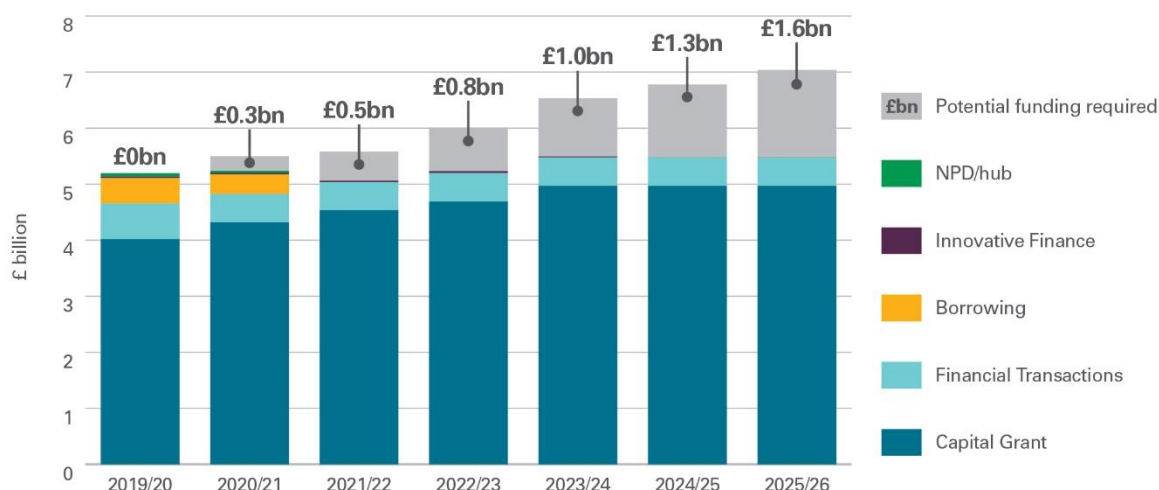
<sup>2</sup> <https://www.audit-scotland.gov.uk/report/privately-financed-infrastructure-investment-the-non-profit-distributing-npd-and-hub-models>



The below diagram was published in the Audit Scotland report Privately Financed Infrastructure: The NPD and Hub Models, and is reproduced here with the permission of Audit Scotland.

Exhibit 9 The current trend in capital budgets, 2019/20 to 2025/26

The Scottish Government may need to use a variety of funding sources, potentially including private finance, to meet its target to increase investment in line with the National Infrastructure Mission.



Note: Our analysis uses the National Infrastructure Mission Baseline from the Scottish Government's 2019 Medium Term Financial Strategy (MTFS), based upon its modelled central scenarios until 2023/24 (and thereafter kept level). This provides projections of the capital grant and Financial Transactions funding, as well as expenditure on innovative financing schemes, over the seven-year period 2019/20 to 2025/26. In line with the MTFS, our analysis assumes no NPD/hub investment after 2020/21 and does not forecast the levels of capital borrowing after this point (current powers allow the Scottish Government to borrow up to £450 million each year). The Scottish Government committed in the MTFS to 'steadily increasing' infrastructure investment by £1.56 billion between 2019/20 and 2025/26 but goes into no further detail as to how this will be profiled or achieved. We have used the Scottish Government's baseline figures and then assumed that this increased investment will take place in equal annual increments of £0.26 billion of additional investment (year on year) between 2019/20 and 2025/26. This allows annual investment levels, and the additional funding that may be required to meet the National Infrastructure Mission's commitment, to be estimated. With no changes in the baseline projections, this will need to be funded through capital borrowing, MIM or by other means. Source: Audit Scotland

## The National Infrastructure Mission – Funding and Finance

The table below shows how key components to deliver the National Infrastructure Mission come together. If a choice has had to be made, prudence has guided any decision, to ensure plans are realistic.

Components include assuming that the National Infrastructure Mission enables steady increases in annual investment towards the 2025-26 target level. We show the level cash capital grant planning assumption. We further indicate a proposed increasing trajectory for the new £2 billion investment in low carbon schemes.

Given the lack of certainty around Financial Transactions funding once the current English 'Right to Buy' Scheme ends in March 2023, we currently only plan for new UK FT allocations to the end of that financial year, deploying recycled receipts from prior Scottish schemes thereafter.

These figures also illustrate the sort of revenue finance level needed to meet the NIM trajectory. There are a range of such programmes in train or under preparation for the CSR period, such as the Learning Estate Investment Programme, the dualling of the A9, and investment in Green Growth Accelerators. Figures are estimates, and actual levels of investment may be higher.

Year.	20-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total (5 years)
<b>All figures (£m)</b>							
<b>Level Cash capital allocation</b>	5,204	5,204	5,204	5,204	5,204	5,204	26,020
New £2bn Low Carbon funding	-	200	300	400	500	600	2,000
Capital receipts or income (est.)	100	100	100	100	100	100	500
New FTs from UK Government	620	620	620	-	-	-	1,240
FTs recycled	272	200	160	140	140	140	780
Revenue Finance	47	50	200	750	1000	1000	3000
<b>Total Investment</b>	<b>6,243</b>	<b>6,374</b>	<b>6,584</b>	<b>6,594</b>	<b>6,944</b>	<b>7,044</b>	<b>33,540</b>
NIM required trajectory	6,243	6,346	6,448	6,551	6,653	6,756	32,754
<b>Difference with NIM</b>	<b>-</b>	<b>+28</b>	<b>+136</b>	<b>+43</b>	<b>+291</b>	<b>+288</b>	<b>+786</b>

**The table shows that the plans set out in this Framework, using prudent assumptions, are more than sufficient for Scottish Ministers to deliver against the ambitious National Infrastructure Mission.**

**Our plans are realistic, and stakeholders can have confidence in them.**

#### **Risk to Scottish Financial Planning Assumptions from UK Funding Scenarios**

The table below shows how the modelled UK funding scenarios compare with the Scottish Government level cash capital grant planning assumption plus £2 billion low carbon funding requirement. It gives an implied capital borrowing requirement (shown in red in brackets) or headroom figure (positive black number) in each scenario.

All figures £ million	2020-21	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Headroom over 5 years (2021-22 to 2025-6)
Outlook (Scenario 1)	4,866	5,616	5,917	6,252	6,476	6,476	
Outlook (Scenario 2)	4,866	5,018	5,174	5,333	5,499	5,499	
Outlook (Scenario 3)	4,866	4,969	5,074	5,180	5,277	5,277	
Budget 20-21 Allocation level cash	5,204	5,204	5,204	5,204	5,204	5,204	
£2bn low carbon		200	300	400	500	600	
Total capital r'qd		5,404	5,504	5,604	5,704	5,804	
Headroom (S 1)	(338)	212	413	648	772	672	2,717*
Headroom (S 2)	(338)	(483)	(429)	(376)	(317)	(417)	(2,022)
Headroom (S 3)	(338)	(532)	(528)	(527)	(524)	(624)	(2,735)

\* grant may need to replace future Financial Transactions under this scenario in particular

Scottish Ministers can deploy capital borrowing to supplement grant, up to £450 million each year, within a £3 billion rolling total. Assuming all £450 million borrowing is deployed in 2020-21, £1,994 million will have been borrowed in total by the year end, with £1,006 million headroom remaining.

The table shows that scenario 1 is sufficient for Scottish plans. We call on the UK Government quickly to revert to its own March 2020 funding assumptions.

Scenario 2 would require deployment of over £2 billion of extra Scottish capital borrowing, which is some way higher than the total borrowing available. We call on the UK Government to permit Scottish Government the additional flexibilities we seek to ensure we can adapt to reduced UK future funding, below announced plans.

Scenario 3 would require almost as much capital borrowing again as Scotland's total capital borrowing limit, and require more in each year than Scottish Government is able to borrow annually. We call on the UK Government to at least deliver the real terms uplifts they have promised, or the fiscal flexibilities we continue to press for.

## THE STRATEGIC CONTEXT

Although the Capital Spending Review and draft Infrastructure Investment Plan are closely linked, and most capital expenditure is on infrastructure, it is important to note that capital itself can support a wider range of activities. In particular, it can support research, creation of financial instruments such as debt or equity, or job creation and retention through investment in Scottish businesses, for example to boost innovation. Around 90% of our capital investment in 2020-21 was directed towards infrastructure.

This Capital Spending Review Framework is published alongside the draft Infrastructure Investment Plan 2021-22 to 2025-26<sup>3</sup>. The two closely align, with the Infrastructure Plan setting out the strategy, and the Capital Spending Review ensuring that priorities are fully funded or financed. They have both been prepared to support delivery of projects and programmes with improved outcomes and benefits within three themes:

- Enabling the transition to net zero emissions and environmental sustainability
- Driving inclusive economic growth
- Building resilient and sustainable places



As the draft Infrastructure Investment Plan sets out, we need to adjust the balance of investment in favour of renewing and extending the life of our existing infrastructure, both on environmental and value-for-money grounds. As such, the Capital Spending Review will target a material uplift in capital maintenance type investment, relative to current levels of investment, working towards doubling such annual investment over the next 5 years.

This Capital Spending Review will also address the significant near-term challenges presented by the COVID-19 pandemic, recognising the profound impact the virus has had on our whole way of life, and the role infrastructure has to play in helping businesses and communities to adapt and recover.

Alongside the harmful consequences of COVID-19, we have seen a number of positive shifts as people's lives have become more home-based, for example towards active travel or to make more use of digital services. Harnessing these changes will be key. The draft

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<sup>3</sup> <https://www.gov.scot/isbn/9781839607899>

Infrastructure Investment Plan highlights the challenges and opportunities that our capital investment can help address, summarising the shifts in investment we intend:

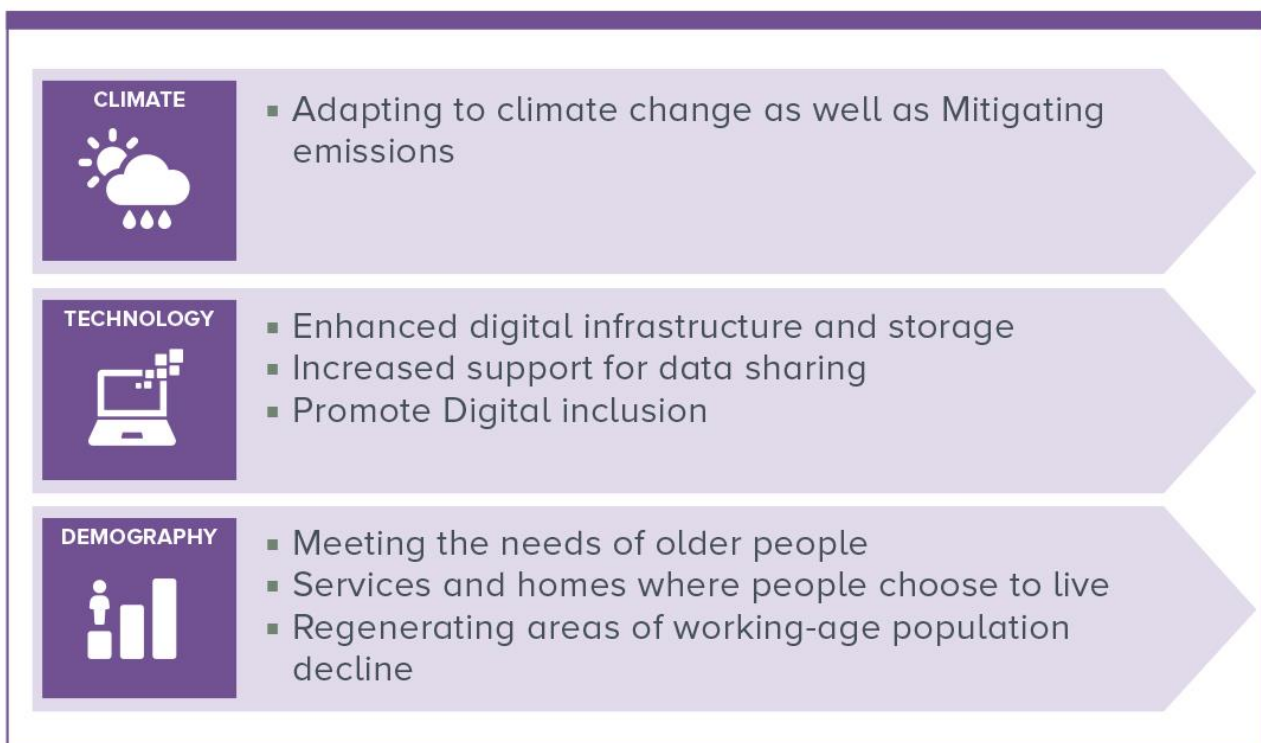
- Investing in digital connectivity to help businesses and users wherever they live and work, and accelerating digital service provision, reducing the need to travel
- Supporting safe active travel and local, accessible public services in vibrant places
- Supporting green and blue spaces to provide access to nature
- Supporting positive social change such as new approaches to rehabilitation and reduced homelessness
- Whilst not all is infrastructure, we will invest in job-creation to preserve and generate employment to support economic recovery

The Advisory Group on Economic Recovery considered how best Scotland might address the economic harm that has arisen from COVID-19. A key recommendation of the group called on Scottish Ministers to maintain the National Infrastructure Mission. We are delighted by this recognition of the value our approach can bring.

Recognising the long-term nature of infrastructure provision, and the need to future proof investment, the Capital Spending Review and Infrastructure Investment Plan also address key long-term trends, including:

- Tackling and managing climate change
- Accommodating technological developments
- Adapting to demographic change

These are described in more detail in the draft Infrastructure Investment Plan. Below is a summary of the key adjustments in our investment approach that will be required to respond well to these long-term trends:



In April 2019, the First Minister recognised we are facing a climate emergency. We need to invest in the required actions to reduce emissions to meet our ambitious net zero target level and to address the potential disruption we face from extreme weather events and the climate change already underway.

Recognising that emissions in 2025 need to be around 11 Mt CO<sub>2</sub>e a year lower than our 2020 target level, we have announced an additional £2 billion capital investment over the course of the next Parliamentary term. Scottish Government investment can never be the whole answer to the climate emergency challenge, but can supplement action at international and UK level, by Councils, by businesses and service users.

We have already committed to those projects that form the initial £1.6 billion tranche of our new investment. Annex A gives full details, alongside the 2020-21 breakdown of £1.8 billion current low carbon investment, which has already been shared with Parliament. This annual investment level will be at least preserved, enabling our green economic recovery.

## **ENSURING FISCAL SUSTAINABILITY**

Scottish Ministers are committed to ensuring that our financial planning is sound and sustainable. In this section we highlight the key factors underpinning the fiscal sustainability of our capital investment plans.

Just under 85% of the Scottish Government capital budget, including new Financial Transactions funding, flows from UK decisions and allocations. The remaining sums arise from income and receipts, deployment of Scottish capital borrowing powers, from innovative financial and revenue finance models, and from recycling repayments from earlier FT loans.

Consequently, there are some key risks to handle in conducting a Scottish Capital Spending Review ahead of certainty around future UK allocations in a Comprehensive Spending Review, principally:

- The risk that UK comprehensive spending review allocations are insufficient for, or higher than, the Scottish financial planning assumptions
- The risk that our planning assumptions, plus FTs and revenue finance, are insufficient to meet the required National Infrastructure Mission investment target that was committed to in 2018

It is important to be transparent around the nature of risks, and to have plans to mitigate them. Scottish Ministers will identify options to flex spend where allocations determined by the UK Government Comprehensive Spending Review differ from financial planning assumptions underpinning the Scottish Capital Spending Review.

These options include:

- Revisiting capital borrowing plans, to deploy the right amount whilst leaving sufficient headroom for later years
- Use of the Scotland Reserve to smooth profiles and spend between years
- Flexing the rate of increase in annual investment in capital maintenance. This includes asset enhancement, major equipment and fleet
- Accelerating or delaying commencement of agreed projects
- Potential to include additional new capital plans should more funding become available, or to use capital grant in place of some plans for revenue finance

### **Our Financial Planning Assumptions**

Financial planning assumptions have an important role to play in helping us manage our multi-year investments and plans sustainably. They seek to provide guide-rails, or envelopes, to support sound financial planning and help portfolios consider the affordability and sequencing of their major projects and procurement plans.

As highlighted above, our financial planning assumptions for capital investment are:

- Level cash capital grant across Scottish Government as a whole, rolling forward Scottish Budget 2020-21 baselines\* into future years to 2025-26
- Within this limit, boosting capital maintenance investment
- At least preserving the £1.8 billion current annual low carbon funding level
- £2 billion new funding for low carbon schemes over the next Parliamentary term

\*Baselines are as set out in the Budget introduced into Parliament, not including one-off sums added as part of the Budget agreement.

## Using Our Fiscal Powers

As set out in the Medium Term Financial Strategy 2019, the following principles guide decisions by Scottish Ministers on the use of our fiscal powers:

- **Sustainability** – Sovereign countries generally seek to achieve this by having a broadly balanced budget position over the economic cycle. Under the current constitutional setting, the Scottish Government is constrained to a stricter standard of achieving a balanced budget annually, with only limited ability to borrow and use a reserve. Within such limited powers, we aim to achieve:
  - **Stability** – ensuring steady funding and expenditure trajectories
  - **Budget flexibility** – including the ability to respond to unforeseen events
- **Intergenerational fairness** – ensuring future taxpayers only bear the cost of spending that benefits them
- **Value for money** – Borrowing and other sources of revenue-finance investment will achieve value for money for the taxpayer
- **Transparency** – The Scottish Government will set out clearly its planned and actual use of these powers

## Our Published Capital Borrowing Policy

Capital grant forms the majority of capital investment by the Scottish Government. In addition to the capital block grant, the Scottish Government can increase capital expenditure through borrowing up to £450 million per year up to a maximum total of £3 billion. While these powers enable the Scottish Government to support the capital investment programme and promote economic growth in Scotland, there are limitations to their use:

- Capital borrowing from the National Loans Fund is a lower-cost alternative to privately financed investment
- The term structure of borrowing will be chosen to strike the right balance between flexibility (requiring shorter term lengths), value for money (requiring shorter term lengths), stability (suggesting longer term lengths) and intergenerational fairness (term length corresponds to asset life). The decision on term will be taken at an appropriate time in each year, dependent on factors prevailing at the time such as interest rates and impact on the resource budget
- A contingency reserve of £300 million of the capital borrowing limit will be left unused, to provide the flexibility to undertake capital borrowing if an unforeseen need arises to stabilise the spending trajectory
- Over the period of the next Parliamentary term, our policy is to borrow between £250 million and £450 million annually to ensure sufficient investment to support economic growth, and deliver the National Infrastructure Mission



## **The Scotland Reserve - Capital**

The Scotland Reserve allows the Scottish Government to smooth spending within and between years. The Reserve is capped in aggregate at £700 million, or only around 1.4% of the nearly £50 billion total Scottish Budget in 2020-21. Annual drawdowns from the Reserve are limited to £100 million for capital. This severely restricts the Scottish Government's ability to build up a medium-term reserve and draw down from it.

The plans detailed above to deliver our National Infrastructure Mission do not assume additional funds are drawn down in any year from the Scotland Reserve. In practice, decisions are taken at an appropriate time in the year, for example, to assist with any major projects that might have faced delays due to poor winter weather conditions.

## **The Cost of our Existing Policies and Major Projects**

Due to the multi-year nature of infrastructure project planning and delivery, we require to review the proportion of future years' budgets already committed to concluding those major projects underway.

In 2021-22 the investment required to complete major projects already commenced, whose progress is reported twice annually to the Parliamentary Audit and Post Legislative Scrutiny Committee, accounts for around 20% of the available capital budget (using the 2020-21 budget as the baseline). Once required match-funding for European Union schemes, and the impact of our commitment to at least protect current levels of low carbon investment are added, that suggests over 50% of the assumed envelope is either committed or constrained in terms of ability to allocate to new activity. Although that figure is estimated to fall-back a little as existing projects conclude, by 2025-26 it is expected to be over 40% of our total capital budget.

Remaining funds cover other statutory or contractually committed spend, new and continuing programmes, new projects and maintenance. Initial estimates suggest that, in the 2020-21 baseline year, maintenance investment was around £450 million, or 9% of the total capital grant budget. As such, the flexibility to fund entirely new investment through the next 5 years will be considerably lower than the overall assumed envelope would suggest.

## **Revenue-Financed Investment**

The Scottish Government uses revenue finance to deliver additional high-value infrastructure projects, which could not be delivered with capital grant alone. Such infrastructure projects are financed through annual payments or increased tax revenue, typically over a 25- to 30-year period.

The affordability and sustainability of all Scottish Government long-term revenue commitments, including repayment of debt stock, are assessed as part of the Budget process. Annual costs of revenue finance commitments are managed within a maximum of five per cent of the *resource* Budget available (excluding social security).

In 2019, the Scottish Futures Trust compiled a report<sup>4</sup> considering the options for future deployment of private finance in Scotland. Of the available choices, it recommended adoption of the Mutual Investment Model, a variant of a Welsh approach.

In the 2019 Medium Term Financial Strategy, we accepted this recommendation and confirmed, in recognition of the costs, MIM would be reserved for schemes delivered by the Scottish Government itself, its agencies or related bodies.

As identified by the Scottish Futures Trust, MIM is most suitable for a pipeline of similar projects or schemes, each of which has a capital asset value of more than £20 million. The market is aware that the deployment of MIM for remaining stages of the A9 is being explored and developed.

An outcomes-based model of revenue finance has also been developed for working with Councils to deliver the Learning Estate Investment Programme. Similarly, outcomes finance aims to be utilised for Green Growth Accelerators.

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<sup>4</sup> Scottish Futures Trust: *An options appraisal to examine profit sharing finance schemes, such as the Welsh Mutual Investment Model, to secure investment for the National Infrastructure Mission and best value for tax payers*, 30 April 2019

## INVESTING IN LOW CARBON SCHEMES

The first £1.6 billion tranche of our commitment to invest £2 billion in new low carbon schemes through the next Parliamentary term, has already been announced. The component elements are:

Portfolio	Project / Programme	5-year capital
		£m
EFWC/RET	<b>Green Jobs Fund</b> – to support jobs and Green Recovery	100
TIC/CLG	<b>Decarbonising Heat in Buildings</b> – mix of Community Energy & Technology Investment Programme	425
TIC	<b>Public Sector Estate Energy Efficiency</b> – investment to decarbonise the public sector estate	95
CLG	<b>Fuel Poverty</b> – additional delivery of low carbon heat measures to reduce fuel poverty.	55
EFWC	<b>Mission Clyde Heat Decarbonisation Programme</b> – Low/Zero carbon District Heating network(s) for residential and commercial premises along the river	25
TIC	<b>Scottish Industrial Energy Transformation Fund (IETF)</b> – support the industrial manufacturing sector’s transition to net zero	34
EFWC	<b>Manufacturing Low Carbon Infrastructure Challenge Fund</b> – to support manufacturing innovation in low carbon technology, processes and infrastructure	26
ECCLR	<b>RBGE Edinburgh Biomes</b> – to improve carbon management and environmental public engagement.	50
RET	<b>Newton Nursery Redevelopment</b> – new facilities to support higher production to aid woodland creation	20
RET	<b>Woodland and Forestry</b> – Increased new planting, and forestry land	130
ECCLR	<b>Natural Resources: Flood Risk Management</b> – increased investment in new flood protection & natural flood management schemes	130
ECCLR	<b>Help for Waste sector to meet Climate Change Plan commitments</b> – including Local Authority recycling improvements, acceleration of landfill gas capture, and improving data through electronic waste tracking.	65
TIC	<b>Bus Priority Infrastructure</b> – funding to Councils, in partnership with bus operators, to provide infrastructure on local roads, giving buses priority.	445
	<b>Total</b>	<b>1,600</b>

The Scottish Government has used low, neutral and high carbon categories (known as a taxonomy approach), as shown in the table below, to analyse planned infrastructure spend for individual years.

The categorisation was developed and proposed by the Low Carbon Infrastructure Taskforce in 2015<sup>5</sup>.

<b>Category</b>	<b>Description</b>	<b>Examples</b>
Low Carbon	Seen as necessary to the low carbon transition	Transport – bus, rail and ferry Energy – all renewable generation and electricity transmission and distribution Rural affairs and the environment – waste Housing – energy efficiency programmes
Neutral	Do not represent substantial carbon efficiency gains in their own right but are consistent with low carbon ambitions	Rural affairs and the environment – all non-waste Housing – all non-energy efficiency Water, Digital, Health, Schools, Justice Culture and heritage Regeneration
High Carbon	Relatively carbon intensive	Transport – roads and airports Energy – fossil fuel generation

The breakdown of investment set out below uses this taxonomy.

<sup>5</sup> [https://issuu.com/greenallianceuk/docs/the\\_case\\_for\\_low\\_carbon\\_infrastruct](https://issuu.com/greenallianceuk/docs/the_case_for_low_carbon_infrastruct)

Budget 2020-21: line-by-Line Analysis of Categories of Low/ Neutral/ or High Carbon investment

Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
CLG	Housing Supply & Infrastructure	573.8	0.0	615.0	0.0	0.0	573.8	0.0	0.0	615.0	0.0
CLG	Housing Supply - Financial Transactions (Expenditure)	0.0	239.6	0.0	346.5	0.0	239.6	0.0	0.0	346.5	0.0
CLG	Housing Supply - Financial Transactions (Income)	0.0	-8.1	0.0	-50.0	0.0	-8.1	0.0	0.0	-50.0	0.0
CLG	Housing Supply - Income	-30.0	0.0	-28.5	0.0	0.0	-30.0	0.0	0.0	-28.5	0.0
CLG	Fuel Poverty/Energy Efficiency	74.0	0.0	82.0	0.0	74.0	0.0	0.0	82.0	0.0	0.0
CLG	Fuel Poverty/Energy Efficiency Financial Transactions (Expenditure)	0.0	31.3	0.0	40.0	31.3	0.0	0.0	40.0	0.0	0.0
CLG	Fuel Poverty/Energy Efficiency Financial Transactions (Income)	0.0	-1.3	0.0	0.0	-1.3	0.0	0.0	0.0	0.0	0.0
CLG	Housing Support and Homelessness	10.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0
CLG	Regeneration Programmes	25.0	0.0	30.0	0.0	0.0	25.0	0.0	0.0	30.0	0.0
CLG	Third Sector - Credit Union Fund	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0
CLG	Planning - ePlanning	0.5	0.0	2.0	0.0	0.0	0.5	0.0	0.0	2.0	0.0
<b>CLG - Total</b>		<b>653.3</b>	<b>261.5</b>	<b>710.5</b>	<b>338.5</b>	<b>104.0</b>	<b>810.8</b>	<b>0.0</b>	<b>122.0</b>	<b>927.0</b>	<b>0.0</b>
LG	General Capital Grant	704.0	0.0	467.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0
LG	Specific Capital Grants	380.0	0.0	295.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>LG - Total</b>		<b>1084.0</b>	<b>0.0</b>	<b>763.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
CTEA	Cultural Project Financial Transactions (FTs) (Expenditure)	0.0	1.9	0.0	1.5	0.0	1.9	0.0	0.0	1.5	0.0
CTEA	Cultural Project Financial Transactions (FTs) (Income)	0.0	-0.4	0.0	-0.4	0.0	-0.4	0.0	0.0	-0.4	0.0
CTEA	NMS Capital (National Museums of Scotland)	1.1	0.0	2.0	0.0	0.0	1.1	0.0	0.0	2.0	0.0
CTEA	NGS Capital (National Galleries of Scotland)	5.7	0.0	5.2	0.0	0.0	5.7	0.0	0.0	5.2	0.0

Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
CTEA	NLS Capital (National Library of Scotland)	1.8	0.0	1.8	0.0	0.0	1.8	0.0	0.0	1.8	0.0
CTEA	Non National Museums	0.3	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3	0.0
CTEA	Other Cultural Capital	3.3	0.0	3.7	0.0	0.0	3.3	0.0	0.0	3.7	0.0
CTEA	VisitScotland (Capital)	3.0	0.0	5.3	0.0	0.0	3.0	0.0	0.0	5.3	0.0
CTEA	Tourism special projects	0.9	0.0	1.3	0.0	0.0	0.9	0.0	0.0	1.3	0.0
CTEA	HES Direct Capital (Historic Environment Scotland)	6.0	0.0	6.0	0.0	0.0	6.0	0.0	0.0	6.0	0.0
CTEA	Capital Expenditure - National Records of Scotland	3.0	0.0	3.0	0.0	0.0	3.0	0.0	0.0	3.0	0.0
<b>CTEA - Total</b>		<b>25.0</b>	<b>1.5</b>	<b>28.5</b>	<b>1.1</b>	<b>0.0</b>	<b>26.5</b>	<b>0.0</b>	<b>0.0</b>	<b>29.6</b>	<b>0.0</b>
ECCLR	Programmes of Research – Capital	10.3	0.0	31.3	0.0	0.0	10.3	0.0	0.0	31.3	0.0
ECCLR	RBGE Capital (Royal Botanic Garden Edinburgh)	2.8	0.0	2.8	0.0	0.0	2.8	0.0	0.0	2.8	0.0
ECCLR	Marine Scotland	1.0	0.0	3.0	0.0	0.0	1.0	0.0	0.0	3.0	0.0
ECCLR	SNH Capital (Scottish Natural Heritage)	1.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0
ECCLR	LL&TT NPA Capital (Loch Lomond and The Trossachs National Park Authority) <sup>1</sup>	1.2	0.0	1.2	0.0	0.0	1.2	0.0	0.0	1.2	0.0
ECCLR	Cairngorms National Park Authority Capital <sup>1</sup>	0.2	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.2	0.0
ECCLR	Natural Resources	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0
ECCLR	SEPA Capital Expenditure	2.0	0.0	2.0	0.0	0.0	2.0	0.0	0.0	2.0	0.0
ECCLR	Zero Waste - Financial Transactions (Income)	0.0	0.0	0.0	-4.0	0.0	0.0	0.0	0.0	-4.0	0.0
ECCLR	Air Quality Capital Grant	1.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0
ECCLR	Land Reform	10.5	0.0	10.5	0.0	0.0	10.5	0.0	0.0	10.5	0.0
ECCLR	Sustainable Action Fund	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	4.0	0.0
ECCLR	Voted Loans - Scottish Water	215.0	0.0	215.0	0.0	0.0	215.0	0.0	0.0	215.0	0.0
<b>ECCLR - Total</b>		<b>245.0</b>	<b>0.0</b>	<b>274.0</b>	<b>-4.0</b>	<b>0.0</b>	<b>245.0</b>	<b>0.0</b>	<b>0.0</b>	<b>270.0</b>	<b>0.0</b>
ES	Other - Education Scotland	0.0	0.0	2.8	0.0	0.0	0.0	0.0	0.0	2.8	0.0

Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
ES	Gaelic Indirect Capital	2.0	0.0	3.0	0.0	0.0	2.0	0.0	0.0	3.0	0.0
ES	Scottish Qualifications Authority - Capital	1.2	0.0	2.5	0.0	0.0	1.2	0.0	0.0	2.5	0.0
ES	Jordanhill School Indirect Capital	0.2	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.2	0.0
ES	Grant Aided Special Schools Indirect Capital	0.2	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.2	0.0
ES	SCRA - Indirect Capital (Scottish Children's Reporter Administration)	2.9	0.0	1.4	0.0	0.0	2.9	0.0	0.0	1.4	0.0
ES	Disclosure Scotland Operational Costs	1.0	0.0	5.6	0.0	0.0	1.0	0.0	0.0	5.6	0.0
ES	College Capital Expenditure	49.6	0.0	37.4	0.0	0.0	49.6	0.0	0.0	37.4	0.0
ES	College Capital Receipts	-2.0	0.0	-1.7	0.0	0.0	-2.0	0.0	0.0	-1.7	0.0
ES	Higher Education Capital	37.5	0.0	342.2	0.0	0.0	37.5	0.0	0.0	342.2	0.0
ES	Higher Education Financial Transactions (Expenditure) <sup>2</sup>	0.0	59.9	0.0	61.0	30.0	30.0	0.0	30.5	30.5	0.0
ES	Higher Education Financial Transactions (Income) <sup>2</sup>	0.0	-4.4	0.0	-6.0	-2.2	-2.2	0.0	-3.0	-3.0	0.0
ES	Student Awards Agency for Scotland - Operating Costs - Capital	1.9	0.0	1.9	0.0	0.0	1.9	0.0	0.0	1.9	0.0
ES - Total		<b>94.5</b>	<b>55.5</b>	<b>395.5</b>	<b>55.0</b>	<b>27.8</b>	<b>122.3</b>	<b>0.0</b>	<b>27.5</b>	<b>423.0</b>	<b>0.0</b>
FEFW	Employability-Fair Start Scotland	0.2	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.0
FEFW	Scottish Enterprise (capital)	42.0	0.0	42.0	0.0	0.0	42.0	0.0	0.0	42.0	0.0
FEFW	Scottish Enterprise FTs (Expenditure)	0.0	69.9	0.0	48.5	0.0	69.9	0.0	0.0	48.5	0.0
FEFW	Scottish Enterprise FTs (Income)	0.0	-1.4	0.0	-9.9	0.0	-1.4	0.0	0.0	-9.9	0.0
FEFW	Enterprise Zones	7.5	0.0	23.7	0.0	0.0	7.5	0.0	0.0	23.7	0.0
FEFW	Innovation and Industries	15.0	0.0	15.0	0.0	0.0	15.0	0.0	0.0	15.0	0.0
FEFW	Digital Growth Fund FTs (Expenditure)	0.0	12.0	0.0	12.0	0.0	12.0	0.0	0.0	12.0	0.0
FEFW	Digital Growth Fund FTs (Income)	0.0	0.0	0.0	-0.4	0.0	0.0	0.0	0.0	-0.4	0.0
FEFW	Scottish National Investment Bank FTs (Expenditure)	0.0	120.0	0.0	220.0	0.0	120.0	0.0	0.0	220.0	0.0
FEFW	Innovation and Industries FTs (Expenditure)	0.0	65.0	0.0	50.0	0.0	65.0	0.0	0.0	50.0	0.0
FEFW	Innovation and Industries FTs (Income)	0.0	0.0	0.0	-10.0	0.0	0.0	0.0	0.0	-10.0	0.0
FEFW	Accountant in Bankruptcy Capital	0.8	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0

Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
FEFW	Capital / IT provision - Scottish Public Pensions Agency	4.0	0.0	1.8	0.0	0.0	4.0	0.0	0.0	1.8	0.0
FEFW	Capital/ IT provision - Revenue Scotland	1.4	0.0	0.5	0.0	0.0	1.4	0.0	0.0	0.5	0.0
FEFW	Capital / IT provision - Registers of Scotland	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	4.0	0.0
FEFW	Scottish Government Capital Projects	17.2	0.0	17.2	0.0	0.0	17.2	0.0	0.0	17.2	0.0
<b>FEFW - Total</b>		<b>88.2</b>	<b>265.5</b>	<b>105.0</b>	<b>310.2</b>	<b>0.0</b>	<b>353.7</b>	<b>0.0</b>	<b>0.0</b>	<b>415.2</b>	<b>0.0</b>
HS	NHS & Special Health Boards Capital Investment	356.0	0.0	448.0	0.0	0.0	356.0	0.0	0.0	448.0	0.0
HS	Health Capital Receipts	-20.0	0.0	-20.0	0.0	0.0	-20.0	0.0	0.0	-20.0	0.0
HS	Health Financial Transactions (Expenditure)	0.0	10.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	0.0
<b>HS - Total</b>		<b>336.0</b>	<b>10.0</b>	<b>428.0</b>	<b>10.0</b>	<b>0.0</b>	<b>346.0</b>	<b>0.0</b>	<b>0.0</b>	<b>438.0</b>	<b>0.0</b>
Justice	Administration - Legal Aid	0.1	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.1	0.0
Justice	Capital - Scottish Police Authority	35.0	0.0	40.0	0.0	0.0	35.0	0.0	5.0	35.0	0.0
Justice	Capital - Scottish Fire and Rescue Service	32.5	0.0	32.5	0.0	0.0	32.5	0.0	0.0	32.5	0.0
Justice	Police Reform and Change	4.6	0.0	4.6	0.0	0.0	4.6	0.0	0.0	4.6	0.0
Justice	Capital Expenditure - Scottish Prison Services	47.5	0.0	67.8	0.0	0.0	47.5	0.0	0.0	67.8	0.0
Justice	Support for Victims and Witnesses	2.0	0.0	2.0	0.0	0.0	2.0	0.0	0.0	2.0	0.0
Justice	Criminal Justice Digital Reform	4.0	0.0	3.0	0.0	0.0	4.0	0.0	0.0	3.0	0.0
Justice	Capital - Scottish Courts and Tribunals Service	18.3	0.0	8.0	0.0	0.0	18.3	0.0	0.0	8.0	0.0
<b>Justice - Total</b>		<b>144.0</b>	<b>0.0</b>	<b>158.0</b>	<b>0.0</b>	<b>0.0</b>	<b>144.0</b>	<b>0.0</b>	<b>5.0</b>	<b>153.0</b>	<b>0.0</b>
RE	Agricultural Transformation Fund	0.0	0.0	20.0	20.0	0.0	0.0	0.0	40.0	0.0	0.0
RE	Business Development Capital	13.8	0.0	12.6	0.0	0.0	13.8	0.0	0.0	12.6	0.0
RE	Business Development - Financial Transactions (Expenditure)	0.0	4.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0



Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
RE	Business Development - Financial Transactions (Income)	0.0	0.0	0.0	190.3	0.0	0.0	0.0	0.0	-190.3	0.0
RE	Agri Environmental Measures Capital Leader	17.1	0.0	14.1	0.0	0.0	17.1	0.0	0.0	14.1	0.0
RE	Crofting Building Grants & Loans Scheme Income	2.2	0.0	8.9	0.0	0.0	2.2	0.0	0.0	8.9	0.0
RE	Crofting Building Grants & Loans Scheme Costs	-0.9	0.0	-0.9	0.0	0.0	-0.9	0.0	0.0	-0.9	0.0
RE	Capital - ARE Operations	1.9	0.0	1.9	0.0	0.0	1.9	0.0	0.0	1.9	0.0
RE	Capital Receipts - ARE Operations	11.3	0.0	10.3	0.0	0.0	11.3	0.0	0.0	10.3	0.0
RE	Other EU Income	-0.5	0.0	-0.5	0.0	0.0	-0.5	0.0	0.0	-0.5	0.0
RE	EU Fisheries Grants Capital	-17.8	0.0	-18.3	0.0	0.0	-17.8	0.0	0.0	-18.3	0.0
RE	Fisheries Harbour Grants	9.6	0.0	9.6	0.0	0.0	9.6	0.0	0.0	9.6	0.0
RE	Marine EU Income	1.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0
RE	Woodland Grants	-6.2	0.0	-6.2	0.0	0.0	-6.2	0.0	0.0	-6.2	0.0
RE	EC Receipts - Scottish Forestry	0.0	0.0	37.0	3.0	0.0	0.0	0.0	40.0	0.0	0.0
RE	Capital - Forestry and Land Scotland	0.0	0.0	-17.5	0.0	0.0	0.0	0.0	-17.5	0.0	0.0
RE	Highlands and Islands Enterprise (capital)	1.6	0.0	3.6	0.0	1.6	0.0	0.0	3.6	0.0	0.0
RE	Highlands and Islands Enterprise FTs (Expenditure)	25.5	0.0	25.5	0.0	0.0	25.5	0.0	0.0	25.5	0.0
RE	South of Scotland Agency	0.0	1.0	0.0	2.0	0.0	1.0	0.0	0.0	2.0	0.0
RE		8.4	0.0	8.4	5.0	0.0	8.4	0.0	0.0	13.4	0.0
<b>RE - Total</b>		<b>67.0</b>	<b>5.0</b>	<b>109.5</b>	<b>160.3</b>	<b>1.6</b>	<b>70.4</b>	<b>0.0</b>	<b>66.1</b>	<b>-116.9</b>	<b>0.0</b>
SSOP	Social Security Advice, Policy and Programme	10.0	0.0	60.0	0.0	0.0	10.0	0.0	0.0	60.0	0.0
	Funeral Support Payment (formerly Funeral Expense Assistance)	0.0	0.0	0.0	9.2	0.0	0.0	0.0	0.0	9.2	0.0
<b>SSOP - Total</b>		<b>10.0</b>	<b>0.0</b>	<b>60.0</b>	<b>9.2</b>	<b>0.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>69.2</b>	<b>0.0</b>
TIC	Connectivity - Capital (Digital)	28.2	0.0	58.7	0.0	0.0	28.2	0.0	0.0	58.7	0.0

Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
	Highlands and Islands Airports Ltd – Capital Grant	16.1	0.0	36.8	0.0	0.0	0.0	16.1	0.0	0.0	36.8
	Prestwick Airport	7.4	0.0	0.0	0.0	0.0	0.0	7.4	0.0	0.0	0.0
	Smartcard Programme	3.2	0.0	2.8	0.0	0.0	3.2	0.0	0.0	2.8	0.0
	Support for Bus Services	3.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0
	Clyde and Hebrides Ferry Services	0.0	0.0	18.1	0.0	0.0	0.0	0.0	18.1	0.0	0.0
	Northern Isles Ferry Services	0.0	0.0	3.8	0.0	0.0	0.0	0.0	3.8	0.0	0.0
	Piers and Harbours Grants	47.9	0.0	29.3	0.0	47.9	0.0	0.0	29.3	0.0	0.0
	CMAL - Voted Loans	14.2	0.0	33.8	0.0	14.2	0.0	0.0	33.8	0.0	0.0
	CMAL – Capital Receipts	-7.1	0.0	-7.1	0.0	-7.1	0.0	0.0	-7.1	0.0	0.0
	Structural Repairs - Motorway and Trunk Roads	44.7	0.0	45.7	0.0	0.0	0.0	44.7	0.0	0.0	45.7
	Network Strengthening - Motorway and Trunk Roads	70.9	0.0	77.5	0.0	0.0	0.0	70.9	0.0	0.0	77.5
	Roads Improvements - Motorway and Trunk Roads	58.7	0.0	46.1	0.0	24.0	0.0	34.7	4.5	0.0	41.6
	Capital Land and Works - Motorway and Trunk Roads	212.1	0.0	179.8	0.0	0.0	0.0	212.1	0.0	0.0	179.8
	Queensferry Crossing	8.1	0.0	2.4	0.0	0.0	0.0	8.1	0.0	0.0	2.4
	Tay Road Bridge Capital Grant	0.4	0.0	4.2	0.0	0.0	0.0	0.4	0.0	0.0	4.2
	Forth Road Bridge Capital Maintenance	14.3	0.0	26.4	0.0	0.0	0.0	14.3	0.0	0.0	26.4
	Scottish Canals – capital	6.5	0.0	12.2	0.0	6.5	0.0	0.0	12.2	0.0	0.0
	Support for Sustainable and Active Travel - capital	55.4	0.0	59.4	0.0	55.4	0.0	0.0	59.4	0.0	0.0
	Support for Sustainable and Active Travel - FTs (Expenditure)	0.0	10.5	0.0	35.0	10.5	0.0	0.0	35.0	0.0	0.0
	Support for Sustainable and Active Travel - FTs (Income)	0.0	-0.5	0.0	-0.5	-0.5	0.0	0.0	-0.5	0.0	0.0
	Future Transport Fund	60.3	0.0	83.3	0.0	55.3	5.0	0.0	78.3	5.0	0.0
	Travel Strategy and Innovation	0.0	0.0	55.1	0.0	0.0	0.0	0.0	55.1	0.0	0.0
	Rail Franchise	267.0	0.0	282.0	0.0	267.0	0.0	0.0	282.0	0.0	0.0
	Rail Infrastructure	362.0	0.0	529.0	0.0	362.0	0.0	0.0	529.0	0.0	0.0

Portfolio	Budget Line (Level 4)	19/20		20/21		19/20			20/21		
		CDEL	FTs	CDEL	FTs	Low	Neutral	High	Low	Neutral	High
	Major Public Transport Projects - Rail Services	207.0	0.0	207.0	0.0	207.0	0.0	0.0	207.0	0.0	0.0
	Energy Efficiency & Policy Implementation	15.0	0.0	22.4	0.0	15.0	0.0	0.0	22.4	0.0	0.0
	Renewable and Community Energy	13.0	0.0	32.0	0.0	13.0	0.0	0.0	32.0	0.0	0.0
	Low Carbon Economy	10.0	0.0	47.0	0.0	10.0	0.0	0.0	47.0	0.0	0.0
	Energy Industries	12.0	0.0	28.0	0.0	12.0	0.0	0.0	28.0	0.0	0.0
	Financial Transactions (Expenditure)	0.0	27.1	0.0	26.5	27.1	0.0	0.0	26.5	0.0	0.0
	Financial Transactions (Income)	0.0	-0.6	0.0	-0.6	-0.6	0.0	0.0	-0.6	0.0	0.0
	Cities Investment & Strategy	187.8	0.0	201.0	0.0	0.0	187.8	0.0	0.0	201.0	0.0
	Ferguson Marine	0.0	0.0	49.6	0.0	0.0	0.0	0.0	49.6	0.0	0.0
<b>TIC - Total</b>		<b>1718.0</b>	<b>36.5</b>	<b>2166.1</b>	<b>60.4</b>	<b>1121.7</b>	<b>224.2</b>	<b>408.6</b>	<b>1544.6</b>	<b>267.5</b>	<b>414.4</b>
COPFS		3.6	0.0	4.3	0.0	0.0	3.6	0.0	0.0	4.3	0.0
<b>COPFS - Total</b>		<b>3.6</b>	<b>0.0</b>	<b>4.3</b>	<b>0.0</b>	<b>0.0</b>	<b>3.6</b>	<b>0.0</b>	<b>0.0</b>	<b>4.3</b>	<b>0.0</b>
Parliament		1.5	0.0	1.1	0.0	0.0	1.5	0.0	0.0	1.1	0.0
<b>Parliament - Total</b>		<b>1.5</b>	<b>0.0</b>	<b>1.1</b>	<b>0.0</b>	<b>0.0</b>	<b>1.5</b>	<b>0.0</b>	<b>0.0</b>	<b>1.1</b>	<b>0.0</b>
<b>TOTAL</b>		<b>4470.1</b>	<b>635.5</b>	<b>5203.5</b>	<b>620.0</b>	<b>1255.0</b>	<b>2358.0</b>	<b>408.6</b>	<b>1765.2</b>	<b>2881.0</b>	<b>414.4</b>



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W W W . g o v . s c o t

# **Draft Infrastructure Investment Plan – 2021-22 to 2025-26 – Colleges Scotland Comments**

## **Introduction**

Colleges Scotland is the collective voice for the college sector in Scotland, representing its interests and ensuring that colleges are at the heart of a world class education sector that is recognised, valued and available to all. Colleges Scotland, as the membership body, represents all 26 colleges in Scotland, which deliver both further education and around 26% of the provision of all higher education in Scotland.

Having previously provided evidence to the Infrastructure Commission for Scotland during its Call for Evidence in the first half of 2019, we welcome the opportunity to provide views and feedback on the Draft Infrastructure Investment Plan and the vision it establishes for Scotland's future infrastructure.

As part of this we are keen to give our views around the ways in which the Scottish Government is planning to implement the Commission's recommendations from the Phase One report, in order to help deliver and implement the right future infrastructure priorities for an inclusive, net zero emissions economy in Scotland.

We say this because, as the national organisation for colleges in Scotland, we believe that the sector has a vital role to play in both the development and delivery of infrastructure in Scotland. Across the sector our members are large users of infrastructure, in terms of the college learning estate, and the digital infrastructure underpinning wider learning on digital and virtual platforms.

Of equal importance, colleges are a key delivery partner for the workforce who construct and maintain infrastructure across Scotland, delivering high-quality technical education courses to provide workers with the skills that are required for them to hold successful careers in infrastructure related roles.

We note in the consultation paper that the Scottish Government has considered the feedback received by the Commission in response to its Call for Evidence, and that it does not seek to repeat this engagement. However, in order for Colleges Scotland to provide our informed views on how the Scottish Government is planning to implement the Commission's recommendations, we believe it is important to take this opportunity to raise the current college sector context with regards to capital and infrastructure.

## **Current College Sector Infrastructure Context**

Concerns have been expressed across the college sector that current infrastructure is not fit for purpose and is hindering students' experience and learning opportunities. Simultaneously, a number of colleges currently cannot afford to maintain their buildings, as the current capital funding allocations are not sufficient enough to address the current costs, and there is a need for this to be addressed.

These sentiments are evidenced by the latest reporting on the condition of the college sector infrastructure, as presented in various documents published by the Scottish Government, Scottish Funding Council (SFC), and the independent conclusions of Audit Scotland.

The Scottish Government's [Learning Estates Strategy](#), published in September 2019, has itself referenced that, in spite of the previous investments in the college sector, the SFC's review of college estate in late 2017 classified approximately one-third of the college estate as in poor condition. The figure has since fallen to around one-quarter after taking into consideration investment in the sector estate since that date. To place that into context, the college estate covers a total of 1 million square metres – equivalent to 140 football pitches.

Similarly, Audit Scotland in its [Scotland's colleges 2019](#) report identified that current levels of Scottish Government capital funding are insufficient to address colleges' maintenance requirements, and that in 2019/20, capital funding for the sector had fallen to £47.6 million.

The SFC published its [Estate Conditions Survey](#) in December 2017, which provided evidence for the level of backlog maintenance costs required by the college sector. Colleges Scotland is requesting sufficient funding to meet the college sector's backlog maintenance requirements. The survey demonstrated that the cost to bring college buildings to Level B conditions (backlog maintenance) would be £360 million over a five-year period. Taking into account the resources provided to date, the balance required to complete the identified work is **£225m**, taking into account those backlog maintenance costs offset by actual new capital investment. Reduced capital spending creates a risk that the cost of urgently needed backlog maintenance increases, and also challenges the ability of colleges across Scotland to invest in new digital infrastructure to generate efficiencies and enhance learning experiences for students, at a time when the demands on digital infrastructure and connectivity are greater than ever before.

## Digital Infrastructure and Connectivity

As a result of COVID-19 and the move to blended learning for college learners there has been a significantly increased emphasis on, and need for, digital infrastructure and connectivity in the college sector. On that basis there is a need for further sustained investment in the college sector's digital infrastructure.

Such investment will be crucial to support the work of colleges in meeting targets established by the Scottish Government in order to increase the number of learners accessing courses from SIMD10 and SIMD20 postcodes. Further support of this nature will build on the increased investment already made to mitigate the impact of digital poverty and ensure that colleges can provide those learners from the most disadvantaged backgrounds with the digital infrastructure and connectivity required to support their learning, and improve their life chances.

Typically, the college sector has employed both capital and revenue funding for the maintenance and improvement of buildings and estates, however it is becoming increasingly important for investing in and developing cohesive and sustainable digital infrastructure.

The college sector has over the last twelve months developed a [Digital Ambition](#) which incorporates a whole system approach to digital to ensure the sector has a clear strategic direction in developing, promoting and maximising its network infrastructure, systems and data, and to ensure the sector's capacity to deliver is both sustainable and resilient. This will enable colleges across Scotland to lead and contribute to strategic partnerships and collaborations to benefit businesses and communities whilst also enhancing opportunities and potential for inclusive economic growth for the country.

As a sector, Scotland's colleges have moved with unprecedented speed from a primarily face to face pedagogy to online delivery during the lockdown of the nation, and have upgrading their digital capacity to counter the impact of Digital Poverty and the Digital Divide, through the provision of laptops, tablets and internet access tools.

In light of this fluid situation, the sector completed a Digital Survey of the sector. This indicated that in the present operating context a number of colleges will find it challenging to fund and deploy resources to meet the needs of students, thereby negatively impacting on their ability to engage in training. The network capacities across colleges were also found to differ quite significantly, with

concerns expressed around the capacity of existing networks to cope with demand if a blended learning model was to be run in 2020/21 and in future years as a greater reliance on online learning has emerged.

## Common Investment Approach

Colleges are anchor institutions, serving communities and areas of significant multiple deprivation; they have tremendous value as existing assets for the public good. It is imperative that the Scottish Government maximises their community potential and invests in supporting initiatives that increase college and community usage.

With this operating context in mind, we wish to make some suggestions around the proposed common investment hierarchy, and the steps that are laid out in the Draft Infrastructure Investment Plan as it currently stands.

We agree that the steps proposed in the common investment hierarchy are the right ones, but we feel there are some adjustments, informed by the experiences of the college sector, that could be introduced to enhance the hierarchy as currently presented. These are as follows:

1. *Determine future need – Consider appropriate infrastructure provision in light of changes in service design, availability of digital platforms and technological innovation, and resilience in light of population and climate change forecasts.*

We would advise that this step should be adjusted so that when it comes to determining future need this also considers the real time data on capital need and the latest information available regarding the capital context for individual sectors. For example, the college sector currently has a £360m backlog maintenance to be resolved, with four campuses in urgent need of replacement, at a further indicative estimated cost of £70-100 million per campus.

2. *Maximise use of existing assets – Maximise use and the safe operation of existing assets to meet future need.*

The 26 colleges across Scotland, in 13 regions, are spread throughout the mainland and islands, with the colleges having multiple campuses and numerous outreach centres.

As has been stated in the [Cumberford-Little Report](#), colleges are ‘anchor institutions’ that really are at the heart of the communities they serve, and it will be through the continued efforts of staff, students and stakeholders from every college community around Scotland that the necessary support, opportunities and end results will come. Despite the uncertainty created by COVID-19 there remains a social contract between colleges and the communities they serve, as well as a shared vision of the positive outcomes that can be delivered through community partnership.

In this role as anchor institutions serving communities and areas of significant multiple deprivation, colleges have tremendous value as existing assets for the public good, and on that basis we would strongly suggest that maximising their usage, and meeting future capital needs across the sector, will play a significant role in helping to meet future need, especially in the recovery from COVID-19.

3. *Repurpose & Co-locate – Reconfigure or repurpose existing assets, giving preference to co-location or shared facilities where appropriate*

The asset base of the colleges forms a unique framework of accessible buildings within the regional communities. These buildings present a positive and well-known location for people to attend, and there is the potential for a wider scope for the use of these buildings for a range of other public services that both students and the wider community could access.

Young people may need to access a wide range of public services and co-locating them within a college campus makes sense on likely take up rates, coverage and ease of contact. It also allows

more sensitive or confidential services to be offered at a neutral location, raising the likelihood of a successful impact.

As such, we would suggest that this element of the Common Investment Approach could be enhanced by including more explicit requirements on local stakeholders to engage, consult, collaborate on repurposing and co-location, to both maximise the use of community assets and the impact of the public pound in delivering for communities.

#### *4. Replace or New Build – Consider suitability and sustainability of new build assets to meet future need*

Whilst individual circumstances (including possible constraints on use of buildings due to ownership or covenants etc.) would need to be explored, there is nonetheless the potential for college buildings to be used for co-locating other services offered by a wide range of public bodies to members of a community, but also as a base for offices and meeting facilities to aid public services.

On that basis, we would advise that investment in replacing and/or building new college sector infrastructure offers to opportunity to meet future needs of communities in a suitable and sustainable fashion. As part of this, we would question whether in considering the suitability and sustainability of new build assets whether there should be a mandatory requirement regarding engagement with partners, such as local authorities and universities, around developing joined up investment propositions, avoiding duplication in infrastructure investment in doing so.

## **Dashboard of Indicators**

We would agree that a dashboard of indicators is a sensible approach to enable informed decisions to be taken about the long-term trade-offs and choices in our infrastructure investments. However, we would advise that as it is currently presented it does not capture education, which we know has a vital role to play in supporting both sustainable places and inclusive growth.

We note that the dashboard and the indicators within it are drawn from the National Performance Framework. On that basis, our ask would be that the dashboard incorporates those indicators from Education, such as Educational Attainment.

On the basis of the information we have provided above with regards to the current context that the college sector is currently operating, we would question whether the dashboard of indicators could also be employed in decision-making about short-term trade-offs about infrastructure investments.

We make this point as a number of colleges are having to respond to the accelerated challenges around Digital infrastructure and have had to re-allocate existing capital funding in order to support this activity and ensure that learners are able to maintain and complete their studies on a remote basis and progress into the workforce and/or further study.

## **Role of College Sector in Supporting Draft Infrastructure Investment Plan**

The college sector has a vital role to play in supporting the Scottish Government's Infrastructure Investment Plan. In each of the three themes (enabling net zero emissions and environmental sustainability; driving inclusive economic growth; and building resilient and sustainable places) the college sector is a leading partner in delivery and in enabling future sustainable successes. In addition will help significantly to address inequality, including for protected characteristic groups, and socioeconomic disadvantage.

As such, we present the following overview of how the sector can support these themes. The college sector must be included in developing a common assessment framework for prioritising



infrastructure investment. The framework would need to be developed in partnership with the SFC and the Scottish Government, and we would look to outline these in further discussions with both.

## **Enabling Net Zero Emissions and Environmental Sustainability**

The college sector has a vital role to play in supporting both the development and delivery of low and zero-carbon infrastructure in Scotland, as across the sector our members are large users of infrastructure, in terms of the college learning estate and the wider digital infrastructure underpinning wider learning on digital and virtual platforms.

Colleges are contributing to tackling the climate emergency and delivering for a green economy and are a key sector to ensure the Scottish Government goals of Net Zero emissions and environmental sustainability are delivered, both in terms of their own estates and by delivering initiatives to address the climate emergency, for example:

- The carbon footprint of the college sector has reduced by 18% in the last two years
- Development of cleaner transport initiatives
- Training of the existing workforce, students and apprentices in renewable energy and energy transition
- Tackling gender imbalance within the energy sector, e.g. Girls into Energy Programmes
- Partnership working in relation to hydrogen-based infrastructures.

There is a real opportunity for the sector, in contributing to the upscaling of this infrastructure, to play a greater role in helping Scotland achieve its climate change targets.

Of equal importance, colleges are a key delivery partner for the workforce who construct and maintain infrastructure across Scotland, delivering high-quality technical education courses to provide workers with the skills that are required for them to hold successful careers in low and zero-carbon infrastructure related roles.

There is real opportunity for the college sector here to upskill and reskill this workforce, including those who lose their jobs as a result of COVID-19, to ensure that the wider Scottish infrastructure network is futureproofed to support a low carbon economy, whilst also supporting the key Commission aim of making all possible efforts to create decent, fair and high value work, in a way which does not negatively affect the current workforce and overall economy.

The college sector has an important role to play in supporting inclusive growth and the development of a low carbon economy, and colleges are currently heavily involved in both areas, through actively developing projects in collaboration with the Energy Skills Partnership. Therefore, it is important that colleges are a key component of conversations as the commission develops its work going forward.

## **Driving Inclusive Economic Growth**

As an agile, collaborative, and inclusive national asset, colleges will play a critical part in driving Scotland's economic, social and educational recovery by:

- playing a vital role in rebuilding better
- supporting the requirements of the changed economy that will emerge
- improving employability of our citizens
- supporting businesses, large and small, to rebuild and re-engage their workforce and to increase their economy of scale, as part of a regional approach
- supporting social cohesion, positive and resilient mental health and wellbeing of our communities
- seeking an inclusive and green recovery
- contributing to the Four Capitals: economic, social, human, and natural
- supporting delivery of the National Performance Framework.

## **Building Resilient and Sustainable Places**

In addition to fulfilling their roles in providing individuals with opportunities, colleges will also continue to act as civic anchors, building resilient and sustainable places.

Colleges have a significant track record in helping to bind communities together by providing local hubs for people to meet and access services, and offering campus amenities such as digital access, sports facilities, hair salons, beauty services, and restaurants that are affordable for the people within the local area, addressing the mental health and wellbeing of our communities in doing so, whilst supporting other related positive improvements in areas around productivity, community wealth, social cohesion and community resilience.

It is this track record that gives us confidence that colleges will support the theme around building resilient and sustainable places; and help address inequality, including for protected characteristic groups and socioeconomic disadvantage.

## **Emissions Targets**

We support the planned approach to developing a new approach to assessing the contribution made by infrastructure investment to Scotland's emissions targets.

## **Conclusion**

As the Scottish Government receives views to inform the implementation of the Commission's recommendations from the Phase One report, in order to help deliver and implement the right future infrastructure priorities for an inclusive, net zero emissions economy in Scotland, we would hope that the knowledge and expertise of the college sector, a sector which uses, plans, manages, maintains, finances and delivers both physical and digital infrastructure across Scotland, is taken into consideration.

We would welcome the opportunity to share this practical experience with the Scottish Government in greater detail.

At this stage, our specific requests would be:

- An assurance that the Infrastructure Investment Plan is responsive to local and regional needs and allows for partnership working that can meet those needs, including bringing in colleges and building on existing economic-education partnerships.
- Recognition that if the college sector received a proportionate share of future infrastructure investment to cover both backlog maintenance and new capital developments, this would support the Common Investment Approach as outlined in the Infrastructure Investment Plan.

Colleges Scotland  
November 2020

**TITLE:** OUR DIGITAL AMBITION FOR SCOTLAND'S COLLEGES

**Background:** This report provides an update on the recent publication of the "Our Digital Ambitions for Scotland's Colleges" by Colleges Scotland, Jisc and the College Development Network (CDN).

**Action:** The Asset and Infrastructure Committee are requested to review and consider the Digital ambitions document.

**Lead:** Martin Joyce, Director of Infrastructure

**Status:** Open

## **1.0 Introduction**

- 1.1. The Digital Ambition for Scotland's Colleges was published in September 2020 and was developed by the college sector, for the college sector, to provide evidence on the sector's digital intentions.
- 1.2. This document is intended to articulate how the sector will support the full range of learners accessing college-based learning platforms across Scotland. It will also ensure that colleges can quickly respond to the changing needs of the labour market and deliver skills for the new economy, including post Covid-19.
- 1.3. The work was co-ordinated by a Digital Ambitions Short Life Working Group, led by Dr Ken Thomson OBE, Principal and Chief Executive of Forth Valley College
- 1.4. The College was represented on this Digital Ambitions Short Life Working Group by Angela Pignatelli, Assistant Principal Creativity & Skills, who also leads on the work within the College on its overall Digital Strategy.
- 1.6 A copy of the Digital Ambitions document is available at:

[Our Digital Ambitions for Scotland's Colleges](#)

## **2.0 The Digital Strategy**

- 2.1 The overall vision establishes four main priority criteria:
  - Encourage innovation and research informed practice to ensure inclusive, accessible approaches and digital pedagogies to enhance the learner's experience
  - To seamlessly integrate digital technology into delivery of learning and assessment, and systems to support learning, teaching and assessment
  - Equip learners and staff with the digital capabilities, pedagogy and confidence they will need to succeed in everyday life, in learning and in work
  - Ensure that learners are digitally well educated, skilled and able to contribute to society, in support of the Scottish Government's National Performance Framework
- 2.2 Having established the initial vision, the document sets out three main areas for targeted improvement and action:
  - Digital ambition will deliver specific outcome for learners
  - Recognising what is important for a great learning experience at Scotland's colleges
  - The commitments the sector needs to make to ensure delivery of the vision

2.2 The document then establishes the five key areas to be tackled in more detail, with relevant change examples, as follows:

- Strategy and direction
- Network infrastructure, systems and data
- Learning, Teaching and Assessment
- Capability
- Partnership, collaboration and engagement

### **3.0 WCS Digital and IT Strategies**

3.1 The College has separate Digital and IT Strategies as set out below. (An update on the development of the new IT Strategy is contained within Paper 7 of these Committee papers).

3.2 WCS published its own [Digital Strategy](#) in October 2019 which frames, within the context of the College's corporate strategy, three main aims:

- Inspirational Learning
- Using Data
- Developing Skills Base

3.3 The six main Digital Pledges are identified as:

- Digital Delivery
- Digital Capability
- Digital Intelligence
- Digital Infrastructure
- Digital Resources
- Digital Partnerships

3.3 The current [IT Strategy 2016-2020](#), is linked directly to the College's 'Collective Ambition' corporate priorities and Regional Outcome Agreement (ROA), with further details around both ambitions and values. The six strategic aims within the IT Strategy are identified as:

- Infrastructure (Hardware and Software)
- Projects and Enhancements
- Structure and Service Delivery
- Planning and Risk
- Policy and Process
- Collaboration and Partnership

3.3 While the current Digital Strategy is being kept under review through the work of the Digital Strategy Group, as has been noted elsewhere, a new IT Strategy is currently in the embryonic stages of being written.

3.4 The preparation of a new IT Strategy affords the opportunity to align the work within the National Digital Ambitions across the college sector as a whole, through the WCS specific College Digital Strategy to the more technical and operational issues identified within the IT Strategy itself.

3.5 As many of the key objectives and outcomes can be mapped through these three documents, alignment would ensure there is a clear and coherent read through from that strategic national level to local operational level in a consistent manner.

## **5.0 Recommendation**

5.1 The Asset and Infrastructure Committee are asked to note the contents of this report.



# Our Digital Ambition for Scotland's Colleges

September 2020

# A Digital Ambition for Scotland's College's - Foreword

Colleges Scotland warmly welcomes the publication of the Digital Ambition for the college sector in Scotland. This document was commissioned to provide evidence on the sector's digital intentions for the Scottish Government and other key stakeholders. It will now also be a crucial document in taking forward the required planning for the new digital age emerging given of the uncertainties of the unprecedented COVID-19 crisis.

Whilst our Ambition is focused around digital, it is also people centred and has been developed to meet the needs of learners; both those in the workforce today and those working towards entering the workforce of the future. It aims to ensure that those learners have the opportunity to upskill digitally and reskill to prepare them as best as possible for the new working practices that will emerge through the new digital age. In order to ensure that our learners can take up these upskilling and reskilling opportunities, it is vital that the expansion of digital use in the sector is inclusive and provides equal opportunities for our learners. Therefore, in conjunction with the Scottish Government and its agencies, we must strive to ensure equipment, access and effective connectivity levels are delivered for our learners and staff.

Now, more than ever, a whole system approach to digital is required to ensure our strategic direction is clear; that we understand how to develop, promote and maximise our network infrastructure, systems and data, and to ensure the sector develops and maintains a well understood dynamic curriculum with the skills and pedagogy in place to deliver professional and expert learning and teaching.

We need to ensure the sector's capacity to deliver is both sustainable and resilient. It should allow colleges across Scotland to lead and contribute to strategic partnerships and collaborations to benefit businesses and communities whilst also enhancing opportunities and potential for inclusive economic growth for the country.

The Digital Ambition has been developed and agreed following consultation with hundreds of practitioners from across Scotland and discussions with key partners in digital industry. It is bold and inspirational and we would like to thank the Digital Ambition Short Life Working Group members, including Colleges Scotland, College Development Network, SFC, Jisc and senior professionals in the college sector, for taking the lead in its development.

## **Dr Ken Thomson OBE**

Digital Ambition Short Life  
Working Group

Principal and Chief Executive  
Forth Valley College

## **Dr Michael Foxley**

Chair, Funding and Finance Committee,  
Colleges Scotland

FE Regional Lead University of Highlands  
and Islands



## Our ambition for Scotland's colleges

Through moving towards this ambition, Scotland's colleges will:

- Encourage innovation and research informed practice to ensure inclusive, accessible approaches and digital pedagogies to enhance the learner's experience
- To seamlessly integrate digital technology into delivery of learning and assessment, and systems to support learning, teaching and assessment
  - Equip learners and staff with the digital capabilities, pedagogy and confidence they will need to succeed in everyday life, in learning and in work
  - Ensure that learners are digitally well educated, skilled and able to contribute to society, in support of the Scottish Government's National Performance Framework

## Our digital ambition will deliver the following outcomes for learners in Scotland's colleges

- Be well prepared to participate in a globally competitive, entrepreneurial, inclusive and sustainable economy
- Be able to become a part of thriving and innovative businesses, and take up quality jobs
- Be able to be open, connected and able to make a positive contribution both domestically and internationally
- Be able to overcome disadvantage and the impact of poverty through access to digital technology

## What will be important for a great learning experience at Scotland's colleges?

1. Digitally literate academic and support staff that make use of digital approaches to learning, teaching and assessment
2. Flexible options to study while working
3. Flexible study model
4. Close links between employers and college
5. Accessibility for all learners
6. Matching employer requested skills which are relevant to their demands
7. Opportunities for work experience
8. A careful balance between online training and teams-based project learning
9. Staff with up to date industry experience
10. Better provision for use of IT within teaching spaces

## Delivering on our ambition, Scotland's colleges will:

1. Lead on flexible, adaptable and personalised technology-enhanced learning to:
  - increase access to education
  - improve attainment
  - increase choice of, and engagement with, lifelong learning.
2. Ensure a high level of resilience in order to ensure the ability to deliver in the context of existing and novel challenges.
3. Facilitate effective technology-enabled partnerships and collaboration as a sector, including with schools, universities, industry and other stakeholders. Making the best use of shared resources (including systems, learning, teaching and assessment materials, experience and expertise) facilitated through technology.
4. Support the development of effective and efficient technology-enabled processes and administration to focus resources on a sustainable education, skills development and learner support by:
  - facilitating effective sector collaboration
  - establishing sector-wide systems and learning resources
  - growing (or enhancing) partnerships and collaboration with schools, industry and stakeholders
  - advocating for a flexible and dynamic funding model.
5. Develop a collaborative national digital skills strategy and framework, in partnership with the Scottish Government, the Scottish Qualifications Authority (SQA), Skills Development Scotland (SDS) and industry bodies to meet the needs of the Scottish economy.

## The document is laid out in five key areas:

1	Strategy and direction
2	Network infrastructure, systems and data
3	Learning, Teaching and Assessment
4	Capability
5	Partnership, collaboration and engagement

## Ambition Statements

The following ambition statements offer clear direction as to where the college sector will be looking to enhance its digital activity and examples of the changes which we will see over time, as colleges take forward priority areas to meet the needs of the sector in both the short and long term.

# 1

## Strategy & direction

### Scottish colleges . . .

. . . will implement strategies informed by consideration of the opportunities afforded by digital technology for both quality and efficiency.

#### Change example:

In designing a programme to support workers in a declining industry with reskilling, the approach allows for a personalised curriculum depending on existing skills.

### Scottish colleges . . .

. . . will ensure that strategy and policy decisions around the use of digital will be taken collaboratively with input from relevant stakeholders.

#### Change example:

A college decides to review its unified communications tools and starts with a conversation with students about their experience, expectations and ideas for the future service.

### Scottish colleges . . .

. . . will lead in the use of data-driven decision-making to provide the best possible learning opportunities and the efficient and effective pursuit of strategic goals.

#### Change example:

A college reviewing its computing curriculum makes decisions informed on national and local economic data, cross-sector curriculum data, and demographic and learner journey data.

### Scottish colleges . . .

. . . will, where appropriate, adopt shared digital tools, technologies and systems to address common needs.

#### Change example:

Through professional and industry collaboration, Scotland colleges procure a single learner management system together, with shared technical and practice support and potentially linked into other public body management systems such as SDS and SQA.

### Scottish colleges . . .

. . . will use national and international resources to provide digital experience data upon which to base planning and investment decisions, to ensure the most effective and efficient use of technology.

#### Change example:

A college will review data around staff and student digital experience as part of the review and validate the choice of system in later surveys after adoption.

### Scottish colleges . . .

. . . will have a digital strategy which will be informed by understanding of the environmental and sustainability consequences of resource use, reducing negative impact ahead of national targets and leading the way in responsible practice.

#### Change example:

A college looking to invest in a new online learning environment system procures using guidance from APUC and Jisc as to the environmental consequences of the solutions available.

### Scottish colleges . . .

. . . will ensure that the design and use of physical campus space allows the best use of digital technology in order to enhance the student's learning experience, and staff's work environment.

#### Change example:

A college looking to invest in a new online learning environment system procures using guidance from APUC and Jisc as to the environmental consequences of the solutions available.



# 2

## Network infrastructure, systems & data

**Scottish colleges . . .**  
 . . . will ensure an appropriately secure infrastructure and cyber secure processes to allow learners, staff and visitors a safe digital environment to make the most of available technology.  
**Change example:**  
 A college carries out regular reviews of its cybersecurity posture, taking account of Scottish Government and NCSC guidance, and other professional services.

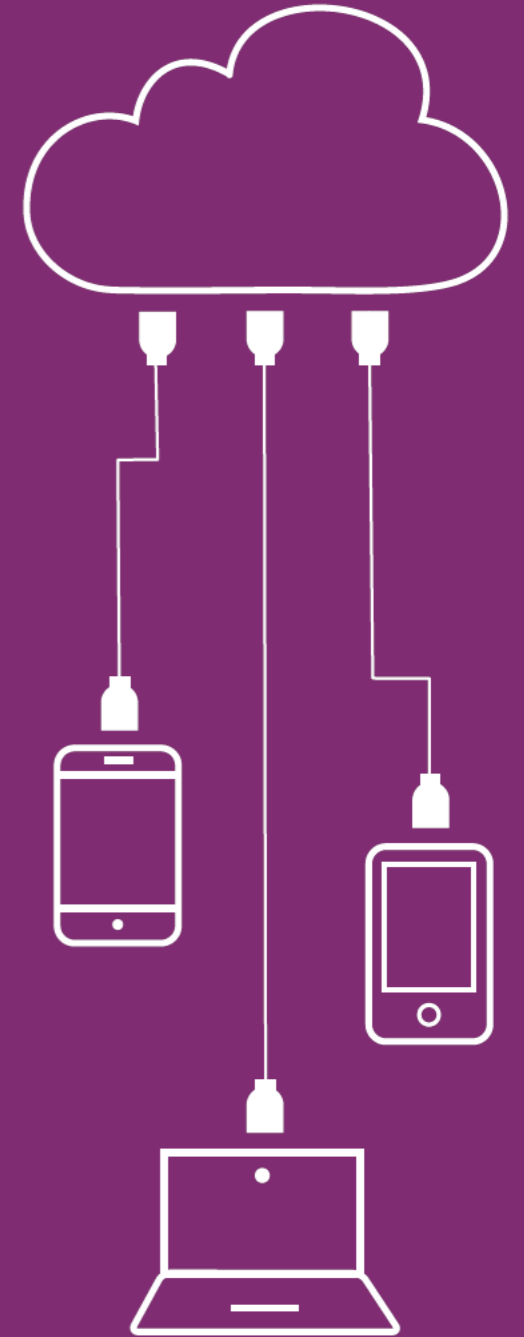
**Scottish colleges . . .**  
 . . . will make optimum use of appropriate cloud solutions.  
**Change example:**  
 When moving to a new CAD tool for engineering students, a college specifies a cloud-based system, improving resilience and security.

**Scottish colleges . . .**  
 . . . will make appropriate use of automation in order to reduce administrative burden for both staff and students, and to ensure staff time is most effective in curriculum delivery and student support.  
**Change example:**  
 A student indicates on a college's app that they wish to change course. An appointment with an advisor is scheduled to suit availability and focuses on the student's motivation for the change and consequences. If the course change proves to be the best choice, the various processes and communications to effect it are done with minimum human intervention.

**Scottish colleges . . .**  
 . . . will ensure support for students, staff and visitors using their own device to engage with the college and its provision.  
**Change example:**  
 A student with a disability enrolls on a sports coaching course. The college's systems are designed to allow her to use her own device, set up according to her preferences, wherever appropriate in her learning.

**Scottish colleges . . .**  
 . . . will be able to continue effective business continuity and operation despite the temporary closure of any physical campus, through business continuity planning and remote access to systems.  
**Change example:**  
 A fire causes extensive damage to a main college campus, leading to a prolonged closure. Use of college systems and online resources is unaffected as remote access is possible, leaving the college to arrange alternative temporary premises, where core 'in-person' work can continue.

**Scottish colleges . . .**  
 . . . will work within common data standards shared across the Scottish public sector to enable effective sharing of data and to enable strategic level analytics and business intelligence.  
**Change example:**  
 Through strategies such as the AI Strategy for Scotland, colleges exchange data on learners seamlessly with schools, other education establishments, qualification providers, funders, bursary and grant providers and other appropriate bodies.



# 3

## Learning, Teaching & Assessment

### Scottish colleges . . .

. . . will ensure that all curriculum delivery incorporates digital skills development relevant to the curriculum area, level and depth of study.

#### Change example:

A college's curriculum review process explicitly considers the opportunities to raise quality and efficiency through introducing VR content to prepare students ahead of workplace experience.

### Scottish colleges . . .

. . . will use appropriate tools to assess learners' digital skills on entry to learning, and on completion.

#### Change example:

At all times during engagement with a college, the student can assess her digital skills development and have this recorded and presentable as a statement of their competence.

### Scottish colleges . . .

. . . will use technology to ensure the accessibility of further education in Scotland, and to ensure a variety of ways to engage in learning in order to meet learners' needs and preferences.

#### Change example:

A visually impaired student entering a college's accounting course finds the learning and teaching material already suitable for use with a screen reader, and with the flexibility to learn in different ways.

### Scottish colleges . . .

. . . will collaborate to develop and share high-quality up-to-date learning resources across common curriculum areas.

#### Change example:

Through the use of collaborative tools, staff across colleges work together to create and maintain high-quality learning resources, with adequate reward and recognition for doing so, and supported by shared production services such as learning design and copyright clearance.

### Scottish colleges . . .

. . . will provide a range of physical learning spaces with appropriate technology provision in order to facilitate various modes of learning.

#### Change example:

A student spending a day at the college will be able to access suitable space for quiet, focussed study; space to collaborate with others on project-based learning; equipment-provided practical skills development; immersive reality space for use of VR and AR.

### Scottish colleges . . .

. . . will use analytics to provide feedback to learners on their progress, to identify ways in which the student can be offered appropriate, personalised assistance, and to improve the operation of the college and delivery of curriculum.

#### Change example:

A student studying at college will receive data-driven guidance on achieving success and accessing support. At the same time, the college will be guided in how best to support that student, and at a course and institutional level, how to support students' learning better.

### Scottish colleges . . .

. . . will provide extended-hours support for learners and staff through versatile helpdesks and data-connected AI-based bots.

#### Change example:

A shift worker engaging in a college's online learning at night is unable to access reading resources through a log-in difficulty. The student's use of an online bot leads to system diagnostics to be triggered, and an automated system reset. This clears the issue.

### Scottish colleges . . .

. . . will use technology to give learners a close-to-industry and up-to-date skillset in their curriculum area, making appropriate use of technology-enhanced simulation, collaboration and project-based learning.

#### Change example:

A student will experience a workplace environment.

### Scottish colleges . . .

. . . will promote learners, staff and collaborators having an appropriate level of awareness and responsibility in order to stay secure online, personally and in their dealings with the college.

#### Change example:

A course in English as a Second Language will include some cyber awareness training at its beginning, and further awareness raising integrated into the course's content.

### Scottish colleges . . .

. . . will make use of digital technology to ensure each student receives a personalised learning experience best suited to maximise the student's attainment.

#### Change example:

A student accessing learning resources will get materials tailored by previous learning and attainment, and by preference as to medium and level of interactivity.

### Scottish colleges . . .

. . . will use appropriate digital technologies within curriculum delivery to ensure that students leave college with up-to-date and practical digital skills relevant to their discipline/profession.

#### Change example:

A student studying a built environment course will leave the course with industry standard and industry leading digital skills usable in a relevant workplace.

### Scottish colleges . . .

. . . will work with national agencies to develop effective new solutions for the delivery, marking and verification of digital assessment to create a more robust, agile assessment eco-system.

#### Change example:

A college works with JISC and SQA to develop an effective digital-first approach to assessment, including assessments, units and full courses which are delivered, marked (including feedback), and verified online. This may include assessment on-demand, and ensures that assessment is for learning at the heart of qualifications.

# 4

## Capability

### Scottish colleges . . .

. . . will adopt common minimum standards of digital skills required for key groups of staff, and the resources and support to ensure staff can meet the relevant standard.

#### Change example:

Teaching staff have an annually updated professional standards statement of required digital skill competence, with appropriate resources for development.

### Scottish colleges . . .

. . . will provide high-quality opportunities for staff to improve their digital skills and use these effectively in the college's activities, including across learning, teaching and assessment.

#### Change example:

Staff members are qualified and certificated in new accredited courses.

### Scottish colleges . . .

. . . will share experience and expertise in relation to digital technologies and skills.

#### Change example:

Using online collaboration tools and conferencing, staff engage frequently in cross-sector sharing of practice, at various levels of speciality.

### Scottish colleges . . .

. . . will make high-quality flexible and accessible professional development resources, developed collaboratively, available to all staff.

#### Change example:

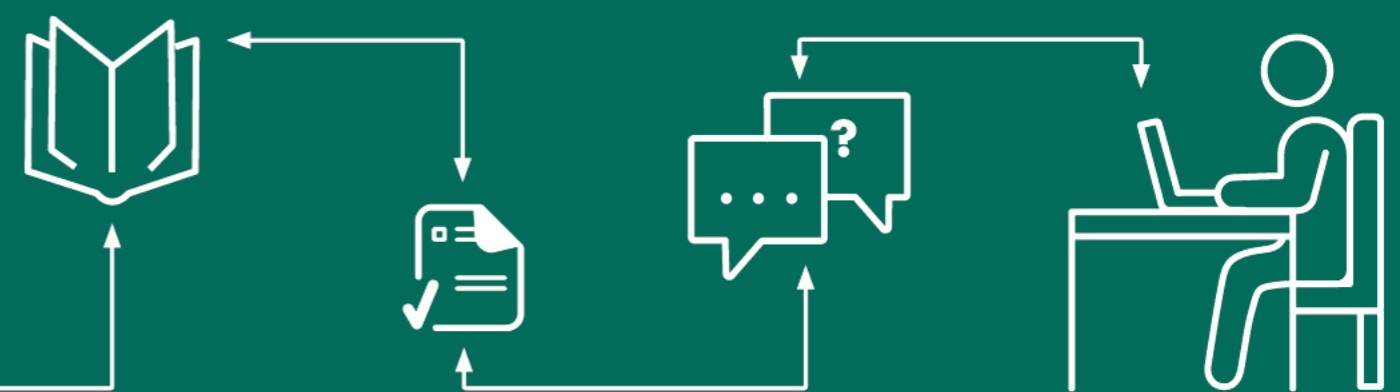
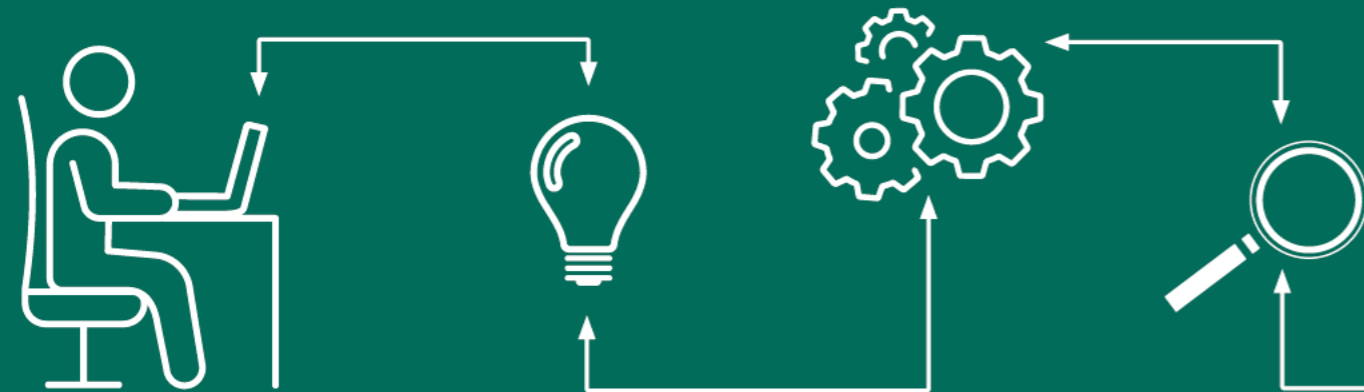
Through a sector-wide platform, a member of staff has access to a range of development materials, some produced in-sector, and others procured on behalf of the sector.

### Scottish colleges . . .

. . . will support staff engagement with appropriate College Development Networks in order to promote the development and sharing of best practice within curriculum and support role areas.

#### Change example:

College staff in engineering are part of a CDN network sharing emerging practice in using simulations of tidal power equipment commissioning.



# 5

## Partnership, collaboration & engagement

### Scottish colleges . . .

. . . will lead on offering advanced communication and collaborative tools for effective and efficient partnership working towards their strategic goals.

#### Change example:

Colleges use a collaboration platform and at desk video conferencing in order to co-ordinate cybersecurity assurance with other Scottish public sector bodies.

### Scottish colleges . . .

. . . will deploy digital technology to provide greater opportunity for employers and industry to contribute to the delivery and development of the college's offer.

#### Change example:

A college maintains an online discussion forum with occasional from-the-desk video conferencing to ensure input from and reporting back to local tourism service employers/suppliers.

### Scottish colleges . . .

. . . will provide industry and our communities with the necessary skills and training to support economic and social recovery.

#### Change example:

Colleges work with industry and community partners to develop bespoke part time programmes which through local labour intelligence will enhance an individual learner's opportunity in their local market and delivered through a blended model of vocational, technical and on-line learning.

### Scottish colleges . . .

. . . work in collaboration with national agencies such as SQA, JISC and other partners to lead on the design of innovative new opportunities in digital-first learning, teaching and assessment to create a robust, agile and coherent digital offering.

#### Change example:

A college works with IT provider and SQA to design a robust assessment which can be delivered securely from remote location across multiple devices, creating greater flexibility and opportunity.





**TITLE:** SCHEDULE OF BUSINESS 2020-21

**Background:** This paper outlines how the Schedule of Business for 2020-21 enables the Asset and Infrastructure Committee to fulfil its remit.

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

**Lead:** Martin Joyce, Director of Infrastructure

**Status:** Open



REMIT	DELIVERABLES			
	16-9-20	8-12-20	9-3-21	11-5-21
a) <i>To ensure that the College maintains a comprehensive register of land, buildings and infrastructure assets.</i>				
<ul style="list-style-type: none"> <li>College leasing arrangements update report</li> </ul>	Y			
b) <i>To ensure that the College manages and develops its assets and infrastructure to meet overall needs efficiently and effectively, taking account of any guidance relating to estate and IT management, option and investment appraisal and private finance.</i>				
<ul style="list-style-type: none"> <li>Estate Strategy – annual progress update</li> <li>Emerging Opportunities report - including business case updates</li> <li>College leasing arrangements - annual report</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)</li> <li>Infrastructure Commission for Scotland – Update on Infrastructure Plan</li> <li>Asset Transfer Requests – Evaluation of legislation</li> <li>Scottish Government emerging National Infrastructure Mission Investment Proposals</li> </ul>	Y  Y  Y Y  Y Y	Y    Y  Y	Y Y  Y Y	Y   Y  Y
c) <i>To ensure development and review of the College's Estate Strategy and associated policies takes place regularly, and that they support the priorities and outcomes of the College.</i>				
<ul style="list-style-type: none"> <li>Estate Strategy 2016-2026 Refresh</li> <li>Estate Strategy – Progress Update</li> <li>Room utilisation survey</li> </ul>		Y	Y Y	Y Y Y

REMIT	DELIVERABLES			
	16-9-20	8-12-20	9-3-21	11-5-21
		November 2020		March 2021
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>Annual update – estates operational budget</li> </ul>	Y	Y Y	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 disposals as required</li> </ul>				
f) <i>To have an awareness of local, national and global environmental issues and in doing so strive to ensure the College sustains and improves the environment.</i>				
<ul style="list-style-type: none"> <li>Carbon Management Plan (CMP) – Progress Update</li> <li>Revised Carbon Management Plan 2021-2025</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	Y Y	Y Y	Y Y
<b>Information Technology</b>				
g) <i>To ensure development and review of the College’s IT Strategy and associated policies takes place regularly, and that they support the priorities and outcomes of the College.</i>				
<ul style="list-style-type: none"> <li>IT Strategy Update</li> </ul>	Y		Y	

REMIT	DELIVERABLES			
	16-9-20	8-12-20	9-3-21	11-5-21
<ul style="list-style-type: none"> <li>IT Strategy 2016-2020 refresh</li> <li>Scottish Government / College Cyber resilience framework update – contained within IT project update report</li> <li>National Digital Strategy for Scotland’s Colleges</li> </ul>	Y	Y	Y	Y
<p>h) <i>To advise the Board of Management on key issues relating to the College’s information technology.</i></p> <ul style="list-style-type: none"> <li>IT Strategy 2016-2020 Update</li> <li>IT Strategy 2016-2020 Refresh</li> <li>IT Project Update Report</li> </ul>	Y	Y	Y	Y
<ul style="list-style-type: none"> <li><i>To consider and promote the effective and efficient use of IT services.</i></li> <li>IT Strategy 2016-2020 Update</li> <li>IT Strategy 2016-2020 Refresh</li> <li>IT Project Update Report</li> </ul>	Y	Y	Y	Y
<p>i) <i>To consider information technology initiatives and innovations for use within the College, the resources required to implement these and to identify risks and opportunities associated with proposals.</i></p>				
<ul style="list-style-type: none"> <li>IT Strategy 2016-2020 Update</li> <li>IT Strategy 2016-2020 Refresh</li> <li>Tackling Digital Poverty Update (contained within the IT project update report from 8 December 2020 meeting)</li> <li>IT Project Update Report</li> </ul>	Y	Y	Y	Y

REMIT	DELIVERABLES			
	16-9-20	8-12-20	9-3-21	11-5-21
j) <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