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FINANCE & RESOURCES COMMITTEE NAME

27 November 2025

Asset Management Strategy Update

1.0 PURPOSE OF PAPER

For discussion

- 1.1 To provide the Committee with an update on the progress of the priority areas approved in the Asset Management Strategy, in December 2020.

2.0 EXECUTIVE SUMMARY

- 2.1 The Asset Strategy was approved by the Board in December 2020 and regular reports are provided to the Finance and Resources Committee on the progress made in the implementation of the Strategy. This is the final report on this Strategy.
- 2.2 Progress made in key areas since the last report in November 2025 are contained in section 5.0, with further detail of all elements contained in Appendix 1.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 It is recommended the Committee note the progress on the actions within the Asset Strategy.

4.0 BACKGROUND

- 4.1 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>
- 4.2 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

- 4.3 Since the approval of the strategy six updates have been provided to the Finance & Resources with the latest one being on 28 November 2024.
- 4.4 This strategy will be replaced with by the Estates Strategy and the Digital & Data Strategy, for 2025-2030.

5.0 PROGRESS UPDATES

- 5.1 Further work has been completed on Canvas VLE system to allow students to check their timetables via a mobile app.
- 5.2 Phase one of the finance system upgrade has been completed, resulting in improved processes for Debtor invoice raising and debt collection.
- 5.3 Newbattle Abbey shared service is now fully imbedded, with good customer feedback.
- 5.4 Borderlands bid has been submitted for Human Health Lab which includes VR, virtual dissection anatomy table and simulation healthcare equipment.
- 5.5 The refresh and upgrade has been completed for the IT infrastructure at the Galashiels campus.
- 5.6 The masterplan for the future Galashiels has been completed and plans are being further developed to allow funding to be secured.
- 5.7 Appendix 1 contains more detail on the progress on all elements of the Asset Strategy.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

- 6.1.1 There are no direct financial implications from the contents of this report. The financial implications for the individual projects, which are taken forward for implementation of the Asset Strategy, are considered within the budget setting and monitoring process.

6.2 Learner Implications

There are no direct learner implications from the contents of this paper. Learner implications have been considered in each of the elements which have been developed and implemented as part of the Asset Strategy.

6.3 Staff Implications

There are no direct staff implications from the contents of this report. Staff implications have been considered in each of the elements which have been developed and implemented as part of the Asset Strategy.

6.4 Equality and Diversity Implications/Equality Impact Assessment

There are no direct equality or diversity implication from the contents of this report. Equality Impact Assessments are carried out for all elements developed and implemented as part of the Asset Strategy.

6.5 Sustainability/Environmental Implications

There are no direct sustainability or environment implications from the contents of this paper. All elements implemented however do as part of the implementation, fully consider the sustainability and environmental implications.

7.0 RISK COMMENTARY

- 7.1 The Asset Strategy and its implementation ensures the assets of the College support the delivery of the curriculum. Asset management is also key in ensuring the assets are maintained to a standard required to meet legislative requirements and provide safe facilities for both students and staff.

8.0 CONCLUSION

- 8.1 Progress continues to be made in key areas of the Asset Strategy.

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Previous Board or College Committee Approvals: Finance & Resources Committee, 27 November 2024.

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For publication ☒

Not for publication ☐

If not, why not?

Progress of Priority Actions

1. Relevant, enabling and flexible

Priority Action	Progress
Digital Transformation Programme (DTP)	
1. Adoption of sector leading edge technology to support all College activities	Phase one of our Digital Transformation Programme (DTP) 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. The programme has enabled the college to provide an enhanced end user experience in many support and curriculum areas providing the platforms for the college to grow in the future as well as taking large strides to help mitigate cyber risks and to recover effectively from a cyber attack. Work on the identification and development of Phase two of the Digital Transformation Programme will commence over the summer for inclusion in the Digital Asset Strategy for approval and launch by December 2025. November 2025 update New Digital and Data Strategy for 2025-2030 has been approved at the F&R Committee on 2 October 2025.
2. 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	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. Solution provides server hosting, monitoring, alerts as well as Backup and Disaster Recovery as a Service allowing IT & Digital resource to be used more effectively as well as providing the college with a more reliable, resilient, secure hosting solution for our servers and data. Action fully complete
3. One stop student system and learning management system	Halo Service Management solution launched in November 2022 and now covers tickets for: IT & Digital

Priority Action	Progress
	• Facilities • Freedom of Information requests, • Subject Access Requests (GDPR) • Student Safeguarding • MIS • Hospitality • Finance The service provides all users with a self-service portal for all support related incidents and requests. As well as enhancing the student experience when dealing with any support service, it also provides each support area with stats and analytics on the types and volume of tickets raised to help them report and allocate resources more effectively. Canvas Virtual Learning Environment (VLE) update fully complete and rolled out. Review of configuration and user feedback has been completed and has informed regular updates to the system. A review the use of SmartAssessor (SA) by the DEBI unit and Canvas was undertaken to assess functionality and possible areas of duplication. The review has found that SA and Canvas both fulfil different LMS roles and both continue to be required as separate services. Canvas VLE review carried out by external partner JISC with report completed Jan 2025. Report recommendations shared with all staff and students and also fed into IT & Digital e-learning review meetings to pursue ongoing improvements. November 2025 update Student timetables incorporated into Canvas VLE to allow students to check their timetables via the Canvas mobile app.
4. ERP (Enterprise Resource Planning) solution for business support - finance, procurement, HR, service management, customer relationship management.	CRM procurement resulted in no contract being awarded. Due to other priorities within the capital program options for free off the shelf packages are currently being investigated. The 2024/25 capital budget approved funding for the upgrade of the current finance system, which

Priority Action	Progress
	will provide the required improvements to the system and allow for streamlining of processes. November 2025 Update First phase of upgrade to Finance system complete and second phase scope being finalised.
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. Actions fully complete
6. Develop collaboratives with other Colleges	The college entered into a shared service agreement with Newbattle Abbey College in December 2022 to provide a fully supported digital MIS service. The implementation plan was split over three phases. Phase 3 was completed within agreed timescales and the service has now been incorporated into business as usual. Service review meetings are held throughout the academic session to ensure systems and processes continue to meet the requirements of the agreement. November 2025 update Shared service fully embedded and business as usual. High level of customer satisfaction feed back has been received from Newbattle Abbey.
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.	Digital poverty funding received for 2023/24 (£44k) for purchase of additional 50-55 students' laptops. The additional funding of £60k secured from SFC to upgrade 6-8 classroom AV equipment, due to change of specification in the class will allow us to upgrade around 20 classrooms. 3 remaining classrooms for AV installs scheduled to complete before Xmas 2024 break. November 2025 update Implementation of equipment fully complete.

Priority Action	Progress
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	Cyber Lab fully implemented and in full use. Delivery across 5 course groups utilising this space from SCQF Level 5 - 7. This is inclusive of schools academy and FT students. Immersive space usage and maintenance currently under review as the initial licencing period comes to an end. eSports facility fully in operation. Plans being developed on expanding its use to community partners and linkages with e-games competition opportunities. Esports club has been informally established in the current cohort and the college recently held an esports event to showcase the impact this can have in the curriculum to our local schools. 80 students were in attendance after a collaborative approach from BC, SBC, DYW and SoSE. November 2025 Update VR, virtual dissection anatomy table and simulation healthcare equipment included in Borderlands bid for Human Health Innovation Lab.
9. Through effective data capture and analytics, improve planning, tracking and monitoring, and impact on successful outcomes.	The curriculum planning process has been further developed to include quarterly reviews with each of the Heads of Sector to monitor progress using the existing customised dashboards. This enables the Executive and SLT to review and monitor operational activity against strategic priorities in relation to successful student outcomes. In addition to this, development work has been completed on a centralised student support needs system that links all students support records to the main student record. This will ensure that all relevant staff have up to date and accurate information on potential issues that may impact a learners success, and enable them to make appropriate adjustments to meet the learners needs. The curriculum planning process is now fully implemented into all areas of delivery, providing consistent and robust governance around future provision. Development work to complete the implementation of the centralised Student Services system is complete and the system and associated processes have now been incorporated into business as usual.

Priority Action	Progress
	Work to centralise assessment schedules are currently being implemented across the curriculum. This will allow for live tracking of student progress against the assessment schedule, providing staff with a tool to quickly identify students in need of support and enabling earlier interventions to promote student success. November 2025 update Tracking system fully operational and embedded into working practices.
10. Annually refresh the 3 year Digital Delivery Plan reflecting the DTP and the Digital Ambition.	Capital Planning process completed for 2024/25 with projects also identified for future years as first steps towards a 3 year capital programme. Digital transformation priority area with refresh of infrastructure forming main element of expenditure for next 3 years. November 2025 update IT infrastructure refresh fully implemented over summer 2025 following outcome of procurement process which saw costs less than anticipated. Capital for 2026/27 will be limited as the campus redevelopment plans are finalised.

2. Proactive engagement with community and stakeholders

Priority action	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. Roll out continues 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 make a booking, 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. The system also provides each support area with stats and analytics on the types and volume of tickets raised to help them report and allocate resources more effectively.

Priority action	Progress
	During the last 6 months finance has been launched on the platform. All support areas now launched on self-service portal. Action fully complete
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. Review of configuration and user feedback has been completed and has informed regular updates to the system. Action fully complete
3. Responsive ICT and estates services to address disability and inequalities including rural transport issues and digital poverty.	Estates representatives engage with Equalities committee to ensure estate 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. November 2025 update Disability and inequalities assessed and met as part of the business as usual processes.
4. Effective engagement with our stakeholders through a high-quality website	Website fully refreshed, completed August 2022. Work has also been completed to integrate the Regional Board, Scottish Borders Campus standalone website and the Student Association with Borders College website. This has reduced the number of website required to managed and allows the user to find all information on the one site. Action fully complete
5. Development of a catering model that supports student's choice and space for students to socialise, eat / drink, and learn.	New contract with Baxter Storey implemented and upgrades to Student Union area completed as part of contract implementation. Customer feedback to the refreshed service has been positive. Action fully complete

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

Priority action	Progress
1. Cyber security, data confidentiality, integrity and availability principles and practices adopted as standard.	Cyber Essential Basic was achieved in November 2023. Work was completed on two areas identified as requiring further work to allow Cyber Essential Plus to be achieved. Accreditation was awarded in February 2024 Solutions in place to effectively manage our infrastructure and software to ensure the College is always up to date with the latest security patches and on supported versions of software including our backup and disaster recovery provisions are operating as designed to reduce the risk of data loss. In addition to the technical enhancements there is also concentrating on end user awareness by working with all staff including Exec and Board on email phishing campaigns, scenario exercises and enhancing business continuity plans. New phishing email protection technologies deployed alongside user phishing email reporting tool and relevant comms. New IT & Digital Learning Security Review meetings instituted every 2 weeks to review security events, major incidents, software updates and progress on remediating vulnerabilities identified by continuous monitoring solutions. November 2025 update Cyber plus Accreditation achieved again in August 2025. Multi-factor Authentication (MFA) now rolled out to all users including students for additional identity and access management security. Exec recently invited to (and several attendees for) JISC Cyber security leadership briefing.

Priority action	Progress
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. Life cycle plan for approved by Campus Management Committee for period until Oct 2026. HWU. November 2025 update Works completed on track per approved Life Cycle plan
3. Commission condition survey, space utilisation and functional suitability review by early 2023 and develop a plan to address priority issues.	Information is currently being gathered to allow an assessment of whole campuses utilization. Condition survey for Galashiels main building complete. Space utilization data continues to be gathered and evaluated. Work ongoing to identify space requirements of the whole College. This data and the information produced via the Oberlanders report are informing the development and design plans for the future estate. November 2025 update Master plan for Galashiels Campus developed and plans developed. Structural issues have increased costs and discussions are underway with SFC around options on best way forward and funding.
4. Where possible we will rationalise the estate.	Plans being refined for the relocation of Tweedbank and activities from Hawick to relocate to Galashiels Campus. All activities will be relocated by summer 2027. November 2025 update Sale of Hawick campus progressing with SOSE and all activities transferred to Galashiels. Tweedbank relocation plans under discussion with SFC for options and funding.
5. Procure a fleet that is low carbon, scalable and fit for purpose.	Grey fleet now 100% electric, feasibility works undertaken with SBC to see if further collaboration in utilisation of fleet would be possible, due to significant operational constraints in relation similarities in times of use and demand

Priority action	Progress
	this has not been possible to progress at this point. Future discussions around procurement of E buses have presented significant challenges around staff's ability to drive due to exceeding weight restriction with individual licence categories. This will be revisited as licence situation is clarified and overall costs and availability of E buses improve. November 2025 update Weight of electric minibuses remain an issue. Two new minibuses however now delivered and a further one on order, which have lower carbon emission than the minibuses they are replacing.