

Subject: Asset Management Strategy update	Purpose: For Approval <input type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information <input type="checkbox"/>
Prepared by: Kirsty Robb, Vice Principal Finance & Corporate Services	Date of Committee: 23/02/23
Purpose: To provide the Committee with an update on the progress of the priority areas approved in the Asset Management Strategy, in December 2020.	
Executive Summary: The Asset Management Strategy was developed to ensure the College was able to use the significant resources available to it, to achieve its Strategic Ambition and Curriculum Strategy. The strategy was approved at the Board in December 2020. Previous update reports have been provided to the Finance & Resources Committee on 16 February 2021 and 24 February 2022.	
Progress on Priority Areas Appendix 1 lists the priority areas agreed within the Strategy and provides an update position for each of these.	
Overall good progress has been made with the completion of projects such as: <ul style="list-style-type: none"> • Phase one of the Digital Transformation Programme • Implementation of Pro-Solution suit for management Information • Implementation of Halo as the new service management solution • Full website refresh • Collaboration agreement in place and operational with Newbattle Abbey College • Immersive space completed and curriculum material under development • Review of campuses commenced • Grey fleet now fully 100% electric. 	
The completed areas have resulted in national recognition via the Digital Technology awards 2022 for Digital transformation and the Green Gowns awards recognising the Colleges progress in sustainability with its Campuses and operations.	
Questions that Members should ask themselves when reading the paper: Has the progress been sufficient for each of the priority areas?	
Linked to Strategic Ambition(s): Create high quality learning and training opportunities which are relevant, enabling and flexible	
Choose an item.	

<p>Performance Measures: Recognised as national leaders in sustainable practice</p> <p>Student Outcomes in top quartile of national colleges</p>	
<p>Linked to Strategic Risk Register: 3a - Information Management</p> <p>3c - Cyber Security</p>	
<p>Recommendation: To note the report contained in Appendix 1</p>	
<p>Previous Committee Approvals: Finance & Resources Committee – 24 February 2022</p>	
<p>For publication <input checked="" type="checkbox"/></p>	<p>Not for publication <input type="checkbox"/> If not, why not?</p>

Finance & Resources Committee

23 February 2023

Title : Asset Management Strategy Update

Introduction and background

The Asset Management Strategy was developed to ensure the College was able to use the significant resources available to it to achieve its Strategic Ambition and Curriculum Strategy. The strategy was approved at the Board in December 2020 and is available via this link <https://www.borderscollege.ac.uk/documents/plans-and-strategy>

Background

Since the approval of the strategy two updates have been provided to the Finance & Resources on 16 February 2021 and XX February 2022. The scope of the 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

The Strategy identified several key priority actions which were required to ensure the College fully met the aims and objectives of the Strategy. This report provides an update of the priority actions identified in the strategy.

Progress of Priority Actions

1. Relevant, enabling and flexible

Priority area	Progress
Digital Transformation Programme (DTP)	
1. Adoption of sector leading edge technology to support all College activities	Phase one of our Digital Transformation Programme (DPT) is now complete and has resulted in a nationwide award from the Digital Technology Leaders Awards 2022 in the Digital Transformation of the Year – Large Organisations category.
2. Progress design solutions for hosted or enhanced platform for server, storage and backup infrastructure, enhancing the performance and	All complete as of DTP Phase 1 and is now an operational process. All SLAs are constantly met by vendor with regular account meetings taking place.

Priority area	Progress
resilience of connectivity across all campuses and beyond	
3. One stop student system and learning management system	Halo Service Management solution launched in November 2022 to include IT and Facilities with all other support service areas planned to be on-board by June 2023 to provide all users with a self-service portal for all support related incidents and requests. Canvas update is best provided by E-Learning team.
4. ERP (Enterprise Resource Planning) solution for business support - finance, procurement, HR, service management, customer relationship management.	CRM procurement has taken place, no contract awarded as investigating further options. Scoping exercise being undertaken for Finance & HR.
5. Real-time data analytics for student activity, progress and outcomes	Customised dashboards have been implemented across the college to enable managers to track and monitor student activity, progress against targets and KPIs. Dashboards display real-time high-level aggregated data analytics visually in chart format, but also allow staff to drill-down through the to the detailed underlying data.
6. Develop collaboratives with other Colleges	The college entered into a shared service agreement with Newbattle Abbey College in December 2022. This service includes Borders College MIS team providing Newbattle Abbey College with a fully supported digital MIS service. The service will be fully implemented by August 2023. The roll out of the service will be phased over 3 stages, with phase one successfully going live in January 2023.
Forward planning to provide required learning spaces, with the ability to scale up and down to meet demand	
7. Design of classroom delivery and independent learning spaces.	Proposal for Front of House AV to enhance student experience as well as continued rollout of laptop loan provisions to all students.
8. 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	Immersive space completed, curriculum developing material to make use of technology. Cyber lab implemented in and full use. E sports facility due to open by August 2023. Implementation of Canvas complemented and utilised across the curriculum.

Priority area	Progress
9. Through effective data capture and analytics, improve planning, tracking and monitoring, and impact on successful outcomes.	The customised dashboards have been developed to enable managers to track and monitor live data to improve performance outcomes. This includes illustrating trends and sector level comparison. Furthermore, the dashboards have been linked to the curriculum planning tool to enable a visual representation of the development of the curriculum plan against targets across all delivery areas.
10. Annually refresh the 3 year Digital Delivery Plan reflecting the DTP and the Digital Ambition.	Projects team operating to manage and collate projects together and assist with forward planning of future projects. Capital Planning process for 2023/24 onwards looking to identify projects for next 5 years.

2. Proactive engagement with community and stakeholders

Priority area	Progress
1. Implement service management model with a focus on front line engagement, self-management, early resolution and learning to improve.	Halo service management solution implemented in November 2022. Rolling out across support services which will result in enhanced user experience. The aim of the system is to provide the end user with a more efficient service and a reduction in the time it takes to answer a query or resolve an incident when dealing with all areas of the college. The system will also manage the risk of service failure and assist with controlling change, providing better communication channels and more effective time management applying service change.
2. Use the Scotland's College's Digital Ambition document to create short, medium and long term digital priorities.	The analysis of the road map is complete and college progress identified. The VLE platform (Canvas) went live in September 2022 for the start of the new academic year with the E-Learning team providing support and training for our staff. Canvas will be continually enhanced with additional features as well as feedback from the end users.
3. Responsive ICT and estates services to address disability and inequalities	Estates representatives engage with Equalities committee to ensure estate

Priority area	Progress
including rural transport issues and digital poverty.	meets access and equalities requirements. Student Services team identify student need in terms of accessibility and specific learning/personal needs to ensure equipment, funding and support are provided to meet those individual needs and provide access to technologies.
4. Effective engagement with our stakeholders through a high-quality website	Website fully refreshed, completed August 2022.
5. Development of a catering model that supports student's choice and space for students to socialise, eat / drink, and learn.	Tender currently underway in line with mobilisation of contract August 2023. Included within tender is a requirement for a wide choice of food options including sustainable and healthy choice.

3. Leading role in enabling an inclusive, resilient and sustainable Scotland

Priority area	Progress
1. Cyber security, data confidentiality, integrity and availability principles and practices adopted as standard.	Cyber Essentials+ accreditation was due for renewal in January, however due to large changes in relation to it's scope (due to hybrid working), the whole FE/HE sector are struggling to meet these. We are putting in place steps and technology to allow us to meet the new criteria and hope to achieve CE+ in August 2023. Cyber Risk workshop completed with board and plans to concentrate on end user awareness training and exercises in the coming 6 months.
2. Funded lifecycle maintenance plan and enhance existing Planned Preventative Maintenance (PPM) system to maximise life expectancy of current assets.	PPM System in operation, all planned maintenance up to date in line with annual schedule.
3. Commission condition survey, space utilisation and functional suitability review by early 2023 and develop a plan to address priority issues.	Utilisation surveys commenced, further works required once estate strategy becomes clearer.
4. Where possible we will rationalise the estate.	Relocation of Tweedbank continues to be priority, detailed plans require clarity of estate strategy.

Priority area	Progress
5. Procure a fleet that is low carbon, scalable and fit for purpose.	Grey fleet now 100% electric, works ongoing with SBC around potential collaboration in relation to utilisation and replacement of future mini bus fleet.

Implications and Considerations

Financial Implications:

All financial implications from the implementation of the actions required for the priority areas has been incorporated into the project and revenue budget plans.

Learner Implications:

There are no direct implications from this report but the actions

Equality and Diversity Implications/Equality Impact Assessment:

A full Equality & Diversity assessment has been completed and is attached in Appendix A. Full assessments are carried out for each individual project.

Staff Implications:

There are no direct staffing implications from this report.

Sustainability/Environmental Implications:

There are no direct sustainability/environmental implications from this report but the actions completed for the priority areas link to the Colleges Sustainability Strategy.

Conclusion

The College continues to make good progress in implementing the priority actions contained in the Asset Management Strategy.

Recommendation

The Committee note the progress made in the priority actions contained in the Asset Management Strategy.

Equality Impact Assessment

Document:	<i>Asset Strategy update</i>
Executive Summary:	The report provides the Committee with an update on the progress of the priority areas approved in the Asset Management Strategy in December 2020. There are no direct impacts identified for any of the protected characteristic groups.

By law we must meet the requirements of the Equality Act 2010 including the Public Sector Equality Duty. Please give due regard to the following when completing an EIA;

- 1: Does the policy/practice eliminate discrimination, harassment and victimisation?
- 2: Does the policy/practice promote equality of opportunity?
- 3: Does the policy/practice promote good relations?

Protected Characteristic	<p>Commentary</p> <p><i>For each protected characteristic provide a commentary of impact. If a negative impact occurs, consider the following;</i></p> <ol style="list-style-type: none"> <i>1. Change the policy so impact is no longer negative</i> <i>2. Justify why it has to be done e.g. health and safety legislation</i> <i>3. Consider how you are going to mitigate the impact</i>
<p>Age</p> <p><i>Someone belonging to a particular age, or range of ages</i></p>	<i>No impact</i>
<p>Care Experienced</p> <p><i>Someone who has been or is currently in care or from a looked-after background at any stage in their life. This includes adopted children who were previous looked-after.</i></p>	<i>No impact</i>
<p>Marriage/Civil Partnership</p> <p><i>Married couples and civil partnership should be treated the same on a wide range of matters</i></p>	<i>No impact</i>
<p>Race</p> <p><i>Refers to a group of people defined by their race, colour and nationality (including citizenship) ethnic or national origins</i></p>	<i>No impact</i>

Sexual Orientation <i>A persons sexual and/or romantic attraction to other people, or lack thereof</i>	<i>No impact</i>
Disability <i>A physical or mental impairment which has a substantial and long-term adverse effective on a person's ability to carry out normal day-to-day activities</i>	<i>No impact</i>
Gender identity/ reassignment <i>The process of transitioning from one gender to another (can include changing names, pronouns, dressing differently, medical intervention and living in their self-identified gender)</i>	<i>No impact</i>
Pregnancy/maternity <i>Refers to being pregnant and the period after birth (linked to maternity leave in the employment context)</i>	<i>No impact</i>
Religion or Belief <i>Religious and philosophical beliefs, including lack of belief (atheism)</i>	<i>No impact</i>
Sex <i>Gender assigned at birth</i>	<i>No impact</i>
Employment or Trade Union Membership	<i>No impact</i>
Past Criminal Convictions	<i>No impact</i>
Poverty or Deprivation	<i>No impact</i>

Owner:	Kirsty Robb	
Date initiated:	16/02/2023	
Consultation:	<i>Which groups were consulted with in the development of this EIA?</i>	
Signature (Owner)		Date
Signature (Equalities Officer)		Date

Please return the completed Equality Impact Assessment to the Equalities Officer (abrydon@borderscollege.ac.uk)