

## Estates Strategy 2018-2028

All College Strategies adhere to the guidelines and ethos of Equality and Diversity

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Date of Origin	Last Updated	Proposed Review Date	EQIA Date	Responsibility For Review
26/03/18	26/03/18	26/03/19	14/03/18	Vice Principal: Resources

# STRATEGY

This strategy document is intended to provide all stakeholders who have an interest in or responsibility for Estates & Facilities Management within New College Lanarkshire (NCL) with a clear understanding of our purpose and definition of our priorities and objectives.

It should be read in conjunction with the following Action/Management Plans & Guidance which present the detailed direction upon which this strategy will be implemented:

- NCL Estates Action Plan
- NCL Carbon Management Plan 2018/19 – 2022/23
- NCL Planned Preventative Maintenance/Lifecycle Costing Schedule

The Strategy sets out how the College Built Environment will respond to and support NCL's future curriculum development including key influencers such as the SFC National STEM Strategy; the government's planned expansion in early learning & childcare provision & the enhancement of senior phase pathways such as apprenticeships and vocational programmes. It provides direction in response to the identified backlog and cyclical maintenance requirements as set out in the SFC College Sector Estates Condition Survey & the appropriate actions to be taken to ensure NCL continue to take a leading role in addressing the wider environmental & social sustainability challenges put forward by The Climate Change (Scotland) Act 2009.

Although a 10 year Estates Strategy as specified by the SFC Estates Strategy Guidance; the primary focus for this document is to cover the immediate five year period AY 2018/19 – 2022/23 and reflects regional commitments as detailed in Lanarkshire's Outcome Agreement (OA).

## PURPOSE

The provision of a professional service for the management, maintenance & development of the College built environment for and in partnership with all stakeholders including the wider community to provide a safe, sustainable, flexible, modern, dynamic, inclusive & accessible fit for purpose Estate, to satisfy current and future needs.

## COMMITMENT

New College Lanarkshire (NCL) is committed to supporting the continued development of Scotland's workforce as set out in the Post 16 Education (Scotland) Bill 2015 & subsequent accompanying strategies.

We are determined to meet the changing needs of Scotland's workforce & employers through the provision of modern, dynamic, inclusive & sustainable learning & teaching environments while always ensuring that 'best value' for public investment is achieved.

We commit to design & development philosophies that maximise benefit from the current funding model and existing physical estate to increase the volume of learners who can access STEM subjects & vocationally relevant & realistic work environments.

We recognise the necessary increase in required levels of productivity that the Scottish Government's planned expansion in early learning & child care brings and the subsequent requirement for provision of high volume, flexible classroom space to accommodate 25+ learners and we commit to working with all stakeholders to determine solutions to this requirement.

We endeavour, cost permitting, to maintain the flexibility required to be adaptive to future changes, demands, new technologies and industry requirements where possible.

We are committed to source the necessary and appropriate level of funding to address the back log maintenance issues as set out in SFC – College Sector Estates Condition Survey; SFC/CP/05/2017 to ensure continuity of service provision across the NCL estate.

NCL will undertake meaningful Equality Impact assessment as set out in the Equalities Act (Scotland) 2010 to any planned estates development or significant management change action.

Through the Community Empowerment (Scotland) Act 2015 we will engage and work in partnership with our local communities to consider and respond to all requests as and when they arise.

We commit to being a sector leader in addressing environmental and social sustainability challenges as we recognise we have a significant role to play in supporting the Governments Greener Scotland strategic objectives. We are acknowledged by the Scottish Government via The Climate Change (Scotland) Act 2009 as a 'Major Player' which has a larger influence or impact on climate change than others and therefore can deliver emission reductions and adaptation as owners and operators of a large and complex estate and as such we commit to fulfilling all relevant obligations under this Act.

We are committed to facilitating a healthy and safe learning and working environment; we will provide appropriate and effective advice, support and guidance on all health and safety related matters and adhere to all relevant legislation, government, local authority & Historic Scotland planning, policy and standards.

## **DELIVERY**

Estates Management activity will provide a renewed focus on optimising the utilisation of the built environment and will work in partnership with Information Technology to achieve this common goal.

Prioritise future capital investment in environments that are proven to be economically viable and sustainable both in their construction, operation & in the delivery of the curriculum.

Where practicable and subject to the availability of funding, work with faculties and stakeholders to manage the efficiency of the current physical estate through the design and implementation of developments that prioritise the provision of flexible accommodation and increased classroom occupancy levels, in line with both current space guidance and curriculum requirements to meet required levels of productivity and learner success.

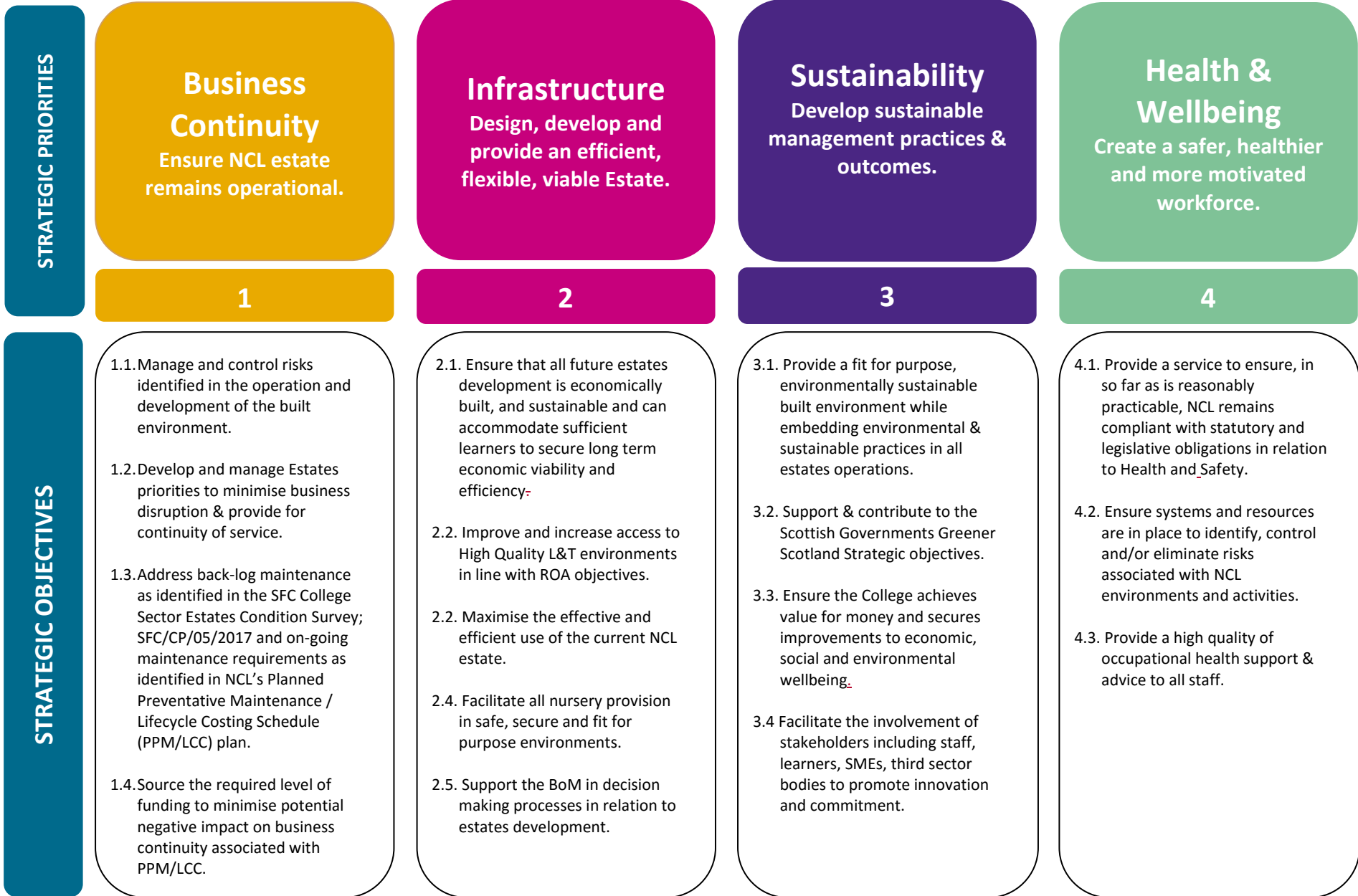
Encourage ongoing dialogue with faculties and stakeholders to review, develop and realise the full potential of the NCL estate to further develop the provision of credible, realistic & relevant vocational work environments for STEM & Apprenticeship delivery while working within current physical & financial limits.

Benchmark with peer organisations & historical data to evaluate the performance of current environments & future developments to ensure maximum performance and potential of the estate are being realised.

Continue to demonstrate continued leadership in addressing environmental and social sustainability challenges by Implementing a robust Carbon Management Plan that sets NCL's sustainable ambitions and targets to address the environmental impact of our activities through planned sustainable practices and which commits NCL to completing and supporting both the 'Required' and 'Wider Influence' sections of the Public Bodies Climate Change Duties (PBCCD) Reporting tool.

Continue to harmonise service approach to realise the potential of provision across a multi campus development through robust procurement and planning processes.

Continue to consider the rationalisation of the overall college estate footprint across regions to ensure best management of the built environment.



## Staff

Ensure that colleagues are appropriately qualified, supported and encouraged through the CPD process to develop skill sets that meet the evolving demands of a modern and dynamic service. Provide and maintain a strong working relationship with all Contractors & Suppliers to ensure value for money and quality standards are maintained in line with NCL's expectations.

## Communication

By ensuring that all staff understand the philosophy, purpose and direction of estates management and by having providing an open forum to discuss and influence these through encouraging effective communication and engagement with all stakeholders, we will ensure a collaborative approach to the management and development of the built environment that effectively and efficiently responds to current and future demands being placed on it. By providing the means for all staff to access advice and materials that encourage and engage staff in their roles and responsibilities in relation to H&S management we encourage buy in and ownership which helps to ensure compliance.

## Budgeting/funding

Utilise sound financial planning, monitoring, control and reporting mechanisms to ensure a continued ability to deliver our strategic objectives whilst operating within strict budgetary constraints. Seek potential alternative funding streams to progress future sustainable and capital developments.

## Planning & Self Evaluation

By implementing a consistent and continuous self-evaluation process involving participation of the estates team provides a robust and honest evaluation of the service that identifies strengths and opportunities for improvement in the delivery of the service and promotes ownership to individuals and the team collectively. Estates management and development relies heavily on a comprehensive planning, implementation and review process to ensure all stakeholders are involved in contributing to positive outcomes.

**Key Indicators**

**Business Continuity: Ensure NCL estate remains operational.**

1.1	1.2	1.3 & 1.4
<p>Regional Consolidated Accounts: Regional Financial Statements for the Year  <i>7. Analysis of other operating expenses by activity.</i>                      Achievement of budget forecasts as stated in the Financial Forecast Return (FFR) for that AY.</p> <p>Business Continuity Management (BCM):                      Successful scheduled sample testing of BCM actions.</p> <p>Regional Strategic Risk Register:  <i>Registered risk associated with the built environment.</i>                      Residual risk score maintained within tolerance levels.</p>	<p>HGIOC Framework – Leadership and culture:  <i>2.4 Service to support learning.</i>                      Strong annual formal endorsement of evaluation and grading from ES and SFC.</p>	<p>Estates Condition Survey -SFC/CP/05/2017:                      Reduction in the Condition Categories C and D identified within condition survey.</p>

**Infrastructure: Design, develop and provide an efficient, flexible, viable Estate.**

2.1	2.2	2.3	2.4	2.5
<p>Regional Consolidated Accounts: Regional Financial Statements for the Year <i>7. Analysis of other operating expenses by activity.</i> Achievement of budget forecasts as stated in the Financial Forecast Return (FFR) for that AY.</p> <p>HGIOC Framework – Leadership and culture: <i>2.4 Service to support learning.</i> Strong annual formal endorsement of evaluation and grading from ES and SFC.</p>	<p>HGIOC Framework – Leadership and culture: <i>2.4 Service to support learning.</i> Strong annual formal endorsement of evaluation and grading from ES and SFC.</p> <p>Outcome Agreement National Measures Table: <i>Proportion of enrolled students successfully achieving a recognised qualification (OA National Measure 4a)</i> Achievement of target.</p>	<p>CELCAT room utilisation report: <i>Occupancy rates.</i> Average occupancy rate greater than 90%</p>	<p>National Health &amp; Social Care Standards Inspection report (NHACSI). Strong annual formal endorsement from NHACSI.</p>	<p>HGIOC Framework – Leadership and culture: <i>1.1 Governance and leadership of change.</i> Strong annual formal endorsement of evaluation and grading from ES and SFC.</p>

**Sustainability: Develop sustainable management practices & outcomes.**

3.1 & 3.2	3.3	3.4
<p>Public Bodies Climate Change Duties (PBCCD) Report: Achievement of targets endorsed by EAUC-Scotland.</p>	<p>Regional Consolidated Accounts: Regional Financial Statements for the Year <i>7. Analysis of other operating expenses by activity.</i> Achievement of budget forecasts as stated in the Financial Forecast Return (FFR) for that AY.</p> <p>Public Bodies Climate Change Duties (PBCCD) Report: Achievement of targets endorsed by EAUC-Scotland.</p> <p>HGIOC Framework – Outcomes and impact: <i>3.1 Wellbeing, equality and inclusion.</i> Strong annual formal endorsement of evaluation and grading from ES and SFC.</p>	<p>HGIOC Framework – Leadership and culture: <i>1.3 Leadership of services to support learning; How effectively do managers communicate and collaborate to bring about improvement and enhancement? How well do managers engage with external stakeholders to review and plan services to support learning?</i></p> <p>Strong annual formal endorsement of evaluation and grading from ES and SFC.</p>



**Health & Wellbeing: Create a safer, healthier and more motivated workforce.**

**4.1 & 4.2**

Internal and External Audit of Health & Safety.  
Positive endorsement from Internal and External Audit.

HSE & Environmental Health reports & inspections.  
Positive endorsement from inspecting bodies.

**4.3**

Recognised awards e.g. Healthy Working Lives:  
Continued achievement of standards and endorsement.