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REGIONAL BOARD REPORT

Subject: Asset Management Strategy	**Purpose:** **For Approval** ☒ **For Discussion** ☐ **For Information** ☐
Prepared by: Hazel Robertson VP Finance & Corporate Services	**Date:** 25 November 2020
Purpose: To seek approval of the Asset Management Strategy	
Linked to Strategic Ambition: We will create high quality learning and training opportunities which are relevant, enabling and flexible	

Executive Summary:

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. The strategy is complemented by the Sustainability Strategy which will be provided to the Board in December 2020.

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.

The strategy sets out the need to integrate planning processes for technology, data, estates, fleet and other equipment – to move to medium / long planning that provides scalability – up and down – to meet the needs of the region and our educational offer. Our ambition is to be at the leading edge of technology deployment and to maximise efficiency, flexibility and responsiveness of the use of our estate and other significant assets such as fleet. The implementation of a service management culture and approach is paramount – orientation to student, staff and other stakeholder requirements.

Recommendation:

To accept the recommendation of the Finance & General Purposes Committee to approve the Asset Management Strategy.

Previous Committee Approvals: F&GP

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☒

BORDERS COLLEGE

ASSET MANAGEMENT STRATEGY

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I. 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

II. 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.

III. Objectives

IV. Priority Actions

Relevant, enabling and 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, procuement, HR, service management, customer relationship management
- real-time data analytics for student activity, progress and outcomes
- develop collaboratives with other Colleges

- **Forward planning to meet required teaching services location and support, 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 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 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.

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, scaleable and fit for purpose.

V. 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 commnity 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

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VI. 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 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.

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