Borders College

Asset Management Strategy
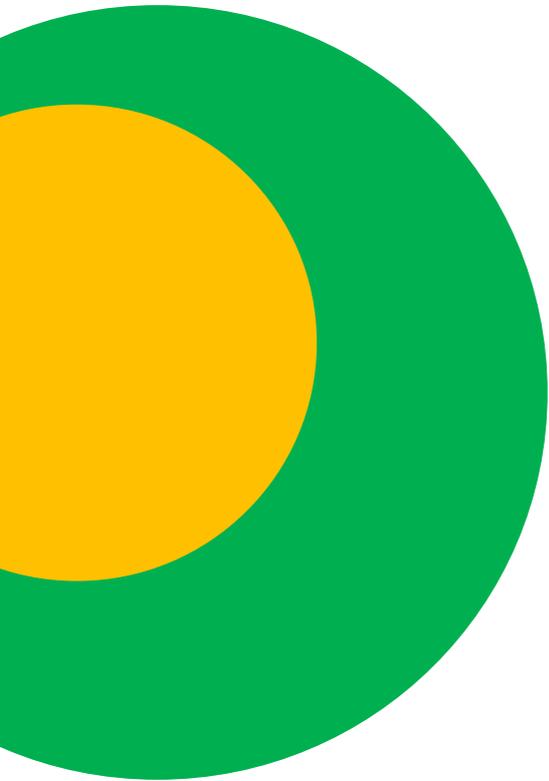
Regionally Focused – Globally Engaged

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Introduction

The Asset Management Strategy has been developed to ensure that we are able to use the significant resources available to us to enable the achievement of our Strategic Ambition and particularly our Curriculum Strategy.

As the sole Further Education institution within the Borders and in a rapidly changing world, with a significant rural dimension, there are challenges and opportunities available to us to provide an excellent and wide-ranging educational offer, and contribute to economic growth and inclusion.

Strategic Asset Management involves managing physical and digital assets towards a long-term outcome of improving the return on investment. This is achieved through setting a specification and objectives for each asset type, identifying critical performance metrics, and systematically improving the controllable aspects of delivery. Managing assets strategically involves everyone working towards the same goals. Measuring impact can be assessed by looking at:

In scope of this strategy is:

- Land and property
- Fixed equipment and moveable equipment
- Fleet
- ICT – back office, data storage, network, connectivity and end user devices
- Adoption of latest technologies
- Business intelligence systems
- Data, information and analytics

Link to Strategic Ambition

The College Strategic Ambition sets out the context for the Asset Management Strategy – within a rapidly changing world:

- We will respond to our regional and national socio-economic priorities as the leading provider for skills development in the Borders and beyond.
- We will continue to play a critical role in advancing an inclusive economy for Scotland.
- Advances in technology, data capture and digital connectivity provide increased potential to adopt new practice and be regionally focused, globally engaged and competitive.

The strategic intention for the curriculum is to expand the use of technology and e-learning to 50% across all programmes. Once strategic plans are clarified, each team sets goals and works toward a combined action plan. Implementation requires this structure, with tangible success measures, performance measures and commitment.
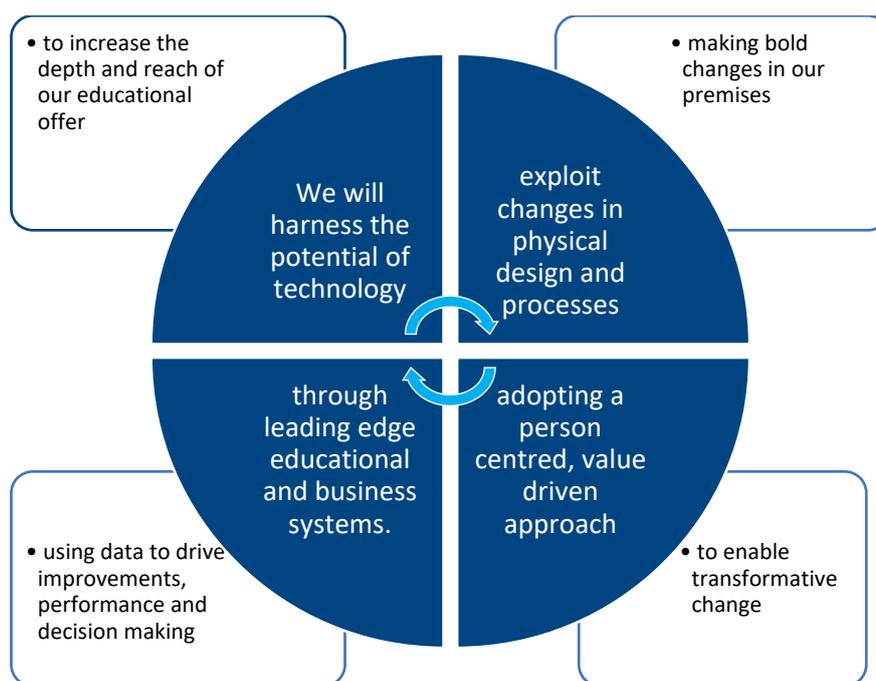
The key to success is knowing all the factors involved, embedding change in physical and technical design and processes before proceeding with changes in delivery. Horizon scanning and early planning is essential so that the 3-year financial plan can respond and enable a different use of our assets.

Objectives

Relevant, enabling and flexible

Support the College to meet needs of regional economy - flexibility with partnerships – scale up and scale down

Horizon scanning, evaluation and adoption of leading technologies to deliver our learning and business requirements including AI, augmented and virtual reality, and gamification

A keen understanding that every function works interdependently to achieve best value

Enable and encourage effective personal learning through flexible use of technology, data, and space

Proactive engagement with community and stakeholders

Develop our medium term catering provision

Deepen our engagement with HWU in relation to SLAs and plans up to and beyond 2027

Strategic purpose and improved use of Business Development Centre in Hawick

Long term solution for Tweedbank and Newtown St Boswells

Leading role in enabling an inclusive, resilient and sustainable Scotland

Energy efficiency including long term strategic partnership with Recirc Energy

Data driven provision of physical resources – economy, employment and learning driving the requirements

Configuration of the Scottish Borders Campus to meet changing demand for future proofed workplace skills learning

Align our footprint to meet learning needs and maximise the use of physical assets

Priority Actions

Relevant, Enabling & Flexible

Digital Transformation Programme (DTP)

- adoption of sector leading edge technology to support all College activities
- progress design solutions for hosted or enhanced platform for server, storage and backup infrastructure, enhancing the performance and resilience of connectivity across all campuses and beyond
- one stop student system and learning management system
- ERP (Enterprise Resource Planning) solution for business support – finance, procurement, HR, service management, customer relationship management
- real-time data analytics for student activity, progress and outcomes
- develop collaboratives with other Colleges

Forward planning to provide required learning spaces, with the ability to scale up and down to meet demand

- design of classroom delivery and independent learning spaces
- develop a pipeline of work for technology deployment which is complimentary to the DTP and enables improvements in service delivery through harnessing intelligent business system, AI, VR and gamification
- through effective data capture and analytics, improve planning, tracking and monitoring, and impact on successful outcomes
- annually refresh the 3-year Digital Delivery Plan, reflecting the DTP and the Digital Ambition

Proactive Engagement with Community and Stakeholders

- Implement service management model with a focus on front line engagement, self-management, early resolution and learning to improve
- Use the Scotland's College's Digital Ambition document to create short, medium and long term digital priorities
- Responsive ICT and estates services to address disability and inequalities, including rural transport issues and digital poverty
- Effective engagement with our stakeholders through a high quality website
- Development of a catering model that supports students' choice and space for students to socialise, eat / drink, and learn

Section 4

Leading Role in Enabling an Inclusive, Resilient and Sustainable Scotland
• Cyber security, data confidentiality, integrity and availability principles and practices adopted as standard
• Funded lifecycle maintenance plan and enhance existing Planned Preventative Maintenance (PPM) system to maximise life expectancy of current assets
• Commission condition survey, space utilisation and functional suitability review by early 2023 and develop a plan to address priority issues
• Where possible we will rationalise the estate
• Procure a fleet that is low carbon, scalable and fit for purpose

Section 5

Measures

Relevant, enabling and flexible

- Response times and resolution will evidence that delivery models for ICT are person centred
- Uptime % and connectivity speed
- Data protection focusses on availability, integrity not just confidentiality
- SLA performance for facilities, ICT infrastructure and systems for Borders College and our partner HWU
- Identified metrics will measure the impact of changes in practices and on goal achievement

Proactive engagement with community and stakeholders

- FES return, tracking and monitoring leading to improved student outcomes and achievement of credit and other funding targets
- Provide facilities and services which are inclusive and diverse, responsive to disability
- Utilisation of the Learning and Skills Network in schools, businesses and community
- Feedback from students and staff – via helpdesk and surveys
- Flexibility of delivery – scalability within year and from one year to the next

Leading role in enabling an inclusive, resilient and sustainable Scotland

- We will be recognised as sector leaders in relation to digital technologies
- Space utilisation including % availability
- Functional suitability
- Conform with PPM requirements
- Cyber security compliance
- Aligned curriculum planning, asset planning and financial planning cycles
- 3 year rolling financial plan which identifies expectations for costs and return based on improvement efforts
- Return on investment measure - efficiency, productivity and savings

Conclusion

The pace of change continues to increase, and we cannot operate without significant partnership working as we continue to grow and flex our educational provision. The impact on our requirements for our ICT provision and estate, the need for high quality student facing systems, enterprise solutions for support functions, and data analytics is profound.

Technology advancements offer significant opportunities to transform the way we operate, which in turn will increasingly speed up the pace of change. The Digital Transformation Programme is just the beginning of an exciting new way of working. The move to 50% of the curriculum being delivered digitally is a key objective and requires a sea change in how we deploy all the assets available to us. Our response to Scotland's Colleges Digital Ambition is to seek out the opportunities for further transformation and improvement.

A drive to improve data collection, quality, availability and analytics will provide us with information to help us as a College to be flexible, responsive and enabling in the use of our collective assets. Our estate, fleet, equipment and other assets will keep pace with technology developments and will be responsive to teaching and learning demand.

This strategy sits alongside our supporting strategies including but not exclusively the curriculum strategy and workforce strategy as we transform delivery and upskill our staff to meet the challenges and deliver our Strategic Ambition.