

## Board of Management

You are invited to attend a meeting of the **Board of Management** to be held on **Thursday 11 December 2014** in room **S1.19, Stirling** at **9.30am**. Refreshments will be available from 9.00am

Equalities Training Session

Caroline Storey

### AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Principal's Report

Ken Thomson

### FOR APPROVAL

4. Minute of Board of Management of 25 September 2014
5. Matters Arising - None
6. Minutes and draft minutes of other Committees:
  - a) HR (Inc. Nomination Committee) – 18 November 2014
  - b) Strategic Development Committee – 20 November 2014
  - c) Audit Committee – 27 November 2014
  - d) Finance Committee – 9 December 2014 (to be tabled)

7. Annual Report of Institutional Review of Quality

Fiona Brown

8. Falkirk Campus Outline Business Case

Tom Gorman

(Paper 8 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)

9. FVC Foundation – Application for Funding

Alison Stewart

10. Extension of Internal Audit Appointment to 31 July 2015

Alison Stewart

11. Extension of FES FM Contract

Tom Gorman

(Paper 11 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)

12. Remit for Falkirk Campus Project Board

Ken Richardson

### FOR DISCUSSION

13. Student Association Update

Lorraine Simpson

14. Review of Risk

15. Any other competent business

- Board Self Evaluation

## Board of Management

<b>Subject:</b> Principal's Report	<b>Agenda Item:</b> 3
<b>Date:</b> 11 December 2014	<b>FOR DISCUSSION</b>

### 1. Purpose of Report

To present to the Board of Management the fourth Principal's report on activity undertaken since the last Board meeting in September 2014.

### 2. Recommendation

The Board should note and comment on the activity undertaken since September 2014.

### 3. Key Highlights

3.1 On Thursday 2 October 2014 the Cabinet Secretary for Finance, Constitution and Economy announced £140 million in funding for two college projects. We understand £70 million has been identified for the new Falkirk Campus through the NPD funding process. This is inclusive of VAT. We now have confirmation of funding being made available and are working with Scottish Futures Trust (SFT) and the Scottish Funding Council (SFC) to progress the Outline Business Case to a Full Business Case; to set up our governance structure through the Project Board subcommittee and prepare our communication strategy for stakeholders, employers and the local community. I was particularly pleased that working with Scottish Government, I was able to confirm the funding the day after the Parliamentary announcement to 200 attendees at the Annual Falkirk Business Conference. In the meantime, you will have noted that demolition has begun of the Middlefield building.

3.2 The college have received the prestigious Association of Colleges Beacon Award for Innovation in FE. Our nomination was for our whole college approach to Making Learning Work. Three assessors attended the college on 1 October and met with staff, students, employers, stakeholders including Scottish Government, and Caryn Jack and Nigel Scott from our Board of Management. Our success was announced at the AoC Conference in Birmingham in mid-November. The award will be presented in a ceremony at Westminster in early 2015. The lead assessor, Sara Mogel OBE said after their visit "The enthusiasm and pride in what the College is doing was palpable!"

3.3 Andrew Campbell, our International Manager has been recruited and is in post. Andrew was straight into the role when 15 delegates from Yueqing, China, visited the College last Thursday. This is the third time the city have visited Falkirk and the College and we were part of the delegation that went to China in May. Interestingly, the party was primarily made up of industrialists where the previous visits were by Government officials. We believe this relationship will have long term strategic benefits for Falkirk and the College in

promoting skills development for internal investment and opportunity for staff and student exchange. Whilst writing this report, we have been made aware of our successful application to be an ERASMUS+ organisation. This will allow us to bid for international work as well as being a recognised organisation for staff and student exchanges across Europe.

- 3.4 Highlight for the year of course, was the graduations at Falkirk Town Hall and Stirling Castle. We have reached full capacity at the castle and we are considering a move to the bigger Albert Halls or a second function at the castle. The latter is preferred, however we are undertaking a full financial analysis – it's not cheap but the benefits are enormous to our students.

#### **4. Local College News**

- 4.1 The Engineering Department went through a very successful Education Scotland Aspect review with Education Scotland. Being an Aspect Report, the reviewers are considering other colleges delivering engineering before publishing their final report, probably in the spring.
- 4.2 The Stirling SCOTS Employer Engagement dinner in November was a great success with over one hundred guests from the college, schools and local employers. I was particularly pleased by both our Board of Management and Student Association involvement. We have had great feedback from the night with a request to do it again. Key note speakers were Laurence Barrett, CEO Forth Valley Chamber of Commerce, David Leng, Director of Children, Young People and Education for Stirling and Clackmannanshire Councils, myself and Johanna Boyd, Leader of the Council who gave the closing remarks. I have a meeting with David Leng in the next week to take forward next steps for the SCOTS programme and our partnership in employer engagement. It will be our intention to undertake a similar event in March to celebrate the Falkirk SCOTS and as a local event to celebrate our Beacon Award.
- 4.3 I wanted the Board to aware of the excellent unsolicited feedback we received from an employee of Scottish Canals when he attended a recent commercial programme organised by Richie Todd of the Business Development Department. "This is probably the best First Aid course that I have attended in my 35 years of training with Scottish Canals".
- 4.4 The college have been at a number of awards through the autumn period. Congratulations to Claire Shiels, Head of FM and Health and Safety and her team for winning the Colleges Development Network (CDN) award for Sustainability. The judges said "The submission showed an excellent strategic approach across all areas of the college. The project evidenced measureable impact and made a strong connectivity between sustainability and education". We were also highly commended for Employer Engagement, Equality and Diversity and Essential Skills. In each case the College were congratulated for their cross college and strategic integrated approach to the subjects. The college and Falkirk Council were also shortlisted for the Herald Society Award in Glasgow for its innovative work with the SCOTS programme and the SCOTS programme won the Falkirk Council award in the theme of Economy and Employability. Moira Wilson, Lecturer in Science was Highly Commanded in the SQA Star Awards held at Glasgow Clyde College. A Highly Commended Lifelong Learning Award was presented to 70 year old Mary Hewitt-Dunlop who attended our Alloa Campus.
- 4.5 I thought it important to note the monthly meetings I continue to have with Lorraine Simpson and the Executive of the Student Association. We use the time to review their operational plan, update on college and national activity and discuss future actions.

## **5. Networking**

- 5.1 Attended the annual dinner of the Institute of Logistics and Transport as the guest of the Chair, Ken Thomson.
- 5.2 Attended the Higher and Further Education Conference at the Olympia Centre, London
- 5.3 Attended the CBI regional Committee as an observer with the potential for full membership.
- 5.4 I have been invited to join the Trustees Board of Management for JISC. This is a UK wide organisation with the first meeting in January in London. Excellent potential here for best practise in IT learning and delivery.
- 5.5 Attended the SDS International Symposium Learning through Work held in Edinburgh.
- 5.6 Attended the SDS MA Awards at the Albert Halls as guest of the Chief Executive. Colette Filippi also hosted a table for Forth Valley College with guests from Scottish Power, Ineos, Forth Ports and ADL.
- 5.7 Attended the Chemical Sciences Scotland dinner with Colette Filippi at the Stirling Court Hotel (formerly Stirling Management Centre).

## **6. Presentations**

- 6.1 I was a key note speaker at the annual Falkirk Business Conference where not only was I able to inform the 200+ attendees on the strategic direction for Forth Valley College, but was also able to confirm the Scottish Government funding of £70 million for the new Falkirk headquarters.
- 6.2 I presented to the Falkirk Probus Club and to the Falkirk Rotary Club. Both talks were on the College and its place in the national economy.

## **7. Key meetings**

I undertook the following key meetings in the period September 2014 to December 2014:

- 7.1 Bill Maxwell, Chief Inspector Education Scotland and Lesley Evans, Director General Learning and Justice at the Stirling Campus with David Leng, Director of Children Service, Stirling Council, to highlight the SCOTS programme and promote school college links.
- 7.2 Malcolm Roughhead, CEO VisitScotland to promote Stirling Campus as a potential venue and discuss opportunities for College students.
- 7.3 Barry McCulloch, Senior Policy Officer, Federation of Small Business to discuss opportunities for collaboration and sharing of strategic intelligence.
- 7.4 Hugh Logan, Principal Fife College to discuss potential synergies in the NDP new build proposals.
- 7.5 Douglas Cameron and Fiona Alexander from Jazz Scotland and Martin Boyle, Head of Creative Industries, to investigate potential opportunities for a Falkirk Jazz festival with Forth valley College taking a lead in hospitality, marketing and sound production.

- 7.6 John Owen, Head teacher Beaconhurst School, Bridge of Allen to discuss potential partnership opportunities.
- 7.7 Melanie Wheldon and Michelle Colquhoun from Scottish Government to discuss opportunities through involvement in Change Theme 3 which has responsibility for Colleges in the Developing Scotland Young Workforce Plan.
- 7.8 Tristan Tinning and Brett Ingle, GM for Inchyra Hotel and MacDonald Hotels to discuss potential partnership opportunities and links for college students.
- 7.9 Pamela Crawford and Lesley Grayburn, Employability Managers with Stirling University to discuss opportunities for the University through membership of the Stirling LEP.
- 7.10 Douglas Mundie, Interim Change Manager for Colleges Development Network and SFC Board Member.
- 7.11 Major Susan Duthie on Employer engagement with the Armed Forces and Major Gene Mitchell on potential consultancy opportunities in harmonisation programmes and qualifications across the Armed Forces.

## 8. Colleges Scotland

- 8.1 Hugh Hall and I attended the Learning for All strategic discussion with the Scottish Funding Council hosted by Alice Brown, Chair.
- 8.2 Hugh Hall and I also attended the Strategic Dialogue with Laurence Howells and other members of the SFC.
- 8.3 Hugh Hall and I attended the Learning Skills and Quality subcommittee of the Colleges Scotland Board.
- 8.4 Fiona Brown, Colette Filippi and I attended the Colleges Principals Group Leading and Learning Residential held in Dundee.

## 9. Community Planning Partnership

- 9.1 I attended one meeting of the Falkirk Community Planning Partnership Board
- 9.2 I attended one meeting of the Stirling Community Planning Partnership Leadership Group
- 9.3 I chaired one meeting of the Stirling Local Employability Partnership in defining their strategic plan for 2015 to 2018.
- 9.4 I attended one meeting of the Stirling Partnership Group of the CPP representing the Leadership Group and hosted by Police Scotland.

<b>Author:</b> Ken Thomson	<b>SMT:</b> Ken Thomson
<b>Date:</b> 4 December 2014	<b>Date:</b> 4 December 2014



## **Board of Management**

<b>Meeting:</b>	<b>Board of Management</b>
<b>Location:</b>	<b>A202, Alloa Campus</b>
<b>Date:</b>	<b>25 September 2014 (commencing at 2.00pm)</b>

Present: Mr Hugh Hall (Chair)  
Dr Ken Thomson (Principal)  
Mrs Anne Mearns (Vice Chair)  
Ms Lorraine Simpson (Student Union President)  
Mr Colin Alexander  
Ms Beth Hamilton  
Mr Andrew Carver  
Mr Ken Richardson  
Mr Nigel Scott  
Mrs Shona Struthers  
Mr Robert Addie  
Mrs Elaine McGeorge

Apologies: Mr Liam McCabe  
Mrs Fiona Campbell  
Mrs Caryn Jack  
Mr Bob Gil

In Attendance: Mr David Allison, Associate Principal and Executive Director Information Systems and Communications  
Mrs Alison Stewart, Associate Principal and Executive Director Finance  
Mr Tom Gorman, Association Principal and Executive Director of Estates Developments  
Ms Colette Filippi, Associate Principal and Executive Director Business Development  
Mrs Fiona Brown, Associate Principal and Executive Director Learning and Teaching  
Mr Andrew Lawson, Associate Principal and Executive Director HR and Operational Effectiveness

**B/14/001**     **Declarations of Interest**

None

**B/14/002 Principal's Report**

The Principal presented a report on his activities since the last meeting of the Board of Management. He highlighted the progress made to date with the Outline Business Case for the new Falkirk Campus and the appointment of Colette Filippi and Fiona Brown to the Senior Management team. He also reported that the College has recently been shortlisted for a Beacon award from the Association of Colleges, discussed the success of the SCOTs programme and also the recent signing of a Memorandum of Understanding with Scottish Canals.

- a) Members noted the content of the report
- b) It was agreed that the College should look to re-establish the Estates Development Steering Committee of the Board to support the work of the Senior Management Team at an appropriate point in time.

**B/14/003 Minute of Board of Management Meeting of 26 June 2014**

The Minute of the meeting of 26 June 2014 was accepted as an accurate record.

**B/14/004 Matters Arising**

- a) B/13/052 Principal's Report

The Chair noted that Members had requested that more information be brought on the College's international strategy. This will be covered in the Strategic Discussion session following the meeting.

- b) B/13/060 Board Calendar of Meetings

The Chair had asked the College to arrange for a strategic session of the Board. This will be held after this meeting.

- c) B/13/065 Operational Plan Monitoring Demonstration

Members had queried who would have access to Operational Plan information and the Principal had agreed to discuss this with SMT. It was reported that this information will be restricted to the Board of Management and SMT.

- d) B/13/055 HR (Inc. Nomination) Committee Minute 17 June 2014

The Chair had requested that information on National Bargaining be brought to the Board. This will be covered in the Strategic Discussion session after the meeting.

**B/14/005 Minutes and draft minutes of other Committee**

- a) Strategic Development Committee – 11 September 2014

The Chair of the Strategic Development Committee highlighted the decision of the Scottish Funding Council to move from SUMs to Credits.

**B/14/006 Fellowships**

The Chair presented a paper recommending that Cathy Snedden and Bill Blair be awarded Fellowships in recognition of their contributions to the College.

- a) Members approved the award of these Fellowships

**B/14/007 Board Recruitment – Non Executive Members**

The Associate Principal and Executive Director Finance presented a paper outlining the upcoming recruitment process for new members and requested approval from the Board to delegate the approval of new members to the Chair for this round of recruitment.

- a) Members approved the delegation of approval authority to the Chair

**B/14/008 Student Association Update**

The Student Association President updated members on the activities of the association since the last meeting of the Board, including the rebranding of the Student Union to Student Association.

She notified members that the Student Executive had selected the second Student member of the Board, Tony Smith, and that he would be attending the next meeting.

- a) Members noted the content of the report

**B/14/009 Review of Risk**

Risks were highlighted in the individual papers.

**B/14/010 Any other competent business**

None.





## **HR (Inc. Nomination) Committee**

<b>Location:</b>	<b>A202, Alloa Campus</b>
<b>Date:</b>	<b>18 November 2014 (commencing at 4.30pm)</b>

**Present:** Ms Beth Hamilton (Chair)  
Ms Elaine McGeorge  
Mrs Fiona Campbell

**Apologies:** Mr Nigel Scott

**In Attendance:** Mr Andrew Lawson, Associate Principal HR and Operational Effectiveness  
Mr Steven Still, Human Resources Manager  
Mrs Claire Shiels, Head of Facilities Management and Health and Safety (for item H/14/05)  
Mr Stephen Jarvie, Corporate Governance and Planning Officer

**H/14/01      Declarations of Interest**

No declarations were made.

**H/14/02      Minutes of Meeting of 17 June 2014**

The minutes of the meeting of 17 June 2014 were approved as an accurate record, subject to two minor amendments.

**H/14/03      Matters Arising**

a) H/13/010 Pay Negotiations

The Associate Principal HR and Operational Effectiveness informed members that Unison had accepted the recent pay offer of 2%. He also noted that, as a result of changes to the College's financial year end following the change to Arm's Length public body status, that this settlement will last until August 2015.

b) H/13/017 Health, Safety and Sustainability Update

The Corporate Governance and Planning Officer noted that members had requested that this item be brought to every second meeting. It was agreed that the Programme of Committee Business should be updated to reflect this.

c) H/13/018 Board of Management Transitional Arrangements

The Corporate Governance and Planning Officer confirmed that the interview stage of the transition arrangements was underway at this time.

**H/14/04 Update on National Bargaining**

The Associate Principal HR and Operational Effectiveness provided a report outlining the current sector position and the establishment of a number of working groups.

He outlined the expectations of the various involved parties as they are understood at this time and the expected timescale before any implementation might occur.

Members queried the financial impact on the College, what mitigation might be possible and the impact of staff dissatisfaction in another College on Forth Valley operations.

The HR Manager contextualised the current position against the College's contractual and financial terms with staff and the impact if initial Union expectations were to be put in place.

The Associate Principal HR and Operational Effectiveness noted that, unlike the current position where Union relations were a locally managed matter, there was a risk that under a national perspective dissatisfaction at another College could result in industrial action at Forth Valley.

- a) Members noted the content of the report
- b) Members noted the potential high risk to the College, both financially and operationally from National Bargaining

**H/14/05 Health and Safety Update**

The Head of Facilities Management and Health and Safety presented a report outlining the latest statistics for Health and Safety and Sustainability.

She noted that the department now had a single Operational Plan in place to cover all aspects of delivery as opposed to the previous arrangements where there were three separate plans.

She covered the latest accident statistics, noting that there was a demonstrable decrease in accidents where preventative measures could be implemented over the last few years.

She advised members of the overall staff absence rate which was below the sector average.

Finally, she highlighted a recent event where the Fire and Rescue Service utilised the empty Middlefield Building for training purposes.

Members queried whether the College planned to issue guidance on the use of e-cigarettes following recent concerns regarding their impact.

The Head of Facilities Management and Health and Safety confirmed that this item would be considered by the College Unions on the 19 November. It was suggested that, beyond the use of e-cigarettes, the charging of these devices from College equipment should be considered. It was felt that the unregulated nature and manufacture of these devices may be a potential fire hazard.

Members also discussed tobacco smoking. The Head of Facilities Management and Health and Safety noted that while there were clearly designated smoking areas it was an ongoing challenge to ensure students use these shelters.

Members suggested involving the Student Association and the Head of Facilities Management and Health and Safety agreed to take this forward.

- a) Members noted the content of the report

**H/14/06**

#### **Staff Development 2014/15**

The Human Resources Manager presented a paper summarising the new approach to staff development days within the College. He highlighted the exceptionally high attendance rates and positive feedback from participants from the first occasion of the new approach with lecturing staff, and noted that this success was due in part to using some College staff to deliver training which was contextualised to the College environment.

He outlined the arrangements for support staff development which would occur early next year.

Members queried whether there was any follow up with staff to see if the training had benefited them in their role. The Human Resources Manager noted that all CPD was automatically carried over into each staff members PRD review and would be captured there.

- a) Members noted the content of the report and welcomed the increased participation in staff development.

**H/14/07**

#### **Staffing Establishment Update**

The Human Resources Manager provided an update on the current staffing establishment levels for the College.

He outlined the changes to the Departmental structure within the College and the rationale for this new approach. He also discussed the recruitment approval process which is designed to prevent establishment creep and ensure appropriate staffing levels across the College.

Members queried whether the College operated zero hour's contracts. The Human Resources Manager confirmed that the College did not use these types of contracts.

- a) Members noted the content of the report

**H/14/08 HR Effectiveness Internal Audit Report**

The Associate Principal HR and Operational Effectiveness presented a recent audit conducted by Baker Tilly, College internal auditors. He noted that it had been a number of years since the HR function had been reviewed and that the auditors were asked to review the processes in place and make any recommendations for improvement they felt were relevant.

He noted that the report was a positive one and, of the recommendations received, none were high and a large proportion of the recommendations were already being put in place.

The Associate Principal HR and Operational Effectiveness also noted that he would like to bring an update on progress to a future committee meeting.

a) Members noted the content of the report.

**H/14/09 Review of Risk**

Members noted that National bargaining was a high risk. Members also noted, following discussion under AOCB, that the Holiday pay calculation court ruling also posed a high risk.

**H/14/10 Any Other Competent Business**

The Associate Principal HR and Operational Effectiveness raised the recent court case in relation to the affect of regular overtime payments on entitlement to holidays for staff.

He noted that it was very likely that the court ruling would likely be appealed and that this issue would be monitored by the College.

The Human Resources Manager outlined the potential implications for the College.

Members noted the update.

The Associate Principal HR and Operational Effectiveness also reported that the College had won the AOC Beacon Award for Innovation in FE.

Members welcomed this news.



## ***Strategic Development Committee***

<b>Location:</b>	<b>A202, Alloa Campus</b>
<b>Date:</b>	<b>20 November 2014 (commencing at 4.30 pm)</b>

Present: Mrs Anne Mearns (Chair)  
Mrs Fiona Campbell  
Ms Lorraine Simpson, Student Association President  
Mrs Caryn Jack

Apologies: Mr Andrew Carver  
Mr Colin Alexander  
Mr Robert Addie

In Attendance: Mr David Allison, Executive Director of Information Services  
Dr Ken Thomson, Principal  
Mr Stephen Jarvie, Corporate Governance and Planning Officer  
Mr James Aston, Information Systems Project Manager (for item S/14/015)  
Mrs Colette Filippi, Executive Director Business Development

The Corporate Governance and Planning Officer reported that, as a consequence of taking over as Chair of the Estates Development Committee, Mr Ken Richardson would no longer be serving on the Strategic Development Committee.

The Chair noted her thanks for his contributions to the work of the Committee during his membership. The Chair also noted that an invitation to serve on the Committee should be extended to Mr Tony Smith, the new Student Member.

### **S/14/012      Declarations of Interest**

None

### **S/14/013      Minutes of meeting held on 11 September 2014**

The Minute of the meeting of 11 September 2014 was accepted as an accurate record.

The Chair requested that minutes of meetings be circulated once a Chair's draft had been approved.

### **S/14/014      Matters arising**

a) S/14/006 Outcome Agreement 2015/16

The chair noted that this would be covered under item 6 on the agenda.

b) S/14/011 Any Other Competent Business

The Chair noted the committee's congratulations to the College with winning the Association of Colleges (AoC) Beacon Award for Innovation in Further Education.

The Principal also reported that the School-Colleges Opportunities to Succeed (SCOTS) programme was named 'Economy and Employment Initiative of the Year' at a ceremony held at Falkirk Town Hall on Monday 17 November.

**S/14/015 Completed Projects 2013/14 - Presentation**

The Information Systems Project Manager presented members with an overview of the College project management system. He outlined the projects that had been completed in the last year, the mechanism by which ideas for projects were developed in line with Prince 2 processes; and provided an overview of upcoming projects.

He highlighted how each of these projects could be directly linked to supporting a College operational/strategic theme. Following queries from members, he discussed how each project was evaluated and how return on investment was considered.

Members queried if there had been any negative reaction to the new systems being developed. The Information Systems Project Manager confirmed that this had not been the case, as most systems were designed to assist the end users and ensure the reduction in time intensive processes.

a) Members noted the content of this presentation

**S/14/016 Business Development Approval Process - Presentation**

The Executive Director Business Development presented members with an overview of the new Business Development Approval Process. She outlined the rationale for developing this new system and the benefits it is designed to provide in terms of integration of business development activity across the College.

Members noted that commercial factors might not always be the driving force behind decisions to proceed with activity. The Executive Director Business Development confirmed that this was the case and consideration was given when working with community, third sector and other groups.

Members welcomed the ability of staff to promote ideas for activity via their relevant Head of Department/Service. Members queried whether there was an overall strategy for this area and the Executive Director Business Development confirmed that this was in place.

Members also queried whether there was any review conducted into the impact of activity. The Executive Director Business Development confirmed that a review of activity formed part of the process.

a) Members noted the content of the presentation

**S/14/017 Revised Funding Model - Presentation**

The Executive Director of Information Services presented to members on the new funding model from the Scottish Funding Council (SFC).

He discussed the main changes arising from the move from SUMs to a Credits model and noted that it was indicated this system would be implemented from 2015/16.

Owing to the changes outlined, the Chair recommended that this information be taken to the Finance Committee. The Executive Director of Information Services confirmed that this would be taken in the new year when more information had been received from SFC.

- a) Members noted the content of the report and requested a copy of this be circulated with the minutes to members.

**S/14/018 Draft Outcome Agreement 2015/17**

The Executive Director of Information Services presented the draft of the new 2 year plan. He noted that there were still some areas where further information would be added.

He highlighted that the activity targets had been increased. The Principal explained that this was in order to enable the mainstreaming of some elements of School/College Partnership work.

Members cautioned against tying increases too closely to a particular strand of activity as this could be vulnerable to future changes.

Members also recommended including in the text caveats regarding areas where the College anticipated possible future uncertainty.

- a) Members noted the content of the report

**S/14/019 Outcome Agreement Self Evaluation 2013/14**

The Executive Director of Information Services presented the outcomes of the self evaluation activity conducted by the College and submitted to SFC.

- a) Members welcomed the content of the document and noted that this should receive some form of Board scrutiny prior to submission.
- b) Following discussion, it was agreed that a sub-group of the committee could be convened in future to discuss the content of the self-evaluation prior to submission.

**S/14/020 Student Association Update**

The Student Association President updated members on the activity of the Association since the last Committee meeting.

Members noted the increased links with Stirling University which would benefit College students through being able to join the variety of clubs/societies the University offers.

Members requested that an update on this be brought back to the Committee in the future once it had developed further.

Members noted the levels of volunteering undertaken by the students and queried whether it was possible to get recognition of this work for the students.

The Student Association President noted that it may be possible to look at enhanced transcripts and that this would be examined further.

a) Members noted the content of the report

**S/14/021 Operational Plan Monitoring**

The Executive Director of Information Services discussed the current status of College operational targets.

Members noted that no targets had been classified as 'red'

a) Members noted the content of the report.

**S/14/022 Student Activity and SDS Activity**

The Executive Director of Information Services discussed a report outlining current activity levels with the College.

a) Members noted the content of the report and welcomed the high level of performance across the College.

b) Members requested that how we capture further information on destinations for students be considered.

**S/14/023 Review of Risk**

No new risks were identified.

**S/14/024 Any Other Competent Business**

None.



## Audit Committee

<b>Meeting:</b>	<b>Audit Committee</b>
<b>Location</b>	<b>Principal's Office, Falkirk Campus</b>
<b>Date:</b>	<b>27 November 2014 (commencing at 5.00pm)</b>

Present: Mr Bob Gil (Chair)  
Mr Colin Alexander

Apologies: Mrs Beth Hamilton  
Mr Nigel Scott

In Attendance: Mr Stephen Jarvie, Corporate Governance and Planning Officer  
Mrs Alison Stewart, Director of Finance  
Ms Eleanor Rooke, Baker Tilly  
Mr Tom Gorman, Director of Estates Developments (A/14/006 a))  
Mr Steven Still, HR Manager (A14/006 b))  
Mrs Caroline Hogg, Business Development Manager (A/14/007)

### A/14/001 Apologies for Absence

Beth Hamilton and Nigel Scott submitted their apologies.

### A/14/002 Declarations of Interest

None.

### A/14/003 Minute of Audit Committee of 17 June 2014

The Minutes of meeting of 17 June 2014 were approved as a correct record.

### A/14/004 Matters Arising

a) A/13/052 Appointment Process for Internal Auditors

The chair noted that an update on this would be provided under item A/14/005

#### **A/14/005      Extension of Internal Audit Appointment to 31 July 2015**

The Director of Finance presented a paper requesting approval to recommend to the Board of Management that the appointment of Baker Tilly be extended to 31 July 2015.

She noted that a previous paper had been presented where approval had been granted to extend Baker Tilly's appointment to 31 March 2015 to accommodate the mandated change in financial year end.

Since this approval had been granted, the College had been informed by the Scottish Funding Council that the financial year end had been changed back to 31 July.

Accordingly, to ensure continuity, it was proposed to further extend Baker Tilly's appointment to the end of July 2015. The Director of Finance also noted that, to utilise this extra time, an audit planned for the 2015/16 financial year would be brought forward.

- a) Members approved the recommendation to the Board for the extension to the appointment of Baker Tilly

#### **A/14/006      Presentation of Internal Audit Reports**

- a) FES Facilities Management Contract – Value for Money

Eleanor Rooke presented the report on FES contract management. She highlighted the recommendations made and the Director of Estates Development provided feedback to members on the implementation of the recommendations.

Members noted the recommendation relating to Business Continuity and requested that the College have sight of FES continuity plan to ensure there were linkages to the College continuity plan. Members also highlighted that business critical aspects relating to FES activity should be identified.

On the recommendation covering communication links and sub-contractors, members noted that there was a potential for reputational damage and that the College should review the contract with FES to ensure there was an appropriate approval mechanism in place for performance of, and changes in, sub-contractors.

Members requested more information relating to the work orders recommendation. The Director of Estates Development confirmed that there had been a slight disconnect between FES and the College owing to the differences in the systems used.

Members noted that the College should consider moving to a compatible electronic system for this and the asset register system and also should review ownership of the data to ensure there is no risk of data loss should the FM contract terminate.

Members highlighted that the audit identified areas of the original contract that had not been implemented. Members queried whether this delivered value for money and recommended that an updated pricing be obtained from FES prior to the extension of the contract.

Members also suggested approaching FES on the issue of increasing energy efficiency, noting that a shared approach to implementation and savings could be utilised.

Members noted the content of the report.

b) HR Effectiveness

Eleanor Rooke presented the report on HR Effectiveness. She noted that there were no high recommendations and those recommendations within the report were primarily suggestions on how to improve existing practice.

The HR Manager provided members with an update on progress against each recommendation.

Members noted the content of the report.

c) SUMs

Eleanor Rooke presented the report on SUMs within the College. She noted that there were only a couple of very minor recommendations and outlined the reasons for these.

Members noted the content of the report

**A/14/007 Presentation of SDS Audit Report**

The Business Development Manager summarised the two Skills Development Scotland reports arising from their audits of the Business Development team.

She highlighted the changes in recent SDS practice and noted that, while these were more rigorous than past inspections, she did not anticipate any issues arising from this.

Members noted the content of the reports.

**A/14/008 Progress Report on Audit Recommendations**

The Corporate Governance and Planning Officer updated members on progress towards implementation of audit recommendations.

He noted that there were three recommendations where an extension to the completion date had been requested and outlined the reasons for each of these.

- a) Members noted the content of the update and the revisions to the completion dates

**A/14/009 Risk Management**

The Director of Finance provided members with an update on the College's strategic risk register. She commented on the changes to the register, noting the inclusion of a risk relating to the recent court ruling on holiday pay and the intention to remove the risk relating to insurance following the recent Scottish Government decision that Colleges can maintain commercial insurances for the next three years.

- a) Members noted the content of the update

**A/14/010 Review of Risk**

Risks were identified in each covering paper.

**A/14/011 Any Other Competent Business**

None

## Board of Management

<b>Subject:</b> Annual Report of Institutional Review of Quality	<b>Agenda Item:</b> 7
<b>Date:</b> 11 December 2014	<b>FOR APPROVAL</b>

### 1. Purpose of Report

The purpose of this report is to seek Board of Management approval for the college's annual report to SFC on institutional-led review of quality.

### 2. Recommendation

It is recommended that the Board of Management approve the SFC annual report.

### 3. Background

Scotland's Colleges are required to submit an annual report to SFC describing the scope, nature and outcomes of college-led quality review during 2013-2014, including commentary on actions to be taken to address any issues identified.

### 4. Key Considerations

In circular SFC/13/2012 SFC set out guidance on annual reports from colleges on institution-led review. The attached report includes all of the recommended content. The circular emphasises that the report should be a concise overview report, highlighting the outcomes and impact of college actions on quality.

The report must be endorsed by the Board of Management and must be accompanied by a statement of assurance, signed by the Chair. The wording for this statement is provided by SFC.

The draft report is provided in Appendix 1.

### 5. Risk Analysis – Low

The report is very positive and complies with all the SFC requirements.

<b>Author:</b> Fiona Brown	<b>SMT:</b> Fiona Brown
<b>Date:</b> 3 December 2014	<b>Date:</b> 3 December 2014

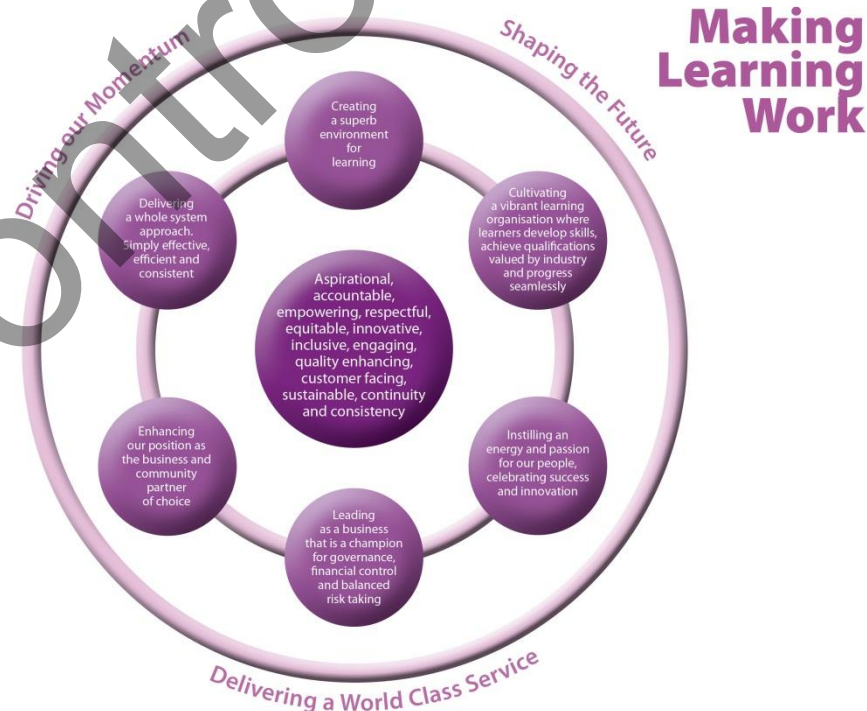
## 1. Introduction and Context

### 1.1. Introduction

The purpose of this report is to provide an update to the Scottish Funding Council (SFC) on the impact, nature and outcomes of Forth Valley College's key quality assurance and enhancement activities in academic year 2013-2014, in accordance with the letter from SFC to Principals on 13 August 2014 and the guidance in circular SFC/13/2012 *Council guidance to colleges on quality from August 2012*. The report evaluates the outcomes of the College's key quality assurance and enhancement processes during 2013-2014 and confirms that Forth Valley College is consistently meeting Education Scotland's three key principles of high quality learning, student engagement and quality culture.

### 1.2. Context

Dr Ken Thomson took over as Principal of Forth Valley College in August 2013. Over the first few months of 2013-2014, engaging in wide consultation with staff and students, he led the development of a new mission and business model for the college. The new mission, Making Learning Work, is delivered through three clear vision statements, a set of agreed values and six strategic themes, as illustrated below.



Each of the college's six Associate Principal/Executive Directors leads on one of the strategic themes and these themes are clearly linked to strategic objectives for 2014-2018, operational objectives for 2014-2015 and are cascaded into departmental operational plans and individual Personal Review and Development targets.

## **2. Progress Against Previous Year's Areas for Enhancement**

In its annual report on institution-led review of quality submitted to SFC in October 2013, the College reported on a number of areas for quality enhancement identified through its internal review processes during 2012-2013.

### **2.1. Student Funding Application Process**

The college introduced a new online funding system for session 2013-2014, which allowed students a faster method of applying for funding, and improved the processing of student funding applications. In the 2013-2014 early student experience survey, 80% of students reported that the online application process was easy to use. Furthermore, the full time FE early withdrawal rate for 2013-2014 decreased by 3% to 6% and there were no student complaints at all related to the funding application process. In the survey, students were invited to make suggestions as to how the process could be further enhanced and many took the opportunity to make practical suggestions, which were incorporated into the process for 2014-2015 applications.

### **2.2. Student Recruitment Processes**

During 2013-2014, the college continued to develop and enhance its student recruitment processes, building on examples of good practice across the college and taking account of feedback received through participation in the Education Scotland Aspect Report "Meeting the needs of learners and employers through effective planning, application and admission processes in Scotland's colleges" (February 2014). This included a pilot online record of interview, a move to default email communication with applicants and a review of processes for continuing students. These enhancements will be evaluated through the early student experience survey in October 2014 and this development continues to be a priority for 2014-2015.

### **2.3. Enhancements to Online Learning Resources**

An area for development identified from self-evaluation of 2012-2013 was greater consistency in the availability of high quality resources and activities on Moodle, including the development of iLearn resources to develop independent learning skills in FE students. This remains a priority strand of our Learning Strategy and departments each set specific targets for this in their operational plans for 2013-2014. Student satisfaction with resources available on Moodle increased by 2% to 85% in 2013-2014, however year-on-year improvements are challenging to measure accurately, as the more effectively we use online learning resources, the more demanding of these our students become. A priority for 2013-2014 was to launch the iLearn resources for FT FE students. This was achieved and most FT FE students undertook an independent online learning activity each week, through which they further developed their independent and reflective learning skills.

## **2.4. Class Representative Meetings with Curriculum Managers**

In 2012-2013 the college developed a documented Learner Engagement Strategy. Research and consultation activities associated with this development identified an enhancement action to increase opportunities for class representatives to meet formally with Curriculum Managers (CMs). In 2013-2014 each CM was asked to make appropriate additional arrangements to engage formally with their class representatives throughout the year. This was achieved and effective practice is currently being shared to promote further development during 2014-2015.

## **2.5. Personal Learning Plans**

A further action for enhancement for 2013-2014 was to develop fully accessible online personal learning plans. Online personal learning plans (PLPs) were already in use, however these had been found to be slightly cumbersome for learners to use and staff had identified the opportunity to make these more cohesive, accessible and individualised. New online PLPs have now been introduced using the Mahara "My ePortfolio" platform. This new approach gives students complete control over recording their progress and goals; supports accessibility; and allows online feedback to students. These online PLPs were very successful and have furthermore led to the development of a skills analysis and essential skills tracking tool, which is currently being piloted in 2014-2015.

## **2.6. Learning Strategy**

In 2013-2014 the college commenced implementation of a refreshed Learning Strategy: Empowering Learners. This new strategy builds on the strengths of the previous strategy and further emphasises the development of learning and thinking skills for future success; creativity in teaching approaches and development of creativity in learners; learners developing the confidence and skills to take control of their own learning; and the continued development of emerging technologies to build learner capacity and enhance learning. It is clearly linked to the Making Learning Work business model and, in particular, underpins the strategic theme "cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly". The strategy plays a central role in departmental operational planning and the setting of personal targets for the further enhancement of high quality learning throughout 2013-2014. It also informed the planning and delivery of the successful two day staff development event for teaching and teaching-related staff in August 2014.

# **3. Quality Culture**

## **3.1. Self-evaluation**

In 2013-2014, the College continued to operate its well-embedded processes of self-evaluation. Almost all college staff across all departments, teaching and support, contributed to the process through team meetings and cross-college groups. Students also engaged fully in the process, primarily through the college's comprehensive and extensive "Listening to Learners" focus groups (see paragraph 4.1). The college continued to ensure that appropriate external inputs to self-evaluation were sought and taken into account, particularly from employers and industry representative bodies, local authority, school and other community partners, via both formal and informal means.



As a result of the self-evaluation process, fifty evaluative programme reports were completed. Actions for improvement and enhancement arising from these reports have been set and will be monitored by programme teams through biannual programme review meetings. Support service teams also completed self-evaluation reports tailored to their services. The Curriculum and Quality team and senior managers reviewed and provided written feedback on each report. Actions for improvement and enhancement identified in these reports then directly informed planning for 2014-2015.

Most of the strengths/areas for enhancement and actions arising from self-evaluation are specific to particular programmes, groups of programmes or subject/service areas and the impact of actions taken to address these is at a level of detail inappropriate for this report. At college level, however, some key themes can be identified.

Some thematic strengths identified through self-evaluation were:

- The overall upward trends in student retention and successful completion and, in particular, upward trends in retention and successful completion amongst younger learners.
- Further developments in routes to degree study, through increased articulation routes and integrated degree provision.
- Enhanced use of Moodle, My ePortfolio and other technologies to promote reflection, independence, involvement in planning learning and peer learning.
- Further increase in student engagement in activities promoting wider achievement, such as industry or community projects, live briefs and activities; organising and hosting events; providing voluntary services to staff and fellow students.
- Learner motivation and engagement in a wide range of collaborative, reflective and independent approaches to learning, including increased use of contextualised and integrated opportunities for learning.
- Enhanced use of assessment for learning, including self and peer assessment, and supported by effective feedback.

Areas for further improvement/enhancement identified, included:

- Retention and successful completion in specific courses.
- Participation rates in some subject areas in relation to equalities characteristics (gender, ethnicity and disability).
- A more proactive, planned and comprehensive approach to providing information about the full range of college provision to pupils in the region's secondary schools.
- Yet further enhancements to learning and teaching, focussing on the promotion of creativity in learning and even greater student engagement in planning and enhancing learning.
- Further development of employer engagement activity, including the consistent engagement of employers in curriculum planning, review and delivery.

### **3.2. Curriculum Review**

In 2013-2014 the college updated its processes for reviewing and planning future curriculum. The previous approach had served the college well, however its department-centred methodology was not delivering the level of strategic, synergistic curriculum decision-making necessary to maximise the impact of engagement with employers; make best use of labour market intelligence and plan for creative and efficient use of resources across the college.

A refreshed approach was piloted during 2013-2014 and successfully delivered plans for some initial collaborative curriculum developments for 2015-2016 onwards. The process will be fully implemented in 2014-2015.

### **3.3. Internal Audit**

In 2013-2014 the College commissioned independent audits by Baker Tilly UK against five areas of its operations: SUMs; Student Finance; Business Development (Phase 1); IT Service Desk (Phase 1); and a Follow Up review of completed recommendations. In all cases the outcomes were satisfactory and the auditors concluded that the college continues to operate appropriate risk management, control and governance processes. The audit reports identified a number of helpful recommendations, all of which are now either completed or on target for completion during 2014-2015.

### **3.4. Engagement with External Quality Agencies**

#### **3.4.1. Education Scotland**

In April 2014 Education Scotland carried out an Annual Engagement Visit to Forth Valley College. During the visit, Education Scotland explored the following themes with members of college staff and students:

- Progress on the development of new Business Model and Strategic Themes;
- Learner Success PIs (curricular areas with strong performance and areas with areas for development);
- School-college Partnerships;
- Learning and Teaching (focus on new initiatives and CPD).

The report of the visit was very positive and included two examples of excellence worthy of dissemination: Connect Forth Radio, an integrated project to improve student success; and the Schools College Opportunities to Succeed (SCOTS) course.

In addition, the College contributed in 2013-2014 to Education Scotland Subject Aspect Reports on English for speakers of other languages (June 2014), in which our Learner Development Worker role was identified as excellent practice in learner support and our joint self-evaluation with Stirling Council as excellent practice in peer evaluation; and Computing and Digital Media (September 2014), in which our work on mathematics in computing programmes and effective use of real-life industry scenarios in programme design were highlighted as case studies; and to the Education Scotland Thematic Aspect report "*Meeting the needs of learners and employers through effective planning, application and admission processes in Scotland's colleges*" (February 2014).

#### **3.4.2. Skills Development Scotland**

During 2013-2014 the college was audited by Skills Development Scotland (SDS) for compliance with their programme rules for Modern Apprentice (MA) provision. The college remains a medium risk provider for SDS due to the volume and high value of our current contract. The biannual SDS audit reports for 2013-2014 demonstrated that we are performing exceptionally well in our compliance with the Programme Rules and Policies. A number of areas of best practice were identified and four minor recommendations were made.

### **3.4.3. Awarding and Validating Bodies**

The College once again held its own coordinated event for SQA external verification in May 2014. The coordinated event was very effective in supporting greater involvement of staff across the college with external verifiers and allowing more staff to access EV feedback sessions. In total in 2013-2014, SQA externally verified 14 SVQ qualifications and an additional 59 individual NQ and HN units. The College was also subject to external verification by a number of other awarding bodies, namely City and Guilds, EAL, ECITB, PAAVQSET and CIPD.

In addition, materials were forwarded to SQA for central verification events and to City and Guilds for remote monitoring. The annual BPEC external quality assurance audit was successful as were qualification approval requests made to City and Guilds, SQA, and Edexcel. In almost every instance the external verification reports were positive, with no action points. In the very few cases where actions were required, these were quickly addressed.

### **3.4.4. Local and National Awards**

The college is delighted to have been recognised in a number of local and national awards during 2013-2014. In February 2014 we were one of six UK colleges shortlisted as finalists for the award of TES FE Provider of the Year. At the same ceremony, two of our lecturers were amongst six finalists for Most Innovative Teacher of the Year and one of our Engineering lecturers, Richard Reid, won the title.

In June 2014, the Campus Crafts social enterprise initiative, based on the Stirling Campus, won the national Social Enterprise in Education Award from the Social Enterprise Academy.

Our school-college partnership won two Falkirk Council awards for the innovative Schools College Opportunities to Succeed (SCOTS) programme – The Economy and Employment Initiative Award and the Learning to Achieve Joint Project Award. The same initiative was also a finalist for the Herald Society Awards Education Initiative.

In the College Development Network Awards we received the Energy Skills Partnership Sustainability Award for our successful “whole college” approach to promoting sustainability and we also received Highly Commended awards in the Employer Engagement, Essential Skills and Equality, Diversity and Inclusion categories.

Finally, we were very proud and delighted to be announced as winners of the UK Association of Colleges Beacon Award for Innovation for 2013-2014 for our whole approach to promoting and supporting innovation and delivering innovative solutions for our students and wider stakeholders.

## **4. Student Engagement**

### **4.1. Listening to Learners Focus Groups**

Biannual Listening to Learners focus groups with class groups continued to be highly effective in engaging large numbers of students in contributing to the college’s self-evaluation process by evaluating their learning experience, with particular emphasis on high quality learning. In 2013-2014 a total of 2475 students participated in these focus groups, an increase on the previous year. The main impact of the focus groups is at programme level, where the feedback is a key source of self-evaluation evidence for

programme teams and results in specific actions for improvement/enhancement throughout the year. As a result, numerous local improvements and enhancements were made to programme design and delivery.

At college-level, each focus group record is “scored” for each of the sixteen factors related to learning covered in the Listening to Learners Focus group template, according to whether the recorded commentary suggests full satisfaction, partial satisfaction or dissatisfaction. Three year trends indicate very high and increasing levels of satisfaction (most over 95%) across these factors.

#### **4.2. Student Council**

Class representatives also had the opportunity to meet with members of the Senior Management Team through Student Council meetings during the year. Whilst the Listening to Learners focus groups concentrate on factors directly related to learning and teaching, the Student Council has a broader focus and includes all aspects of the learning experience. As a direct result of these meetings, the College was able to address concerns and suggestions raised by students. Specific examples include the provision of lockers for students, parking arrangements and additional bicycle lockers,

#### **4.3. Student Engagement in College Committees and Groups**

Students continued to be well-represented on college committees during 2013-2014, including the Board of Management and its Committees, the Learning and Teaching Committee and the Sustainability Steering Group. In addition, students were actively involved in the college’s Fairtrade Steering Group and renewal of the college’s joint Fairtrade status with the Students’ Union in August 2014 was largely due to the extensive engagement of students in promoting Fairtrade to their peers and to college staff.

#### **4.4. Student Union Engagement**

During 2013-2014 the Students’ Union continued to play an active role in college life and provided an effective vehicle for student engagement. Volunteer experienced class representatives undertook the role of “Associate Trainers” and supported college staff and the Student President in delivering training to over 300 elected class representatives. College staff also provided additional training in facilitation skills to a team of returning “Senior Class Representatives”, who then played a central role in facilitating Listening to Learners focus groups with their peers. As in previous years, both Associate Trainers and Senior Class Representatives gained a great deal from the experience and reported that it built their confidence and helped them to develop some key leadership skills. The Students’ Union worked with Volunteer Scotland to have Class Reps awarded Volunteer certificates for their contribution to the role.

Other Students’ Union activities included a refresh of the Students’ Union Constitution, approved by the Board of Management; Freshers’ Fayres; the development of online resources on My ePortfolio; contribution to the monthly student magazine, Fusion; work in partnership with the Department of Care, Health and Sport to uphold its three star award in the NUS initiative Healthy Body’s Healthy Minds; participation in Barclays Money Skills Week; work with college staff to secure renewal of the college/Student Union’s joint Fairtrade status; work with the Equalities team to achieve the LGBT CharterMark.

## **5. High Quality Learning**

### **5.1. Student Progress and Outcomes**

At college level, retention and successful completion statistics for both FE and HE, FT and PT are either sustained or have increased on the previous year. As noted earlier, the FT FE early withdrawal rate returned to its 2011-2012 level of 6% from 9% in 2012-2013.

Further withdrawal rates for FT (FE and HE) remained the same, at 21% and 14% respectively, both at least 3% better than national sector performance for 2012-2013. It is also worth noting that 19% of FT FE students and 15% of HE FT students who withdrew before the end of their programme did so to enter employment.

There was a 1% increase in FT students completing their programmes successfully at both FE and HE levels (both 2% above national sector performance for 2012-2013), and a 2% increase for both FE and HE PT students (4% and 13% respectively above national sector performance for 2012-2013).

The above statistics demonstrate that the College has achieved its 2013-2014 Outcome Agreement target to retain the very high PI's for FE full time, FE part time, HE full time and HE part time at their 2010-2011 levels for both retention and achievement, and continues to strive for and achieve year on year improvements in student achievement.

The college has also continued to develop its processes to meet the challenge of gathering full and accurate data on students' post-course destinations. In the latest data, which relates to full-time students completing their programme of study in 2012-2013, we were delighted to achieve an overall response rate of 90% (89% for FE and 91% for HE). This is viewed as a real success, given the response rate for FE leavers, from whom it is significantly more challenging to gather reliable data, was only 65% for the previous year.

The overall percentage of respondents who had moved into positive destinations continued to increase, with a 1% per year upward trend over the last three years, from 91% to 93%, exceeding the target set in the college's Outcome Agreement.

### **5.2. Evaluation of the Quality of Learning**

In addition to the college's successful Listening to Learner focus group process, which continued to provide valuable evidence for the evaluation of learning and teaching, the college piloted a new peer observation process during 2012-2013. The peer observation process was introduced to promote the sharing of good practice and reflective peer learning by giving staff opportunities to exchange views and ideas; learn about and discuss alternative teaching methods; reflect on their teaching; discuss strategies and techniques.

In addition, however the peer observation provides evidence for the evaluation of learning for programme team self-evaluations. In 2013-2014, thirty lecturers and four LDWs were part of the pilot. The process is being rolled out fully in 2014-2015, with a target of 100 observations in this period.

## **6. Equality and Diversity**

In 2013-2014, having successfully complied with all Equality Act requirements and the Scottish Specific Duties, the college continues to meet the three aims of the Equality Duty through its mainstreaming approach to equality. Our key equality outcomes have been incorporated into the College Outcome Agreement with the Scottish Funding Council.

Equality remains a key element of staff development with general awareness raising sessions delivered to complement on-line training. Specific resources for equality are also made available for staff. Awareness raising events are delivered throughout the year to highlight specific issues such as violence against women, LGBT History Month, and Show Racism the Red Card.

Staff and student data are collated and analysed for any negative impacts in terms of profile, retention, progression and attainment. Specific action is being planned for areas of under-representation, for example women in STEM, and action is taken through the self-evaluation process where there are any differences in attainment for people with protected characteristics.

Equality is integrated into learning and teaching approaches through the Learning Strategy and associated Learning Activity Planning Tool. Partnership remains a key focus, with the Equalities team having representation on local groups consisting of public sector and third sector partners such as the Forth Valley LGBT Development Group, the MAHRS (Stop Hate Campaign) group and the 16 Days of Action Group (raising awareness of issues of violence against women).

The College holds two key charter mark awards for Equality. We were the first college in Scotland to receive the BRITE Chartermark for inclusion, demonstrating our commitment to inclusive practice across college. We have also gained the LGBT Youth Chartermark at Foundation level for our strategic and structural approach to equality across the whole organisation. We also received the Silver award for our Student Services function area, again for our inclusive practice in supporting LGBT students.

These awards examine and recognise everything from our respect campaign, equality awareness raising, staff and learner development, learning support service, inclusive learning and teaching approaches through to physical aids and adjustments in terms of accessibility of services, buildings and technology.

## **7. Plans for Internal Review 2014-2015**

As the college is confident that its internal review processes are effective and robust, we intend to adopt broadly similar processes for self-evaluation during 2014-2015. The outputs from the new peer observation process will enhance the evaluation of learning and teaching in the self-evaluation process in 2014-2015.

It is intended that the revised Curriculum Review process will be further developed and enhanced during 2014-2015, particularly with regard to employer engagement in the process.

The college has agreed a forward programme of Baker Tilley internal audits for 2014-2015, which will include HR Effectiveness; Business development (Phase 2); IT Service Desk (Phase 2); marketing and Communication; and IT System Effectiveness

The College looks forward to closer alignment of self-evaluation with its SFC Outcome Agreement targets as the process of developing and reporting on the latter develops further.

#### **8. Endorsement by Board of Management**

The report was approved by SMT on 2 December.

Note to be added once Board have endorsed.

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## **Board of Management**

<b>Subject:</b> FVC Foundation – Application for Funding	<b>Agenda Item: 9</b>
<b>Date:</b> 11 December 2014	<b>FOR APPROVAL</b>

### **1. Purpose of Report**

To present the Board with the details of an application of funding to the FVC Foundation.

### **2. Recommendation**

That members consider and approve the submission of the application for funding to the Foundation up to a maximum of £1.8m. The final level of funding required will be determined by whether alternative funding is available from SFC.

### **3. Background**

FVC Foundation is an independent charity whose primary objective is to support the charitable objectives of Forth Valley College. In March 2014, the Board of Management approved the process by which Forth Valley College would submit applications for funding from the Foundation.

In summary, the Strategic Development Committee would recommend to the Board of Management an Annual Plan of projects which the College would ask the Foundation to support. Following Board approval and applications in relation to these projects would be approved by the Finance Committee.

### **4. Application**

Initially, it was not envisaged that the College would submit a plan of proposed projects to the Foundation during 2013/14. However, this position has now changed following the Scottish Government's recent announcement that funding for a new Falkirk campus is being made available to the College through Scottish Futures Trust, Non Profit Distributing (NPD) model.

The College is working with SFC in relation to the funding of the non NPD costs which are detailed in the Outline Business Case (OBC). At this moment the SFC do not have the funding available to support the costs and the Board of Management is therefore asked to approve an application in support of the development of a new Falkirk Campus Full Business Case (FBC). The OBC has already been prepared and following Board of Management and SFC approval the College will move to the next stage in the processes which is the development of the FBC.



## 5. FVC Foundation

Representatives of the College met with the Foundation on 3 December 2014 and outlined the progress to date on the development of the Falkirk campus.

The Foundation requested that the OBC be forwarded to them to consider and following the appropriate approvals from the College's Board of Management and SFC that the College can proceed to the FBC, that a grant application be made.

The Foundation further requested details of the anticipated timeline for payment requests

## 6. Risk Analysis – Medium.

Without support from the Foundation the College may not have sufficient funds to progress the Full Business Case.

<b>Author:</b> Alison Stewart	<b>SMT:</b> Alison Stewart
<b>Date:</b> 4 December 2014	<b>Date:</b> 4 December 2014

<b>Forth Valley College Foundation</b> Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE  Scottish Charity Number SC044597	<u><b>Project Funding Application Form</b></u>	
Application Date:	<b>January 2015</b>	
Applicant:	<b><u>Forth Valley College</u></b>	
Project Title:	<b><u>New Falkirk Campus: Development of Full Business Case</u></b>	
Contact Person:	<b><u>Alison Stewart</u></b>	
Contact Details:	<b><u>Alison.stewart@forthvalley.ac.uk</u></b>	
Authorised Signatory Support:	Signature	Title: <b>Director of Finance</b>
This section to be completed for new projects seeking funding		
Summary of project:	Following approval of the Outline Business Case for the development of a new Falkirk Campus from the Board of Management of Forth Valley College and SFC the College is required to prepare a Full Business Case for the project. The approval of the Full Business Case will secure the funding from Scottish Futures Trust.  Details of full project are contained in the Outline Business Case.	
Estimated total project cost:	NPD costs                    £70m Non NPD Costs            £9.6m	
Amount of funding requested:	£1.8m relating to non NPD Costs	
Amount of funds requested from elsewhere and the sources of that possible funding:	Scottish Government - NPD funded costs - £70m Scottish Funding Council / Forth Valley College	
Date funds required by:	Profile of expenditure to be confirmed.	
Project timescale:	January to September 2015 for development and approval of Full Business Case.	

Confirmation of project fit with College's strategic objectives:	College Strategic Plan 2014-2018 Strategic Objective 1 is "Creating a superb environment for learning".
Indication of how the requested funding would fit with the Foundation's charitable purposes	The funding would support the charitable objectives of Forth Valley College in the provision of education services.
Additional supporting information:	<b><u>Outline Business Case</u></b> <b><u>College Strategic Plan 2014-18</u></b>
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

*To be completed by Forth Valley College Foundation:*

<b>Additional information for Grant Applications</b>		
Amount of Grant approved:	£	
Approved by Trustees or Delegated Authority:	Date:	Contact:
Additional Information if necessary:		
Funds Released (completed by Foundation Administration)	Date:	Contact:

## Board of Management

<b>Subject:</b> Extension of Internal Audit Appointment to 31 July 2015	<b>Agenda Item:</b> 10
<b>Date:</b> 11 December 2014	<b>FOR APPROVAL</b>

### 1. Purpose of Report

To outline proposals to manage the migration of contracted internal audit services from a financial year (April to March) basis back to the original Academic year (August to July).

### 2. Recommendation

To seek approval of the Board of Management that the appointment of Baker Tilly, current internal auditor, be extended to 31 July 2015.

### 3. Background

Baker Tilly were re-appointed as the College internal auditors by the Board of Management on 21 September 2011. As this was a re-appointment, the Board recommended that the appointment be for a period of three years with no extension.

Due to the ONS reclassification and the change of financial year ends to 31 March, the Audit Committee agreed that future Annual Audit Plans should align to the new financial year end rather than the existing academic year. In March 2014 the Board of Management approved an extension to the existing contract to 31 March 15 to align with the new financial year end of 31 March.

In September 2014, Colleges were informed that the financial year end would revert back to a 31 July year end from 2014/15.

### 4. Considerations

Given the reliance the external auditors place on the internal audit activity it is considered more practical that the 2014/15 Audit Plan is extended to 31 July 2015 and that Baker Tilly complete the full plan rather than having a change of auditors mid way through the year.

It is anticipated that the College will now undertake, a tender for Internal Audit Services for the financial years 2015/16 – 2017/18 around March/April 2015.

The extension of the Internal Audit appointment was considered and approved at the Audit Committee on 27 November 2014.

### 5. Risk

Low. SMT and the Audit Committee are actively engaged in setting the internal audit activity for the College and monitoring progress throughout the year

<b>Author:</b> Alison Stewart	<b>SMT:</b> Alison Stewart
<b>Date:</b> 13 November 2014	<b>Date:</b> 13 November 2014

## Board of Management

<b>Subject:</b> Remit of Falkirk Campus Project Board	<b>Agenda Item:</b> 12
<b>Date:</b> 11 December 2014	<b>FOR APPROVAL</b>

### 1. Purpose of Report

To present the Board with the draft remit, attached to this paper, for approval.

### 2. Recommendation

That members consider and approve the attached remit.

### 3. Background

As the Falkirk Campus Project Board will be exercising devolved authority on behalf of the Board of Management, it is important to ensure the Project Board has a remit clearly delineating its duties, responsibilities and authority levels.

### 4. Key Considerations

The attached remit is based upon the remit for the Board of Management's Estates Development Committee. It has been updated to reflect the difference in programme management under the NPD model.

Further changes to the remit were incorporated following consideration at the Falkirk Campus Project Board on 2 December 2014.

### 5. Risk Analysis – Low.

Establishing a clear remit for the Project Board will aid in the ongoing activities of the group.

<b>Author:</b> Stephen Jarvie	<b>SMT:</b> Alison Stewart
<b>Date:</b> 4 December 2014	<b>Date:</b> 4 December 2014

## Falkirk Campus Project Board

### Remit and Terms of Reference

#### 1. Project Board Rationale

- ***To contribute to good governance by providing assistance to the FVC Board of Management on the procurement and fit out of a new Falkirk campus through the revenue funded Non Profit Distributing (NPD) model.***

#### 2 Purpose

- To oversee the delivery of an effective development of a new Falkirk campus, including financial control, project management and risk management.
- To ensure that the college is able to procure its new building in an efficient and effective manner, whilst also allowing adequate scrutiny at key decision points
- To ensure that the project remains to timescale and within budget.
- To take important decisions on all aspects of the project throughout the project's life.
- To operate in an advisory capacity to the Project Owner. FCPB is not a democracy the Project Owner retains responsibility for the successful delivery of the project.
- To oversee the work of the Project Director and ensure that he has adequate human and financial resources to run the project on a day to day basis.

#### 3 Membership

- The Project Board will have relatively wide and senior membership from a range of stakeholders some of whom will be external to the college and shall comprise:
  - Chair (from FVC Board of Management) - member
  - Two others (from FVC Board of Management ) - member
  - Project Owner (College Principal) - member
  - Project Director – member
  - Finance Director - member
  - IS Director – member
  - SFT - member
  - Marketing Manager - in attendance
  - Project Manager (others by invitation as required) – in attendance
  - Secretary to the Committee – in attendance

- The Chair of the Project Board shall be appointed by the Board of Management and should not be the Principal. In the event that the Chair is unavailable to attend a meeting of the Project Board, a substitute will be nominated by the Project Board members in attendance.
- Other members of the Board of Management may be invited to attend meetings of the Project Board e.g. for consideration of significant aspects of projects.
- The Project Board may also invite external advisors onto the Project Board on a co-opted basis.

#### **4 Meetings**

- Frequency: Initially monthly, possibly more frequently at crucial points.
- The meeting shall be quorate if 5 or more members eligible to vote are in attendance, one of which must be a FVC Board of Management member.
- Agendas and papers: issued at least two clear business days in advance of meeting.
- Meetings will be held in accordance with the FVC Board of Management Standing Orders and Operating Guidelines.
- Minutes will be issued no more than two working days after meetings (after approval by the Chair), with named individuals and timescales identified for each action.
- The minutes will be presented to the following meeting of the Project Board for approval and to the next FVC Board of Management meeting.
- Other members of College staff may be invited to attend meetings of the Committee.

#### **5 Specific Duties of the Project Board**

- To agree the project programme and to oversee implementation within budget, timescales and to the expected level of quality.
- To consider and make recommendations to the Board of Management on the overall project funding and budget arrangements, subsequent to financial matters being considered by the Finance Committee, and to ensure that appropriate monitoring and management arrangements are in place.
- To receive and consider regular progress reports from the appointed Project Managers. These reports will cover progress against programme timetable, cost comparison against budget, the “design build fund and maintain “ issues, risk issues and health and safety.
- To provide regular progress reports to the Board of Management.
- To review the project specific risk registers maintained by the appointed Project Managers in conjunction with College Senior Management, ensuring that appropriate mitigating actions are taken.
- To oversee a consultation and communication strategy involving internal and external stakeholders.
- To promote the accountability and transparency of the project by ensuring that appropriate records are maintained to support the decision making process.
- To ensure that appropriate contingency and business continuity plans relating to the estates development project are created and maintained and are reflected in the College wide Business Continuity plan.

- To oversee the selection and appointment of professional advisers and contractors/consortia to the estates development project and make recommendations to the Board of Management as required in line with agreed Committee delegated authority levels and College tendering and procurement processes.
- To secure such additional specialist advice as deemed necessary within the agreed delegated authority levels of the Project Board.
- To ensure that value for money is achieved by using appropriate procurement processes in line with the College's Procurement Policy.
- To act within delegated powers of authority and to refer to the Board of Management on any matters out with this delegated authority.

## **6 Authority**

- The following items are reserved to the full Board of Management for approval and are not delegable to the Falkirk Campus Project Board
  - Final Outline Business Case
  - Final Full Business Case
  - Purchase/Disposal of heritable land and property
  - Final approval of award to consortia for Falkirk Campus
- The Project Board has authority on behalf of the Board of Management to commit and incur individual items of expenditure of up to £2.5m in line with the estates development project plan.
- The Project Board has authority on behalf of the Board of Management to select and appoint consultants and contractors in line with the estates development project plan up to an individual value of £2.5m.
- The Project Board has authority on behalf of the Board of Management to approve individual project variations up to a cumulative total value not exceeding £2.5m within the overall estates development project plan. Variations in excess of this amount must be approved by the Board of Management. Variations subsequently notified to and approved by the Board of Management will be removed from the cumulative value available to the Project Board.
- The Project Board may give delegated authority to sub-groups or functional teams set up to advise the Project Board to commit and incur expenditure of up to £10,000 in carrying out their duties.
- The above levels of delegated authority may be varied from time to time by the Board of Management in accordance with the College's Scheme of Delegation.
- All monetary values include irrecoverable Value Added Tax where appropriate.

4 December 2014



<b>Subject:</b> Student Association Update	<b>Agenda Item:</b> 13
<b>Date:</b> 11 December 2014	<b>FOR DISCUSSION</b>

### 1. Purpose of Report

To present to the Board of Management the Student Association's activity to date.

### 2. Recommendation

That the Board should note and comment on the activity undertaken by the Student Association.

### 3. Key Highlights

- Class Representative Training

Since the beginning of October, the Student Association have organised and conducted eight Class Rep Training sessions, one of those was Senior Class Rep training. In total, five sessions have been held in the Falkirk campus, two in Stirling and one in Alloa.

The Class Rep training presentation from the academic year 13/14 was revised and a number of changes were made to bring the training up to date and more interactive for the students. In order to do this, a new presentation template was created to fit in with the new colour scheme of the SA. All sessions of training were organised and facilitated by the two full time members of the Student Association, Lorraine and Lynne. Other part time members of the team came along to introduce themselves at the training on a number of occasions. On completion of all training sessions, 75% of Class Reps have been trained. Their feedback has shown that they felt the training was effective, interactive and met their expectations. The feedback report can also be seen at the end of this document.

- University Connections

As well as meeting with some of the Student Union members from Stirling University, the Union President, Amy McDermott has expressed interest in letting Forth Valley College students join the Universities' clubs and societies. This will be charged at a fee of £5.00. We are hoping to promote this during our 'Re-Fresher's Fayre' which will take place in February. This will be a great opportunity for our students to get experience of University life and socialise outside of college. It may also encourage them to set up clubs and societies at college. Our new Education Officer will be working closely with Stirling University on events like this and hopefully many others.

- Re-Fresher's Fayre

Following the great success of our September Fresher's Fayre, we have decided to host another for our January start students and the next block of study. This will be held in February, and planning for this has already begun. We will be tying this in with Health Week and Barclay's Life Skills; this will also mean we will be on track for achieving a Healthy Body Healthy Mind award.

#### **Student Association Update – October/ November 2014**

<b>Class Reps</b>	<ul style="list-style-type: none"> <li>▪ <b>Completed Class Rep training as of 1<sup>st</sup> December 2014</b> <ul style="list-style-type: none"> <li>➤ There is currently 279 registered Class Reps.</li> <li>➤ 75% of Class Reps have been trained (209/279).</li> <li>➤ Feedback has indicated that the training was successful (see fig. 1)</li> </ul> </li> </ul>
<b>Staff Training</b>	<ul style="list-style-type: none"> <li>▪ <b>Callum Mooney has attended LGBT training</b> <ul style="list-style-type: none"> <li>➤ This helped Callum with his role as LGBT officer, to identify different types of sexual orientation and have more understanding on the matter.</li> </ul> </li> <li>▪ <b>Debbie Jackson has attended and completed Mental Health First Aid training</b> <ul style="list-style-type: none"> <li>➤ This will benefit her position of Health and Wellbeing Officer as it will allow her to apply her learned skills and knowledge as part of her role - by providing information to students who require it</li> </ul> </li> </ul>
<b>Education Officer</b>	<ul style="list-style-type: none"> <li>▪ <b>Students studying on degree courses were informed that we were recruiting a new education officer</b> <ul style="list-style-type: none"> <li>➤ Four of these students showed an interest in the position and were invited to come along for an informal discussion to discuss the role</li> <li>➤ Two students stood out as excellent candidates and were invited back to see us to present us with a presentation</li> <li>➤ Alan Buchan was selected as the best candidate for the position due to his enthusiasm, experience and ideas. Jilly Ballantyne, a media student was recruited on a smaller 2 hour per week contract to be a media consultant for the team.</li> </ul> </li> </ul>

<p><b>Sports Union</b></p>	<ul style="list-style-type: none"> <li>▪ <b>The Student Association have been working with Care, health and Sport Department on re-launching the Sports Union</b> <ul style="list-style-type: none"> <li>➤ Two sports students have been appointed as coaches for the Sports Union to facilitate a one hour session each week.</li> <li>➤ The Student Association will help to promote the sessions in the hopes that it will attract interest from students across all three campuses</li> <li>➤ We then aim to have ‘friendly’ games with other College and Universities.</li> </ul> </li> </ul>
<p><b>Proposals and upcoming events</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Proposals</b> <ul style="list-style-type: none"> <li>➤ <b>Enhance transcripts-</b> it is proposed that alongside receiving the end of year certificate with a list of credits, students would also get a certificate to provide information on what other extra-curricular activities they took part in e.g. work placements, volunteering, clubs &amp; societies.</li> <li>➤ <b>Charity Ball</b> to raise money for CLIC Sergeant, possibly in conjunction with the Class Rep Award Ceremony</li> <li>➤ <b>Broaden the Scots Programme</b> to the CLIC Sergeant charity- the children/teenagers may have been out of education for years and have no knowledge of what they want to do, we’re hoping it would be possible to incorporate a few of them into the SCOTS programme.</li> <li>➤ <b>Gender neutral/Unisex toilets</b> for new Falkirk Campus- our LGBT officer will be gathering information on whether this is something our students may want and what these would entail exactly. Most colleges and Universities are applying these types of facilities now.</li> </ul> </li> <li>▪ <b>December Events</b> <ul style="list-style-type: none"> <li>➤ Wear a Christmas jumper day</li> <li>➤ Alcohol awareness events</li> <li>➤ Visit to Dundee College</li> </ul> </li> </ul>

## Meetings

- **The Student Association met with Cal Munro (Stirling University) to discuss the possibility of linking up with their clubs and societies**
  - FVC Students can now join Stirling Universities Pool Society
  - Current discussions are ongoing that the FVC students will be able to join more clubs and societies after paying a £5.00 membership fee.
- **Lorraine and Lynne met with Deirdre from CLIC (Children Living with Cancer) to discuss possible fundraising ideas**
  - The most popular idea so far among students is to have a charity ball at the end of the year, which could possibly tie in with the class rep award ceremony planned.
- **Meeting with David and Kate from SPARQS to discuss effective strategies for the Student Association**
  - Decided that we will have a strategic planning day which will take place in February
  - Presentation on the Student Association delivered to SPARQS/NUS staff
- **Lorraine and Alan met with Lauren McKay, VP Education, Stirling University, to discuss ideas for Alan to take forward in his role as Education Officer**
  - Alan is in regular contact with our Project Officers at FVC and is working with them to plan more joint events for the college and university such as open days or lecturers from the university coming into the college.
- **Meeting with Lisa Hachemi to discuss future Fairtrade events that David Gentles can take forward.**
  - This will happen during our 'Fairtrade Fortnight'
- **Meeting with First Bus to discuss the issues surrounding the busses at the Stirling campus as there has been a low number of students using the service**
  - Rather than cancelling the bus route altogether there will be additional busses running on number 57

**4. Risk Analysis – Low.**

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<b>Date:</b> 4 December 2014	<b>Date:</b> 4 December 2014

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Figure 1

